



**FOUNDATIONS FOR EDUCATIONAL INSTITUTION
MANAGEMENT: THEORETICAL AND METHODOLOGICAL
FRAMEWORKS**

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ABSTRACT	KEYWORDS
<p>In contemporary times, the efficacy of any endeavour hinges significantly on the adeptness of its management. Amidst heightened competition, the imperative to continually refine leadership practices transcends every domain. Today's leaders are compelled to embody qualities of independence, creativity, and entrepreneurial acumen within the confines of legal frameworks, courageously shouldering accountability for their decisions. The essence lies in the ability to tactically assume calculated risks while upholding the principles of a law-abiding, disciplined society, all while unequivocally respecting universally recognized human rights and freedoms. The pressing need of the hour is the theoretical evolution of a unified model for modern leadership, an imperative that permeates through various sectors, particularly in educational institution management. This paradigmatic shift necessitates a reevaluation and consolidation of theoretical and methodological frameworks, striving towards an amalgamation that caters to the complex demands of contemporary leadership. The quest for this unified model persists, aiming to synergize diverse leadership tenets into a cohesive, adaptable structure capable of navigating the multifaceted landscape of educational institution management. Aim: to encapsulate the essence of contemporary leadership requisites and the pressing need for a unified theoretical model, particularly within the sphere of educational institution management. Adjustments can be made based on the specific focus or emphasis required for your piece.</p>	<p>Leadership Development, Management Theory, Educational Institution Management, Modern Leadership, Legal Compliance, Accountability, Entrepreneurial Leadership, Human Rights, Unified Leadership Model, Methodological Frameworks.</p>

Introduction

In today's competitive landscape, the efficacy of any venture is profoundly intertwined with the calibre of its leadership. The current era demands an evolution in leadership methodologies across various sectors. A contemporary leader must embody attributes of independence, creativity, and entrepreneurial spirit while adhering to legal boundaries and embracing accountability for their decisions. The capacity to navigate calculated risks within the framework of a law-abiding, disciplined

society, all while upholding fundamental human rights and freedoms, defines the essence of modern leadership [1,2].

Amidst these dynamics, the quest for a unified theoretical model of leadership becomes increasingly crucial, particularly within the realm of educational institution management. This pursuit necessitates a critical reexamination and consolidation of theoretical and methodological frameworks. The aspiration is to forge a comprehensive, adaptable structure that harmonizes diverse leadership principles into a cohesive model capable of addressing the multifaceted challenges inherent in managing educational institutions. This endeavour underscores the pressing need to synthesize varied leadership paradigms into a cohesive framework, aligning with contemporary demands and aspirations for effective educational institution management. Experience shows that one of the main causes of deficiencies in children's education is related to management psychology. But it is often not paid attention to. Therefore, it is important to study the management of educational institutions from a psychological point of view, to develop socio-psychological ways of its successful management [3,4].

To successfully manage an educational institution, it is necessary to study the composition of the team, correct its shortcomings and form it as a real pedagogical team. The purpose of the study is to study the social psychological features of management of educational institutions based on modern management approaches.

Literature Review

I.Ansoff, T.Bush, B.R. from foreign scientists on the management of the quality of education, organization of management activities of the educational system and professional development of the heads of various departments, directions and problems of improving their qualifications. Clark, F. A. van Vught, P. Hallinger, E. L. Horng, J. W. Valentine, R. Bolam, L. Cuban, J. Lauglo, K. Leithwood, P. Sammons, R. Webb and others have carried out several scientific studies [5,6,7].

Heads of educational institutions on some aspects of management activities and the problems of introducing strategic management in educational systems from CIS scientists Yu.A. Konarzhevsky, G.A. Balkhin, V.A. Gurtov, Ye.A. Pitukhin, L.M. Serova, T.I.Shamova, P.I.Tretyakov, E.D.Dneprov, G.I.Maltseva, T.M.Davydenko conducted scientific research [8,9,10].

Management, management of the educational system in Uzbekistan, problems of training, retraining and professional development of managers in it. Researched by Ikromov, A.S. Kucharov, D.S. Kasimova, L.V. Peregudov, M.Kh. Saidov, Sh.E. Kurbanov, E.A. Seitkhalilov, M.M. Mirqosimov, R.H. Djuraev, S. Turgunov, N. Akhmedova and others [11,12,13,14].

Also, U.I. Inoyatov, R.Sh. Ahlidinov, J.G. Yoldoshev, S.A. Usmanov and others in the direction of developing the theoretical and methodological foundations of the management of the educational system and institutions, improving the effectiveness of management activities of the heads of general secondary schools, and the management of the quality of education who conducted scientific research [16,17].

Methodology

Today, the large-scale reforms implemented in our country require the study of the importance of management in the training of management personnel and employees in the field of management. The result of the reforms aimed at building a socially oriented democratic, free civil society today remains

integrally dependent on such mature leaders and management specialists. This, in turn, shows the need to rely on the principles of democratization, renewal of society, modernization and reform of the country, and strengthening of its economic and political independence to realize the goals, interests and aspirations that are manifested in various ways in this direction.

