

CHARACTERISTICS OF THE MANAGEMENT SYSTEM MODEL OF PROFESSIONAL GROWTH AMONG TEACHERS OF THE MANAGEMENT DEPARTMENTS IN THE REPUBLIC OF POLAND AND ITS STRUCTURAL COMPONENTS

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ABSTRACT

The severization of the professional requirements for teachers, fiercer competition in the market of educational services, the usage of the most advanced technologies of educational activity and changes in resource provision define the necessity continuous improvement of the teacher professional activity and its adaptation to the requirements of modern society. A significant role is played by the system of the teacher professional growth of higher educational institution in solving these issues as the purposefully organized interaction of subjects within the educational process. Such subjects are established to be teacher, head of department, dean, director of the institute, rector of the university. The teacher professional growth is offered to be considered in concern with the construction of individual development strategies based on the development strategies of management departments, economics faculties, institutes and universities in order to ensure the effectiveness of the system professional growth among teaches of management departments in the Republic of Poland.

The above-mentioned concept is the grounds for the proposed model of the Management System of Professional Growth among Teachers of Departments of Management Universities in the Republic of Poland. This model contains four components as target, theoretical and methodological, technological and effective and reflexive. The development of university strategies is underway based on PEST-, SWOT- analyzes and Strategies for Development of the Higher Education in the Republic of Poland until 2020. The teacher professional growth is one of important sections within these strategies. This depends on that the teacher provides quality of education and its professional growth improves this quality. Therefore one of the priority targets of each university is to increase the professional competence of teachers in order to improve the quality of education in the institution. Special organizational and pedagogical conditions were proposed to solve the problems.

Such a system was found within the framework of the research to increase the professional level among teachers of departments and therefore the quality of higher education in the Republic of Poland.

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Introduction. The severization of the professional requirements for teachers, fiercer competition in the market of educational services, the usage of the most advanced technologies of educational activity and changes in resource provision define the necessity continuous improvement of the teacher professional activity and its adaptation to the requirements of modern society. A significant role is played by the system of the teacher professional growth of higher educational institution in solving these issues as the purposefully organized interaction of subjects within the educational process directed towards the development of the pedagogical, scientific and creative teacher potential affecting the level of their professionalism.

Target setting. In the terms of undeniable value of existing researches important aspects have been neglected directly influencing on the of professional competence development among teachers of higher educational institutions. The systematic study of learned treatises and approved practice on this problem allowed to conclude that at the moment there is no comprehensive survey revealing the peculiarities of the management system of the professional competence development among teachers of the management departments of higher educational institutions. This prompts to outline the range of objective factors determining the necessity to study the given problem taking into account the requirements of society, social orders and mere the teachers for professional growth in the context of the management department activities within universities of the Republic of Poland.

Comparing the theoretical achievements on this issue and the conclusions of recent researches in the field of the theory and methodology of education management it should be pointed out among the major factors that determined selection of the topic of study the need to improve the content of management activities which is caused by the current trends in the development of the education system and the demand for scientifically based conceptual works on the issue of creation a system for managing professional growth among teachers of the management departments in higher educational institutions. The purpose of given intelligence is to characterize our model of Management System of Professional Growth among Teachers of Management Departments within Universities in the Republic of Poland.

Actual scientific researches and issues analysis. In our opinion the works of Polish scientists are of considerable value which possessing theoretical and methodological bases on the problem of creating a system for managing the professional growth among teachers of higher educational institutions carry out practical steps towards their implementation and have an effective system of influence on the level of professional growth and the image formation of didactic, scientific and scientific-pedagogical worker. Whereas this has effect on the image formation of the unit and the university a given teacher works.

