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PEDAGOGICAL CONDITIONS OF COMPETENCE FORMATION FOR STRATEGIC MANAGEMENT OF FUTURE MANAGERS OF EDUCATIONAL INSTITUTIONS IN TERMS OF MAGISTRACY

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Pedagogical Conditions of Competence Formation for Strategic Management of Future Managers of Educational Institutions in Terms of Master's Degree

In the article the author proved that the effectiveness of preparing future heads of educational institutions for professional activity depends from the formation of their skills development to solve problems that arise in the course of modeling the strategic development of the educational institution; assimilation of the specifics of strategic management of an educational institution. The author had found that the strategic management competency of the managers of educational institutions is an integrative quality of the personality of a future specialist, which is formed in the educational process and contains a system of knowledge, skills, interests, needs, motives, values, experience, social norms and rules of behavior necessary for strategic school management, manifested in the ability to initiate strategic changes, carry out strategic analysis, develop development strategies, strategic plans and strategic programs of the institution and to implement them. The author defined criteria and indicators for the formation of competence in the strategic management of future specialists: cognitive, motivational-value, activity-behavioral. The author justified the pedagogical conditions for the formation of competence in strategic management of the future managers of educational institutions in the magistracy: the creation of an effective learning environment in the process of mastering the knowledge and skills of strategic management; use of the latest training technologies; orientation of graduate students to carry out research in the field of strategic management.

Key words: pedagogical conditions, competence, strategic management, head of an educational institution, educational institution.

The modern paradigm of higher professional education in the field of educational management actualizes the task of training specialists who can manage educational institutions on the basis of strategic management, initiate strategic change

and make effective strategic decisions, have developed strategic thinking. The modern manager of the educational institution must have a broad professional outlook and a high level of knowledge, which needed to work in the fast-changing environment. He must be able to effectively manage the educational institution, adequately respond to the challenges of the external and internal environment of the educational institution. The necessity of improving the quality of professional training of modern heads of educational institutions is emphasized in the normative-legislative documents of the Ministry of Education and Science of Ukraine: the laws of Ukraine "About Education", "About Higher Education", the National Strategy of the Development of Education in Ukraine for 2012–2021. In view of the above society today requires from high school graduates to train managers with high levels of strategic management competence.

The analysis of scientific sources showed an increased interest in the problem of training the managers of educational institutions, the formation of professional competence in strategic management, in particular, competence as one of the leading professional and personal qualities that ensures the effective functioning of educational institutions in a competitive environment.

The training of specialists of master's programs was reflected in the works of V. Andrushchenko, N. Volkova, V. Gryneva, O. Gura, S. Zolotukhina, M. Kolesov, V. Lozova, S. Sisoyeva, etc.; problems of management of educational institutions are considered in the works of such scientists as V. Grigorash, L. Danilenko, G. Yelnikova, S. Kalashnikov, L. Kalinina, L. Karamushko, O. Marmaz, E. Pavlyutenkov, V. Pikelna, E. Khrykov and others; theoretical provisions of professional training of future managers of educational institutions are represented in the works of Y. Atamanchuk, S. Kalashnikova, V. Lunyachek, T. Sorochan); the issues of forming the competence of specialists in strategic management are considered in scientific intelligence L. Grytsyak, O. Lebid. Various aspects of strategic management in educational institutions were investigated by domestic scientists O. Makkayeva O. Marmaz, Y. Logvinenko, S. Natroshvili, V. Ogarenko, S. Saliga, M. Sitnitsky, T. Sorochan, V. Shevchenko, O. Yaryshko, etc. In spite of the

considerable number of scientific achievements concerning the problems of professional training of heads of educational institutions, the issues of forming competencies for strategic management in future education managers in higher education institutions need further study.

The purpose of the article is to determine the pedagogical conditions for the formation of competence in the strategic management of future managers of educational institutions in terms of magistracy.

One of the most important trends in modern management education is the formation of strategic management competencies, which is predetermined by changing views on the effectiveness of educational management. We agree with O. Lebid that the modern approaches, technologies of work on forming the readiness of the future head of a comprehensive educational institution for strategic management are not sufficiently reflected in the curricula [1, p. 107]. S. Kalashnikov defines the professional training of heads of educational institutions as a process of acquisition (development) of professional competences with the aim of increasing managerial competence as the ability to effectively perform professional activity in managing an educational institution, and the result of professional training of heads of educational institutions is professional development – development of professional competence [2, p. 147].

We consider the competence in strategic management of managers of educational institutions as an integrative quality of personality of the future professional, formed in the educational process and containing a system of knowledge, skills, interests, needs, motives, values, experience, social norms and rules of behavior necessary for the strategic management of an educational institution that manifests itself in the ability to initiate strategic change, carry out strategic analysis, develop development strategies, strategic plans, strategic programs of the educational institution and implement them.

