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sairan.abdugalina@mail.ru, roza_bur@mail.ru, yatsan_m@mail.ru**UNIVERSITY MANAGEMENT IN THE CONDITIONS
OF ACADEMIC FREEDOM**

Abstract. The success of the university is primarily associated with the construction of a comfortable professional environment for the creative work of its members. Therefore, the development of human capital is the basis of the university's internal policy," Mr. Novoseltsev emphasized. "Quite right, in fact, the policy of the university is personnel. First of all, we are talking about teachers and researchers, which is why the administrative apparatus should work, first of all, to create favorable conditions for them. Universities are becoming centers of network interactions with business and partners. Intensive interpenetration of design and administrative forms of management is taking place. The resulting noticeable changes in the role of many leading employees are perceived painfully and also require the development of new management approaches. The unifying role of such collectively accepted documents as the university's mission and strategy is growing.

Keywords: higher education institutions, management, novelty, centers, academic freedom, personnel.

INTRODUCTION

Universities should serve the satisfaction of the individual's needs for intellectual, cultural and moral development, as well as the satisfaction of the socio-economic needs of a society whose scientific, technical and social progress is inconceivable without comprehensively educated and professionally trained specialists of all levels, therefore universities should act as a connecting link ensuring the interaction of education and Sciences.

If you pay attention to foreign experience, then, for example, in the United States, the Supreme Court defined the term "academic freedom" as follows: "the university itself determines who has the right to teach and study, how to teach and how to organize student enrollment."

Regarding the rating, I will say this: regardless of who will make the rating, the absence of corruption and the observance of legal norms are important in this process.

MAIN PART

The modern approach to reforming the higher education system is the need to manage universities that is adequate to current conditions, since the wealth of modern states is determined not by natural and technological parameters, but primarily by human capital and education, especially higher education, is becoming an essential component of economic, social and spiritual development .

Among the diverse types of professional activity, managerial occupies a special place. Analyzing it, it is important to emphasize the importance of managerial relations, which are of particular interest for their more complete study. Researchers usually refer the following to the main features of managerial relations.

An effective university management system should consist of 8 elements.

Enrollment, admission, transaction, examination and certain records management depends largely on computerization and automation. Cloud based UMS allows activities to precede in a systematic and effective manner. There are a number of e-solution companies offering certified management systems to the organizations in need. Listed here are some of the features of **University Management System**.



Figure 1 - University management system (UMS)

Functional management is carried out by the heads of departments involved in the innovation process. At this level, the strategic goals in the field of innovation are being transformed into the tactical goals of units or responsibility centers.

The managed subsystem includes units that implement and / or ensure the innovation process, the task of which is to implement the stages of the innovation process: generating an idea - evaluating and selecting an idea - developing an innovation - introducing an innovation - commercializing.

Thus, in the modern university management system, the innovative component should be brought to the strategic level and reflected in all subsystems, which in turn is ensured by the choice of the appropriate organizational structure of the university, which ensures the consolidation of innovative goals for the relevant departments. Firstly, as a result of the implementation of managerial relations, on the one hand, values that are not directly perceived by a person are not created, but on the other hand, their implementation is a prerequisite for the effective creation of socially useful values. The main product of the implementation of managerial relations is the organization of joint labor activity, as well as the individual activities of individual performers, but organization as a product exists in a form that is not given to a person in his feelings and is not directly perceived by him. In the process of implementing managerial relations, the leader may be in a psychologically disadvantageous position in relation to other participants in the labor process. This feature can become a factor causing difficulties in management. Secondly, management relationships are always realized by people. However, this does not mean that in managerial relations everything is realized by their subjects and that there is nothing that remains in the zone of the unconscious. Thirdly, managerial relations are subject to various subjective factors. These include the influence of diverse psychological processes, conditions and properties of managers and executors included in managerial relations [3].

Many management problems arise due to the imperfection of the understanding of the situation by the management personnel, which is due to partial ownership of information, lack of knowledge of the situation in full and inability to compare individual tasks of the unit with the general tasks of the university. People who make important decisions are almost all teachers at the university. The leadership of the university has to make decisions based on the real situation and events that occur regardless of what they say and think about them [4].

An analysis of the management processes of the educational system during the period of transformation shows that one of the causes of the education crisis was the discrepancy between the new forms and contents of the management model that has developed over decades.

Today, in countries with market economies, budget financing, as a rule, does not cover the costs of the university [4]. The provision of missing resources takes place in the context of intense competition for an increase in the number of students whose tuition can be paid not only by the state (including exporting education), for scientific and other grants, for projects in large-scale programs, for partners, etc. In this regard, it is often said that the university should become entrepreneurial. However, one cannot fail to see significant differences between the university and the commercial organization. The university is preparing the next generation of citizens of the country, and a commercial organization maximizes profits. At the same time, the university is guided by the mission [5], and the commercial organization is guided by the temporary guidelines adopted by the shareholders. The university disseminates knowledge, and a commercial organization, on the contrary, protects its experience in order to prevent others from using it. The real value of the results of the university's work (the importance of research and publications, the success of graduates) will be determined over time, and the products and assets of a commercial organization are directly measurable. Therefore, the university needs its own approach to management, and not direct copying of entrepreneurial experience.

Interaction with partners is important not only for obtaining equipment, bases of practice and other resources, which are usually not enough at universities [6]. An equally acute issue in the development of education in a new complex field is the involvement of leading experts from other organizations. At the same time, we are talking about a fairly large number of specialists and long-term cooperation with them, since the period of creation of new areas of training requires considerable time. Such integration becomes crucial, which requires sustained network interactions with partners. At the same time, a network of interactions involving a constellation of prominent specialists inevitably begins to live its own life. In this regard, it is important that the management of the university ensure the orientation towards the initially intended goal of creating a system of advanced education in a specific field.

