

Issues of Managerial Competence of Senior Personnel of Higher Educational Institutions

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ABSTRACT: The article comprehensively analyzes the issues of the qualitative organization of the educational process by the leading personnel of higher educational institutions, including the heads of departments, the factors of its management, the procedure for the correct use of effective resources, the managerial competence of the leading personnel of higher educational institutions, its theoretical and methodological foundations.

KEYWORD: higher education, state educational standards, standard curricula, subject programs, professional competence, creativity, educational work, culture, image, temperament.

I. INTRODUCTION

The Republic of Uzbekistan is gradually training qualified personnel who meet high spiritual and moral requirements. The state educational standards, standard curricula, subject programs and a new generation of educational literature in the educational areas of bachelor's and master's degrees of higher education are being reformatted, the content of education is enriched with achievements in the field of science and technology.

This process continues today. Because the socio-economic development of society does not stand still. It is always in development and acquires special importance due to the fact that the content of education is aimed at forming the readiness of personnel for the production process.

It is with such processes that the content of the decree No. PP-2909 "On measures for the further development of the higher education system" adopted on April 20, 2017 by the President of the Republic of Uzbekistan Sh.M. Mirziyoyev is connected. It defines the following tasks for the further development of the higher education system:

- strengthening the material and technical base of higher educational institutions;
- establishing partnerships with the world's leading research institutions;
- formation of target parameters for training specialists with higher education;

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- improvement of the educational process, development of new curricula and curricula of higher education, widespread introduction of pedagogical and information technologies and advanced teaching methods into practice;
- creation of new educational literature and their widespread introduction into the educational process of higher educational institutions;
- continuous improvement of the quality and level of professional skills of teaching staff;
- strengthening the scientific potential of higher educational institutions;
- further improvement of the content of spiritual and moral education of young people in higher education;
- professional development, internship of pedagogical and scientific workers of higher educational institutions in foreign educational and scientific institutions, etc.

Of course, the role of managers in ensuring the fulfillment of the tasks set by the President of our country for the further development of the higher education system is important. To date, the further improvement of the system of training highly qualified, competitive personnel, the organization of the educational process in higher education institutions based on modern requirements, the study and widespread implementation of the experience of developed foreign countries in this area are among the priorities facing the leadership of pedagogical universities.

II. RESULTS

The qualitative organization of the educational process, the correct use of effective management resources in higher educational institutions by senior personnel, including heads of departments, ensures the achievement of the intended goal. Having comprehensively analyzed the theoretical and methodological foundations of managerial competence of senior personnel of higher educational institutions, we came to the following conclusions:

1. The problem of managerial competence of senior personnel is studied by scientists of various world-class industries, and they interpret managerial competence in different ways. Thus, competence is the ability to be a master of his craft, deeply know the secrets of the industry, instill professionalism, sociability, experience, responsibility in the activities of management. Managerial competence is a complex of not only theoretical and methodological knowledge and practical skills of a manager, but also his personal qualities and qualities, strategy, motivation, feelings and attitudes, ability and qualifications to solve complex issues that require a management mechanism for the entire system.

2. Today, the management and teaching staff of a higher educational institution should be guided by the following methodological knowledge: laws of the development of nature and society from a philosophical point of view; fundamentals of national and international legislation; decrees, resolutions and orders of the President of the Republic of Uzbekistan in the field of education; relevant resolutions, orders, state programs and other regulatory legal acts of the Cabinet of Ministers; regulatory legal acts of the Ministry of Higher and Secondary Special Education and it is imperative to deeply assimilate the fundamental views of leading international and domestic scientists in the field of education management.

3. The qualities inherent in a leader who successfully works in a higher educational institution include: the strength of the propensity for strategic planning; optimal and timely decision-making on the distribution of personnel, labor resources; the desire to increase their responsibility in exchange for expanding the scope of activities or work at a high level; the ability to make creative and rational

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decisions in conditions of danger; self-confidence; awareness of one's rights and sense of responsibility; willingness to sacrifice oneself for the benefit of the team; striving for perfection of communication skills; ability to analyze processes in a difficult and crisis situation and find solutions to problems, make optimal decisions; treat work as the highest value and mobilize all forces and energy for it; not to look for the culprit, but to strive to solve the problem, the desire to work with employees who are not afraid of risk and think independently; refers to the introduction of implemented ideas and results into production in the same way as to personal property.

4. In a higher educational institution, the head of the department directs various processes: educational process; spiritual, moral and educational work; scientific and methodological work; research work; ensuring integration between science and education; organization of financial and economic activities; recruitment, placement of personnel, social protection, stimulation, expansion; working with administrative and pedagogical personnel; establishing cooperative cooperation with local and international educational institutions; ensuring the implementation of state policy in the field of education and upbringing of youth; establishing interaction with public administration bodies and civil society institutions.

5. The managerial creativity of the head of the department consists in achieving an effective result based on a creative, non-traditional approach to the educational process. This is due to his features such as creative thinking, that is, mental leadership in it, unconventionality, not being afraid to make non-standard decisions, speed of decision-making, dedication to the task and field of activity, plasticity of thinking, the ability to see the future, predict.

6. As a leader, the head of the department requires the necessary character traits, knowledge, skills, qualifications, skills, culture, professional competence, experience, abilities and specifics. When managing the educational process, it is important that the head, when giving instructions to subordinates, fix the goal, deadlines for the performance of the assigned work, working conditions and criteria for evaluating the results of performance.

7. Timely elimination by the head of various conflicts arising in the activities of the management is an important condition for competent management of the team. There are conflicts that manifest themselves in various forms: interpersonal, intergroup, personal, ethnic, national conflicts. By their nature, conflicts can be open, closed, long-term, short-term, destructive and constructive.

8. Compliance by the head of the department with the requirements for the management culture and image of a higher educational institution directly affects the quality and effectiveness of the educational process: creating a pleasant psychological atmosphere in the team; forming a culture of communication; socio-psychological culture; the ability to see the achievements and shortcomings of each employee; the culture of administrative management. An important role in this is played by the compliance of the head of the department with the requirements of internal and external spiritual culture, the manifestation of acting skills, deep knowledge of pedagogical techniques and the secrets of pedagogical skill.

9. The image of the head of the department affects the image of the educational institution and the department and vice versa. The following factors influence the formation of the image of a modern leader: intelligence, erudition, communication culture, health, appearance, temperament, morality, culture of behavior, character, human qualities, etc.

III. CONCLUSION

In general, as the first president of our country, I.A. Karimov, noted: "People who will be appointed to a leading and responsible position should have a clean and open heart, clean hands, mind and

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intellect, and if perseverance with knowledge, exactingness with justice are combined in his character, then he will be able to bear the sorrows and worries of the people he manages. He should be able to attract people's attention with his sense of smell, ardent desire, attitude, or some other positive aspect, in a word, find a way to the heart of the people.”

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