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ALGORITHMS FOR DESIGNING A STRATEGIC MANAGEMENT SYSTEM FOR THE DEVELOPMENT OF REGIONAL EDUCATION

Аннотация: в статье описываются основные алгоритмы проектирования системы стратегического управления развитием регионального образования. Обозначены задачи организационного проектирования системы управления муниципальным образованием. Представлены этапы проектирования структуры управления муниципальной системой образования.

Ключевые слова: муниципальная система образования, алгоритмы проектирования, системы управления муниципальным образованием, структуры управления муниципальной системой образования.

Abstract: the article describes the main algorithms for designing a system of strategic management of the development of regional education. The tasks of organizational design of the municipal education management system are outlined. The stages of designing the management structure of the municipal education system are presented.

Keywords: municipal education system, design algorithms, municipal education management systems, municipal education system management structures.

The reform of local self-government implemented in the Russian Federation to a large extent transforms the role and status of municipalities in the system of social and economic development of the state as a whole, as well as its individual regions. Shifting the emphasis of state policy from the position of developing the economic potential of the territory to the level of municipalities, affects the interests of the general population, increases the role of public authorities at the municipal level in solving public problems.

The division of powers between public authorities at the federal, regional and municipal levels provides for the shift of responsibility for the formation and implementation of programs for the integrated socio-economic development of a municipality, the provision of certain types of social services to local self-government bodies. In the current conditions, the importance of creating an effective system of municipal management, which is focused on ensuring the sustainable development of the local community, and provides for the creation of stable social and economic conditions for the development of local territories, is increasing.

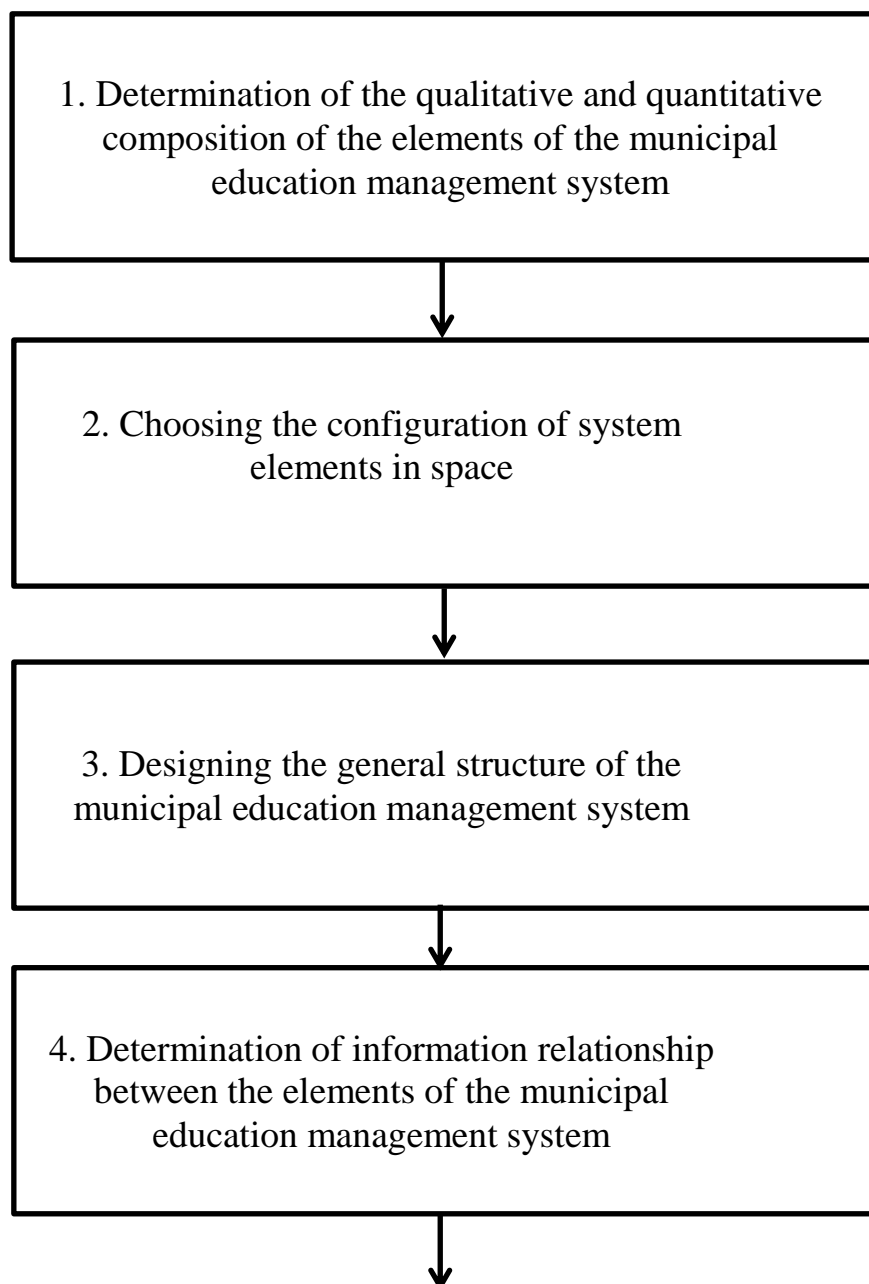
A significant contribution to the development of certain areas of strategic management was made by domestic and foreign authors, among which the works stand out I. Anosoff, V.R. Vesnin, A.L. Gaponenko, P. Druker, A.T. Zub, O. Campbell, V.D. Markova, G. Mintsberg, M. Porter, A. Thompson, R.A. Fatkhutdinov, B. Houston, etc.