Scientist Bugai Y. [1] explores the peculiarities of constructing a proactive strategy for the development of the university; Harskyi K. [2] considers the possibilities, ways and methods of effective training of the worker for his professional growth; Yankovskiy D. [3] analyzes the creative development of a person proceeding in the process of training and self-education; researcher Obluy K. [4] describes the types and kinds of strategies for organizations, peculiarities of its construction; scientist Okhvat K. [5] explores postgraduate studies as a first degree of the career growth of a scholar; professor Vavak T. [5] characterizes the peculiarities of university strategies of Krakow Universities and describes the building up algorithm of university strategies. The analysis of printed and electronic sources makes it possible to note that many Polish scientists are interested in personal and professional growth of the personality, strategies development of universities but there is no research that would characterize the system of the teacher professional growth of management departments of higher educational institutions in the Republic of Poland. The urgency of given study is made necessary hereby.

The main goal of the manager activity is to meet the public demand for training in the relevant field in higher educational institutions in the Republic of Poland. This goal is achieved by increasing the department's potential, developing its research base, improving the professionalism of the teaching staff, introducing innovative methods of the educational process organization, using advanced educational technologies and establishing cooperation with strategic partners.

In that context a need appears to overcome a number of contradictions having been identified in the process of studying the issue particularly between:

- 1) new requirements of Polish society and social demands on the professional competence level of university teachers along with their personal qualities and modern system unreadiness of higher educational institutions management to ensure the growth of the professional competence level of teachers in the system of continuous education;

- 2) awareness of modern requirements for the modernization of the educational process, directions of its implementation taking into account polysubjective properties of modern society and the universally oriented paradigm domination of the theory of organization of management activity;

- 3) the need for profound changes in the nature of the relationship between the participants of the educational process and the low level of targeted management and scientific and methodological support for the professional growth of teachers under department activities;

4) the demand to transition towards a scientifically-based management of the teacher professional growth and the lack of integrated training scientific and pedagogical workers for such work in higher educational institutions;

5) the traditional understanding the functions of the educational process management as a mechanism for ensuring the implementation of its components and modern vision of its system oriented towards the achievement of humanistic goals, the democratization of relations subject-subject providing the quality of the educational process;

6) the need for the transition of higher education to the level of teacher's competitiveness and the lack of mechanisms for each level of higher educational institution adapting to these requirements.

The severization of the professional requirements for teachers, fiercer competition in the market of educational services, the usage of the most advanced technologies of educational activity and changes in resource provision define the necessity continuous improvement of the teacher professional activity and its adaptation to the requirements of modern society. A significant role is played by the system of the teacher professional growth of higher educational institution in solving these issues as the purposefully organized interaction of subjects within the educational process.

Thus the objective demands to improve management system of professional growth among teachers of higher educational institutions in Ukraine, sufficient theoretical and practical elaboration of this problem by scientists from Poland have determined the urgency of the research topic «Conceptual Management System Model of Professional Growth Among Teachers of the Management Departments of Higher Educational Institutions in the Republic of Poland.» Figure 1 represents conceptual management system model developed by us concerning professional growth among teachers of the departments of management Polish universities in the Republic of Poland.

The concept of this model is based on the fact that professional growth among teachers of the management departments is built on the fundamentals of the development strategy of the department, faculty, institute, which in its turn are built on the development strategy of the higher educational institution.

A group of responsible persons conducts PEST-analysis and SWOT-analysis for the purpose of building a strategy for higher educational institution.

PEST-analysis is the identification and evaluation of the impact of macro-environmental factors on the results of the current and future endeavors of the organization (enterprise). It takes into account aspects of the environment affecting the business of the company.

P – political;

E – economic;

S – socio-cultural;

T – technological.

SWOT-analysis is the identification the strengths of the educational institution in order to match the market opportunities; determination opportunities corresponding to resources of the institution in order to overcome the problems and shortcomings of the institution; analysis and detection of weaknesses and threats of the institution in order to develop measures to reduce its impact. The strategic directions development of the higher educational institution and the formation of strategic priorities are based on SWOT-analysis.

The development of university strategies is underway based on PEST-, SWOT- analyzes and Strategies for Development of the Higher Education in the Republic of Poland until 2020. The teacher professional growth is one of important sections within these strategies. This depends on that the teacher provides quality of education and its professional growth improves this quality. Therefore one of the priority targets of each university is to increase the professional competence of teachers in order to improve the quality of education in the institution.

