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Contents

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MANAGEMENT SYSTEMS OF AGRICULTURAL PRODUCTS IN THE REPUBLIC OF UZBEKISTAN.

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Annotation:

This article examines the role and importance of agriculture in the economy of the Republic of Uzbekistan and demonstrates the need to improve the competitiveness of fruit and vegetable products in future economic reforms and the need for implementing a network management system. The SWOT method also shows the prospects and ways to increase the competitiveness of fruits and vegetables in the global agrarian and food markets.

Key words: Management systems, fruit and vegetable products, quality, safety, SWOT, competitiveness, standards.

1. INTRODUCTION

The ongoing reforms in the Republic of Uzbekistan aimed at creating a stable and efficient economy have already shown their results. In particular, in the short term significant progress has been made in the implementation of deep structural changes in the economy, ensuring the population's income, enhancing effective foreign trade and investment processes, agricultural reforming, sustainable development of small business and private entrepreneurship, and strengthening the banking and financial system.

In particular, following the results of 2018 the gross domestic product of Uzbekistan will make up 407514,5 billion dollars. soums. This positive result is achieved by ensuring that the average annual GDP growth rate for the period 1991-2018 is 4.5%. In this regard, creation of favorable business environment in the country, consistent implementation of investment policy aimed at modernization, technical and technological renewal of production is important.

In the Decree “On the Strategy of Action for the Further Development of the Republic of Uzbekistan”
- deepening of structural changes and continuous development of agricultural production, further strengthening of food security of the country, expansion of production of ecologically pure products, significant increase of export potential of agrarian sector;

- implementation of investment projects for the construction, reconstruction and modernization of existing facilities, equipped with the latest high-tech equipment for deep processing of agricultural products, production of semi-finished products and finished food products, as well as packaging;
- The priority of the agricultural products storage, transportation and sale, agrochemical, financial and other modern market infrastructure services [1] is a testament to the ongoing work in this area.

In the implementation of these priorities, modernization and accelerated development of agriculture, including further strengthening of food security of the country, significant increase of export potential of agrarian sector plays an important role in ensuring competitiveness of agricultural products not only in domestic but also in the world markets. One of the key factors in ensuring the competitiveness of products is the quality index [1]. At present the socio-economic development of the countries of the world in its essence differs significantly from previous ones. The main and most important aspect of this is the increasing integration and globalization of national economies. At the same time, these processes will also increase competition in the international arena and strengthen each country's struggle to strengthen its position in the international division of labor. Currently, it is important for most consumers and domestic or foreign partners not only the quality of the products, but also the quality of the products from their production to the delivery process. The guaranteed implementation of these processes is ensured by the Quality Management System (QMS).

Literature review

Scientists of our country and abroad, including the CIS countries, have done a lot of research on improving the competitiveness of products and the development of management systems. Kotler F., Samuelson P.E., Ansoff. I., Thompson A.A., Porter M., Fleischer K., Bensussan B., Mescon M. have conducted research [2 - 8].

Scientists from the CIS countries Minko EV, Minko AE, Smirnov VP, Ryabova TF, Nikitin VA, Serova E., Khramova I., Semenov VV, Conti TN, Chaynikov VN, Ilina ZM, Rubin Yu.B., Fatkhutdinov RA, Sviridova OI Theoretical and methodological issues of the studied subject have been studied in his works [9 - 18].

Improving the competitiveness of fruit and vegetable products in Uzbekistan, theoretical and methodological foundations for the development of quality management systems Badalova MU, Muminov Sh., Khamdamov SH, Tashmatov RH Sadullaev U.A., Mirzajonov AK, Allanazarov A.Sh. and is reflected in the work of several other scholars [19 - 25].

At the same time, the issues of improving the competitiveness of fruit and vegetable products through the development of quality management systems are not sufficiently covered. This implies the need for scientific research in these areas, and determines the relevance of research.

Research Methodology

The study conducted a SWOT analysis of the relationship between theoretical and practical knowledge, as well as statistical comparisons, on the basis of selective indicators, ensuring the competitiveness of fruit and vegetable products in the global agrarian and food markets.

Analysis and results

The future development of Uzbekistan's economy, including the agrarian sector, is directly linked to the processes of globalization and integration into the global economy, which has created a problem of international competition. Increasing domestic demand makes businesses more difficult. As a result, manufacturers in the country have entered into a competitive battle for goods imported from far abroad in two ways: to maintain their position in the domestic market and to search for new foreign markets. However, the quality of international competitiveness of domestic manufacturers is low.For successful introduction and improvement of the quality management system at the enterprises of our country, it is necessary to study and apply the international experience of certified companies, to involve all employees in quality issues, to attract qualified consultants for the certification of the enterprise, the type and area of business. We believe that it is necessary to introduce quality management systems (QMS) taking into account features.The major part of export-import products in the agricultural sector of the country is occupied by products of the sub-sector of fruit and vegetable production. The fruits and vegetables sub-complex of Uzbekistan has long been recognized in the world by its unique taste, richness of vitamins and ecological purity. Demand for such products is growing in the global market. In turn, it is important to introduce new processing techniques and technologies to the country to further strengthen ties with foreign partners to expand the market of agricultural products, especially fruit and vegetable products, and to develop the storage and processing industries. important.

In this context, the development of the agrarian sector in the country's investment programs will consistently fulfill the objectives of the development of the processing industry. It is worth noting that the efficiency of investments in agriculture is 14.3%, but the risk is 49.2% [26]. Hence, investment in the development of this sector requires the use of all available opportunities.For this purpose, in our opinion, special attention should be paid to developing measures to attract foreign investments, increasing demand for domestic products in the world markets, improving the quality management system, maintaining modern logistics and supply chain.

