



**PROFESSIONAL COMPETENCIES OF A MODERN MANAGER AND  
QUALITIES EXPECTED BY EMPLOYERS**

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**ABSTRACT**

The article examines the professional competencies of a modern manager, higher education training, and the analysis of employers’ requirements. The main competencies of vocational education – social, communicative, informational, specialized, and cognitive – are closely linked to work culture and managerial activities. Research findings indicate that innovative thinking, responsibility, teamwork, and decision-making skills are the most important qualities for an effective manager.

**KEYWORDS**

Vocational education, managerial competencies, work culture, higher education, employers’ requirements

**INTRODUCTION**

In accordance with the Laws of the Republic of Uzbekistan “On Education” and “On Further Improvement of the System of Postgraduate Education”, the Concept provides for a shift in the objective of vocational education — from merely equipping students with professional knowledge and skills to fostering their professional development.

It also envisages transitioning from training narrowly specialized professionals to preparing specialists who possess key competencies assessed as fundamental, including social, communicative, informational, cognitive, and specialized competencies [1].

Table 1 Core Competencies of Vocational Education

Competencies	Content
1. Social	Assuming responsibility, participating in the development and implementation of solutions, demonstrating tolerance, and aligning personal interests with the needs of production and society.
2. Communicative	Oral and written communication technologies in various languages, including computer programming and the ability to use the Internet.
3. Informational	Access to information resources, knowledge of information technologies, and a critical attitude towards the information received
4. Specialized	Readiness to perform professional functions independently and creatively, and to objectively assess oneself and the results of one’s work.
5. Cognitive	Readiness for continuous improvement of one’s educational level, the necessity to realize and develop one’s personal potential, the ability to independently acquire new knowledge and skills, striving for self-development, and continuously enhancing one’s professional expertise.

An analysis of the requirements for modern managerial competencies set by employers shows that managers approach the cultural aspect not as an end in itself, but as a means to address specific problems: strategy, mergers, employee mobilization, restructuring, communication, etc. Culture serves as a tool for the optimal resolution of these issues.

The objective of our study is to identify the needs that link work culture with management, providing the expected outcomes between the core and situational demands of management.

First, we refer to the competency models of some foreign researchers. Analyzing the models of G. Schroder (Schroder, 1989) and R. Boyatzis (Boyatzis, 1982), we concluded that qualities such as **“accurate self-assessment,” “striving for improvement,” “comparing achieved results with set goals,” “taking full responsibility for arising situations” “expressing thoughts clearly and engagingly, using various supporting tools—technical means, visual communication, symbols,”** etc., can be identified and modeled within the framework of work culture during the process of professional training.

An analysis of the requirements of local employers shows that they also place significant emphasis on the personal attributes of a specialist’s competence. A review of labor markets in urban areas led to the conclusion that **“if an employee possesses only a set of knowledge and skills specific to a particular situation, they cannot solve the real problems of business”** [2].

For this reason, in addition to the specific knowledge required for the position or possessed by a company employee, the employer also sets the following requirements: the employee must have motivation; the ability to work in a team; the ability to solve non-standard problems; the capacity to take responsibility; the ability and willingness to learn; and work efficiency.

For example, the following are recognized as the core competencies of senior managers: planning, analysis, information utilization, teamwork, relationship management, result orientation, and conflict management. The employee management sector at the senior level often experiences a shortage of specialists, and the demand for them exceeds the supply [3].

At the same time, employers note that university programs in the **“Management”** specialty lag somewhat behind modern business practices, which leads to a lack of confidence in the quality of professional training [4]. In such cases, gaps in knowledge are compensated for by employees who address certain problems in shaping work culture, as well as by consulting and other specialized centers.

While fulfilling the function of responding promptly to the demands of the era, this form of teaching also has its shortcomings: first, it provides “fragmented” knowledge that does not ensure a comprehensive understanding of work culture as a phenomenon of modern life, nor the mechanisms through which it influences the processes of business interaction; second, the lack of a socially oriented approach to teaching, with attention focused only on satisfying the individual and personal professional needs of the student; third, reliance on state educational standards is insufficient; and fourth, there is no auditing of the educational content [5].

According to the results of a survey conducted among higher education students, the most important qualities of an effective manager are: readiness to take responsibility for making difficult decisions (78%), innovative thinking, continuous exploration, and developing new opportunities (69%), the ability to organize teamwork (61%), and determination in implementing decisions (59%).

The following are considered useful and necessary qualities: possessing extensive work experience, the ability to calculate everything meticulously, conducting business negotiations and achieving

success for the company, willingness to take risks within reasonable limits, the ability to motivate subordinates toward creative activity, and the ability to create an environment of trust and mutual support within the team.

The following were considered secondary qualities: the ability to find common ground with officials and regulatory bodies, readiness to circumvent “inconvenient” legal norms if necessary, and strict adherence to business ethics.

According to the authors of the study, the declining attention to this last group of qualities is a serious indicator of problems in business.

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