

THEORY OF MANAGEMENT OF LANGUAGE LEARNING ACTIVITIES IN HIGHER EDUCATIONAL INSTITUTIONS

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Abstract. *This article provides the system of management in teaching foreign languages in higher educational institutions and its main features and roles in the modern life. It focuses on the management of English language teaching in higher education by understanding target situation analyses at the socio-cultural level.*

Key words: *Management, language teaching, English language teaching, higher education.*

ТЕОРИЯ УПРАВЛЕНИЯ ЯЗЫКООБРАЗОВАТЕЛЬНОЙ ДЕЯТЕЛЬНОСТЬЮ В ВУЗАХ

Аннотация. *В этой статье представлена система управления преподаванием иностранных языков в высших учебных заведениях, ее основные особенности и роли в современной жизни. Основное внимание уделяется управлению преподаванием английского языка в высших учебных заведениях путем анализа целевой ситуации на социокультурном уровне.*

Ключевые слова: *Менеджмент, преподавание языка, преподавание английского языка, высшее образование.*

The term “management” originates from Latin, where 'manus' means 'hand,' and from the French root 'manège,' linked to horse training. Learning to ride a horse involves guidance from an experienced horseman, teaching riders to familiarize themselves with the horse, control it on the ground using reins, then properly mount it with stirrups, saddle, harness, and reins. Managing people shares similarities, where managers guide and train employees to perform tasks within an organization after hands-on training as apprentices. Management involves directing affairs and employing skills to handle, control, and tactfully guide individuals to accomplish their assigned work.

Ivancevich and Gibson [4] define ‘management’ as “the process undertaken by one or more persons to coordinate the activities of other persons to achieve results not attainable by any one person acting alone” (added italics). Three words in this definition need close scrutiny: Process, activities, and coordination; maybe, not in that order though.

A. Process The word ‘process’ generally means a standard, succeeding altering of observable fact or a general phenomenon and its seamless transition to another. A process is thus a reference to the manner of doing something using a particular method involving a number of steps or operations. A process leads to change as it apparently happens when a ‘filament of platinum is introduced into a chamber containing oxygen and sulphur dioxide’ to form ‘sulphurous acid’ to borrow an analogy from Eliot . Our focus is not on the filament of platinum acting as a catalyst; rather it is on the process itself that yields sulphurous acid – a change due to the chemical reaction.

Change is thus the outcome of a process and its failure indicates the fact that there might be something wrong with the steps involved in the methodology that was used. The aim of the process is to achieve results. However, results are dependent on the aims and objectives of the enterprise of which this process is a part. This is a process in which results cannot be obtained single-handedly but requires effort put in by many hands working together. There are individual differences that one must contend with: differences in terms of ideology, values, work ethics, abilities, perceptions, style of working etc., and these differences have to be resolved so as to find a solution acceptable to one and all.

B. Activities Activities are involved in a process, like the one of mixing oxygen and sulphur dioxide together as a part of the steps leading to the production of sulphurous acid. 'Activity' can be defined as something that stands for a particularly human relation to the world outside. It is basically a process in the course of which man replicates or reproduces and ingeniously transforms nature. Human beings establish their relations with the twin worlds of knowledge and experience through their activities, and are the subject of the activity initiated and the phenomenon its object.

Focusing on the above mentioned view on the subject, we find that reproduction and creative transformation are the products of the process. In reproducing nature, human beings make, form, or bring it into existence again or anew in some way, and this is tied to creative transformation, which is the process of changing the form or outward appearance, the condition, the nature, the function, or the character of something to another of a similar kind demonstrating inventiveness.

Managing the job: Knowledge and skills of management techniques

Planning and decision-making (objective setting, prioritising)

Performance management (setting standards, evaluating outputs and services, appraising performance, managing budgets)

Information handling (information technology, communication systems and methods, decision making)

Interacting with the environment Crafting strategy

Taking a long-term view

Creating and promoting an organisational profile Pursuing a customer/market orientation.

Working with others

Guiding

Directing

Enabling

Developing the organisation

Implementing changes and managing uncertainty

Analysing strategically

Having financial acumen

Valuing differences

Promoting equality of opportunity

Confronting harassment

Organisation design and versatility (challenging inertia; working towards goals; recognising culture; effecting policies, practices and procedures; encouraging cooperation)

Knowing the self

Applying values

Thinking

Using personal power

Managing self Guiding

Setting and sharing goals

Monitoring Managing parameters

Owning responsibility

Coaching

Collaborating

Directing

Motivating

Providing direction and leading

Instructing and training

Delegating

Disciplining

Giving and receiving feedback

Handling conflict Initiating change

C. Coordination Activities need to be structured and coordinated to produce effective results. Coordination entails the process of bringing something into proper order or relation by adjusting its various parts so as to ensure harmony and, in so doing, make for efficient and effective control.

Conclusion

Despite meticulous analysis and careful consideration of available information, managers rely on intuition in crafting their vision, plans, and strategies. While they gather and analyze information rigorously to arrive at logical decisions, the reality is that managers often lack complete access to all relevant data. Hence, they frequently depend on their intuition.

Studies indicate that managers whose instincts are accurate tend to achieve success, akin to entrepreneurs, showcasing the importance of intuition in managerial decision-making.

This would lead us to believe that a certain entrepreneurial spirit is what is expected, and a degree of intuition of the manager is required to be successful. Also, they have to be fair in order to be successful; it is when people feel that they are not being treated fairly that there are problems. Lastly, there are problems when managers behave in a way so as to give an impression that they are not concerned about issues of fairness.

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