MANAGEMENT OF THE EDUCATIONAL SYSTEM BASED ON THE PROJECT MANAGEMENT METHODOLOGY

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Article history:		Abstract:
Received: February 11th 2023 **Accepted:** March 11th 2023 **Published:** April 17th 2023		This article explores scientific and theoretical views on the effective management of the education system and topical issues of organizing the activities of educational organizations based on project methodology. It also analyzes the features of project activities, the specific characteristics of projects, regardless of which area they belong to, and the effectiveness of the mechanism of their work. The necessity of forming project competencies among the heads of educational organizations and teachers that ensure the achievement of certain results is substantiated.

1. RELEVANCE:

In the Republic of Uzbekistan, many managerial restrictions in the activities of the education system at all levels cause problems in its effective development. In some cases, there are also all kinds of resource shortages that affect the quality of education. At present, there is a big gap between the lack of time for making managerial decisions of the leaders of the educational system, and the low professional competence of teachers. In modern conditions, when the education system is seen as an important link in the development of a market economy, improving the efficiency of modern education management and organizing quality education for all mankind through its improved mechanisms is seen as an urgent task[1].

It should be noted that against the background of constant processes taking place in the external environment of educational organizations: demographic fluctuations, the development of information technologies, changes and diversification of the requirements of state bodies regulating the activities of the educational system, a new approach is required to the methods of managing the education system.

Therefore, it is very important to choose tools and methods that allow finding effective solutions to various problems of managing educational organizations.

Project management methodology is a set of methods that help you work successfully in an ever-changing system of constraints. This methodology is known for its effectiveness in various fields in all developed and developing countries.

The real use of the concept of "Project Management" in Uzbekistan began in 2017 in the context of a radical reform of the local economy.

2. METHODS AND LEVEL OF STUDY:

Project management methods have found application in the energy, oil and gas, metallurgical, construction and some other sectors of the national economy. One can express an opinion about the wide use of these methods in any targeted investment projects and programs with foreign participation, as well as their wide use in the field of credit and finance. In modern socio-economic conditions, four main groups of methods suitable for managing educational organizations can be distinguished: economic, organizational and managerial, socio-psychological, and information and intelligence methods[2].

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[1]Mirziyoev Sh. M. New development strategy of Uzbekistan. Second edition completed. - Tashkent: Publishing House "Uzbekistan", 2022. - 416 p. (p. 224)
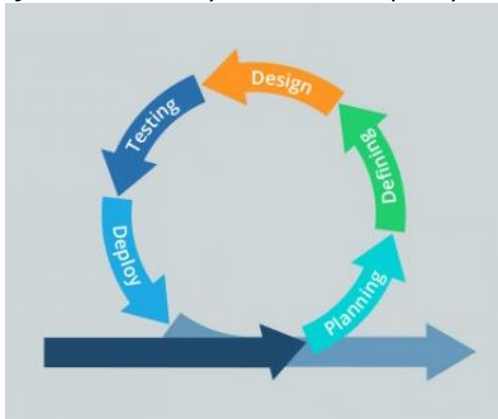
[2]R. Kh. Juraev, S. T. Turgunov Management of education. Tashkent - "Voris-Nashriet" - 2006. 264 pages (pp. 39-40)

Project management methods allow you to effectively manage time, money and quality parameters. Development of project management methodologies in assessing the effectiveness of a project, taking into account risk factors and uncertainty, implementation of system planning at all stages of the project life cycle, ensuring effective control and regulation based on modern information technologies, as well as managing inevitable changes in the process of project implementation and organizing the effective completion of the developed project. They are the following:

The Waterfall Method is a project management system in which each stage depends on the results of the previous event.

The critical path method is a method that allows you to determine the tasks required to complete a project.

The Agile Method refers to the process of learning how to manage projects so that they can be done quickly and flexibly at the same time.

Scrum combines elements of the classic process with the ideas of an agile approach to project management. The result is a very balanced combination of flexibility and structure. Following Agile guidelines, Scrum divides the project into parts that can be immediately used by the customer to create value, called the product backlog. Scrum offers processes and procedures.

Lean adds a workflow to the principles of Agile so that each iteration is completed with the same quality. Lean looks abstract, but when combined with Kanban, it becomes much easier to use to create your own project management system[3].

Today, there are many professionals involved in project activities all over the world. Many of them are certified project managers. Two professional associations, the Project Management Institute and the International Project Management Association, have been formed in Western Europe and North America to develop common project management methodologies that are used in more than 160 countries[4].

The Project Management Institute (PMI) is an American project management institute founded in 1969. PMI is mainly engaged in the development of standards, research, educational activities, publication of articles, magazines and books, expansion of cooperation opportunities in regional offices, holding conferences and training seminars, accreditation activities in the field of project management.

3. RESEARCH RESULTS:

PMI has developed and actively promotes the PMBoK® (Project Management Body of Knowledge®), a well-known project management standard. Originally adopted by the American National Standards Institute (ANSI) as the American National Standard (ANS), this standard is now accepted worldwide. The 7th edition of the ANSI PMBoK® standard includes a description of the value delivery system used in the field of project management and 12 project management principles. These include: responsible governance; Team; parties concerned; Values; Systems thinking; leadership; Flexibility; Quality; Complexity; Danger; adaptability and resilience; Change.

