

Functions and Methods for Improving the Activity of Non-Government Educational Institutions

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Annotation: In the article, the opinion on the separation of four functions in management theory: planning, organization, motivation and control functions is presented. In such cases, a situational approach is used to determine the functional composition of management activities. As a result of the popularization of the situational approach in management, experts have distinguished other functions of management: goal setting, communication, and motivation.

Key words: Management, pedagogical system, leader, function, t educational institution , spiritual and educational functions .

Enter. Based on general theories of management and practical analysis, modern researchers believe that the following functions can be distinguished as management functions of the pedagogical system: planning, motivation, control; decision-making, enforcement of decisions, preliminary, current and final control; analysis, targeting and planning, organization and coordination; goal determination, pedagogical analysis, foresight (understanding), planning, implementation organization, control and evaluation.

The main part. The problem of control functions has been in the center of attention of researchers for some time. For example, SSGulomov said that the word "function" is Latin and means performance, task, activity, obligation, and management tasks are understood as the type of activity necessary to lead an object. Management tasks make up the management technology with its content. The meaning of the management function includes two elements: first, it defines what is being done in the system, and then, he argues, how to answer the question [1 , p. 107].

MS Arifkhoja Yev and Y. Abdullah Yev define the dictionary meaning of the terms "function" and "task" as follows .

"Function" is a Latin word that means the work, sphere of activity, function of someone or something.

"Task" is an issue that needs to be implemented, solved, a goal that needs to be achieved. Or it means some assignment, service, work, service position, position, action.

The concept of "function" has a narrower meaning than the concept of "task". After all, the function includes only the tasks within its scope of activity. Management function means a set of tasks aimed at solving specific tasks related to the management of this or that object [2, p. 73].

Determining the structure of the leader's activity is considered necessary and relevant, and it has the following characteristics: improvement and development of the management process, which is the basis for ensuring the effectiveness of the institution's activity, cannot be carried out without clearly defining the tasks that the leader must perform; when determining the structure of the leader's functions, it is necessary to create a regulation of his activity [3].

Management functions of educational institution managers can be conditionally divided into two types: professional and socio-psychological functions.

The leader's performance of his production and technological tasks determines his professional functions, and in this the leader as a professional-specialist always interacts with people. That's why leadership activities include social and psychological functions. These functions are implemented in a certain system during the communication of the manager with the employees, and such communication can be in direct form and indirect (orders, guidance, instructions) forms. In socio-psychological functions, the leader's activity is divided into four main functions: working with information; organization; socialization; decision making (Figure 1)

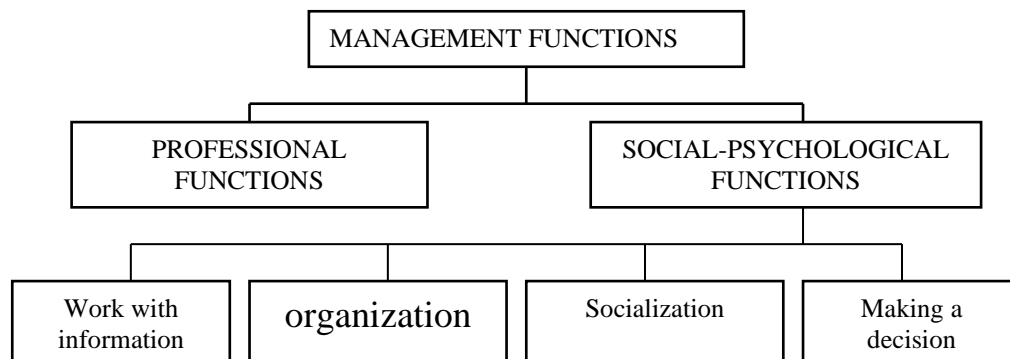


Figure 1. Professional and social psychological functions

Working with information consists of collecting, processing and transmitting various information and is used in the process of coordinating the activities of groups. In this process, the leader acts as a generator of the main information coming to the institution, and the main subject of work for him is information, based on which decisions - products of the management process are developed. The function of working with information is the exchange of personal and technological information between managers and employees. Its main feature is determined by the desire of the leaders to satisfy the employees with the work process, and this feature is related to other functions of the leader and other indicators of the function of working with information.

Organizational functions are implemented in organizing the team's activities to fulfill the tasks assigned to the employees. Organization is one of the main and responsible functions of a leader, and it includes several stages.

The first stage is the process of planning and distributing tasks among employees. One of the main indicators of the organizational function is the distribution of tasks and the explanation of the tasks of employees in the process of completing the task. This indicator combines other functions of the manager and it is closely related to the function of working with information, because the manager provides them with the necessary information in the process of explaining the tasks to the employees.

The second stage is to control and check the results of tasks performed by employees. Before checking the quality of the work performed by the employees, the manager must control the timely completion of tasks. The function of control and verification is also interconnected with other functions of the leader.

The third step is to provide assistance to employees in completing tasks. In the process of regular monitoring of the employees' activities, the manager has the opportunity to provide timely assistance to the employees and has information about the activities of each employee in his place.

The fourth stage includes measures to encourage or punish employees based on their performance. It is possible to encourage advanced employees and inventors in material and moral ways, and punish by strictly controlling all the activities of some sinful employees.