In this regard, the development of agro-industrial systems based on scientific research, development of consulting services in the field of production, processing, standardization and agribusiness, in line with the ongoing reforms and the modern requirements of the Republic in the field of processing of agricultural products. In order to further develop the industry, increase the investment attractiveness of the sector and introduce modern technologies in the agrarian sector, Resolution “PQ-4406“ On additional measures for deep processing of food products and further development of the food industry ”[27].This is because even before the production and sale of fruit and vegetable products, there are certain characteristics, which can be explained by the fact that during the year large quantities of goods are exported, processed, dried and semi-processed. Also, the fruits and vegetables grown in Uzbekistan are unique because of their rich micronutrients and various biologically irreplaceable nutrients, as well as unique soil-climatic conditions and consistent four-seasons production of a wide range of high-quality fruits and vegetables.

It is ahead of other countries with favorable facilities.Modernization and accelerated development of agriculture of the Republic of Uzbekistan, including further strengthening of food security of the country, significant increase of export potential of agrarian sector, requires realization of agrarian production not only on the domestic and world markets. One of the key factors in ensuring the competitiveness of products is the quality index [28]. Currently, it is important for most consumers and domestic or foreign partners not only the quality of the products, but also the quality and safety of the products from their production to the consumer. Guaranteed implementation of these processes will be ensured through standards for management systems (Mts).In addition, the introduction of standards based on management systems will also bring benefits to various parties in the business:

№	Interested	Benefits
1.	**Organizations**	- - Improved corporate governance; - - Increasing export potential of the enterprise; - - Reduction of costs and resource efficiency; - - Increasing the competitiveness of domestic and foreign markets; - - Internal activity regulation of the enterprise;

		- - Reduction in the volume of inadequate products - - Solving social problems of employees and employees; - - Improvement of the quality of specialist staff
2.	**Consumers**	- - Food safety; - - Increasing the naturalness of products; - - Satisfaction of consumer demand; - - Consumer choice
3.	**Investors**	- - "transparency" of enterprises and organizations; - - "Foresight" of the enterprise's future; - - Possibility of obtaining stable devotional

Fig 1. Results of implementation of standards based on management systems

Effective use of management systems and certification on the basis of these international standards will give an impetus to the development of the industry, improving the level and quality of consumer products, as well as their competitiveness in the domestic and world markets.With this in mind, we have analyzed SWOT for the introduction of management systems in the agricultural sector in Uzbekistan, particularly in the fruit and vegetable sector.

Table 2

SWOT Analysis of Ensuring Competitiveness of Fruit and Vegetable Products Produced in Uzbekistan through Management Systems in the Global Agrarian and Food Markets

Strong	Weak
- - Extensive experience, knowledge and potential in Uzbekistan on growing vegetables, melons, fruits and grapes; - - Presence of rich, diverse varieties and unique quality of fruits and vegetables that are not similar in the world selection; - - Unique soil-climatic conditions of Uzbekistan, average daily days in the country are 320 days, consistent interchange of all four seasons creates favorable conditions for cultivation of the main varieties of high-quality fruits and vegetables; - - starting from the first days of March, when natural greens will be harvested in the country and will continue throughout the year until early December, when grapes, melons, dates and quince will be delivered to the markets	- - Lack of management systems in accordance with international standards in the fruit and vegetable sector and inadequate certification with internationally recognized certificates; - - inadequate infrastructure facilities and services on export corridors and roads; - - Inadequate development of transport and logistics systems; - - low technical capacity of customs posts, low carrying capacity, and poor storage and serviceability; - - low level of mechanization of fruits and vegetables (40-50%), lack of specialized machinery used in the field; - - low yield of fruits and vegetables compared to developed countries;

throughout the year, making Uzbekistan a reliable base for these products; - - Inexpensive consumption properties of fruits and vegetables grown in our country, such as natural sugars, amino and organic acids, essential micronutrients for health, and medicinal properties as a result of the irreplaceable biological substances in the diet; - - Uzbekistan has long been famous for its apricots, peaches, plums, pears, cherries, figs, pomegranates, quince, grapes, tomatoes, cucumbers, onions and many other fruits and vegetables, a unique taste and aroma; - - because of the combination of rare natural and soil-climatic conditions in the world, the most delicious and the most healthy fruits and vegetables in the world can only be grown in our region; - - international standards in the agricultural sector, the necessary institutional conditions for the development of quality management systems, and others.	- - Lack of seeds and varieties of fruit and vegetables with high storage and long-term storage capacity; - - insufficient capacity to improve the design and design of agricultural products; - - insufficient storage capacity of special refrigerated warehouses for storing fruits and vegetables at the same temperature; - - Inadequate system of long-distance transportation of fruits and vegetables by refrigerators; - - Most farmers and dehkans do not have the necessary knowledge and skills and reliable information on world markets pricing, conjuncture and competitive environment, export procedures, regulatory and legal documents; - - underdeveloped consulting and services, agricultural infrastructure, etc.
Opportunities	**Risks**
- - excess of domestic consumption of agricultural and other food products produced in our country and opportunities for their export to world markets; - - High demand for Uzbek fruits and vegetables in the CIS markets (especially in Kazakhstan and Russia) and in other countries; - - the Russian sanctions in response to the EU and US sanctions on the Russian Federation to boost Uzbekistan's export potential; - - there are untapped opportunities in the republic for the production and processing of dried and dried fruits and vegetables; - - Attractions and privileges provided by the government at the government level for the cultivation, industrial processing and export of fruits and vegetables in our country; - - Expanding the system of special refrigerated warehouses for annual storage and export of agricultural products under government programs;	- - there are no trends in sustainable development in the global food markets, and often, some countries or their groups, for their own political and lobbying interests, have undergone a stable situation in the markets; - - Developing countries support their agricultural exporters with subsidies and other means and impose obstacles on imports in the domestic market, forcing our national exporters to compete in unequal conditions; - - Increasing export of fruits and vegetables from China, Azerbaijan, Southeast Asia, India, Latin America and other countries, such as the Russian Federation and Kazakhstan, which are major partners in the export of fruits and vegetables; - - The accession of many CIS member states to the World Trade Organization (WTO) will increase their competitiveness in the food markets and regulate exports under WTO requirements;