At this point, the question arises, what periods does the history of the development of management correspond to? What has it looked like so far? We know that in ancient times, people lived as a tribe, and at that time there was a need to protect the tribe from external military invasions, to defend their land, to conduct internal and external relations of the community, and to hold discussions on various issues. To fulfil these tasks, the members of the team agreed to appoint a leader from among them. In this way, the development of social and economic relations led to the separation of people who deserve special respect and attention in society. They were not constantly engaged in the production process, but only exercised control and leadership over social and economic life. It should be emphasized that the first states appeared between ancient Egypt and two rivers (Tigris and Euphrates) 5 thousand years ago. Then the state system was formed one after the other 4-3.5 thousand years ago in the regions of Greece, Asia Minor, Iran, South Caucasus, India, China and Central Asia. A certain share was added to management in ancient times, 400 years before our era, Socrates formulated the principle of universality of management [18,19,20]. In 325 BC, Alexander the Great established a headquarters for the first time as a centre for directing military operations. Old organizations had a certain structure, in which the levels of management were separated. Large political organizations also existed, and kings and generals were their leaders. There were also managers, warehouse keepers, freight drivers, work supervisors, regional governors and treasurers who helped to ensure the activities of these organizations [21]. As a result of the above-mentioned factors, the social and economic basis of management was formed. Territorial functions of management have existed since ancient times, and these functions arose from the need to control and manage the relations of rural communities, districts, and regional residents. It can be seen that the foundations and principles of management in Uzbekistan have a deep history. Many modern researchers say that the emergence of the concept of "management" in the world of science is connected with the formation of market principles in the economic sphere. This scientific concept was mentioned for the first time at the end of the 19th century and the beginning of the 20th century. "Management" in its original meaning means managerial activity. Management is a type of human activity, which is the management of production using a system of management principles, methods, tools and forms developed and applied to increase production efficiency (to achieve the goal) [22].

Management as a broad concept, as one of the theorists of management and its organization in the world, Peter Drucker, said, "is a special type of activity that transforms an unorganized chaotic mass into an effective and productive group focused on one goal, a society, and encourages social change. "is a stimulating element" [23]. The concept of management was defined by foreign scientists as a process of planning, organization, motivation and control [24]. And RFDrucker assessed management as "a special type of activity that transforms a chaotic crowd into an effective and productive group" [25]. Academicians M. Sharifkhujayev, SSGulomov, a member of the Academy of Agricultural Sciences SSGulomov, professors Sh.M. Zaynudsinov, Yo.A. Abdullaev, K.A. Abdurakhmonov, who contributed to the development of management theory and practice in our country, professors Sh. Studying the research and scientific works of J.G.Yuldoshev, R. ShAkhlidinov, E. Seytkhalilov, M. Kuronov, L.V.Peregudov, M.X.Saidov, U.L.Inoyatov, X.F.Rashidov and other scientists in this field

is especially important. For example, S. Ghulomov gives the following definitions of management in his book "Fundamentals of Management":

1. Management is a special type of management related to the economy, based on market relations.
2. Management envisages revenue and profit based on economic management methods.
3. Management is a purposeful management method or management aimed at the efficient organization of work.
4. This is a management that sees product quality and labour productivity as its mission.
5. Management is highly skilled management. This is a type of organizational activity, an important part of which is a comprehensive and accurate analysis of specific management conditions, development of new projects, tactics and strategies of organizational development, as well as others.
6. Management considers itself a flexible and flexible management system, capable of timely restructuring, market conditions, competition, and social development factors.
7. Management is an activity that involves the art of preparing, organizing and directing human actions [26]. By M. Qasimova: -Management is the planning of relations and activities in achieving the organization's goal, organization of effective use of resources, reasonable coordination of labour distribution, fair application of the mechanism of inclination among employees and control of their implementation. For this purpose, information about events, processes, relationships and services is sorted, processed, analyzed, studied, management solutions are adopted, and leaders lead" [27].

M. Sharifho'jaev and Y. Abdullaev: — "Management is the process of management, management of resources, people, effective activity and knowing how to get profit, increase it. From this point of view, management is a choice that requires a certain high art and skill, making decisions based on this choice and controlling its implementation. Management is ownership and leadership of an organization, realizing a goal through management, learning how competitors behave, forming a new management mindset, and finding solutions to problems in organizing the organizational structure of management based on the requirements of the market situation. This, in turn, is manifested in the organization, planning, control, coordination of interaction in the work of the organization, implementation of work through the use of the potential of the organization." - described as.

Management is an important influencing force not only within the enterprise but also the entire society, leading the state to its chosen path, goals and aspirations, turning it into a strong, stable working mechanism in the development of the economy [28]. The main goal of management is to ensure harmony in the development of the organization, i.e. to ensure the coordinated and efficient operation of all external and internal elements of the organization [29]. Management should be studied by connecting it with the economic base of the society, taking into account its two aspects: organizational-technical and socio-economic.