A process cannot exist separately from an organization. For the processes to work, the senior management must determine the purpose of the process, set goals for the owner of the process and approve the planned values of the process performance and efficiency indicators. The process owner makes management decisions based on the information received and the established plans.

The organization's process management system includes:

- actions for converting inputs to outputs;
- a system for collecting information on process indicators;
- a system for analyzing this information;
- making management decisions by the person responsible for the effectiveness of the process;
- a system of continuous improvement of process indicators and corrective actions to eliminate the causes of deviations during the process.

Process indicators should be integrated into the organization's general management accounting system, and the process activity planning system into the organization's strategic planning system.

The combination of organization management allows an organization of any complexity to build a system for effective management of each process, link individual processes into a single system and integrate into this management system a mechanism for continuous improvement of the organization. Thus, the process is a sequence of logically related actions that use resources to obtain results that can achieve the main goals of the organization. The considered expansion of interactions and the complication of the entire system of the university's activities are an important source of development (a complex system develops faster than its parts). At the same time, such a trajectory gives rise to new control problems.

One of the most relevant to the goals of the university's process control system is the method of functional improvement of processes (EfPiAi method). Additional advantages, in comparison with other methods of evolutionary improvement, of business processes are provided due to the following features of the method of functional improvement of processes:

- a systematic approach to improving the business process, multidimensional points of view on the business system;
- the widespread use of methods of functional-cost and functional-economic analysis when adjusting the functional components (operations) of a business process;

- more flexible modeling tools - the use of the "as is" model, the "as it should be" model, and benchmarking techniques;
- modeling of the organizational structure and information system of the university's business processes.

However, despite the indicated advantages of the method of functional improvement of processes, it cannot be considered completely adequate to the tasks of improving the university management system. In particular, the problems of redesigning existing processes that rely on the traditional organizational structure and occurring in most universities under conditions of poor automation are not sufficiently developed. Development is always uneven, and therefore it is necessary to focus efforts on the identified priorities. At the same time, it is important that the formation of priorities (platforms) be a collective decision, reflected in documents such as the Mission and the Strategy of the university. Then the breakout flag on a specific platform is perceived by the team as a common flag.

The second important circumstance is related to the fact that the ongoing changes (uniting and separation of units, the creation of inter-faculty teams, etc.) change the role of the actors, and this can be painful. There is a need to create a "brace", ensuring the stability of the united team, its ability to overcome internal conflicts and accept new challenges. Among these challenges is the systematically arising need to find new sources of financing, which often requires changes both in the composition of the team and in the organization of its work.

CONCLUSION

It is important in the team to form an understanding that for successful development in the new conditions, adaptation is necessary through internal transformations and participation in networks. The problem arises of organizing systematic studies of managers and individuals who are in reserve management. All this brings us back to the topic of rector competencies already noted above. Modernization of education in general and higher education in particular is a point of growth and at the same time a priority for the development and renewal of the economy, science, culture, and the formation of civil society. If we talk about the main tasks of updating higher education, they should also be primarily social and include: updating the content of higher education and improving its quality; equal access to education; the formation of effective mechanisms for transmitting social order to a higher education system; expanding the participation of society in the management of education.

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АКАДЕМИЯЛЫҚ ЕРКІНДІК ЖАҒДАЙЫНДАҒЫ УНИВЕРСИТЕТТІ БАСҚАРУ

Аннотация. Университеттің жетістігі, ең алдымен, оның мүшелерінің шығармашылық жұмысы үшін қолайлы кәсіби органы құрумен байланысты. Сондықтан адами капиталды дамыту университеттің ішкі саясатының негізі болып табылады », - деді Новосельцев мырза. «Университеттің саясаты - бұл кадрлар. Біріншіден, біз мұғалімдер мен зерттеушілер туралы айтып отырмыз, сондықтан әкімшілік аппарат, ең алдымен, оларға қолайлы жағдай жасау үшін жұмыс істеуі керек. Университеттер бизнес пен серіктестермен желілік өзара әрекеттесу орталықтарына айналуға. Басқарудың жобалық және әкімшілік формаларының қарқынды интерпенетриясы жүруде. Көптеген жетекші қызметкерлердің рөліндегі елеулі өзгерістер ауыр қабылданады, сонымен қатар басқарудың жаңа тәсілдерін әзірлеуді талап етеді. Университеттің миссиясы мен стратегиясы сияқты қабылданған құжаттардың біріктіруші рөлі артып келеді.

Түйін сөздер: жоғары оқу орындары, менеджмент, жаңалық, орталықтар, академиялық еркіндік, кадрлар.

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УПРАВЛЕНИЕ ВУЗОМ В УСЛОВИЯХ АКАДЕМИЧЕСКОЙ СВОБОДЫ

Аннотация. Успех университета связан, прежде всего, с построением комфортной профессиональной среды для творческой работы его членов. Поэтому развитие человеческого капитала – это основа внутренней политики университета», - подчеркнул господин Новосельцев. «Совершенно верно, по сути, политика вуза - это кадры. Прежде всего, речь идет о преподавателях и научных работниках, именно поэтому и административный аппарат должен работать, в первую очередь, на создание благоприятных условий для них. Университеты становятся центрами сетевых взаимодействий с бизнесом и партнёрами. Происходит интенсивное взаимопроникновение проектных и административных форм управления. Возникающие при этом заметные изменения роли многих ведущих сотрудников воспринимаются болезненно и также требуют развития новых подходов к управлению. Возрастает объединяющая роль таких коллективно принимаемых документов, как миссия и стратегия вуза.

Ключевые слова: высшие учебные заведения, управление, новизна, центры, академическая свобода, кадры

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