- - availability of sufficient land and water and labor resources to create additional orchards and vineyards in the mountainous and foothill areas of the country; - - Creation of intensive orchards, modernization of production will lead to further increase in productivity and quality of fruits and vegetables; - - expanding opportunities for investment in agricultural production; - - application of the "single window" principle for luggage processing at customs offices, reducing the time of their registration and preventing stagnation, etc.	- - the export potential of these countries due to the increasing requirements of food quality standards, technical, sanitary, hygienic, phytosanitary, veterinary, environmental and other requirements in the markets of the European Union and other developed countries; - - countries such as USA, Netherlands, China, Spain, Turkey, France, Italy, Germany, Iran, Belgium, Mexico, India, Poland, South Africa, Chile, Canada, Argentina, Greece and Egypt - major exporters of world food markets and strengthening of the role and position.

The SWOT analysis shows that in addition to the various competitive advantages of introducing and developing the quality management system standards in Uzbekistan, there are some problems or weaknesses that can be overcome by addressing the global agrarian production in Uzbekistan through the development of quality management systems. and it is advisable to undertake a number of measures to ensure competitiveness in the food and food markets, including:Formation and systematic development of unique agrarian centers for timely and timely resolution of problems related to long-distance transportation through special refrigerated warehouses, refrigerators, and storage of fruit and vegetables at the same temperature. Production of agricultural products in accordance with world standards and competitiveness in the global agrarian and food market requires the introduction of every other chain of the chain from international to international standards, including quality management systems.

Conclusion/Recommendations

In conclusion, modernization and accelerated development of agriculture in Uzbekistan, including further strengthening of food security of the country, significant increase of export potential of the agricultural sector, is one of the priority tasks, ensuring competitiveness of agricultural products not only in the domestic but also in the world markets. requires.Fruit and vegetable production grown in Uzbekistan is a very rich and diverse variety, unique quality, inexpensive consumption, inimitable taste and aroma, from early spring to late autumn, even in winter. It is of vital importance to the domestic and world markets as it is delivered to markets at any time of the year. In general, ensuring competitiveness of fruit and vegetable products in the domestic and foreign markets, thus creating import-substituting, export-oriented products, first of all, increasing employment in the country, thus increasing the currency inflow to the country, thereby increasing employment. as well as increasing its image in the global agrarian and food markets.Given that quality and safety is an important factor in enhancing the

competitiveness of fruit and vegetable products in the global agrarian and food markets, quality and safety management systems are guaranteed at every stage of the chain, from production to delivery.

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PROVIDING EFFECTIVE ACTIVITY OF HIGHER EDUCATION INSTITUTIONS OF THE REPUBLIC OF UZBEKISTAN IN THE EDUCATIONAL SERVICES

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Annotation:

This article focuses on the role of the management function of motivation in ensuring the effective functioning of the educational services market, the management functions in higher education to maintain internal stability, its integrity and structure, as well as to choose a strategy for the development of its activity, and to prepare and implement suitable recommendations for working in a competitive environment.

Key words: higher education, organization, educational services, student, graduate, management, management, motivation, salary, strategy, educational strategy, material incentive, competition

As in other organizations in the service sector, a condition for the successful implementation of management functions in a higher education institution is the establishment of boundaries between the external and internal environment, as well as in the process of establishing the internal environment between its components. The formation of an organization leads to the selection of a separate part of the mass of disordered (or orderly) phenomena that has the status of a part (subsystem, division) of an organizational structure or system.

It is not difficult to see that management functions are implemented as an educational system in the activity of HEIs. "Educational process management" function involves coordinating the activities of the structural units of the university in the field of curriculum content, monitoring the quality of education. The "scientific activity" function is related to research and development in areas important for increasing the competitiveness of graduates in the labor market. Science is an innovative resource of the education management system. The unity of educational and scientific activity provides graduates with modern knowledge in the fields of science and technology, economic theory, economy and production organization, accounting and auditing, methods of modern economic analysis, etc. The "Development of educational technologies" function ensures the use of scientific and technical progress in improving the quality of educational services. The Human Resources function includes determining staffing needs, training, education and support, and qualification requirements for other employees, as well as improving the certification and incentive system. The function "Working with students" includes admission and graduation planning, current monitoring of students' learning and teaching quality,

interim control of the level of knowledge, final attestation of graduates, necessary for the formation of highly qualified specialists in a specific field of their future activities and scientific research work of students. forms other lines of work.The student is at the center of the educational process. It is for this consumer that lectures are given, textbooks are written, and new educational technologies are being developed. The student is the "material" that should become the final result of the educational process. This result is, first of all, a specialist with a higher professional education. The quality of knowledge can be determined by its fundamental nature, depth, and relevance to post-graduation work. The competitiveness of graduates in the labor market, in our opinion, should be determined according to the following criteria. The duration of work in a specialty after graduation is the share of graduates who are employed in their specialty out of the total number of graduates in this specialty in the corresponding year. The effectiveness of the educational service can be evaluated by the percentage of those working in the specialty in the total graduation of full-time students.

