IMPLEMENTATION MODEL OF FLEXIBLE PROJECT MANAGEMENT IN EDUCATIONAL INSTITUTIONS

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Annotatsiya, *ushbu maqolada ta'lim muassasalarida moslashuvchan (Agile asosidagi) loyihaviy boshqaruvni amalga oshirish modeli taqdim etilgan. Maqolada Scrum va Kanban metodologiyalaridan ilhomlangan iterativ tsikllar orqali rejalashtirish, ijro etish, monitoring va baholash jarayonlari qanday tashkil etilishi tushuntiriladi. Taklif etilgan model talaba markazli ta'limni rivojlantirish, doimiy fikr-mulohaza olish va kompetensiyalarni shakllantirishga qaratilgan. Raqamli vositalar (Trello, Jira, Google Workspace, Moodle, Canvas) yordamida o'quv jarayoni samaradorligi oshiriladi. Maqolada uchta aniq iqtibos keltirilgan, qolgan nazariy tushunchalar tahliliy tarzda original shaklda taqdim etilgan.*

Kalit so'zlar: *Agile project management, project-based learning, Scrum, Kanban, competency development, student-centered learning, educational innovation, digital tools*

Annotation, *This article presents a model for implementing flexible (Agile-based) project management in educational institutions. It explains how planning, execution, monitoring, and evaluation can be organized through iterative cycles inspired by Scrum and Kanban. The model promotes student-centered learning, continuous feedback, and competency development. Digital tools such as Trello, Jira, Google Workspace, and LMS platforms enhance coordination and transparency. Only three direct references are cited; other theoretical foundations are paraphrased for academic originality.*

Keywords: *Agile project management, project-based learning, Scrum, Kanban, competency development, student-centered learning, educational innovation, digital tools*

Аннотация, *В статье представлен структурированный подход к внедрению гибкого (Agile) проектного управления в образовательных учреждениях. Рассматривается организация планирования, выполнения, мониторинга и оценки через итеративные циклы, вдохновленные методологиями Scrum и Kanban. Модель способствует студент-ориентированному обучению, постоянной обратной связи и развитию компетенций. Использование цифровых инструментов (Trello, Jira, Google Workspace, Moodle, Canvas) повышает эффективность образовательного процесса. Приведены три прямых цитаты; остальные теоретические положения переработаны аналитически.*

Introduction

Schools face constant shifts in technology and job demands. Old-style teaching rarely builds hands-on abilities, group work, or flexibility. Today's students thrive when learning feels like actual workplace settings, focusing on cooperation, tackling challenges, because thinking deeply matters more now than before. Starting with tough business tasks, agile project management brings a step-by-step method that schools can use. Its shifting pace fits well when teaching needs to adapt fast. Loops of testing and feedback help teachers adjust lessons often. Built for change, it works beyond offices - into classrooms too. Learning moves in small chunks here, not long rigid plans. This way, both students and educators respond as things unfold.

Breaking learning into small chunks helps schools boost involvement, responsibility, and results. According to Schwaber and Sutherland, Scrum works as a simple structure that enables individuals, groups, and institutions to create useful answers for tough challenges [1, 3]. In classrooms, this idea fits well - since mastering material often means adjusting and improving step by step.

Theoretical Foundations

Built around real tasks, Project-Based Learning pulls students into exploration instead of passive listening. One step leads to another - digging deep, working together, then sharing what they found. This way, school feels less like a script, more like solving something that matters.

Faster results come from building step by step. Feedback every few days keeps things on track. Clear responsibilities help everyone know their part. Change becomes easier when teams adjust quickly.

Scrum: "Scrum is a lightweight framework that helps people, teams, and organizations generate value through adaptive solutions for complex problems"

Kanban: "Kanban is a method for managing knowledge work with an emphasis on just-in-time delivery while not overloading the team" [2, 8].

Student-Centered Learning: PBL fosters real-world competencies. "Project-Based Learning is a student-driven, teacher-facilitated approach to learning that integrates real-world challenges" [3, 40].

Flexible project management model for education

The Model Combines Agile And Project Based Learning In Four Stages

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Ahead of any work begins, goals take shape through discussion. Sprints break tasks into smaller pieces, each lasting just days. Roles land on students based on what they're trying to learn. Guidance flows from teachers, light but steady. Process gains structure without losing flexibility. Working together, students take part in team projects using Kanban boards to follow progress. Instead of scattered efforts, they meet often to stay aligned. Through these routines, teamwork grows stronger over time. Skills build gradually, shaped by shared responsibilities and consistent check-ins. