

## THE SYSTEM AND FUNCTIONS OF IMPROVING STUDENTS' MANAGERIAL COMPETENCE

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### ABSTRACT

This article describes the content of management methods, which are considered the most important factor in improving the managerial competence of students of higher education institutions. Their interrelation is shown, and the concept of managerial competence of a future manager is defined. The methods, skills, and mechanisms by which managers achieve high-quality results every day are shown. The most demanded competencies are leadership, organization, striving for self-development, responsibility, motivation of achievements, teamwork, and sociability. In addition, the functions of management, including planning, organization, coordination, encouragement, and control of the implementation of the plan, are discussed. The concept of management, economic management methods, organizational and managerial management methods, the improvement of forecasting, organizational abilities and managerial skills, the role of the head in enterprise management, responsibilities, and the place and role of managerial functions are also addressed.

**Keywords:** Leader, management, principle, law, labor, solution, market, manager, method, demand, control, person, team, assembly, expert, experience.

### INTRODUCTION

The expansion of scientific research is a consequence of scientific and technological progress and the intensification of innovation transfer in education, science, and production. Modern methodological approaches to understanding the content and structure of managerial competencies in students of higher education institutions are facilitating this expansion.

In the contemporary scientific milieu, the practice of management is no longer the exclusive purview of a select few, but rather an integral aspect of professional competence. The enhancement of students' managerial abilities represents a pivotal objective within the domain of contemporary education.

In the context of science, management is defined as the process of ensuring the vitality of a system. Such systems may be biological, technical, or social in nature. The management process is divided into two components: control and control.

### LITERATURE REVIEW

It is well established that the principles of designing, developing, and monitoring strategies for improving the managerial competencies of students studying at higher educational institutions are based on the innovative dynamics of university management, the effectiveness of corporate governance, and an organizational and managerial approach. The classification of cultures is a

topic that has been extensively researched by scholars such as D. Bartram [3], F. Drucker [5], T.Y. Bazarova [2], E.I. Kudryavtseva [11], A.T. Sergeeva [17], and V.A. Slastenina [18].

A number of researchers from our country have addressed the issue of students' managerial competence and its components. These include N. Muslimov [14], O. Musurmonova [15], M. Urazova [19], Sh. Gurbanov [12], U. Begimkulov [4], Ya. Isismadiyarova [7], and others. The conclusions drawn from the study were then subjected to further analysis and interpretation.

Another prominent American researcher, Richard Boyatzis, has identified emotional intelligence as a crucial component of managerial competence in his scientific research [16].

A. Derkach, in his research on the professional competence of senior personnel, identifies the following competencies as necessary for a modern top manager: the ability to set goals correctly, communication skills, personal and corporate time management, leisure and creativity skills [6].

## METHODOLOGY

Management exerts a systematic, purposeful, and deliberate influence over the controlled aspect of the system. This activity ensures the operability of the system. The advent of cybernetics has facilitated a rapid development of management research, which has led to the emergence of scientifically based recommendations for the management of complex structures, which are now being applied in practice.

Managerial knowledge is considered the primary source of knowledge, reflecting the needs of the time. On the one hand, the management process ensures the integrity of the structure. On the other hand, it allows for further improvement and development [3, 83-89 p.].

Economic management methods are those employed to oversee the economy with the objective of achieving economic benefit for the existing social system. These methods include, but are not limited to, planning, pricing, and other economic indicators. In practice, conditions change during the course of business operations, contingent upon the objective set forth at the outset. In the event of a change in conditions, it is necessary to modify the mechanism of business operations without contravening existing societal norms.

In order to be considered satisfactory, economic relations must satisfy the following interests:

- The first interest to be considered is that of the public. The public interest is served by the construction of buildings and the maintenance of transport infrastructure;
- The second interest is the organization's interest (socioeconomic development plan, etc.);
- The third interest is Personal benefit (education, salary and other income).

The levers employed in the community should yield positive outcomes in all three of the aforementioned interests. Nevertheless, this phenomenon is not always observed in this manner. In some instances, general indicators may be met, yet individual indicators may not be fully considered. It is recommended that these three indicators be taken into account in the income breakdown of enterprises operating on a permanent basis. The concept of self-interest is complex and nuanced. Consequently, each manager should be furnished with data pertaining to the aforementioned planned indicators, product prices, income, material consumption, and other indicators of interest. In this case, the activity and responsibility of each employee will increase significantly. This results in an increase in production volume, product quality, income, and labor productivity. Moreover, each employee becomes a catalyst for enhancing the final outcome of their work.