At the same time, it is worth noting that a holistic, systematic idea of the algorithms of strategic management of the municipal education system, taking into account the peculiarities of the development of municipalities in modern Russian conditions, has not been formed.

The organizational basis of the municipal education management system is its structure. The structure determines the composition of the departments that are part of the management system, their subordination and interrelationships, the form of

division of management decisions by levels, and, consequently, the number of management levels itself [1]. In other words, the management structure is the organizational form within which the management process is carried out. Thus, to design a sufficiently effective management structure of a municipal entity means to determine such a ratio of its elements, in which the requirements of the management object are fulfilled most quickly and in a timely manner.

The sequence of organizational design tasks arising from the general theory of systems can be depicted in the form of a flowchart (Fig.1) [2, p. 15]:



5. Design of management process technology of the municipal education system

Fig.1. The sequence of tasks of organizational design of the municipal education management system

The method of organizational modeling allows solving problems whose main parameters are the direct characteristics of the organizational structure, for example, the task of grouping management decisions by levels, the task of forming the composition and list of structural divisions, developing documentation regulating the activities of the division and the municipal education system as a whole [3].

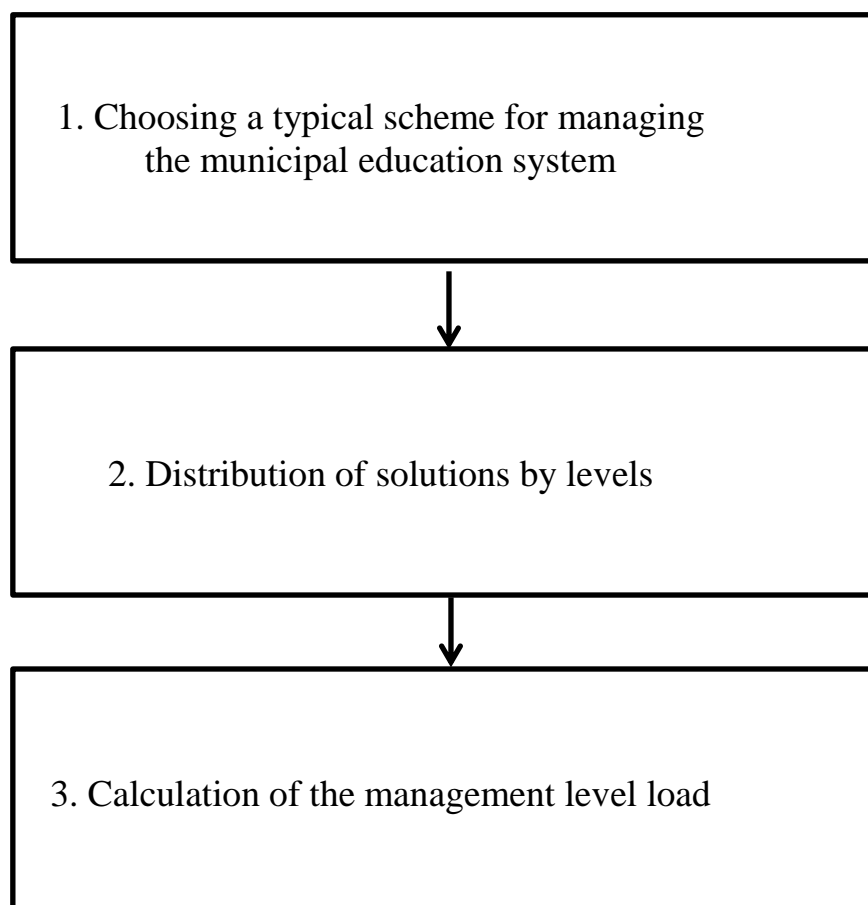
Organizational modeling covers various aspects in the formation of the management structure: managerial, informational, socio-psychological. This creates an opportunity for a comprehensive consideration of issues that stand in the way of solving the problem, starting with the calculation of quantitative parameters and ending with the organizational regulation of departments [3]. This approach allows us to model various variants of the organizational structure of a municipality without resorting to field experiments, the conduct of which in real conditions is usually associated with various financial and temporary difficulties. Thus, the method of organizational modeling is the most universal and modern for designing the organizational structure and decision-making processes in the municipal education system.

It should also be noted that the design of the municipal education management system in real conditions is based on standard management structures, in which the number of levels, names and number of functional divisions are always fixed [4]. Therefore, the primary task at the initial stage of designing the organizational structure of a municipality is a scientifically based choice of a typical management scheme as a theoretical model of the structure. As a result of this analysis, it turned out the following: any organization as an object of management is a complex system that needs clear and operational management in order to improve the efficiency of the functioning

of all its elements. For a long time, the control system, which was based on a linear-functional structure, coped with this task quite well.

With the development and formation of market relations, new requirements are being imposed on the object of management, the range of tasks due to the constantly changing goals of functioning is expanding. The effectiveness of management in this case will depend on how quickly and in a timely manner the production apparatus is able to solve these tasks. The matrix-staff structure copes with such tasks quite successfully, since it allows you to manage the entire system as a single object, while maintaining a different target orientation of the structural units. Hence the universality, which is expressed in the fact that the matrix-staff structure combines all possible variants of hierarchical subordination: linear, thematic, functional [5, p. 131].

At the first stage of design, the matrix-staff model is selected. The sequence of stages of designing the management structure of the municipal education system is shown in Fig. 2.



