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# FORMATION OF MANAGEMENT COMPETENCE OF FUTURE MANAGERS OF TEACHERS

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#### **Annotation**

In the article, the authors turn to understanding the issues of the pedagogical process from the position of management. The origin of the term "management" is indicated. The goals of management as a specific type of management activity are determined. The authors of the article note the factors of the emergence of the term "management" in domestic pedagogical science and practice. Pedagogical management is considered by the authors as a special branch of management with its own specifics and patterns. Definitions of pedagogical management are given by various authors.

**Keywords**: management, education management, managerial activity, pedagogical management.

The professional competence of a manager is the most important criterion for the quality of managerial activity and is understood by us as the ability and readiness of a manager to manage, based on professionally significant and personal qualities. In this regard, at present, not so much special knowledge as a general and managerial culture, which ensures the personal and professional development of a specialist, is becoming an important resource.

As a fundamentally new phenomenon in the field of managerial training, we evaluate the managerial culture of a future specialist. This definition is considered in the works of modern researchers (V. S. Alekseevsky, S. Alieva, S. N. Apenko, V. K. Belolipetsky, V. Vinogradov, V. Vichev, V. G. Ignatov, A. Kuzibetsky, L. G. Pavlova, A. N. Rostovtsev, N. V. Tamarskaya).

However, the analysis of publications on the formation of a managerial culture as a leading component of the professional competence of a future manager showed that this issue is not sufficiently represented in the scientific literature, there are no

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fundamental studies devoted to a holistic study and an objective analysis of the state of the process of forming a managerial culture of future managers.

In recent years, a number of dissertation studies have been carried out on issues of interest to us: the formation of a managerial culture of a teacher in the process of continuous professional activity of N. V. Tamarskaya, the formation of professional and managerial activities of managers E. V. Chizhikova, the formation of the readiness of future managers for managerial activities M. V. Zavorachai, the formation of the professional competence of the management personnel of E. B. Volodarskaya, the formation of the historical and pedagogical culture of the future teacher E. V. Onishchenko, etc.

In the theory and practice of professional training of a manager, an objective contradiction is found between the increasing requirements for the training of a professionally competent and cultural specialist in the field of modern management and the insufficient scientific, theoretical, methodological and organizational development of the mechanisms for forming a managerial culture as a component of the professional competence of a future manager. The resolution of the contradiction can be a competency-based approach, which is designed to ensure the success of the professional activities of managers.

Thus, the scientific and practical relevance of the problem of the formation of managerial culture as a component of the professional competence of a manager, its little study, the identified contradiction determined the choice of the topic of our dissertation research: "Formation of a managerial culture as a component of the professional competence of future managers"

The object of the study is the professional competence of future managers.

The subject of the study is the process of forming a managerial culture as a component of the professional competence of a future manager in higher education.

The purpose of the study is to develop and test in practice a model of the process of forming the managerial culture of future managers and its features based on a theoretical analysis of pedagogical, psychological and managerial literature. implementation.

The study is based on the hypothesis that the formation of a managerial culture of students as a component of the professional competence of a future manager will become potentially effective if:

- the theoretical, methodological and didactic substantiations of this process will be determined;
- a theoretical model of the process of forming the managerial culture of the future manager has been developed, its structural components, parameters, functions and levels have been determined;
- students develop an emotional and value attitude to management activities;

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- the interaction and mutual influence of the participants in the educational process is ensured in order to develop professionally significant personal qualities of each student, to reveal his managerial potential.

The object, subject, hypothesis and purpose of the study determined the following tasks:

The reliability and validity of the results obtained was ensured by the methodological validity of the initial theoretical arguments, adherence to the principles of conducting sociological and pedagogical research, the integrated use of various research methods and the implementation of a competency-based approach in the organization of the educational process. In practice, it has been proven that the targeted impact of objective and subjective factors in the process of training future managers makes it possible to form the necessary professional qualities, skills, and lay the cultural foundation for a manager's professional competence.

The results of the study were reported and approved at the Russian-Belarusian scientific-theoretical conference "Formation of the Consciousness of a Specialist: Interdisciplinary Dialogue" (Kirov, April 2-4, 2003), at the Department of Pedagogy of the Vyatka State Humanitarian University, at the 1st Interuniversity Scientific and practical conference "Modernization of education: theoretical and methodological foundations and applied tasks of psychology and pedagogy" in Vyatskiye Polyany.

Competence has a rather complex structure consisting of a set of components. Yu. Tatur calls components, blocks of the competence structure. The component of competence is understood as the ability to carry out a certain type of managerial activity and is characterized by the possession of methods of activity. The selected components in unity form the basis for the formation of the manager's professional competence, allow to identify the dynamics of its development and to adjust its components. One of the main components of a manager's professional competence is professional knowledge.