About 50% of those who graduated from full-time departments of higher educational institutions are employed, which indicates the demand for specialists with higher professional education by their organizational structures. Here, attention is paid to the quality of educational services provided by full-time departments of state HEIs. This is because non-public university graduates, even full-time students, usually combine work with study because they pay for their own tuition.The achievements of graduates are also an indicator of the quality of knowledge acquired. Therefore, it is appropriate for the management of HEIs to monitor the professional activities of graduates. Project control plays a major role in modern HE management, which is useful for supporting change projects in universities. Project control includes checking the achieved result, comparing the scope of work with the established parameters, deadlines and costs. The management function, such as motivation, has a special place in ensuring the effective functioning of the university in the market of educational services.

• In this regard, it is appropriate to dwell on the main rules of motivation theories. Analysis of the content of motivation models (F. Gersberg, A. Maslow, D. McClelland, L. Porter, E. Lawler)1.Motivation theory has a certain evolution as an integral part of management science. The most complete reflection of the position of the theory, motivation Meskon F.H., Albert M. and Khedouri F.'s collective work, motivation as a feeling of lack of something, is a behavioral manifestation of a need, aimed at it, to achieve a goal, that is, to satisfy a need that serves as a motive for action. Truth is everything that a person considers valuable to himself. Concepts of values are specific and individual for each person. Expectation is a person's assessment of the probability of a certain event, it is the ratio between the efforts spent in management and the results obtained. The desire to meet the expectations of employees is an incentive to motivate work.

All these rules of the main theories of motivation are also relevant for the implementation of the "motivation" function in higher education institutions. Thus, motivation can be considered as a sign (property) of a person (object of control). Motivation is a management stage (part of the management cycle), motivation is human activity that is a function of its vital support, motivation and encouragement are homogeneous in semantic content, as separate elements (stages of the management cycle. The mechanism of the hierarchy of needs is strictly regulated in the management cycle, the subject in terms of content corresponds to the field of activity in the field of management in the university, as well as in other organizations in the service sector (for example, management of university employees).Despite the trend of increasing education funding, the state financial support of the education sector is insufficient and external influences (external publications that create a certain image of the university in the external environment). Incentives are not tied to the time employees spend on providing the necessary materials for the learning process. Work motivation is one of the important factors of work performance, it helps to effectively use the work potential of employees. You should also consider the value of non-material incentives. After all, in addition to a decent salary for professors and teachers, the recognition of colleagues, fame in a certain field of science, etc. are important. It is noted in the literature that any activity includes a goal, a tool, and the activity process itself.

Activity is the real driving force of the social process and the condition of existence in the society itself. This is fully applicable to higher education. Educational management is a targeted activity of all subjects aimed at ensuring the formation, optimal functioning and mandatory development of each educational institution at all levels and the entire system. It should be noted that the average monthly salary in higher educational institutions does not allow the theory of motivation to be put into practice. The average monthly nominal salary in higher education institutions is about 82%. reduced wages in the economy as a whole by more than 66% compared to wages in industry. The state will independently form a salary fund for employees at the expense of the budget allocated for the maintenance of the higher education institution and other sources not prohibited by the laws of the country. The salary fund is calculated based on the number of employees and the average rate. The number of teaching staff is determined taking into account the planned contingent of students at the beginning and end of the calendar year and the estimated rate per teacher.

Financial incentives for employees of higher education institutions are mainly carried out at the expense of extra-budgetary sources. Many higher education institutions are increasing the number of students studying on a paid basis, developing various forms of paid education. As a rule, professors and teachers, in addition to financial incentives, have motivational factors such as passion for the field of science, commitment to pedagogical work, the ability to self-realize from a scientific point of view (dissertation

defense, obtaining a diploma). academic title), as well as the desire for self - realization, can be considered an allowance for official salaries (40% for the position of associate professor; 60% for the position of professor).Summarizing the above, we can conclude that management functions in higher education institutions are aimed at maintaining internal stability, eliminating deviations in the processes that determine the existence of the system, its integrity and structure, as well as choosing a strategy for the development of its activities. Development of a higher education institution in a competitive environment is impossible without a clear choice of behavioral strategy in the market of relevant educational services. The situation in a number of state and non-state institutions is mainly due to the lack of a development strategy. Strategy selection can be defined as the process of developing and making managerial decisions. The strategy should help to strengthen the position of institutions in relation to competitors and should be a comprehensive plan to achieve the set goals. The chosen strategy should ensure the long-term and effective operation of the higher education institution in the competitive environment.The choice of strategy affects the competition. If there is a competition, the university has the opportunity to choose the most promising applicants.

It is not difficult to see a slight decrease in competition in state higher education institutions, which is to some extent related to the competition of non-state universities, which focus on training personnel in the field of entrepreneurship. Changes in the higher education system include the use of socio-economic forecasting and strategic planning methods in the management of higher education institutions, as well as the education system in general. Education socializes a person economically, socially and culturally. Note that the process of socialization is the interaction of society and the individual. The importance of improving educational services lies in the fact that education affects all processes occurring in society.Most countries focus on education policy (content, principles and implementation directions). In 1998, the World Conference on Higher Education was held in Paris, which recommended that all countries develop a set of measures of a "prospective and relevant" nature to ensure universal education. Declaration of Human Rights in Education. This primarily refers to the development of national-state education policies aimed at meeting the needs of the population for education and training services in accordance with their abilities and career choices. The main task of the state education policy is to create an education system that organically fits into the mainstream of the international education system.