The study of organizational and administrative management methods. This management method is comprised of two distinct elements: organizational influence and administrative

influence. Organizational activity is one of the most sensitive issues in the context of production, as all production defects (losses) are related to this activity. Organizational effectiveness is contingent upon the maintenance of a clean and orderly production environment, the observance of established standards of conduct, and the concomitant generation of favorable technical and economic outcomes. A well-organized group of people working together constitutes a good organization. The organization should serve as a model in all areas of production. Furthermore, the organization is contingent upon administrative activities. To illustrate, consider the command. Furthermore, the order itself is subject to a specific template. The order must reflect the main elements (the object, to whom it belongs, the deadline for execution, funds, etc.), as well as the signatures of the person who drafted it and a lawyer (the names of the persons specified in the order). It is also important to note that the order should not be rushed, as it should be prepared carefully and competently. Concurrently, the order is ultimately signed by the head of the organization, the director.

An order is a written directive emanating from the head. The order is signed only by the first head. In addition to the order, there is also a decree at enterprises. In many cases, the decree operates within the enterprise [3, 83-89p].

Another form of organizational structure is that of guidelines (instructions). The foundation of organizational standardization is standardization, which is defined by units of measurement such as time, weight, length, and units of measurement.

A charter is a type of organizational document that defines the means, rights, and obligations of a structural unit. In contrast, job descriptions represent an organizational document that delineates the rights and duties of an official. Methodological guidelines also relate to organizational documents and determine the order of work (accounting), the necessary elements for work (accounting), and are approved by factorial (composite) organizations, specialists [1, 354-360 p.].

The application of socio-psychological management techniques is particularly suited to enterprises and teams engaged in creative activities. It is widely acknowledged that mental states exert a direct influence on labor productivity. Concurrently, research indicates that the design, fabric, and color of workwear have a significant impact on the productivity of individuals engaged in this management group. Consequently, the work of such employees should be organized in a scientific manner.

The quality of management and its functions may be classified into two categories, depending on the qualifications, knowledge, efficiency, and the manager's ability to manage. This is illustrated in Figure 1. In contrast, reactive control entails a swift response to external stimuli. Upon commencing their workday, employees are often uncertain about their objectives or lack a clear plan of action. For instance, firefighters utilize a strategy of shouting and calling to complete their work. The primary cause of this is the untimely delivery of raw materials, equipment, and appliances. In its purest form, reactive control is a relatively uncommon phenomenon.

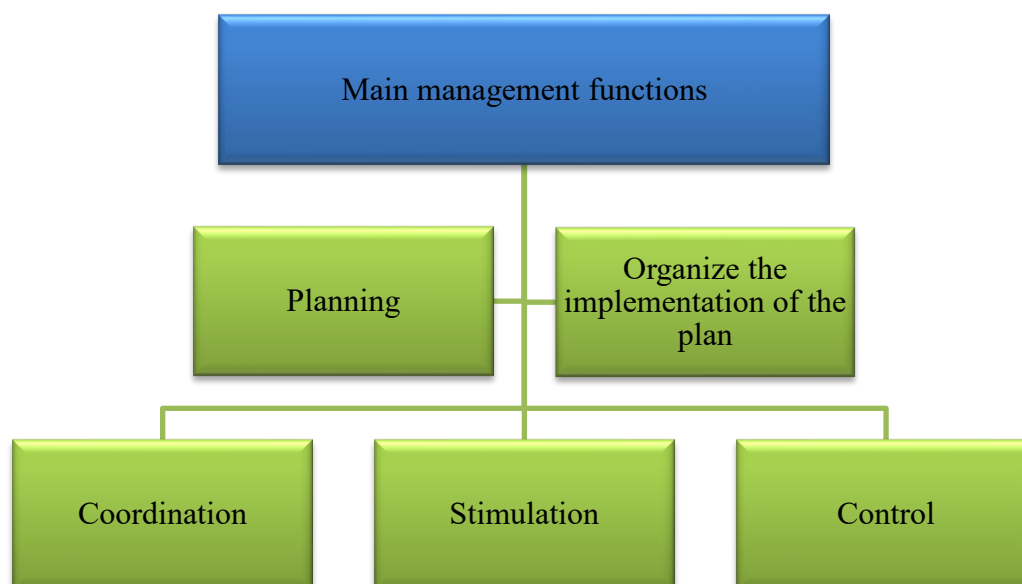


Figure 1. Main management functions

The second case is targeted management, which involves the rapid achievement of a predetermined goal with minimal costs. Such management is also uncommon in its purest form. The principal elements of targeted management are general and specific management functions.

