

MANAGING A MODERN PRE-SCHOOL EDUCATION ORGANIZATION

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Abstract

This article examines the theoretical and practical foundations of effective management in modern pre-school education organizations in Uzbekistan. The study emphasizes that pedagogical management is a system of principles, methods, organizational forms, and technological approaches aimed at increasing the efficiency of the educational process. Special attention is paid to the role of leadership, organizational culture, communication, motivation, planning, control, and staff loyalty in ensuring the sustainable development of pre-school education institutions. The article analyzes the importance of a person-centered approach, in which every member of the pedagogical team is regarded as an essential participant in the common educational mission. The legal basis of pre-school education management is also considered, particularly the Law of the Republic of Uzbekistan "On Pre-school Education and Upbringing." The study concludes that the successful functioning of pre-school education organizations depends on competent leadership, transparent governance, effective teamwork, and the ability of managers to respond flexibly to social and economic changes while ensuring the physical, intellectual, and personal development of children.

Background: In the context of modern educational reforms in Uzbekistan, the role of effective management in pre-school education has become a critical factor for institutional development. The transition to innovative management models requires a deep understanding of pedagogical management principles and their practical application.

Purpose: This article aims to analyze the theoretical and practical foundations of managing modern pre-school education organizations (PEOs), focusing on the integration of person-centered approaches and the legal framework of the Republic of Uzbekistan.

Methodology: The study employs a systemic approach to pedagogical management, viewing the educational process as a complex structure of interconnected elements. It analyzes current legislation, specifically the Law "On Pre-school Education and Upbringing," and incorporates the theories of leading specialists in educational management.

Results: The author identifies key management tools: hierarchy, organizational culture, and market relations. The article outlines twelve fundamental principles of management, emphasizing loyalty to staff, transparency, and timely response to social changes. Furthermore, the study highlights the importance of the Pedagogical and Supervisory Boards in the governance of state-owned PEOs.

Conclusion: The study concludes that successful PEO management depends on the synergy between competent leadership and a person-centered approach. For sustainable development, leaders must adapt to changing economic conditions while ensuring the physical and intellectual well-being of children through a coordinated team effort.



Keywords: Management, leadership, pedagogical management, pre-school education, motivation, planning, Uzbekistan education system, person-centered approach

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Introduction

In modern society, the term "management" is widely used. In scientific and methodological literature, this concept is interpreted as a set of principles, methods, tools, and forms of managing social processes, including educational ones. Management is also referred to as the art of management. "Pedagogical management is a collection of principles, methods, organizational forms, and technological techniques for managing the educational process aimed at increasing its efficiency."

When reflecting on professional knowledge in management, one must be aware of three management tools:

- 1. The Organization and Management Hierarchy:** Where the primary tool is top-down influence on a person (key functions of motivation, planning, organization, and control).
- 2. Management Culture:** Values, social norms, attitudes, and behavioral characteristics developed and recognized by society, the organization, and groups of people.
- 3. The Market:** Market relations based on the purchase and sale of products and services, balancing the interests of the seller and the buyer.

Management, like any activity, is based on adherence to several principles. "Management principles are the fundamental ideas behind the implementation of management functions. Principles are a specific manifestation and reflection of management laws."

Management Principles:

1. Loyalty to staff.
2. Responsibility as a necessary condition for successful management.
3. Communication covering the organization bottom-up, top-down, and horizontally.
4. An atmosphere in the organization that helps reveal the abilities of employees.
5. Mandatory determination of each employee's share of participation in overall results.
6. Timely response to changes in the environment.
7. Methods of working with people that ensure their job satisfaction.
8. The leader's ability to listen to every employee encountered in their work.
9. Trust and honesty towards people.
10. Reliance on the core foundations of management: quality, costs, service, innovation, management of resources and capabilities, and personnel.
11. The leader's vision (clear visualization of future plans).
12. Quality of personal work and its constant improvement.



Research Methodology

The organization of the pedagogical process is viewed as a complex system consisting of interconnected elements. A pre-school education organization (PEO) has specific characteristics: goals, team structure, and the types and content of information and communication processes. Therefore, today it is impossible to provide favorable conditions for the creative activity of a PEO team without purposeful and scientifically grounded management.

Modern requirements for PEOs make increasing the level of management an objective necessity and a vital principle for further development. Leaders must respond flexibly and quickly to society's demands, finding fair solutions, stabilization, and development paths in constantly changing and complex economic situations.

Literature Review

L.V. Pozdnyak, a well-known specialist in psychological and pedagogical activities, notes that with proper management, it is crucial for a manager to constantly analyze the current situation. This allows PEO educators to actively perceive societal achievements in democracy, transparency, and self-awareness.

According to L.M. Denyakina, it is important for a leader to think through the development strategy of the PEO, determining its purpose, place in the education system, main goals, tasks, and functions. The goal of managing a PEO is to ensure its optimal functioning and achieve educational efficiency with minimum time and effort.

Pre-school organizations operate in accordance with the Law of the Republic of Uzbekistan "On Pre-school Education and Upbringing," based on the Charter approved by the founder and the agreement between the organization and parents (or other legal guardians).

Analysis and Results

According to the Law of the Republic of Uzbekistan (December 16, 2019), the management of a state PEO is carried out by:

- The Pedagogical Council;
- The Supervisory Board;
- The Head of the state pre-school organization.

Management features include decisiveness, openness, transparency, and consistency. Today, a **person-centered approach** is crucial. Its essence is to respect every team member, striving to make each employee feel like a vital part of a single organism whose main task is to raise and educate citizens as healthy, versatile, and creative individuals.

The main tasks of a PEO include:

- Protecting and strengthening the physical and mental health of children.
- Ensuring intellectual, personal, and physical development.
- Introducing children to universal human values.
- Ensuring early socialization in peer and adult groups.
- Preparing children for the next levels of basic education.
- Interacting with families to ensure full development.



Rights and Obligations: The PEO has the right to develop its own educational programs based on state standards and provide additional paid services. It is obligated to provide safe conditions, ensure educational standards are met, and notify authorities of any threats to a child's life or rights.

Conclusion and Proposals

1. Management is an integral part of any educational process.
2. Successful management requires coordinated teamwork under competent leadership based on the laws of the Republic of Uzbekistan and a personal approach to each participant.
3. Leaders should use various methods and forms of teamwork based on leadership principles.

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