The education policy of modern states includes the following components:

- state education policy;
- educational policy of civil society institutions;
- regional education policy;
- city education policy.

The state establishes the legal forms and mechanisms of regulation of this activity and creates a

coherent system of educational activities. The state also forms the process of training and retraining of personnel, determines the minimum knowledge, skills and qualifications required for the training of specialists of any profile. The minimum knowledge of relevant specialties is determined by the state educational standard. At the same time, the country's education system is mainly owned by the state.

Modern education policy is aimed at information. Strategies and tactics of educational institutions cannot be implemented without taking this factor into account.

The following principles are characteristic of the state education policy:

• from the point of view of national and regional components of state educational standards, the capabilities of the country's subjects and regional differences are taken into account when defining their policy in the field of higher and post-higher education;

• continuity and consistency of the educational process;

• To preserve and develop the achievements and traditions of higher education, to integrate post-university professional education systems into the world higher education system;

• ensuring competitiveness and transparency in determining the priority areas of science and technology, technology development, as well as training of specialists, retraining and upgrading of skills;

• state support for the training of specialists in the priority areas of fundamental and applied scientific research in the field of higher and post-higher education.

The country's education policy is characterized by the preservation of the traditional foundations of the education system and, at the same time, the multifaceted diversity of the education system, the combination of state and non-state education structures, which creates a competitive environment.

In the competitive environment in the field of educational services, it is especially important to rationally approach the choice of a modern university strategy that provides a range of educational services to various groups of the population. The basis of the development of the strategy of the institution in a competitive environment is to determine its goals and potential. When determining the general goal, the main direction of the university's activities, as well as the principles of its work in the external environment both in the country and abroad, business relations, cooperation with other institutions, working with regions, attitude to the consumer, organizational culture, traditions, and the climate in the team should also be taken into account. .

The general goal of state HEIs should be to maintain the capacity to produce and provide high quality educational services to consumers based on the use of modern educational technologies. The following

should be taken into account when making a strategic choice:

- requirements for the quality of education;
- requirements for the quality of the teacher;
- the state of the material and technical base of the university;
- motivation of teaching staff;
- the quality of educational programs and other educational and methodological developments;
- quality of students;
- infrastructure quality;
- quality of knowledge;
- innovative activity of management;
- introduction of technological innovations;
- demand for graduates;
- risk of lack of demand for educational services;
-rational placement of personnel, distribution of tasks;
- providing connections between subsystems of HEI and management of these connections;
- the results of analysis and control for making quick management decisions aimed at correcting the strategy, taking into account the influence of external and internal environmental factors.

An important step in the development of an HE strategy is to analyze the gaps between the intended goals and real opportunities, or to analyze the gaps (gaps) and determine ways to solve them.The main stages of gap analysis:

1) determining the main interests of the enterprise from the point of view of achieving long-term goals (for example, increasing the volume of production);

2) to clarify the real capabilities of the enterprise at the moment, within three years, within five years;

3) determining the specific indicators of the strategic plan that correspond to the main interests of the enterprise, for example, increasing the volume of services by 3%;

4) determining the difference between the indicators of the strategic plan and the opportunities arising from the actual situation of the enterprise;

5) development of ways to eliminate identified deficiencies or reduce specific indicators;

6) determining the main interests of the enterprise from the point of view of achieving long term goals (for example, increasing the volume of production);

7) to clarify the real capabilities of the enterprise at the moment, within three years, within five years;

8) long-term determination of the main interests of the enterprise in achieving its goals (for example, increasing the volume of production);

9) to clarify the real possibilities of the enterprise at present, within three years, within five years;

10) determining the specific indicators of the strategic plan that correspond to the main interests of the enterprise, for example, increasing the volume of services by 3%;

11) determining the difference between the indicators of the strategic plan and the opportunities arising from the actual situation of the enterprise;

12) development of ways to eliminate identified deficiencies or reduce specific indicators.

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STAGES OF INTRODUCTION OF ELECTRONIC GOVERNMENT

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ABSTRACT

Implementation of ICT in public administration consists of several stages. The first stage - the creation of web portals is characterized by the entry of the government into the electronic network structure. At this stage, the government has one or more sites that act as information providers. The site provides information to the public about the structure of the government, its ministers, agencies, etc. Information about phones, addresses, reception times, etc. will also be posted.

Answers to questions asked by citizens and organizations can also be regularly posted on the site. In the second step, a lot of special and new information can be provided to users through government websites with the participation of the web portal. This information may consist of government publications, legal documents, new information. The number of government agencies will increase on the network, and it will be possible to contact each one. An email address, a search engine, an opportunity to send any comments or suggestions will appear. The third stage - interactive web portals, along with providing services to the population, also increase the consistency of relations between state structures and citizens. National government websites connect the user directly to ministries, departments and agencies in the form of a web portal. Interconnection between the services of citizens and providers allows network users to get acquainted with the information they are interested in. The user can get special information, fill out various forms and forms online, agree on a deal with managers, participate in electronic meetings. Here comes site security and password for the user. The fourth stage - the information flow web portal for the user ensures the receipt of documents and agreements through the network. Citizens use visas, passports, birth or death certificates, licenses, permits and other information services. A government website is a portal, providing citizens with direct access to government structures and services. Such portals are mainly focused on the demands and objections of the population rather than the structure and function of the government. Citizens can also make tax and utility payments online. An electronic digital signature can be used at this stage. The fifth stage is a fully integrated web portal that provides service and communication through the government portal network, ensuring that the network user receives the optional service in a timely manner. Efforts are being made to create an "Electronic Government" system in our country, its practical application serves to ensure socio-