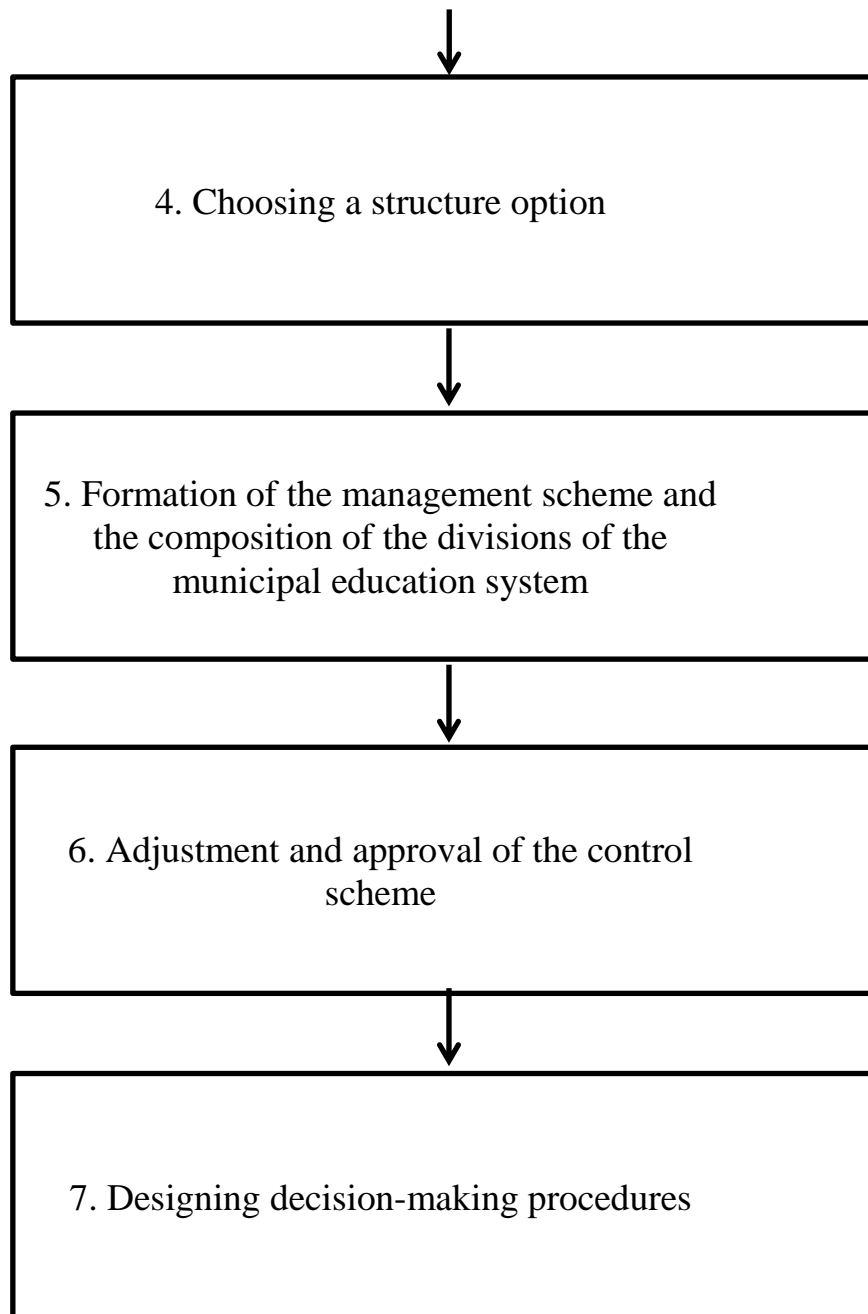


Fig.2. Stages of designing the management structure of the municipal education system

At the second stage, management decisions are distributed by levels within the matrix-staff structure. The third stage is the actual process of designing the management structure. At the fourth stage, all calculations take place within the framework of the structure of the municipality. At the fifth stage, the issue of forming the composition of divisions at the levels within the structure of the municipality is being resolved. This task involves determining the composition and number of managers and performers necessary for making and preparing managerial decisions.

At the sixth stage, a decision is made on the approval of the control scheme. The next stage is organizational regulation [5, p. 134-135].

This method of constructing organizational structures of a municipality allows you to design any form of management, shows how the process of transformation of the matrix-staff structure into a linear structure and the irreversibility of this process takes place, and once again confirms the correctness of choosing the matrix-staff model as the basis for designing the management structure of a municipality.

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