

UDC 371.1

<https://doi.org/10.33619/2414-2948/59/33>

**IMPROVING METHODOLOGICAL SYSTEM FOR THE DEVELOPMENT  
OF MANAGERIAL COMPETENCE  
OF HEADS OF HIGHER EDUCATIONAL INSTITUTIONS**

©*Otamurodov G., Ph.D., Head of scientific-methodical center of the organization of retraining and advanced training of teaching and managerial personnel of higher education under the Ministry of Higher and Secondary Special Education of the Republic of Uzbekistan,*

*Urgench, Uzbekistan, foniy\_02\_03@mail.ru*

©*Matnazarov A., Ph.D., Urgench State University, Urgench, Uzbekistan, a\_matnazarov@mail.ru*

©*Japakov A., Urgench State University, Urgench, Uzbekistan. ajapakov@gmail.com*

**СОВЕРШЕНСТВОВАНИЕ ЕДИНОЙ ИНФОРМАЦИОННО-МЕТОДИЧЕСКОЙ  
СИСТЕМЫ РАЗВИТИЯ УПРАВЛЕНЧЕСКОЙ КОМПЕТЕНЦИИ РУКОВОДИТЕЛЕЙ  
ВЫСШИХ УЧЕБНЫХ ЗАВЕДЕНИЙ**

©*Отамуродов Г. Р., канд. пед. наук, Головной научно-методический центр организации переподготовки и повышения квалификации педагогических и руководящих кадров системы высшего образования при Министерстве высшего и среднего-специального образования Республики Узбекистан, г. Ургенч, Узбекистан, foniy\_02\_03@mail.ru*

©*Матназаров А. Р., канд. физ.-мат. наук, Ургенчский государственный университет, г. Ургенч, Узбекистан, a\_matnazarov@mail.ru*

©*Жапатов А. И., Ургенчский государственный университет, г. Ургенч, Узбекистан, ajapakov@gmail.com*

*Abstract.* This article discusses about the development of management skills and leadership potential of the higher education institutions and these establishments play an important role in improving the quality of education, effective organization of scientific and innovative activities in the country. Priorities have been identified for the development of proposals and recommendations on the meaningful and targeted organization of work on training, retraining, advanced training and development of scientific and innovative activities of teachers in the higher education system.

*Аннотация.* В статье приводятся данные о развитии управленческих навыков и лидерского потенциала вузов, которые играют важную роль в повышении качества образования, эффективной организации научной и инновационной деятельности в стране. Определены приоритеты для выработки предложений и рекомендаций по целенаправленной организации работы по подготовке, переподготовке, повышению квалификации и развитию научной и инновационной деятельности преподавателей в системе высшего образования.

*Keywords:* quality of education, retraining, innovative activities, integration, education management.

*Ключевые слова:* качество образования, переподготовка, инновационная деятельность, интеграция, управление образованием.

### *Introduction*

The innovative development of the social and educational spheres in the world has further increased the need for management staff with creative thinking and leadership potential. In this regard, the Sustainable Development Goals (SDGs) for 2030, adopted at the 70th-anniversary session of the UN General Assembly, identified the synergistic effect of human resource development in all areas of education, the formation of professional interests, and needs-oriented educational programs.

Research is being conducted around the world on the development and implementation of innovative models of training and retraining of management personnel, the development of leadership, and managerial competencies of education managers. Improving the infrastructure of human resource development in organizations such as the European University Association (EUA), the European Network for Higher Education Quality Assurance (EAQA), the creation of integrated platforms for the development and evaluation of leadership competencies through modern information and communication technologies. special attention is paid to improving the content, form, methods, and tools.

The development of management skills and leadership potential of higher education institutions in the country plays an important role in improving the quality of education, effective organization of scientific and innovative activities. Priorities have been identified for the development of proposals and recommendations on the meaningful and targeted organization of work on training, retraining, advanced training, and development of scientific and innovative activities of teachers in the higher education system. Fulfillment of these tasks requires the implementation of a continuous process of professional development to ensure the quality of higher education, the improvement of integrated information, and methodological support for the development of managerial competence on the basis of innovative approaches.

Decree of the President of the Republic of Uzbekistan No. PF-4947 "On the Strategy for further development of the Republic of Uzbekistan" dated February 7, 2017, Resolution No. PQ-2909 "On measures to further develop the higher education system" dated April 20, 2017, 2019 Decree No. PF-5789 of 27 August "On the introduction of a system of continuous training of managers and teachers of higher education institutions", Decree No. PF-5847 of 8 October 2019 "On approval of the Concept of development of the higher education system of the Republic of Uzbekistan until 2030" as well as the implementation of the tasks set out in other regulations related to this activity.

### *Materials and Methods*

Scientific research on education management, integration of strategic and functional management in the higher education system, improvement of mechanisms for developing professional and managerial competence of leaders and teachers, as well as technological aspects of professional training R. Djuraev, A. Musurmonova, A. Magrupov, Sh. Pakhrutdinov, B. Khodjaev, M. Yuldashev, M. Mirsolieva, and Y. Ismadiyarov, researches on informatization of educational processes, improvement of quality of education on the basis of information and communication technologies, improvement of monitoring mechanisms of professional development processes U. Begimkulov, N. Muslimov, F. Zakirova, Sh. Sharipov, K. Olimov, T. Shoymardonov, and other scientists.

