

STRATEGY OF LEADERSHIP MANAGEMENT CULTURE IN BUILDING A
COMPETITIVE UNIVERSITY

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Abstract: In the 21st century, the activities of universities and institutes are developing day by day. Each university strives to create distinctive features that set it apart from others. By providing wide opportunities and conditions in accordance with global demands, universities continue to improve their operations in an environment of intense competition. Through the implementation of these extensive and significant changes, a university creates its own unique and inimitable image. The extent to which a university or institute achieves success largely depends on the individuals who manage it.

Keywords: management culture, leaders, managerial staff, university, competition, innovation, management process

Introduction. Today, the continuous development of universities is leading to an increase in competition among them. This, in turn, opens the door for the creation of numerous innovative methods and innovations in the higher education system. The managerial staff who lead the administrative activities of a university or institute determine the level of success of the institution. The more clearly and precisely a leader can see the goals they set, the easier it becomes to find ways to achieve them. A leader's management culture, how they carry out their activities, and the type of working environment they create within the institution are extremely important factors in ensuring the university's success.

The management culture of a leader refers to the leader's deep knowledge of their profession, a strong understanding of the management process, their behavior, communication culture, ability to make fair decisions, readiness for innovative changes, and skills in managing a team.

When a leader possesses the professional knowledge necessary for their work, they can perform their duties without difficulty. The accuracy of the decisions they make and the extent to which those decisions are forward-looking are, of course, connected to the leader's competence and work experience. The better a leader understands the management process, the more effectively they can analyze situations and make the most appropriate decisions. Moreover, in a leader's work, there are many situations that require very quick decision-making. In such moments, a leader must not lose composure; instead, they should rapidly analyze the situation and make a decision that is beneficial for everyone.

A leader's behavior should serve as an example to the people around them. One of the most valued qualities of a leader is, first and foremost, their sense of responsibility. By arriving at work on time, making necessary decisions promptly, and distributing tasks correctly and on time, a leader sets a positive example for others. The leader's honesty and fairness in conducting their work further increase their respect in the eyes of the team. One of the most important duties of any leader is to handle difficulties and problems that arise during work with composure and to be able to find effective solutions to them.

A leader spends the majority of their work communicating with others. Every day, they interact with their employees, other leaders, and various people. A leader must speak clearly and concisely. Their words should be simple and understandable to those around them.



As noted above, the ability of a manager to act fairly and make fair decisions in any situation will further enhance respect for him and prevent misunderstandings between employees. The more accurately and fairly a leader manages their team, the more quickly the institution achieves success. All of these factors together constitute the leader's management culture.

Nowadays, competition among higher education institutions is very intense. Each university strives to stand out from others by offering unique opportunities to students. Every university is trying to build its own image. As we all know, university rankings are maintained worldwide. The development of universities allows them not only to gain a distinct reputation in Uzbekistan but also to secure a worthy position in global rankings.

If universities offer their students high-quality educational programs, provide them with all the opportunities to succeed in their chosen field, and create conditions that are as good as or superior to other universities, the likelihood that this university will be chosen by many future students increases. This, in turn, raises the probability that young people in the country will apply to universities in their homeland rather than going abroad. Competition among universities is an important factor that contributes to their further development.

The main benefit of competition is that it stimulates the development of each party. Increasing the number of universities that can compete with institutions around the world will further enhance the international standing of Uzbekistan's universities. This, in turn, not only attracts foreign students but also creates numerous opportunities for the university. Having a strong international reputation should be one of the primary goals of every university.

The activity of a university is managed by its leadership staff. How a leader organizes work within the institution, ensures that tasks are properly distributed, guarantees that employees complete their work on time, and oversees that the university operates in accordance with modern requirements significantly increases the likelihood of the university being ranked among top institutions. In achieving this, the role of the leadership staff is extremely important.

Methods. In the ninth section titled "Increasing the investment attractiveness of the higher education system, ensuring international recognition and competitiveness" of the Decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019, "On approval of the Concept for the development of the higher education system of the Republic of Uzbekistan until 2030", several objectives have been outlined.

Among these objectives, the following can be highlighted:

1. To systematically work on including at least 10 higher education institutions in the country in the list of the top 1,000 universities according to internationally recognized organizations (such as Quacquarelli Symonds World University Rankings, Times Higher Education, or Academic Ranking of World Universities), including placing the National University of Uzbekistan and Samarkand State University among the top 500, while implementing modern mechanisms of state support for these institutions;
2. To harmonize the national higher education system with international educational standards, deeply study and analyze advanced foreign experiences, and develop well-founded proposals to align educational programs with globally recognized international standards;
3. To expand the training of personnel through joint educational programs in cooperation with foreign higher education institutions, increase the number of jointly organized scientific conferences and seminars, and implement international scientific and educational projects;
4. To establish branches of local higher education institutions in foreign countries and implement joint educational programs.¹

The inclusion of universities among the world's most developed institutions indicates that positive changes are taking place in the higher education sector of that country. Joining the ranks

¹ <https://lex.uz/ru/docs/-4545884>



of the world's leading universities is not an easy task. However, universities can achieve this by responsibly fulfilling all their assigned duties and by keeping up with global innovations.

University and institute leaders introduce new ideas and innovations to the institution through their management and leadership abilities. In doing so, they contribute to enhancing the status and reputation of the university in which they operate. When leaders perform their duties in an orderly and responsible manner, they set an example for their subordinates, encouraging staff members to approach their own work with greater responsibility.