Socialization is the formation of high morale, culture and creative activity among employees, and serves to create a positive atmosphere in the team.

One of the important tasks of the leader is the decision-making function. When making decisions on various organizational and personal issues, the leader takes responsibility for the development and results of the organization entrusted to him, as well as for the purpose and correctness of the decision he made. These indicators make it possible to divide managers into two main types: "consultative" and "independent". Leaders of the first type are characterized by their action styles, that is, their work styles are close to democratic, collegial styles, they fully and well

imagine and perform their social-psychological tasks. Leaders of the second type use a constant commanding style and do not have a good idea of their socio-psychological tasks and do not perform them adequately.

Among the innovations implemented in NTM today, the most important is the development and implementation of programs for the development of educational institutions.

The development program of the educational institution is considered to be the news of management and consists of a set of all news that implements the future development of a particular school. From this point of view, the development program of the educational institution differs from other voluntary forms of planning by the following characteristics: according to the defined target and strategic direction of the changes to be implemented; according to the innovative direction; predictability and predictability; that a diversified approach to management is the basis of social development; according to the use of special and perfect technologies in its development.

Organizational-executive function. This function is expressed in all areas of management activity. This will be related to the selection and placement of personnel, the formation of the interaction system of the performers, the activities of collecting and processing information. As a result, a structural structure specific to one or another pedagogical system is created.

Effective implementation of the organizational-executive function requires mutual trust and support, giving everyone the right to choose, not only setting goals, but also setting criteria for achieving them, creating conditions for employees to fully demonstrate their personal capabilities and abilities, incentives for work done and every It is related to the objective assessment of an employee's work and is of particular importance in the creation of an important social and psychological environment in the team.

Control-diagnostic function. Control is one of the active stages of the management process, which is related to all functions of management. In general, control is the process of comparing planned results with actual results, which provides an opportunity to determine the success of an activity.

In the process of managing the pedagogical system, deviations from the intended direction may also occur, in such situations, control creates opportunities to determine the cause of the mistakes made in the process of management in time and determine the methods of their correction. Therefore, control is necessary for all stages of management activity [6 , p. 33].

As a result of the introduction of state educational standards, the provision of opportunities for creative freedom to educational institutions, and the diversification of educational processes, the control-diagnostic function is becoming the main content of the pedagogical process. It can also be noted that control and the movement strategy of the pedagogical system are synonyms. Based on this, one of the important features of control in management is to support the success of all participants of the pedagogical process, for this a number of requirements are imposed on it: to have a strategic direction; being focused on positive results of activity; compliance with the object to be controlled; to be organized on time, compact and economical, etc

The validity of management control is expressed through diagnosis. Using special tools and methods, diagnosis is a special form of understanding, aimed at determining the essence of events that describe the internal state of the object by means of comprehensive studies. The versatility of diagnosis in management makes it possible to classify four types of its implementation - diagnosis by components, structural diagnosis, system diagnosis, preview (understanding). Each of the diagnosis one type performs a specific defined function , their choice is determined according to the results we need to achieve.

The regulation-coordinating function serves to maintain the state of the pedagogical system at the necessary, specified level, to raise it to a new quality level, and to correct errors made in the pedagogical process, as well as to regulate the behavior of the participants of the pedagogical process. With the help of this function, various actions of the subjects of the pedagogical system are coordinated. In turn, coordination requires a high level of agility in the mutual coordination of all links with the direction of movement of the pedagogical system.

Thus, based on the information presented above, it can be said that the essence of management activity is expressed in the implementation of these functions, and together they reflect the order, sequence, ways of influence in the management process, and the period of their completion.

In the implementation of these functions, management methods are of great importance, they are a set of influence ways and methods used in organizing and coordinating the activities of employees in the management process. The basis of management methods is the set of influence methods, i.e. influence mechanism.

The management method consists of a set of methods and ways of implementing management activities, effective and purposeful influence on the management system, that is, a mechanism for the implementation of management functions.

But it should be noted that the method is a completely objective, independent and independent concept that does not depend on the leader. The style, although it also consists of a set of influencing methods, differs from the method, it is determined by the subjective, individual characteristics of one or another leader. For comparison, it can be said that although the musical notes are the same for everyone, musicians have different playing styles.

There is a correlation between leadership styles and methods, and it is important in the following key aspects:

1. Management methods, together with subordination of styles, determine the compatibility of management styles. This subjugation is done by selecting management personnel or changing the inner feelings of the leaders.

2. Each of the complex methods is adapted to all identified leadership styles. That is, for each method to be implemented, personal individual activity is necessary. Management methods are implemented in different ways. Because, firstly, there are many individual methods, each leader has his own characteristics and unique work style, and secondly, the methods are determined by the subjective, individual characteristics of this or that leader.

3. This or that management method is implemented using different methods, so the same method has different results in different conditions. Leadership style is completely different from the concept of method, it has the characteristic of autonomy.

4. As an internal view of the outdated management method due to the autonomy of the leadership style, it has its influence on the new management method and can create characteristics that are not typical of the management method.

Summary. This method takes into account the existing relations between managers and employees, teachers and students, and in general, all team members, studying their interest, interests, skills and abilities, knowledge and abilities, improving the existing conditions in the team and implementing other necessary measures. serves to coordinate the activities of team members.

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