T. Bazarov, I. Zimnyaya, E. Zeer, E. Kudryavtseva, A. Markova, A. Derkach, and other scientists from the Commonwealth of Independent States have conducted research on management, pedagogical and psychological aspects of the development of professional competence, methodological principles.

Foreign scholars R. Boyatzis, D. Bartram [1], J. Rawen, W. Hutmacher, A. Hakim [2], and other scholars have studied the work of quality control of education, the formation of the information-educational environment in the education system.

The existing theoretical sources show that the mechanisms for developing the management competence of the management staff of higher education institutions in the system of professional development have not been fully explored in terms of improving integrated information and methodological support and have not been studied as a pedagogical problem in education management.

The dissertation research was carried out in accordance with the plan of research work of the Main Scientific-Methodological Center under OOMTV YOA 5-5 "Creation of a Web-system adapted to the educational process" (2016-2017) and 561624-ERR-1-2015-1-UK-EPPKA2-CBHE-SP : IMEP: "Internationalization and modernization of education and processes in higher education in Uzbekistan" (2015-2017).

The integrated information-methodical system of development of management competence of leading personnel is improved by introduction of educational-methodical, social-enlightenment and scientific-innovative Internet associations on branch interests;

The system of assessment of managerial competence development is developed on the basis of definition of managerial-technological (hard skills) and socially motivated (soft skills) competencies and definition of the level assessment component based on qualimetric criteria (continuity, efficiency, innovative activity);

Mechanisms for the development of managerial competence of managers have been improved through the introduction of alternative and differentiated variable programs that allow the implementation of individual training trajectories based on membership and performance;

Organizational and pedagogical capabilities of the integrated electronic portfolio aimed at developing managerial competence have been improved through the introduction of statistical diagnostics, strategic planning and scientific cooperation services based on the results of continuous monitoring of management activities.

### *Results and Discussion*

In our opinion, the introduction of integrated e-portfolio will lead to the formation of an effective management system in higher education institutions, assessment of the level of independent professional and personal development of leaders and teachers, development of professional-managerial competence based on needs, as well as differentiated skills allows you to define shapes. At the same time, qualitative analysis of integrated electronic portfolio indicators is used to determine the ranking of higher education institutions, management decisions on personnel management, development of managerial and technological, socially motivated competencies of managers, including deans, openness and transparency in control and monitoring. Defines pedagogical conditions.

Our scientific and practical research has allowed us to introduce a differentiated approach to the development of management competencies of deans based on the indicators of the integrated electronic portfolio system. At the same time, the dean-managerial staff with indicators of the results of independent training in the electronic portfolio system in the range of 20-85 points — participation in full training courses on the basis of educational programs; With a score of 86-100, this supervisor will have direct access to the defense of the thesis (project) work when the staff successfully passes the online test.

Based on the above analysis, we have developed a model for improving the integrated information and methodological system for the development of managerial competence in the process of professional development.

Higher education institutions serve to provide an integrated information and educational environment aimed at developing managerial competence, based on the principles of scientific, motivational, variability, integration and openness and management orientation of education management, as its components are targeted, meaningful, organizational and managerial. Activity-process and result-evaluation components were identified.

Introduce an integrated electronic portfolio system based on scientific and empirical analysis of the content of the model and its components, and give priority to its didactic capabilities in the development of management competencies and activities; determination of qualimetric indicators for the assessment of management competence of management personnel; introduction of innovative forms of assessment of management competence (e-self assessment); improved through the introduction of mechanisms based on an author's approach, such as an integrated information-educational environment aimed at developing management competence in the organization of professional development on the basis of independent education and alternative education programs.

On the basis of research results on the improvement of the integrated information and methodical system of developing managerial competence of senior leaders of higher educational institutions:

Recommendations related to alternative and differentiated variable programs of professional development, based on the diagnosis of the management activity results in the retraining and advanced training courses for senior leaders of higher educational institutions, were used in the development of " Regulations on the organization of continuous professional development of senior

and pedagogical staff of higher educational institutions", approved by Annex No. 1 of the Resolution of the Cabinet of Ministers of Uzbekistan No. 797 of September 23, 2019 "On additional measures to further improve the system of professional development of managers and teachers of higher educational institutions" (Reference of the Ministry of higher and secondary specialized education No. 89-03-4201 on October 30, 2019). As a result, it was possible to introduce variable programs through the use of direct forms of professional development related to the results of direct and independent activities of professional development.

Recommendations related to the qualimetric criteria for assessing the level of development of senior leaders' managerial competence and managerial-technical (hard skills) and social-motivated (soft skills) levels were used in the development of qualification requirements for the content and quality of professional development of higher education senior leaders (Reference of the Ministry of higher and secondary specialized education No. 89-03-4201 dated on October 30, 2019). As a result, the content of curricula and programs of advanced training courses that serve to develop the managerial competence of senior staff of higher education institutions has been improved.

