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Ensuring Education Quality and Improving Student Outcomes Through the Creation of a Learning Environment That Independently Develops Managerial Competence

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Abstract: This article provides a scientific-theoretical and practical analysis of the issues of improving education quality and enhancing the learning outcomes of school students through the creation of an educational environment that independently develops managerial competence. It reveals the modern model of the educational environment, the structural composition of leadership competencies, and the impact of innovative management mechanisms on education quality. In addition, scientific recommendations aimed at increasing student achievement on the basis of an effective management model are developed.

Keywords: Managerial competence, education quality, learning environment, school management, innovative management, student outcomes, effectiveness.

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Introduction

Under the conditions of modernizing the education system, improving the effectiveness of school management is one of the most important strategic tasks [1], [2]. The quality of education depends to a large extent on the managerial competence of leadership personnel and on the way the educational environment is organized [4], [10].

According to contemporary scholarly views, managerial competence is determined not only by a leader's knowledge and skills, but also by their innovative thinking, strategic approach and capacity for self-development [6], [7]. Accordingly, the creation of an educational environment that supports the independent development of managerial competence is regarded as a pressing scientific problem [8].

Literature Review

The theory of managerial competence was first put forward by David C. McClelland, who interpreted competence as the principal factor determining an individual's effective performance [5], [6], [7].

Later, Richard E. Boyatzis developed a complex model of managerial competence. Lyle M. Spencer and Signe M. Spencer, in turn, proposed systematic approaches to assessing competencies [8], [9], [13], [14].

International studies on assessing the quality of education, in particular the PISA programme conducted by the OECD, demonstrate that the educational environment exerts a significant influence on student outcomes [11], [12].

Research Methodology

The following methods were used in the course of the research:

- systems analysis;
- comparative analysis;
- generalisation of statistical data;
- pedagogical observation.

Main Part

1. Theoretical foundations of an independently developing educational environment

An independently developing educational environment is a system that ensures the continuous professional growth of leaders and teachers, supports innovation and is oriented toward self-development [1], [15].

Such an environment consists of the following components:

- a motivational environment;
- innovative infrastructure;
- an open management system;
- partnership relations.

2. The impact of managerial competence on education quality

A leader's competence is manifested in the following directions:

- strategic management;
- coordination of the pedagogical process;
- work with personnel;
- resource management.

In schools led by managers with strong managerial competence:

- student outcomes are higher;
- teacher effectiveness is higher;
- the quality of education is stable.

3. Mechanisms for shaping the educational environment

3.1. Innovative management

- use of digital platforms;
- electronic monitoring system;
- modern pedagogical technologies.

3.2. Development of the teaching staff

- professional development;
- a mentoring system;
- professional communities.

3.3. Motivational system

- incentive mechanisms;
- an open assessment system;
- career development.

3.4. Social partnership

- cooperation with parents;

- public oversight;
- international relations.

4. Factors for improving student outcomes

The following factors are of essential importance:

- a high-quality educational environment;
- innovative teaching methods;
- an individual approach;
- regular monitoring.

As a result:

- academic indicators improve;
- independent thinking develops;
- results in international assessments improve.

5. Proposed model

“Competent Leader – Innovative Environment – High Outcomes” Model

The model includes:

- development of the leader's competence;
- modernisation of the educational environment;
- a system of monitoring and assessment;
- analysis of results.

Results and Discussion

The findings of the study show that:

- the development of managerial competence improves the quality of education;
- an innovative environment enhances student outcomes;
- a systemic approach ensures effectiveness.

Conclusion

The creation of an educational environment that independently develops managerial competence is one of the most important factors in raising the quality of education. Through this approach, not only the effectiveness of management improves, but the level of students' knowledge also rises markedly.

Scientific Recommendations

- introducing an innovative management system in educational institutions;
 - creating a system of continuous professional development for leaders;
 - expanding digital assessment and monitoring systems;
 - incorporating international best practices;
- strengthening the motivational environment.

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