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ОРГАНИЗАЦИОННАЯ ОСНОВА ПЕДАГОГИЧЕСКОГО УПРАВЛЕНИЯ И УПРАВЛЕНЧЕСКОЙ КУЛЬТУРЫ

***Аннотация:** В данной статье описаны принципы педагогического управления, система образования и принципы управления, методы и организационные формы, направленные на повышение его эффективности, управление преподавателями в образовательных учреждениях, изучение специфики культуры управления образовательным учреждением, формирование культуры управления.*

***Ключевые слова:** педагогический менеджмент, система образования, принципы, методы и организационные формы управления, эффективность, педагогический менеджмент, образовательные учреждения*

ORGANIZATIONAL BASIS OF PEDAGOGICAL MANAGEMENT AND MANAGEMENT CULTURE

***Abstract:** This article describes the principles of pedagogical management, the education system and management principles, methods and organizational forms aimed at increasing its effectiveness, managing teachers in educational institutions, studying the specifics of the educational institution management culture, and developing a management culture.*

Key words: *pedagogical management, education system, principles, methods and organizational forms of management, efficiency, pedagogical management, educational institutions*

It is noteworthy that at the heart of the large-scale political, socio-economic reforms being carried out in Uzbekistan in recent years, issues related to man and his interests have been identified as a separate priority. These include the harmonious development of students of higher education institutions and their well-being. The conditions for the realization of the interests of future personnel and the creation of effective mechanisms are one of the main reforms in the country.

Therefore, the prospects of the final stage of the national training program are aimed at improving and further developing the training system in accordance with the prospects of socio-economic development of the country on the basis of analysis and generalization of experience gained in one of the areas.¹

Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated August 20, 2015 No 242 "On measures to organize retraining and advanced training of managers and teachers of higher education institutions", December 3, 2015 "On management personnel of higher and secondary special, vocational education institutions" Resolution No.² 351 "On measures to organize targeted training of the reserve." Such attention paid by the state to the issue of personnel can be explained by the fact that Uzbekistan has a special place in the field of education. This, in turn, requires special training of management personnel who are able to operate with a view to modern students of personnel management.³

In order to be competitive, an educational institution is required to constantly develop, implement a personnel policy that meets the needs of the

¹ Кадрлар тайёрлаш миллий дастури.\\ Ўзбекистон Республикаси Олий Мажлисининг Ахборотномаси, 2013й, 41 сон, 543-модда.

² Ўзбекистон Республикаси қонун ҳужжатлари тўплами, 2015й, 33-сон, 442-модда.

³ Ўзбекистон Республикаси қонун ҳужжатлари тўплами 2015й, 48-сон, 608-модда.

labor market and higher education customers, organize educational processes on the basis of innovative approaches. Its leader, on the other hand, determines the place of the educational institution in society, formulates strategies, makes decisions, distributes tasks, and sets an example in the formation and development of employee behavior. Many scientific papers have been published on the leadership culture and its role and importance in the life of a higher education institution (HEI).⁴

It is noteworthy that the scientific research of several experts in the field of management of educational institutions and some scientists who have conducted research in this field is devoted to the study of various aspects of management culture in the educational institution.⁵

Taking into account the role of education in the life of our country, it should be noted that the problems of studying the specific management culture of the educational institution, the formation of a culture of management, the practical use of human resources are relevant today.

Well-known researchers in the field of pedagogy have noted that the outcome of the educational institution depends in many respects on the level of interaction of all educators. Scholars such as ST Shatsky, FS Makarenko, VA Sukhomlinsky raised the issue of the formation of a single faith as the basis of a united, cohesive community, emphasizing that this situation will positively solve many problems in the field of governance. In this regard, measures aimed at the formation of managerial competencies of the reserve of management personnel in the educational institution constitute a means of managing the behavior of employees of the institution, as well as the entire teaching staff. In turn, using the management tool, the head of the educational institution forms a clear model

⁴ Головнева И.В. Психологические основы кадрового менеджмента. \ Учеб. пособие для студентов высших учеб. заведений. 2-е изд. доп. и перераб. Х: Изд-во НУА, 2007. С. 152. Махмудов И. Бошкарув психологияси. - Т: "unaks-print", 2005. 170.6.

⁵ Мехтиева Е.Д., Солодовникова М.Н., Черненко Л.И. Простые способы повышения культуры педагогического коллектива. \ «Директор школы», 2008. №5. С. 32-36; Рыбакова Н.Н. Деятельность менеджера по формированию и развитию организационной культуры образовательного учреждения. \ «Омский научный вестник», 2007. №6. С. 52-55.

of teacher behavior, ensures that the type of management appropriate to the goals of the educational institution leads the institution, enhances and uses its positive potential.

Pedagogical management consists of a set of principles, methods and organizational forms of management of the educational system aimed at improving the education system and its effectiveness, equipping it with processes, events and problems related to the characteristics of management activities of leaders and teachers in educational institutions. The study of this problem revealed that the essence of the leading type of management in an educational institution corresponds to a partnership-based management, which consists of a competent approach to the activities of all participants in the educational process. These types of signs are most evident in areas such as problem solving (in agreement with goals), leadership principles (joining views on common action). At the same time, the basic management that should be dominant in this educational institution also reflects other types of culture.

Values such as competitiveness and innovation, which are supported and effectively implemented by the leadership, belong to the type of participatory culture and reflect the strong position of the management system in the educational institution. Methods of overcoming persistent problems in the educational institution correspond to the characteristics of bureaucratic management, that is, this is done by strengthening management and adherence to the rules. Entrepreneurial orientations of management culture are more pronounced in the treatment of disagreements and conflicts.

The culture of management in higher education is a management tool for the behavior of employees of the institution, as well as the entire teaching staff. Using this management tool, the head of the educational institution forms a clear model of pedagogical behavior, ensures that a certain type of culture leads in his organization, enhances and uses its positive potential. Because an educational institution will have several types of culture at the same time.

It should be noted that the growth of competition in the labor market and the demand for training require the development of participatory and entrepreneurial management in educational institutions. A similar approach is recognized by university staff. It is recognized that the comprehensive direction of discussion, which is characteristic of the type of participatory management of organizations, meets today's requirements. At the same time, it was emphasized that the solution of problems (through open interaction), the organizational framework of leadership (encouragement of communication and cooperation) in this area is fully consistent with the mission of the organization. For this reason, more attention has been paid to the participatory culture in the type of management that the organization has identified as promising.

Another activity identified as a promising direction is the search for new creative approaches in overcoming persistent problems. Another type of management that needs to be developed using this factor is the entrepreneurship-based approach.

In order to develop the basics of management, to improve the work related to the reserve of management staff, it is necessary to pay more attention to the following areas:

- development of methods and technologies for objective assessment of the development of employees included in the reserve of management personnel, opportunities and prospects for promotion;
- be able to choose a position that suits the abilities of each employee;
- Encourage competitive and highly skilled employees to leadership positions and develop tools and mechanisms to attract them.

In conclusion, the ability of the organization to use the resources of management personnel as one of the progressive tools in managing the behavior and behavior of employees and, most importantly, depends on the level of development of management culture, technology used and the dynamics of the external environment.

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