economic, political-spiritual development, the lifestyle of the population grows, the consistency of people's participation in public administration increases, the responsibility of the employees of public administration bodies in their leadership activities increases, and perfect decisions are made. will be achieved. "Electronic government" provides information and services about the types of state services to the population, branches of commercial and state bodies, and heads of organizations, using information technology at a high level, and shortens the distance of interaction between the customer and the state as much as possible. "Electronic government" is an electronic document circulation system in public administration, based on the automation of all administrative processes at the national level and aimed at reducing social communication delays for each member of society in order to increase the efficiency of public administration. The creation of electronic government requires the formation of a system aimed at solving a number of issues related to the processes of managing and processing publically distributed documents of public administration. Electronic government is not an addition to the current government, but it is to increase the efficiency of public services with the help of information and communication technologies. Nowadays, it is inevitable that "e-government" as a "one-stop shop" will be more relevant than today. This process is directly related to the rapid development of social networks. Such technologies will further increase the level of socio-political communication opportunities and create new forms of mutual integration between government, commerce and citizens. Today, a single concept of "e-government" has been created, only based on the specific characteristics and conditions of each country, a set of requirements has been created for government citizens and employees of the commercial sector to use the necessary information.

Users of different levels and categories are united by a single goal, that they have an effective tool for obtaining information in a short time, at low cost, through the closest way, and ensures that their interaction with state bodies is simple, fast and convenient. Thus, the goal of creating "electronic government" is: - optimization of government services to the population and commerce; - increase the level of participation of all voters in state management and leadership processes; - to increase and support the level of self-service opportunities of citizens; - to increase the level of citizens and the level of technological provision; - to reduce the level of influence due to factors of geographical location in the processes of mutual information exchange; - reducing costs, increasing efficiency, and ensuring competitiveness in public administration. "Electronic government" not only reduces the effectiveness of administrative management and related costs, but also fundamentally changes the relationship between society and the government. This, in turn, improves the democratic society and increases the state's responsibility to the people. The introduction of "electronic government" will improve the state and the population. coordinates their relations, reduces public dissatisfaction with the government, political conflicts disappear due to mutual electronic communication and agreements between the state and

society. an Internet-based public administration structure connecting civil society is formed. Usually, the process of introducing "e-government" includes three stages: In the first stage, the ICT tool facilitates the access of organizations, enterprises and citizens to the information of state bodies. determines the exact address. To implement this stage, state bodies create their own websites, which include legislation and other regulatory legal documents, their necessary forms, statistical and economic data. The main element of this stage is the availability of a state web portal that gathers all state information resources and provides "one-stop" access to information. In the second stage, public services (registration of real estate and land, filling out tax declarations, submitting applications for permits) will be provided online. Moving to this stage will eliminate bureaucratic obstacles, reduce complex processes, and reduce direct communication with the organization's leaders. The actual implementation of this stage will provide services to government bodies in electronic form (e-services) through a "single window" 24 hours a day, 7 days a week. In the third stage, the participation of citizens and firms in the processes of government policy development at all levels of public administration is ensured through interactive relations with politicians and leaders. These works are mainly carried out through web forums, and legislative acts and drafts of regulatory legal documents, proposals and recommendations are summarized and discussed. The introduction of new technologies requires the government to be very careful about time categories.

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The role of information systems in the management structure

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ABSTRACT

Currently, information technology is the most important factor affecting the rapid development of society. Although information technology has existed at various stages of human development, the characteristic feature of today's information society is that, for the first time in the history of civilization, the effort spent on obtaining and producing knowledge is less than the expenses spent on energy, raw materials, materials, and material consumer goods. is prevailing, that is, information technologies are taking the leading place among the new technologies available. The information technology industry consists of computer, communication system, data storage, knowledge storage and related fields of activity. Information technology is becoming more and more deeply embedded in all spheres of life and becoming its driving force. Information systems mean the principles, methods and tools of information storage, search, classification and processing.

The information system allows the user to organize information, search automatically, exchange information. A system is understood as a complex of several types of elements that work in an interconnected manner at the same time towards a single goal. The creation and use of the information system should be appropriate for the intended purpose. Otherwise, it will not make sense to use it. In this sense, it is difficult to classify the data warehouse into one general type. Some systems are not classified at all. A system is understood as a set of elements (objects) that work simultaneously as a whole and in an interconnected manner towards a single goal. So, any system serves a specific purpose. Translated from Greek, the word technology means art, mastery, skill. Technology is the management of processes aimed at creating artificial objects. Before introducing the concept of information system, let's define what we mean by system. A system is a set of elements (objects) that work in a unified and interconnected way at the same time towards a single goal. So, any system serves a specific purpose. For example, the system of city telephone networks that you know, the human cardiovascular system, the nervous system, etc. are examples of man-made and natural systems. Each of them meets all the conditions imposed on the system, that is, each of them works towards its own unique goal and consists of elements that make up the system.

In information technology, the concept of "system" is used more in relation to the management of

technical means, mainly computers and complex objects. The addition of the word "information" to the concept of "system" clearly reflects its defined function and purpose of creation. Information system is an interconnected set of methods, tools and persons used to collect, store, process and transmit information in order to achieve a specified goal.Information systems have existed since the beginning of society, because at various stages of its development, society required systematic, pre-prepared information for its management. This is especially true of production processes—processes related to the production of tangible and intangible goods. Because they are vitally important for the development of society. It is the production processes that are rapidly improving. As they develop, management becomes more complicated, which, in turn, encourages the improvement and development of information systems.