In the structure of competence for strategic management of future managers of the institution we distinguish the following components: cognitive representing the range of theoretical knowledge and practical skills, which needed for effective

professional activity in an ever-changing external and internal environment; motivational-value, which is characterized by the development of strategic thinking; activity-behavioral, which includes the ability to carry out strategic analysis, develop a strategy of development (strategic plan, strategic program) of an educational institution and implement it, to form a specific corporate culture of staff, in which the staff of the educational institution is aimed at achieving strategic goals.

For diagnostics the levels of strategic management competence formation of the future managers of the educational institution, the necessary criteria and corresponding indicators of the formation of the phenomenon under study. We offer the following criteria and indicators: cognitive (knowledge of strategic management theory, awareness of oneself as a subject of strategic management of an educational institution); motivational-value (awareness of the social importance of strategic management, strategic thinking); activity-behavioral (the ability to put the knowledge gained into practice in strategic analysis, development of educational strategy (strategic plan, strategic program) of the educational institution, implementation of the educational strategy (strategic plan, strategic program) of the educational institution, ensuring the achievement of strategic goals by the staff of the educational institution, the ability to see the trajectory of the development of an educational institution in the long perspective).

Taking into account the theoretical and methodological principles of the study, the results of the analysis of the practice of training the managers of educational institutions and information on the levels of formation of strategic management of the studied category of future professionals and employers' opinions were determined and substantiated pedagogical conditions for the formation of competence of strategic management: integration of the theory of strategic management into the content of professional disciplines of the curriculum; introduction of interactive methods and forms of university's teaching on master's acquirement of knowledge, skills and application of strategic management in the educational process; activation of independent educational activity of future masters through the organization of scientific researches, the subject of which is the strategic management of the

educational institution as an effective means of forming competencies and gaining experience of future managers of educational institutions.

For the first condition, it is necessary to create an effective learning environment in the process of acquiring knowledge, skills in strategic management; for the second condition is the use of the latest learning technologies; for the third condition - the orientation of the undergraduates to carry out research in the field of strategic management. Creating an effective learning environment is seen in the introduction of the discipline "Strategic Management in Educational Systems"; use of interactive methods and forms of learning in the educational process of university based on the creation of models of interactive interaction; activation of the student's independent learning activity in the process of manager's practice.

The integration of strategic management theory into the content of professional disciplines should occur at three levels: assimilation of disciplinary tools; synthesis of management disciplines in the structure of professional training of future masters in management of educational institution; introduction of disciplines in the educational process of university, which allow to form competencies in strategic management of an educational institution. From the analysis of the national master's programs on preparation of masters in strategic management, which was carried out by A. Lebid, and who found out that many universities in Ukraine provide training in strategic management within the elective disciplines and have the names "Strategic Management of Education", "Strategic Management of Innovative Development", "Strategic Management" [1]. Therefore, we think that the introduction of disciplines to prepare a future specialist of Strategic Management is essential. Such disciplines should include the essence of the strategic development of the educational institution, tools for modeling the strategic development of the educational institution, technology for modeling the strategic development of the university, methods and methods for implementing the strategy of development of the educational institution [3].

In the process of preparation for strategic management of future specialists are the most effective are the interactive teaching methods: (project method, method of

problem situation analysis (case method), research method, game techniques (business, imitation, role-playing games), brainstorming method, round table method, training sessions, pedagogical coaching). The most appropriate interactive forms of training are: creative tasks, small group work, discussion, interactive lectures (lecture-talk, lecture-discussion, lecture with consideration of specific situations, lecture with predetermined mistakes, lecture-press-conference, minilection, heuristic conversation, off-audit video discussions, guided tours, exhibitions, etc.). All types of educational activities should be directed to the organization of joint activity of teachers and undergraduates in the process of mastering the learning material, ensuring the exchange of knowledge, ideas, ways of activity, in which each participant of the educational process could contribute to the solution of a professionally oriented educational task.

In the process of organizing the independent work of undergraduates an important place is the organization of scientific activity of future heads of educational institutions. We consider that in order to provide the conditions for the development of student science and activity, the following measures are needed:

- involvement of undergraduates for the implementation of collective scientific research of strategic management;
- development of the theme of master's works aimed at the study of the peculiarities of strategic management in educational institutions;
- carrying out research and development in accordance with the modern principles of organization of scientific and innovative activity and the best domestic and world practices in strategic management;
- formation of an objective system of monitoring and evaluation of the effectiveness of the undergraduate research;
- intensification of the activity of teachers and undergraduates in the development and implementation of state targeted, sectoral and regional socio-economic projects and programs;

– carrying out expert and analytical evaluation of scientific developments for governing bodies of all levels and economic entities; forming a portfolio of contractual studies for strategic management of educational institutions.

The Law of Ukraine "About Higher Education" creates new challenges for higher education institutions, in particular in the field of scientific activity. The paragraph 4 of Article 65 of the Law "About Higher Education" states that the main tasks of scientific, scientific, technical and innovative activity of universities are: 1) obtaining competitive scientific and applied scientific results; 2) application of new scientific, scientific and technical knowledge in the preparation of specialists with higher education; 3) formation of modern scientific human resources, capable of ensuring the development and implementation of innovative scientific developments [4].