Recommendations for improving the integrated informational-methodical system of developing senior leaders' managerial competence based on the implementation of educational, socio-spiritual and scientific-innovative Internet enterprises included in the content of the project EA 5-5. "Creating a Web-system that adapts to the educational process" (2016-2017) and were implemented in practice (reference of the Ministry of higher and secondary specialized education No. 89-03-4201 dated October 30, 2019). As a result, a single integrated electronic platform was created for retraining and advanced training of higher education senior leaders.

### *Conclusion*

As a result of the research carried out in the dissertation on the topic "Improving the integrated information and methodological system for managing the competencies of managerial personnel of higher educational institutions", the following conclusions were drawn:

1. Analysis of the theoretical and methodological foundations and information and methodological support for the development of managerial competencies in the conditions of informatization of education provides for the improvement of the content, forms, methods and means of an integrated information and methodological system for the development of managerial competencies of the leading personnel of universities. This will make it possible to improve the system of retraining and advanced training of leading personnel of universities in accordance with industry interests in educational, methodological, social and educational, scientific and innovative areas on the basis of integrated information and methodological support of educational, methodological, social, cognitive and scientific and innovative areas of industry interests.

2. An empirical analysis of the mechanisms for the development of managerial competencies in higher educational institutions shows that there is a need to improve the content and forms of professional development of managerial personnel based on the results of diagnostics and monitoring of management activities. In this regard, during the study period, the organizational and pedagogical conditions for the development of managerial competence of management personnel

were improved using alternative and differentiated training programs and an integrated electronic information system for portfolio and diagnostics of management activities.

3. In the course of research for the development of managerial competencies, media education technologies based on the implementation of virtual information technologies, management systems (LMS) and open educational resources were improved, based on the model of an integrated information and methodological system for the development of managerial competencies, integrated information and methodological resources based on in publicly available online courses.

4. It was concluded that it is necessary to create a unified electronic information base of the results of management activities of the management personnel of higher educational institutions, to improve the internal rating system for assessing the effectiveness of management activities of management personnel on the basis of an integrated electronic portfolio, and on the desirability of forming a system of incentives for management personnel who have achieved high results. Qualimetric criteria for assessing the development of managerial competence of management personnel were determined by introducing levels of continuity, efficiency, innovation and management technologies (hard skills) and socially motivated development (soft skills).

5. In the course of experimental work on advanced training and retraining courses for management personnel of universities, scientific ideas and practical developments were introduced regarding the content of the development of managerial competencies, integrated information and methodological support for the development of managerial competencies, as well as monitoring and evaluation mechanisms based on an integrated electronic system. portfolio. As a result, it was proved by mathematical and statistical methods that the average efficiency of managerial competence after undergoing advanced training courses for managerial personnel increased by 1.14-1.17 times, that is, the results of the study are 14% higher than the initial data.

Based on the findings, the following recommendations were made:

- for the development of managerial competence of management personnel, it is necessary to introduce innovative interactive learning systems based on a personal learning environment - PLE, based on the developed individual learning paths in an integrated information and methodological system as a whole;

- to introduce into practice the developed system "Key Performance Indicators" – Leadership KPIs (Key Performance Indicator), reflecting the performance indicators of the management activities of the leading personnel of higher educational institutions on the basis of an integrated electronic portfolio.

#### References:

1. Bartram, D. (2005). The Great Eight competencies: a criterion-centric approach to validation. *Journal of applied psychology*, 90(6), 1185. <https://doi.org/10.1037/0021-9010.90.6.1185>

2. Hakim, A. (2015). Contribution of competence teacher (pedagogical, personality, professional competence and social) on the performance of learning. *The International Journal of Engineering and Science*, 4(2), 1-12.

*Список литературы:*

1. Bartram D. The Great Eight competencies: a criterion-centric approach to validation // Journal of applied psychology. 2005. V. 90. №6. P. 1185. <https://doi.org/10.1037/0021-9010.90.6.1185>
2. Hakim A. Contribution of competence teacher (pedagogical, personality, professional competence and social) on the performance of learning // The International Journal of Engineering and Science. 2015. V. 4. №2. P. 1-12.

*Работа поступила  
в редакцию 22.09.2020 г.*

*Принята к публикации  
01.09.2020 г.*

---

*Ссылка для цитирования:*

Otamurodov G., Matnazarov A., Japakov A. Improving Methodological System for the Development of Managerial Competence of Heads of Higher Educational Institutions // Бюллетень науки и практики. 2020. Т. 6. №10. С. 372-378. <https://doi.org/10.33619/2414-2948/59/33>

*Cite as (APA):*

Otamurodov, G., Matnazarov, A., & Japakov, A. (2020). Improving Methodological System for the Development of Managerial Competence of Heads of Higher Educational Institutions. *Bulletin of Science and Practice*, 6(10), 372-378. <https://doi.org/10.33619/2414-2948/59/33>