We set out to create an effective management system of professional growth among teachers of management departments to ensure the high quality of higher education in the Republic of Poland while building up model of Management System of Professional Growth among Teachers of the Departments of Management Higher Educational Institutions in the Republic of Poland.

Proceeding from this goal the following targets are set:

1. To activate the motivational and valuable attitude of teachers of the management departments to professional growth.

2. To provide organizational and pedagogical conditions for professional growth among teachers of management departments.

3. To ensure the effectiveness of the management system of professional growth among teachers of management departments.

In the matter of the second theoretical and methodological component of the model we believe that effective management of professional growth among teachers of departments of management higher educational institutions in the Republic of Poland is possible creating special organizational and pedagogical conditions. Based on the analysis the conditions are established to be following:

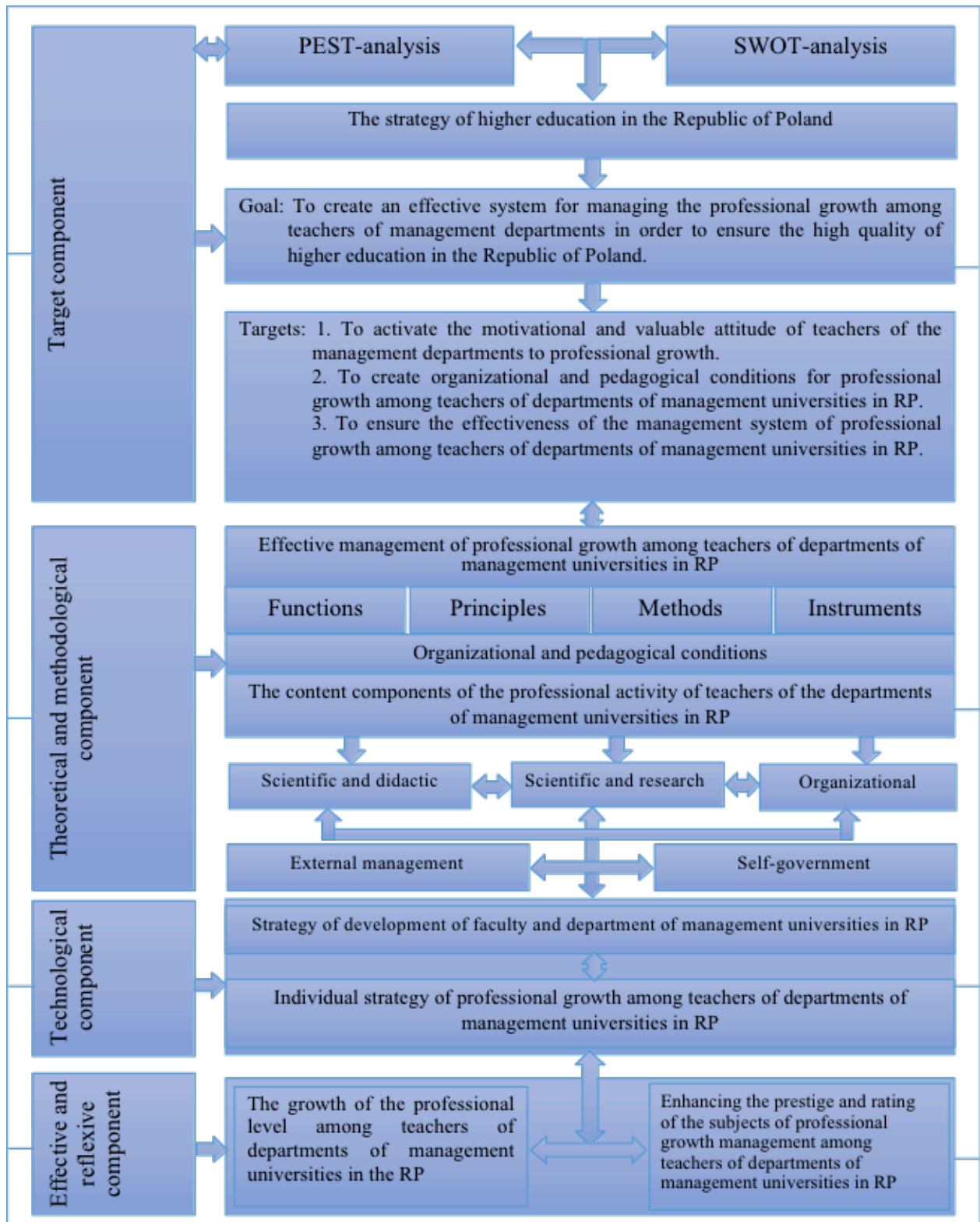


Fig. 1 Management system model of professional growth among teachers of the departments of management universities in the Republic of Poland