Promoting the scientific activity of universities, attracting undergraduates to scientific and research work, encouraging well-known scientists to participate in the educational process are important aspects of the development of research on strategic management, which has received insufficient attention in modern educational management.

The most popular form of scientific work of the department is carrying out scientific conferences, symposia, round tables and other events aimed at disseminating and popularizing the results of scientific and innovative activity in the educational process and professional environment. By the initiative of the staff of the Department of Public Service and Management of Educational and Social Institutes of the Luhansk Taras Shevchenko National University, which prepares future managers of educational institutions, the VI scientific-practical conference is carrying out "Theory and practice of managerial activity in the conditions of socio-cultural transformations". This conference contains in addition to pressing issues of governance the problem of strategic management in educational institutions.

Conclusions. The analysis of the state of development of the problem of competence formation in strategic management showed the complexity and versatility of this problem. The results of theoretical analysis show that the

effectiveness of training future managers of educational institutions for professional activity depends on the formation of skills development in them to solve problems that arise during the development of strategic development of the institution; mastering the specific strategic management of the organization and educational institution in particular.

We consider the competence in strategic management of heads of educational institutions as an integrative quality of the personality of the future professional, which is formed in the educational process of the institution of higher education and contains a system of knowledge, skills, interests, needs, motives, values, experience, social norms and rules of behavior, necessary for the strategic management of an educational institution that is able to initiate strategic change, carry out strategic analysis, develop development strategies, strategic plans and strategic programs of educational establishments and implement them. Criteria and indicators of competence formation for strategic management of future specialists are determined: cognitive, motivational-value, activity-behavioral. The pedagogical conditions for the formation of the competence for strategic management of future heads of educational institutions under the conditions of magistracy are substantiated: creation of an effective learning environment in the process of mastering knowledge and strategic management skills; use of the latest learning technologies; orientation of undergraduates to carry out research in strategic management.

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Кравченко О. І.

Педагогічні умови формування компетенції зі стратегічного управління майбутніх керівників освітніх закладів в умовах магістратури

У статті доведено, що ефективність підготовки майбутніх керівників закладів освіти до професійної діяльності залежить від формування в них розвитку вмінь розв'язувати проблеми, що виникають у ході моделювання стратегічного розвитку навчального закладу; засвоєння специфіки стратегічного управління закладом освіти. З'ясовано, що компетентність зі стратегічного управління керівників навчальних закладів є інтегративною якістю особистості майбутнього професіонала, яка формується в освітньому процесі та містить систему знань, умінь, навичок, інтересів, потреб, мотивів, цінностей, досвіду, соціальних норм і правил поведінки, необхідних для стратегічного управління закладом освіти, що виявляється в здатності ініціювати стратегічні зміни, здійснювати стратегічний аналіз, розробляти стратегії розвитку, стратегічні плани та стратегічні програми навчального закладу та реалізовувати їх. Визначено критерії та показники формування компетенції за стратегічного управління майбутніх фахівців: когнітивний, мотиваційно-ціннісний, діяльнісно-поведінковий. Обґрунтовано педагогічні умови формування компетенції зі стратегічного управління майбутніх керівників освітніх закладів в умовах магістратури, які передбачають: створення ефективного навчального середовища у процесі опанування знаннями, уміннями та навичками зі стратегічного управління; використання новітніх технологій навчання; орієнтація магістрантів на здійснення наукових досліджень у галузі стратегічного управління.

Ключові слова: педагогічні умови, компетенція, стратегічне управління, керівник освітнього закладу, навчальний заклад.

Кравченко Е. И.

Педагогические условия формирования компетенции по стратегическому управлению будущих руководителей образовательных учреждений в условиях магистратуры

В статье доказано, что эффективность подготовки будущих руководителей учебных заведений к профессиональной деятельности зависит от формирования у них развития умений решать проблемы, возникающие в ходе моделирования стратегического развития учебного заведения; усвоения специфики стратегического управления образовательного учреждения. Выяснено, что компетентность по стратегическому управлению руководителей учебных заведений является интегративным качеством личности будущего специалиста, которое формируется в образовательном процессе и содержит систему знаний, умений, навыков, интересов, потребностей, мотивов, ценностей, опыта, социальных норм и правил поведения, необходимых для стратегического управления учебным заведением, проявляющееся в способности инициировать стратегические изменения, осуществлять стратегический анализ, разрабатывать стратегии развития, стратегические планы и стратегические программы учебного заведения и реализовывать их. Определены критерии и показатели формирования компетенции по стратегическому управлению будущих специалистов: когнитивный, мотивационно-ценностный, деятельностно-поведенческий. Обоснованы педагогические условия формирования компетенции по стратегическому управлению будущих руководителей образовательных учреждений в условиях магистратуры: создание эффективной учебной среды в процессе освоения знаниями, умениями и навыками по стратегическому управлению; использование новейших технологий обучения; ориентация магистрантов на осуществление научных исследований в области стратегического управления.

Ключевые слова: педагогические условия, компетенция, стратегическое управление, руководитель образовательного учреждения, учебное заведение.

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