The work activity of each manager can be classified into two categories. The two situations in question are managerial and executive. It is therefore incumbent upon the leader to be more actively involved in managerial activities [5, 154-165 p.].

The manager must organize the management of the company in accordance with the principles of effective management, utilizing a combination of traditional and modern tools. Nevertheless, in the majority of instances, the executive in question is occupied with executive activities. It is therefore pertinent to inquire as to the rationale behind this approach. The answer to this question can be found in the fact that the level of labor productivity of specialists working at enterprises is often low [6, 87-98 p.].

Such cases are not uncommon. First and foremost, the manager bears responsibility for the negative situation and the resulting outcome at the enterprise. Consequently, it is imperative that the head maintain a keen awareness of the enterprise's operational dynamics. Concurrently, the reputation of an enterprise is contingent upon its specialization. Consequently, the lower the expert's efficiency level, the more challenging it is for the head to oversee the enterprise, and the head is more actively involved in executive activities. To illustrate, consider a scenario in which a company has initiated the production of new products. A customer approaches the manager to inquire about the recently introduced products. Two potential scenarios may be identified:

- 1) The head of the company provides counsel to the organization;
- 2) The head of the company consults with a specialist from the company.

In the initial scenario, the executive function is carried out by the head, whereas in the second, it is the managerial function. The term "management function" is used to refer to tasks within the field of management.

Management functions are a specific type of management activity that emerged as a result of the specialization of management services [4, 10-15 pages].

In the current era, the complexity of production processes is giving rise to the emergence of novel management functions.

The performance of these functions constitutes the execution of managerial duties.

1. The planning function encompasses the following activities:

- a) Forecasting;
- b) Programming;
- c) Development of a work schedule;
- d) Budgeting.

One of the most vexing aspects of contemporary life is the act of prediction. The greater the objectivity, accuracy, and transparency of the forecast, the more predictable the future of production will be.

The classification allows for the division of management functions into two categories: basic and special. The basic control functions describe all control processes occurring in specified objects, whereas the special control functions describe only processes specific to this object.

2. The term "organizing the execution of the plan" refers to all the work necessary for production. This work encompasses the selection of personnel, their placement, and the provision of the necessary supplies for production;

3. The coordination function encompasses both external and internal coordination, given that the forces affecting production are external and internal. In addition to these effects, coordination is necessary to ensure the stability of production;

4. The incentive function represents the primary lever of production. As previously discussed in the context of the laws of management, the types of incentives are a key aspect of the incentive function;

5. Control is a complex function that is not directly related to production. However, this function is indispensable, and it must be carried out in a timely and cost-effective manner.

Lewis Allen, an American industrialist, proposed two principles of control: the principle of the minimum of causes and the principle of control.

What is the content of these principles? Only those objects that are controlled as a result of causal analysis should be considered. Furthermore, the number of these elements is always minimal.

For instance, the number of damaged workbenches, the production of substandard products, and the occurrence of labor violations is relatively low. If control is applied to all machines and all employees, the cost of control will not be minimal. This principle therefore plays a significant role in practice.

In the majority of cases, information regarding the disorder is received from a third party. This methodology is flawed because the information regarding the issue is conveyed to the controller in an inaccurate manner. Consequently, it is imperative to obtain information solely from the individual in question.

In fact, planning is a function that is typically associated with the upper level of the management tree. However, it is also a function that the enterprise can perform. The responsibility for the implementation of the plan lies with the enterprise.

It is commonly accepted that the coordination function is more appropriately situated at the higher levels of management. Conversely, the incentive function is more frequently operationalized at lower levels of management.

## RESULTS

It is our contention that the competencies enumerated at various levels should be cultivated during the pre-graduate educational phase. It is our intention to consider ways of enhancing

managerial competence as part of the process of studying specialized subjects. It is evident that specialized subjects possess a distinctive capacity for intellectual advancement, enhancement of managerial, cognitive, and managerial abilities. Specializations represent a crucial aspect of the training of multidisciplinary specialists, playing a pivotal role in the organization and management of production, as well as in direct practice. The mastery of specialized subjects facilitates the development of a number of key skills, including abstract, logical, systematic, creative, critical thinking, accuracy, coherence of arguments, intuition, and various management skills.

In order to attract students to management activities, the study of specialized subjects, which involve a transition from theoretical knowledge to practice, ensures consistency of design, modeling, and project activities.