The professional competence of a manager can be formed only as a result of a sufficiently long period of professional activity. However, already in the learning process, it is necessary to lay its foundations in the totality of theoretical knowledge, practical experience, personal qualities of a modern specialist and managerial culture. We are interested in professional competence in a specific area of professional activity – management. This paper implements the idea of the influence of managerial culture on the professional competence of a specialist's personality in the course of his professional training at a university.

N. V. Tamarskaya, when analyzing the concept of "management culture of a leader," emphasizes the need for a leader to possess knowledge about the content of managerial functions, managerial communication, psychological mechanisms of motivation, management styles, personal characteristics of a leader, and the organization of his healthy lifestyle.

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Summarizing the views of various authors on professional competence, we note that the professional competence of future managers is understood as an actual, developing, dynamic phenomenon, based on legal guidelines, professional norms, requirements, standards, and largely dependent on the personal characteristics of the individual.

As a socio-pedagogical phenomenon, managerial culture is one of the forms of social consciousness and characterizes the managerial aspect of the life of society. The managerial culture of a manager as a cultural professional and personal characteristic is a social managerial experience expressed in managerial knowledge accumulated in management practice; experience of creative managerial activity, capable of creative transformation of reality; experience of emotional and value attitude in the process of managerial interaction based on knowledge about the norms of managerial relations and the skills to comply with them.

It is the management culture that develops such personality traits as initiative, responsibility, activity, organization, commitment; creative attitudes to improve the quality and quantity of labor; the ability to work in a team, dedication to the organization, decency, sociability, non-conflict, tolerance, the ability to reach agreement; the ability to build humane, democratic, business, cultural relations with people; the ability to combine work with the strengthening of the spiritual foundations of life, one's own self-improvement and worthy self-affirmation; citizenship, the need and ability to connect one's work with the improvement of society, the interests of other people, observance of moral standards, strict observance of all legal norms; the ability to organize one's work on a scientific basis, etc.

These functional aspects are in close interaction, detail and concretize the main structural components of the managerial culture, served as the basis for building a theoretical model of the process of forming the managerial culture of the future manager.

Within the framework of our study, managerial culture is considered as a component of a manager's professional competence within the competence-based approach, which has been widely discussed since the adoption of the five core competencies by the Council of Europe. The modern management paradigm, which is being established in the 21st century, involves the use of the socio-cultural, spiritual and creative potential of managers.

The practice of managerial activity shows that the professional competence of a specialist can be formed only as a result of a sufficiently long period in the course of his professional activity. But the basis of professional competence is laid in the learning process through the formation of the managerial culture of future managers. The implementation of the competency-based approach in the professional education of managers contributes to the achievement of this goal.

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Presentation of the managerial culture of the future manager as a component of his professional competence involves the development of its model. The need to model the process of forming the managerial culture of the future manager is determined by the fact that mastering the managerial culture takes place in stages, in the course of training and practical activities, in the course of interpersonal communication and self-education.

Social value Compliance with the SES VPO Social significance (improving the cultural level of students, the formation of a managerial culture, improving the social climate and the spiritual and moral state of society). Managerial efficiency (increasing the level of upbringing, motivation for self-education, self-management, increasing professional competence) Economic feasibility (training managerial personnel within the framework of the presidential program)

Firstly, it provides for work at different levels: department - faculty - university. Pedagogical work is directed and corrected by the staff of the departments. The participation of highly qualified teachers, experienced practitioners in the field of management as carriers of pedagogical and managerial culture in the conduct of training sessions has a stimulating effect on the professional development of future managers. Such an approach to the organization of training initiates the birth of new ideas, promotes an active search for solutions to various management tasks: analytical-reflexive, organizational-activity, communicative.

In the process of learning there is a differentiation of preferences. Within the framework of the experimental group of graduate students, various directions of future managers are being formed, focusing either on people or on production. There is a general trend - a shift in preferences to the most effective from the point of view of modern management squares 1.9 and 9.9. It can be assumed that this fact of transformation of ideas about the style of management, about the role of a manager, about managerial activity is the result of the humanization of education, the formation of students, future managers, setting the "human factor" into account in management. In general, more than 200 respondents took part in the study (students of the State Educational Institution of Higher Professional Education of the Vyatka State University for the Humanities and its branch in the city of Vyatskiye Polyany, graduates, heads of enterprises and organizations in which graduates work). The results of the research made it possible to determine the signs, properties, indicators of measuring the levels of formation of the managerial culture of managers.

In conclusion, the general results of the dissertation research were summed up, the main conclusions based on the results of the research were summarized and stated, the validity of the hypothesis put forward was confirmed, and the prospects for further work on the problem were outlined.

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