If we consider any organization, its activities consist of a wide range of diverse functions. In such an organization, every individual has a specific role and responsibility. The task of each employee influences the task of another. For example, a cleaner is responsible for ensuring that the organization remains neat and orderly, which in turn creates a pleasant and comfortable environment for working and studying. The duties of each department are also interconnected processes. If one department carries out its activities irresponsibly or without proper attention, this will ultimately affect the overall efficiency and performance of the entire organization.

The management culture of leaders is considered a highly important factor. As mentioned above, this concept has a broad meaning. A leader's ability to make strategic decisions and to foresee the future is crucial for the development of an institution. A leader must have a clear and precise vision of the goals set before them. It is the leader's responsibility to develop a path toward these goals based on a well-defined plan and strategy. Achieving the intended objectives depends on how effectively the leader formulates the strategy.

Results. There have been a lot of changes in Uzbekistan's education system in recent years. Several plans and concepts for the development of the higher education system have been adopted. In recent years, Uzbekistan's education system has seen several positive results.

On June 18, the prestigious international ranking agency Times Higher Education (THE) announced the results of the "Impact Rankings 2025". Remarkably, 12 higher education institutions from Uzbekistan earned well-deserved positions among the world's Top 1,000 universities. Among them, three universities were ranked in the highest bracket of 201–300: Tashkent State University of Uzbek Language and Literature, National University of Uzbekistan, and Tashkent Institute of Irrigation and Agricultural Mechanization Engineers, National Research University. Other universities were also recognized: Tashkent State University of Law ranked 301–400, Samarkand State University and Tashkent State University of Economics ranked 401–600, Bukhara State University and Samarkand State Medical University ranked 601–800, while Navoi State University, Tashkent State Pedagogical University, Tashkent State Technical University, and Tashkent University of Information Technologies were placed in the 801–1000 range.²

Another important development is that new opportunities may open for Uzbekistan's higher education system. After the country ratified the "Global Convention on the Recognition of Qualifications concerning Higher Education", diplomas issued in Uzbekistan may be officially recognized in 38 countries of the world. This document was signed by the President on November 11 and holds significant importance as the first globally meaningful treaty prepared under the auspices of UNESCO. According to the Convention, member states must fairly recognize each other's diplomas and qualifications. Recognition may be refused only when education standards differ drastically. Currently, the Convention has 38 participating countries — in Europe France, the United Kingdom, Sweden and others; in Asia Japan, South Korea; in Africa South Africa, Senegal; in the Americas Uruguay, Ecuador; as well as Australia and New Zealand. The most notable point — Uzbekistan becomes the first country in Central Asia to join this Convention. Three months after submitting the ratification document to the UNESCO

² <https://gov.uz/oz/edu/news/view/62114>



Secretariat, Uzbekistan will obtain full membership status. At the same time, recognition of foreign diplomas inside Uzbekistan has its own separate procedure. This process is carried out under the law “On Education” and the Cabinet of Ministers’ resolution No. 620. In certain cases, based on international treaties, diplomas may be recognized directly without additional examinations.³

Discussion. The achievements of Uzbekistan in the field of education in recent years demonstrate that numerous decisions are being made for the development and advancement of the education sector, and the implementation of these reforms is being carried out successfully. The high level of attention given to education serves as a strong foundation for achieving the country’s goals within a short period of time.

The international recognition of our universities and their gradual inclusion among the world’s leading higher education institutions largely depends on the management culture, strategic decision-making, and professional competencies of institutional leaders. The timely fulfillment of each set objective, the responsible performance of duties by all staff members, and the transformational leadership abilities of the head are the key factors to the success of the university.

In the development of the higher education system, as well as in ensuring that educational institutions meet modern requirements and are ready for innovations, the management culture of leaders plays a highly significant role. Universities, by further developing in a competitive environment, also serve as examples for other institutions. A leader’s ability to effectively manage a team, correctly assign the functions of each staff member, and properly organize the institution’s activities forms the foundation for the progress of any educational establishment.

Considering the recent developments and changes, the likelihood of Uzbekistan’s education system achieving even greater successes and opportunities in the coming years is steadily increasing. All of this will contribute to providing future generations with higher-quality education, preparing well-qualified specialists, and increasing the preference of Uzbekistan’s universities among young people.

Conclusion. In conclusion, the development of the higher education system brings significant success to any country. For this reason, universities in developed countries occupy the highest positions on a global scale.

The success of higher education institutions depends on a wide range of factors. By considering both small and large aspects, addressing problems, and further strengthening their strengths, universities remain in a continuous process of development. This, in turn, provides them with the opportunity to surpass their competitors. The true purpose of any competition is not merely to be superior to others or to belittle them, but rather to offer better solutions by being inspired by others. This approach promotes the development of not only one party but also the other.

Leadership personnel in higher education play a key role in the success of a university. Two universities may be given the same opportunities, yet only one may achieve success while the other may not. The main reason for this lies in the different approaches of the leaders managing them. This highlights that the management culture, competence, experience, and strategic thinking abilities—such as foresight—of leadership personnel can determine the outcomes in a significant way.

References:

1. Decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019, “On approval of the Concept for the development of the higher education system of the Republic of Uzbekistan until 2030”

³ <https://zamin.uz/en/uzbekistan/171537-uzbek-diplomas-are-expected-to-be-recognized-in-38-countries.html>



2. Lex.uz
3. Zamin.uz
4. Gov.uz