The foundation of our proposed system for enhancing the managerial competence of university students in the context of multi-level training of specialists is the complexity of the level structure. This structure is developed gradually, with each component developing in accordance with the principles of subordination, expansion, and relative importance, implying interdependence. This necessitates the exertion of considerable motivation on the part of both teachers and students.

A clear organization of the educational process, as well as a special approach to setting goals, can be interpreted in a visual and graphical form as follows (Fig. 2). This approach allows for the interdependence of their goals to be demonstrated.

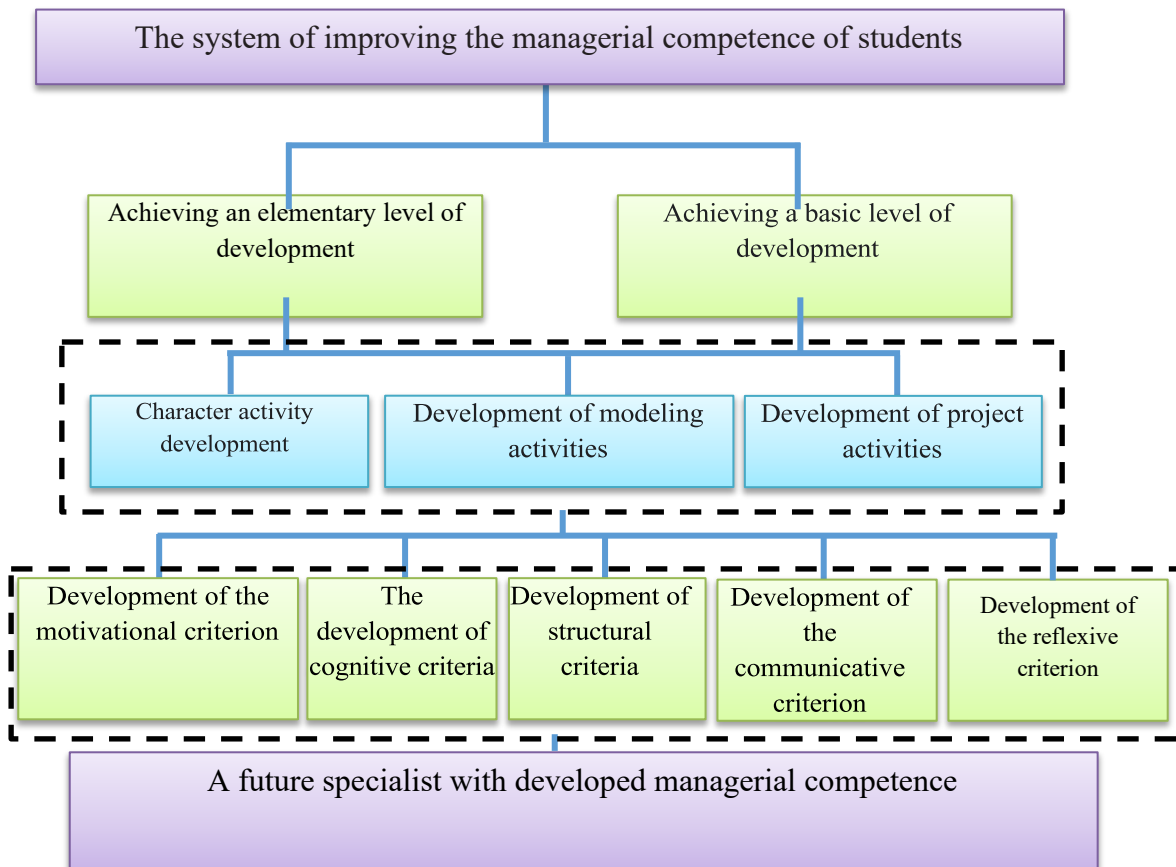


Figure 2. The system of development of students' managerial competence



## CONCLUSIONS

Management issues are also studied by several academic disciplines, including philosophy, history, economics, law, and psychology. Each of these disciplines addresses specific aspects of management in its own way. Psychology examines the management of both the object and the subject. In psychological research, the object of management is considered to be the studied team of scientists, an individual, their psychological states, certain processes and tasks within them. However, when the subject of management is studied, it is typically understood to refer to a controlling individual or group of individuals.

Rather than reaching a definitive conclusion, it can be posited that the efficacious deployment of management techniques and functions through these guidelines will prove instrumental in enhancing the managerial competence of students, who will subsequently assume managerial roles in enterprise management. Furthermore, the process of enterprise management will facilitate the development of organizational and managerial skills, while also enhancing the capacity to foster productive relationships with employees.

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