1. System of stimulation and encouragement:

- redistribution of hours between research, training and organizational activities (participation in working groups for strategies development, writing international programs, Erasmus+) by the head of the department;
- additional funding for university mobility (grants, programs, financial rewards for received patents, scientific advance);

- contributing to the professional growth of teachers (academic mentoring, academic coaching, leadership, scientific advisory)

2. Ensuring labor conditions:

- positive microclimate in the team, partnership policy;
- didactic, scientific and logistical support;

3. Open education (USOS).

All content components of the professional activities of teachers of the above-mentioned departments as scientific and didactic, scientific and research and organizational are developed under the influence of **management:**

- academic mentoring;
- academic coaching;
- counseling;
- writing and participation in international programs, grants;
- internship in higher educational institutions of other countries.

and self-governance :

- e-learning;
- courses, training, tutorials;
- portfolio.

The technological component of the model is a development and implementation of strategies for university faculty, institute and department the compulsory section of which is the teacher professional growth. The teacher builds a strategy for his own individual professional growth on the grounds of these strategies.

The development of an individual strategy is established for the professional growth among teachers of the management departments by us to contain the following stages:

Vision of own professional growth by a teacher (the teacher alone can set the limit for his own professional growth at that moment and in the immediate future);

Determination of the teacher professional level (criteria and indices have been developed for this purpose and the professional level is calculated on the scale from 1 to 5 filling in the table);

Incentives for professional growth (an important role is played by the incentives in the process of self-motivation of the teacher obtaining a higher scientific degree or rank, a competition to feel a vacancy, etc.);

Reserves (the teacher alone knows what unused reserves are available and he can use in the process of professional growth – the ability to self-study, organize or adjust time-free from work towards professional growth);

Action plan – a teacher has to spell out events, dates and performers over the next 3-5 years after analyzing previous components, it is obvious that a teacher alone is one of subjects and others are mentor, experienced teacher, coach, head of the department, scientific advisor, etc.

Changes are indications of qualitative and quantitative changes in the professional level of the teacher of management departments which must occur at a certain point.

The Individual Strategy for the Professional Growth among Teachers is derived from the Development Strategy for Department, Faculty, Institute and University. Each of these strategies contains a section devoted to the teacher growth. Therefore the teacher builds up his personal path of motion from the settled level of professionalism to the planned one on the basis of the general requirements for professional growth in order to the develop of the structural unit and the institution as a whole.

As for the effective and reflexive component, it consists of two indices:

1. The growth of the professional level among teachers of the departments of management higher educational institutions of the Republic of Poland.

2. Enhancing the prestige and ranking of subjects managing professional growth among teachers of management departments of higher educational institutions in the Republic of Poland.

Prospects for further research. A further study will deal with the methodological recommendations for the implementation of the model of the Management System of Professional Growth among Teachers of the Departments of management universities in the Republic of Poland.

Conclusions. Thus the severization of the professional requirements for teachers, fiercer competition in the market of educational services, the usage of the most advanced technologies of educational activity and changes in resource provision were established to define the necessity continuous improvement of the teacher professional activity and its adaptation to the requirements of modern society. A significant role is played by the system of the teacher professional growth of higher educational institution in solving these issues. The article offers the model of the management system of professional growth among teachers of departments of management higher educational institutions in the Republic of Poland. Its components are characterized as target, theoretical and methodological, technological and effective and reflexive.

Such a system was found within the framework of the research to increase the professional level among teachers of departments and therefore the quality of higher education in the Republic of Poland.

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