



IMPROVEMENT OF MANAGEMENT COMPETENCE OF THE HEADS OF EDUCATIONAL INSTITUTIONS (ON THE EXAMPLE OF HIGHER EDUCATION)

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Abstract: This article covers the issues of development of management competencies of heads of higher education institutions. Analytical data on the improvement of leadership competencies and the introduction of innovative approaches are presented in the modern educational system.

Keywords: higher education, management competence, educational management, leadership potential, innovative management.

Annotatsiya: Ushbu maqolada oliy ta'lim muassasalari rahbarlarining boshqaruv kompetensiyalarini rivojlantirish masalalari ko'rib chiqilgan. Zamonaviy ta'lim tizimida rahbarlik vakolatlarini takomillashtirish va innovatsion yondashuvlarni joriy etish bo'yicha tahliliy ma'lumotlar keltirilgan.

Kalit so'zlar: oliy ta'lim, boshqaruv kompetensiyasi, ta'lim menejment, rahbarlik salohiyati, innovatsion boshqaruv.

Аннотация: В данной статье рассматриваются вопросы развития управленческих компетенций руководителей высших учебных заведений. Представлена аналитическая информация по совершенствованию управленческих компетенций и внедрению инновационных подходов в современной системе образования.

Ключевые слова: высшее образование, управленческая компетентность, образование менеджмент, лидерский потенциал, Инновационный менеджмент.

INTRODUCTION

In modern conditions, the development of management competencies of the heads of higher education institutions is one of the pressing issues. Today, global competition, digital transformation and the rapid development of innovative technologies make new demands on the heads of educational institutions [1]. Particular attention is paid to improving leadership competencies in the concept of development of the higher education system of the Republic of Uzbekistan in the period up to 2030.

Educational reforms, international rating and accreditation requirements, as well as the changing demands of the labor market, demand strategic thinking, innovative approach and effective management mechanisms from the leaders of higher education institutions. In particular, the transition to distance education during the COVID-19 pandemic has clearly demonstrated the importance of leaders' flexibility and crisis management capabilities.

At the same time, the development of competencies of the heads of higher education institutions is a complex process that requires a systematic approach. This process should be aimed not only at developing individual skills, but also at improving the effectiveness of the entire educational system.

METHODOLOGY AND LITERATURE REVIEW

As a research methodology, methods of analysis of foreign and domestic literature, comparative analysis and systematic approach were used. Petrov [2] noted that it is necessary to improve strategic planning, financial management and personnel management skills for the development of competencies of the heads

of higher educational institutions.

Johnson and Smith [3] emphasize the importance of developing leaders' transformational leadership skills in their research. Karimov, who studied management issues in the Uzbek higher education system [4] notes the need to increase the innovative potential of leaders.

RESULTS AND DISCUSSION

As a result of the analysis of the literature carried out, a number of important aspects of the formation and development of managerial competence of the heads of higher educational institutions were identified. As noted by foreign researchers, it is necessary that the head of modern higher education has a number of important competencies [5]. In particular, in the context of global competition, strategic thinking, innovative approach and digital transformation skills are gaining special importance.

Research by Johnson and Smith [3] suggests that transformational leadership traits play an important role in improving the competitiveness of higher education institutions. According to this, leaders should have the ability not only to perform traditional management tasks, but also to be able to direct their team to innovative changes.

As noted by local scientists Karimov [4], the issue of increasing the innovative potential of leaders in the higher education system of Uzbekistan is relevant. This in turn indicates the need to develop and introduce special skills development programs.

In modern management practice, the competencies of leaders should be formed in the following main directions. First, knowledge and skills in the field of Strategic Management. As Anderson [5] points out, the development and implementation of long-term development strategies are important tasks of the modern leader.

Secondly, competencies for the implementation of digital technologies and information management systems. Zhang [6]'s research suggests that the management of digital transformation processes is one of the main tasks of the modern head of higher education.

Third, competencies of international cooperation and intercultural dialogue. Williams [7] noted that in the context of globalization, it is important to develop international relations and establish effective communication with representatives of different cultures.

Below is an analysis of the main management competencies of the heads of higher education institutions and the directions of their development:

Table 1.

Analysis of the main management competencies of the heads of higher educational institutions

Type of Competency	Importance	Development Directions	Expected Result
Strategic Management	High	<ul style="list-style-type: none"> - Strategic planning trainings - Study of international experience - Case study analysis 	Effective implementation of long-term development programs
Financial Management	Medium-high	<ul style="list-style-type: none"> - Financial analysis courses - Budgeting seminars - Basics of audit 	Efficient use of financial resources
Innovation Management	High	<ul style="list-style-type: none"> - Managing innovative projects - Collaboration with startup accelerators - Formation of innovation ecosystem 	Acceleration of innovative activities
Digital Transformation	High	<ul style="list-style-type: none"> - IT management courses - Mastering digital platforms - Data analysis 	Implementation of digital management system

According to the results of this analysis, it is necessary to introduce a systematic approach and continuous professional development programs to increase the managerial competence of the heads of higher educational institutions. It is also important to study international experience and apply it taking into

account national characteristics.

CONCLUSION

The issue of improving the management competencies of the heads of higher education institutions is a multifaceted process that requires an integrated approach. As a result of the literature analysis, the following main conclusions were drawn:

First, it is necessary that the head of a modern higher education institution has not only traditional management skills, but also competencies of innovative thinking, digital transformation and international cooperation. This in turn indicates the need to create a continuous professional development system.

Secondly, it is advisable to develop special programs for the development of management competencies of leaders, taking into account national and international experience. Such programs should be aimed at the formation of practical skills, as well as theoretical knowledge.

Thirdly, it is necessary to improve the system of assessment and monitoring of management competencies of heads of higher educational institutions. This process requires work on Transparent and objective criteria, harmonizing international standards and national characteristics.

The following recommendations were developed to improve the management competence of the heads of educational institutions:

Organization of special trainings and training programs for leaders

Creation of international experience sharing platforms

Introduction of innovative management technologies

Creation of a system for promoting the professional development of leaders

Digitalization of management decision-making processes

Expansion of international cooperation

The implementation of these recommendations will serve to raise the management competencies of the heads of higher educational institutions to a new level and, ultimately, to improve the quality of Education.

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