Organizational and technical management is characterized by the division of labour and cooperation in imparting knowledge to obtain a sufficient level of educated mature specialists. Socio-economic management is related to existing institutional relations and defines management goals. Organizational and technical management consists of a type of activity that allows to creation of conditions for the increase of labor productivity and efficiency of education. The goal of socio-economic management is to create conditions for workers to work effectively, to form a reliable national system of social protection for them, to ensure employment and to support the disadvantaged sections of the population. Management has its objects and subjects, just as each science or each

direction has its object and subject, and in general, management consists of the cooperation of two objects aimed at the goal, where one of them is in the place of the subject of control, and the other is in the place of the object of control. The following are typical for this interaction:

Management subject means a legal or physical entity arising as a result of the influence of the administration. The governing authority of the subject of management, its economic and moral-ethical influence is the basis of the management process will be informed)

Management objects and can be a physical-economic system and processes directed by the administration subject under the influence of the administration. One structure of the organization can be both the subject and the object of administration [30]. (They carry out all the orders given by the subject of management and act following them). So, we can take as examples of management objects labour teams and employees, and management subjects as institutions and their leaders.

Management methods encourage people to fulfil the requirements of objective socio-economic development laws of society. They represent a specific method, method, and way to achieve the goal. We can say that the management style is the coordination of the activities of workers and employees in the process of achieving the goal set for the management object in general. Management methods can be divided into administrative-organizational, economic, social-psychological and legal forms according to the specific characteristics of influence.

The skill of management consists of having the ability to master all methods, to use them correctly, to find the most effective one in each specific situation. Currently, the movement of a scientific approach to the management of a single pedagogical process has increased. This is very important for the formation of personnel with high intellectual potential.

Management is of great importance in the social development of labour teams. Because the fate of all our work and plans depends to a large extent on the level of improvement of team relations, and on the health of the "social microclimate". In this respect, the goal of management is to improve public administration and turn it into social self-management.

Management of society and the spiritual development of individual members is another major type of management. In the age of scientific and technical development, management of the sphere of spiritual production is of great importance. This form of management includes management of educational institutions, public education bodies, science, literature, art, culture and health care.

Management is compared to the human brain, in which the creative potential of a person is embodied, from which instructions are given for the manifestation of his creative ability. In fact, management is a very complex process and requires a lot of effort and energy from a person. There are established methods, instructions, and theories in management, in which the aspects of management and the laws of management are clearly shown.

If we talk about the theoretical aspects of management, its main tasks are as follows:

- study the theoretical foundations of management;
- study and practice the main methods of management in the conditions of the market economy;
- acquisition of professional knowledge in the field of management activities;
- provide an understanding of management principles and functions;
- formation of communication skills and their use in the management process;
- providing knowledge about the style and culture of professional skills in leadership activities;
- study and analysis of the management system in the economy of the Republic of Uzbekistan;
- These include studying foreign experiences, teaching and learning based on their comparison.

Since management is mainly the management of people and society, organization of work, creation of workplaces and conditions, control over the performance of specified tasks, application of efficiency indicators in the evaluation of activity results, and in addition, the psychology and culture of the leader in management requiring them to have a unique style and studying them is the basis for the development of management theory. The following can be cited as specific methods of seeking to coordinate the activities of the employees of the organization in the process of achieving the goal set for the management object in general:

1. The system method is used in solving management problems and is based on the system as a whole. In developed countries, there are systematic complex, systematic content, systematic functional, systematic communication and other concepts.
2. A complex method of research involves events and their interrelationships
3. communicate not only with this method of science but with other sciences dealing with the same phenomena.
4. The structural method of research consists of dividing complex phenomena into parts.
5. A situational approach is to determine the optimal methods of management activities depending on internal and external conditions.
6. An integrative approach is a method of searching for other methods

It is management based on the accounting of suppliers.

7. Modeling is a method of managing a controlled object using various schemes, graphs and drawings, and preparation of sketch materials.
8. Mathematical approach-Mathematical methods and computers are widely used to make optimal decisions.
9. The observation method is a method of collecting information about the object of management on a planned, scientific, and organized basis.
10. Apply proven methods to a controlled object. In addition, the most basic cognitive method of management is the dialectical method, which helps management to reveal the essence of the studied social phenomena. The skill of management consists of having the ability to master all methods, evaluate them correctly, and find the most effective one in each specific situation.

Conclusions

Based on the above-mentioned scientific and theoretical information, management is being formed and developing today. In the course of the reforms implemented in our country, great attention is being paid to the improvement of leadership, reform and development of the management system. Management is to make people interested in conscious work and entrepreneurship, to control their responsibility for work, to ensure that their knowledge and skills have a positive effect on their activities, and to organize incentives. The subject of this science consists of a set of theoretical and practical principles that represent the forms and methods of organizing management at all levels of economic management. A leader who has mastered management methods and can effectively manage this activity has a great influence not only on production but also on the development of the entire economy. The most important task of today is to "create a new thinker in all areas of our life, especially in management, at the republican level, in the management of regions, districts, villages and neighbourhoods, and in the management of network nodes, who can take responsibility in difficult

times, with life. it is to find people who can keep pace, have pure faith, are knowledgeable, and are business people, and to express trust in them.

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