Therefore, let's first understand what a control system is. According to the cybernetic approach, the management system represents a combination of a management object (for example, enterprises, organizations, etc.) and a management subject, management apparatus. Management apparatus means employees who formulate goals, develop plans, adapt requirements to the decisions made, and also monitor their implementation. The task of the control object includes the execution of the plans developed by the control apparatus, that is, the core of the control system is designed to perform these tasks. Both components of the control system are connected by positive and negative feedback.Correct communication is expressed in the flow of information directed from the control device to the control object. Feedback is reflected in the information flow of the report on the implementation of the decisions that are sent in the opposite direction. Direct and reverse information flows, processing tools, data transfer and storage, as well as the interaction of management personnel performing data processing operations make up the object's information system.

Information systems are not only information processing and storage, automation of writing and drawing work, but also decision-making (artificial intelligence methods, expert systems, etc.), modern telecommunication tools (e-mail, teleconferences), general and local computing networks and new management. due to the use of methods, it increases the efficiency of the management object and is widely used for this purpose.

The first information systems appeared in the 50s. In these years, they were designed for the processing of salary calculations and were carried out on electromechanical accounting machines. This led to a certain reduction of labor and time in the preparation of paper documents. In the 60s, the attitude towards information systems changed completely. The information obtained from these systems was used for periodic reporting on many parameters. In the 1970s and 1980s, information systems began to be widely

used as control management tools that support and accelerate decision-making processes. Since the end of the 80s, the concept of using information systems has been changing. They remain a strategic source of information and are used at all levels of organization in any field. The information systems of this period provide timely information and help to achieve success in the organization's activities. In general, the processes that ensure the operation of the information system in the desired tasks can be imagined as follows:

Entering information from external or internal sources;
Processing the entered information and presenting it in a convenient way;
Transmission of information to the consumer;Feedback, that is, provision of information processed by users to correct the information
entered.

Software is a collection of software tools for creating and using a data processing system using computer technology. Software includes basic (general system) and practical (special) software products.

Regardless of the field of application, the effective functioning of information systems is related to a number of provisions. It is accepted to divide them into software, technical, legal, informational, organizational, mathematical and linguistic resources.Information supply is a set of methods and tools for codification, placement and organization of information, including uniform systems of documentation, creating a database in information systems. The reliability and quality of management decisions largely depends on the quality of the developed information. Basic software tools serve for automation of human-computer interactions, data processing, organization of sample procedures, control and diagnostics of technical equipment operation. Application software information system includes a set of software products designed to automate the solution of functional tasks. They can be developed as universal tools (text editors, spreadsheets, database management systems) and special tools - various objects (economic, engineering, technical, etc.) implementing functional subsystems. Technical support is a complex of technical tools used for the operation of the data processing system. This supply includes devices that process data and perform sample operations. In addition to computers, such devices include auxiliary peripheral technical equipment, various organizational equipment, telecommunications and communication equipment. Legal provision includes a set of legal norms that regulate the creation and operation of the information system.

Linguistic support consists of a set of language tools used at various stages of creating and using an environment to improve the efficiency of development and maintenance of human-computer

communication. Automated and automatic types of information systems are known. In an automated information system, some of the functions of management or data processing are performed automatically, and the rest are performed by humans. In an automatic information system, all functions of management and data processing are performed by technical means, without human intervention (for example, automatic control of technological processes).

Depending on the field of application, information systems can be divided into the following classes:

Automation and management of scientific research;
Project automation;
Management of organizational processes;
Management of technological processes.

In the automation and management of scientific research, information systems are designed to automate the activities of scientific staff, analyze statistical information, and manage experiments. In the automation of design, information systems are designed to automate the work of new equipment (technology) manufacturers and engineer designers.Information systems in organizational management are designed to automate human functions. This class includes both industrial (enterprises) and non-industrial objects (banks, stock exchanges, insurance companies, hotels) and management information systems of some offices. In the management of technological processes, the information system is designed for the automation of various technological processes (flexible production processes, metallurgy, energy).

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THE EFFECTIVENESS OF USING MORPHOLOGICAL STUDY METHOD IN

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ABSTRACT

The issue of formation of technical creativity in higher educational institutions is multifaceted, it includes such an important pedagogical task asidentification of effective ways of preparing students for creative activity and the appropriate selection of content, as well as the development of specific methods and means of generalizing technical creativity in the educational process the social and professional President of the Republic of Uzbekistan Sh. Mirziyoyev, October 8,2019 in the decree № PD-5847 on approval of the concept of development system of the System modernizationof higher education, development of social and economic sectors based on advancededucational technologies, raising the process of training it is defined on the development OEMs. In this article highlights about methods of development of drsign competents in future specialists.

Keywords: knowledge, creativity, pedagogical tasks,effectiveness of education, innovativetechnologies, pedagogical process, innovations, professionals.

Introduction

Therefore, we need to pay more attention to the creative work of future professionals who can meet the requirements of international standards. One of the most pressing issues today is theapplication of new methods of imparting knowledge, skills and abilities to students, the creation and provision of aids to them in all areas of education, in line with modern requirements. Overcomingtoday's problems requires the teacher to use innovative technologies in the classroom to increase theeffectiveness of education, so there is an opportunity to introduce innovative pedagogical technologies in all disciplines and on this basis to increase student achievement.

In the organization of pedagogical processes, pedagogical innovations play an important role in conducting experiments and practical training in all disciplines. Innovative technologies should bewidely used in experimental work. Innovative technologies are the pedagogical process, innovations in teacher and student activities, the introduction of problematic questions in the examination of theknowledge of future professionals, carried out through the interaction of teacher and student.