In this publication, the section "Models, methods, artifacts" appeared. The chapter not only describes all the models, methods and artifacts of project management (there are about 200 of them), but also describes in detail which methods and artifacts should be used in which area. The PMIstandards IT platform has been created, containing a large amount of information about the terms, concepts, methods, etc., mentioned in the text of the standard. In addition, the 7th edition of PMBoK focused on the essence of the 3 principles separately. 1. Value: in previous versions, it was assumed that a certain product of the project could be created within the project. The new version says that during the project we create value for the organization, and it is not in the product, but in obtaining beneficial effects from its work after the project is completed. 2. Adaptability: this principle runs like a red thread throughout the standard, because everything written in it must be critically reviewed and adapted to a real project. 3. Complexity: Remember that projects have different complexity, so the management system, processes and project structure should have different complexity. It can be seen from these principles that the use of these methods and tools in education management is highly effective[5].

PRINCE2 is another systematic project management method developed by the Central Computer and Telecommunications Agency (CCTA) in the UK in 1989. As the authors of the methodology note, PRINCE2 was created on the basis of experience gained from thousands of projects, the focus of the methodology is on the management aspects of the project. Historically, the methodology was developed for IT project management, but now it is the de facto standard for project management in BB. PRINCE2 is a project management approach based on organizing and

[3]Flexible project management using Agile, Scrum and Kanban / R. Cole, E. Scotcher. - St. Petersburg: Peter - 2015.
[4]https://habr.com/en/articles/47496/
[5]Project Management Body of Knowledge Guide (7th Edition) - Project Management Institute (PMI) - 2021 (7th Edition)

controlling the entire project from start to finish. This means careful planning of the project before the start of the project, a clear organization of all stages of the process, and careful elimination of all defects before the project is completed. The PRINCE methodology was originally developed by the BB government in the late 1980s for IT project management. In 1996, a group of project management professionals and experts from 150 private and public organizations revised and updated this approach for use in various industries. PRINCE2 recommends tailoring the methodology to each individual organization. At the start of a project, PRINCE2 requires us to identify 3 key aspects of the project:

- Business aspect. Will this project be profitable?

-Consumer side. What product is needed, what to do?

- Resource aspect. Is everything enough to achieve our goal?

PRINCE2 has found its place in project management, expressed in 7 principles, 7 processes and 7 project themes.

At the same time, 7 supporting roles are also mentioned, meeting the requirements and standards and ensuring continuous operation.

The project board, which performs one of three main roles, usually consists of several people: the customer (usually senior management); the end user (or his representative); provider.

Also, 7 processes that determine the stages of movement along the project cycle are analyzed separately. These include: Project initiation. The goal of the process is to complete the minimum necessary steps to make a decision to start the project initiation phase. Project management - making key decisions by the Board of Directors, transferring operational management to the project manager. Project initiation – This includes preparing risk, quality, communication and project configuration management strategies, creating a project plan and establishing project management. Milestone Management - Controlling the milestone, assigning work and tracking the progress of work at each stage of the project, creating progress reports, making decisions about unexpected events, ensuring corrective actions in the project. Stage Boundary Management - Providing the necessary information to the Project Management Board to manage the stage boundaries, evaluate the progress of the current stage by the Project Manager, and approve the plan for the next stage, taking into account economic feasibility. Product Delivery Management Manage communication between the project manager and the team manager by establishing formal requirements for the acceptance, execution, and delivery of project work deliverables to create a project product. Closing a project is the end of a project. Specify a specific moment to confirm acceptance of the product and to acknowledge that the project objectives have been achieved, or to prove that there is no reason to continue the project in case of early termination of the project. Providing the project manager with the necessary information to the project management to assess the progress of the current stage and approve the plan for the next stage, taking into account economic feasibility. Product Delivery Management Manage communication between the project manager and the team manager by establishing formal requirements for the acceptance, execution, and delivery of project work deliverables to create a project product.

PRINCE2 provides transparent accounting and project risk management, formalizes the ability to quickly obtain information with the necessary detail, and helps to increase labor productivity within the framework of uniform formats of management documents. Using PRINCE2 helps you deliver the right information to the right people at the right time to make the right decisions. This methodology provides effective results in the system management and development of educational organizations.

When organizations start implementing a project management system, despite the risks associated with such a complex project, they don't expect it to fail. Rather, they expect to succeed within their budgets, performance requirements, manager expectations, and deadlines. However, despite our best efforts to manage implementation projects, we see these projects fail. We see the specific reasons for this and the mistakes made.

If errors and known causes are analyzed and measures are taken to eliminate them, not only the quality of education of the student or students will increase, but also the efficiency of the work of the teaching staff.

In general, to implement a project management methodology in the education system based on the best project management practices, if we consider each employee, teacher and student as a project and processes in it, then it can be applied as follows:

1. Identify real problems.
2. Set realistic deadlines.
3. Organize workflows.
4. Don't rely solely on indicators.
5. Manage expectations.
6. Strive for objectivity.

The positive side of a management system based on these principles has been proven by world experience. Of course, using such management methods in education management, it is possible to increase the possibility of successful implementation of future plans set for the education system

4. CONCLUSIONS:

Today, leaders are required to develop performance indicators, assign professional pedagogical degrees and issue them to teachers and practitioners, etc. The performance of assignments directly affects the assessment of the level of qualifications of leaders and teachers of the country's educational institutions. Modern education needs

professionals who can effectively manage their own work and the work of others, whether they are colleagues or students. The basis of this today can be seen in the optimization of resource use, project management methodology, technologies and tools to ensure that goals are achieved.

Science is the main driving force behind the development of any country. It is more correct to assess the development of the state through the development of science. Therefore, the scientific development of our country is one of the important steps towards prosperity and stability. It is not for nothing that the state takes care of the scientific and technological development of society. Since ancient times, our society has preserved science as a tradition of respect and admiration. As the great expert on hadith Imam al-Bukhari said: "There is no salvation in the world, except for knowledge, and there will not be."

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