



ACADEMIC MANAGEMENT AND ORGANIZATIONAL EFFICIENCY IN HIGHER EDUCATION

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ABSTRACT

The global higher education services market has experienced significant transformation in recent years due to economic development, technological innovation, and digital transformation. According to forecasts, the global higher education market is expected to reach \$828.85 billion in 2024, \$929.47 billion in 2026, and \$2,557.93 billion by 2034 [1], with an average annual growth rate of 11.93% between 2026 and 2034. This rapid growth reflects expanding opportunities in the international education market and increasing demand for competitive and high-quality higher education systems.

The global higher education services market has experienced significant transformation in recent years due to economic development, technological innovation, and digital transformation. According to forecasts, the global higher education market is expected to reach \$828.85 billion in 2024, \$929.47 billion in 2026, and \$2,557.93 billion by 2034 [1], with an average annual growth rate of 11.93% between 2026 and 2034. This rapid growth reflects expanding opportunities in the international education market and increasing demand for competitive and high-quality higher education systems. As a result, modernization of education systems, diversification of curricula, and adoption of innovative pedagogical approaches have become essential. In this context, improving economic efficiency and implementing modern management practices in higher education institutions is increasingly important.[2]

In the global competitive environment, effective management of academic activities plays a key role in ensuring the sustainable development of higher education systems and preparing internationally competitive specialists. Universities that occupy leading positions in the QS World University Rankings and Times Higher Education World University Rankings demonstrate that systematic academic management is closely associated with the digitalization of educational processes, efficient student recruitment, financial sustainability, and effective resource utilization.

In Uzbekistan, reforms are aimed at expanding the activities of higher education institutions and improving the efficiency of educational services. The Concept for the Development of Higher Education until 2030 sets strategic goals such as including ten universities among the world's top 1000 institutions, increasing the scientific potential of universities to 70%, and raising higher education coverage among youth to at least 50%.

Although the coverage rate increased from 9% in 2016 to 47.7% in 2024, achieving these goals requires strengthening academic management, implementing innovative technologies, and expanding international cooperation.

The theoretical foundations of managing academic activities and improving competitiveness in higher education are reflected in the works of prominent international scholars such as Henri Fayol [3], Frederick Winslow Taylor, Max Weber, Chester Barnard, Peter Drucker, Henry Mintzberg, Douglas McGregor, Abraham Maslow, Philip Kotler, and Gary Armstrong. Their research laid the foundations of modern management concepts, including systematic approaches to organizational structure, division of labor, efficiency, leadership, and the role of the human factor.

Researchers from the CIS countries, including N.P. Anikeeva, V.I. Baidenko [4], M.V. Boguslavsky, N.K. Moiseeva [5], M.V. Konyshcheva [6] have also studied management strategies in higher education and the competitiveness of modern universities. In Uzbekistan, scholars such as Sh.N. Zaynutdinov, D.S. Qosimova, M.A. Ikramov [7], N.K. Yo'ldoshev, G.Q. Abdurakhmonova [8], Sh.J. Ergashkhodzhayeva, M.F. Khakimova, B.O. Tursunov [9], Q.Q. Kurolov, and B.N. Urinov have analyzed organizational, legal, and methodological aspects of management in the higher education system. However, their studies have not sufficiently focused on improving the efficiency of academic activity management, particularly through the introduction of registrar offices and modern digital management mechanisms.

Recent trends also indicate increasing financial stability of higher education institutions and diversification of their income sources. The decline in the average number of publications per professor suggests a shift from quantitative to qualitative evaluation of research outputs, influenced by stricter international indexing requirements, anti-plagiarism standards, and global publishing practices. At the same time, the increasing ratio of dissertation defenses to academic titles demonstrates a more active system of training scientific personnel and improved effectiveness of doctoral programs. The steady rise in publications indexed in the Scopus database confirms the growing integration of Uzbekistan's academic community into the global scientific space, supported by expanded international cooperation, research grants, and collaborative projects. Overall, these changes indicate the strengthening of institutional foundations for scientific activity and the gradual formation of a research ecosystem aligned with international standards.

The study analyzed the dynamics of student numbers, faculty workload, and contract-based revenues at Tashkent State University of Economics during 2019–2025. These indicators were used to evaluate management efficiency because changes in student enrollment directly influence financial revenues and the average workload of professors. To assess academic governance performance, the elasticity coefficient was applied, measuring the relationship between student growth and revenue growth. The analysis showed that in the 2020–2021 academic year the number of students increased by 61.28%, while revenues grew more slowly at 54.35%, resulting in elasticity $E = 0.89$, which indicates reduced management efficiency. In 2021–2022, revenues grew faster (63.65%) than student numbers (54.51%), increasing elasticity to $E = 1.17$, reflecting improved efficiency. The most effective stage occurred in 2022–2023, when revenues rose by 35.28% and student numbers by 21.07%, producing elasticity $E = 1.67$. In 2023–2024, both indicators grew equally (10.73%),

giving $E = 1.0$, which represents a neutral stage. In 2024–2025, student numbers increased by 94.82% and revenues by 129.48%, resulting in $E = 1.3$, indicating renewed improvement in management efficiency.

The research also highlights the importance of an optimal academic workload, considered a strategic indicator of university management. This concept reflects a balance between three key factors: financial stability, teaching workload, and research productivity. Empirical findings show that excessive teaching loads reduce research output, while balanced workloads stimulate scientific activity, including publications indexed in Scopus.

The study concludes that effective academic governance requires balancing enrollment growth, faculty workload, and financial performance. An optimal annual workload of approximately 526–540 hours per faculty member was identified as the level that maintains educational quality, financial stability, and research productivity. Modern academic governance should therefore rely on digital management systems, data-driven decision-making, and performance-based incentives to ensure sustainable development and institutional competitiveness in higher education.

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