The foundation of innovative technology is seen in the design of the learning process in advance so that the teacher and the student can achieve the goal they have set for themselves. It is advisable for the teacher to design the process of performing the next problematic experiment so that he or she cansee the results in each experiment. In this case, it is important for the teacher to create a technological map of the experimental work in the next lesson, because the technological map created by the teacher for each experimental work allows you to approach the content, understand, plan all stages from the beginning of the learning process. gives In particular, the technological map, if created based on the needs and needs of the student, brings the student to the center of the process of practical work as an individual and allows to increase the effectiveness of teaching.In order to create such a technological map in the conduct of experimental work in the specialty disciplines, the teacher must be aware of technology, psychology, pedagogy, private methodology, modern pedagogical and information technologies, as well as a thorough knowledge of teaching and learning methods. The use of pedagogical technologies in the learning process has a positive impact on the content of education and the student's ability to think creatively.

Therefore, we use the method of morphological analysis proposed by the Swiss astronomer Fritsem Zwicky in the teaching of specialty sciences. This method is the first method that takes a systematic approach to the field of invention.

Morphological analysis (method of morphological analysis) is a method of solving problems based on the selection of possible solutions for individual parts of the problem (called morphologicalfeatures that characterize the device) and their subsequent systematic acquisition (combination). Inorder to perform morphological analysis, it is necessary to clearly formulate the problem for the system under consideration. As a result, the answer to the general question is given by searching for all the options of specific solutions, regardless of whether there is only one specific system in the original problem.

The essence of this method is as follows:

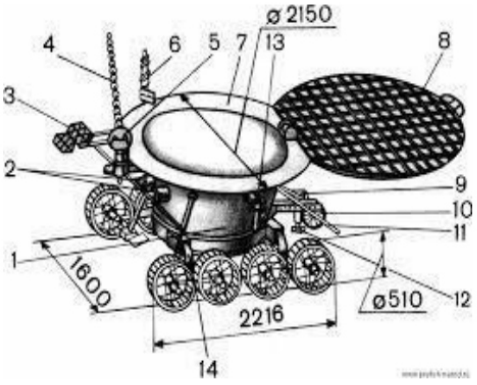
-in the technical system, several of the structural or functional morphological features characteristic of it are distinguished;;

-for each character a list of its possible options, alternatives is made;

-the characters can be placed in the form of tables called morphological boxes or matrices;

-this allows the time spent on research to be predetermined because by generating different options from the list of characters created, a new solution to the problem can also be identified.

Therefore, the method of morphological analysis is used more in the search for the field of possible solutions, rather than in search of any single solution. We will consider the essence of the method of morphological analysis in the teaching of technical sciences to future specialists in theexample of vehicle creation. Suppose we are faced with the problem of creating a lunar eclipse. Lunahod is a vehicle designed to move on the lunar surface, remotely control the lunar rover and serveas a self-propelled robot



We first define the parameters that depend on the solution of the problem and compile a list of them.

Morphological box

		Features				
		1	2	3	4	5
A	*Engine*	*electricity*	*chemical*	*reactive*	*nuclear*	
					engine	
B	*Mechanisms of motion*	*wheeled*	*caterpillars*	*stepping stone*	*auger*	
C	*Cabin*	*hermetic*	*nogermetic*	*3*	*4*	*5*
D	*Management*	*via radio*	*with the program*	*using EC*		

Based on the list in the morphological box, we create a matrix:

A1 A2 A3 A4

B1 B2 B3 B4

C1 C2

D1 D2 D3

This structured matrix is a definite form of writing possible solutions. Each concrete variant of the construction is determined by the collection of elements of different series. Thus, the morphologicalanalysis revealed that in the variant A1, B2, C2, D2, ... lunakhod transport is controlled by electric motor, caterpillar and cabin non-hermetic and software.

The number of possible options is equal to the product of the number of elements in each row.

The number of possible options in the example we are looking at:

H=4x4x2x3=96 га тең

Once the matrix has been constructed, it is time to move on to determining the functional evaluation of the solution options. This is a labor-intensive and important issue. Given the different combinations of these elements, prospective professionals can get a great combination of all possible solutions, including the most unexpected ones

A matrix is a symbolic form of describing solutions. Displaying one of the elements in each row of the matrix gives an idea of all the possible design schemes of the lunakhod. This set of elementsrepresents a possible variant of the original problem. Given the different combinations of these elements, you can get a great combination of all possible solutions, including the most unexpected ones [3].

Thus, the morphological matrix for chemically fueled jet engines built by F. Tsvikki included 576 possible solutions. The highest step of the method is to evaluate the illuminations resulting from the morphological matrix structure. Using this method in the teaching of specialty subjects, future professionals should identify the problem parameters that need to be solved on the issues of the given option and make a list of them. He must then construct an issue matrix and determine the number of possible options. The names of the identified parameters and their list are recorded in Table 1.

1-Table

The name of the problem to be solved	*Object parameter name and list*

Issue options

2-Table

Variant numbers	*The name of the matter (object)*
1	*Robot-Excavator*
2	*Drone*
3	*Melon harvesting machine*
4	*Cotton picking machine*
5	*Carrot slicer*
6	*A robotic machine that works during a fire*
7	*A robotic machine that rescues overturned houses*
8	*A robotic machine performing underwater rescue operations*
9	*A robotic machine that rescues those trapped underground*

In particular, by applying the above method of morphological analysis in practice and practical

training, future professionals will develop a level of professional and creative training, increase creativity and creative thinking, develop design competencies, resulting in increased educational effectiveness.

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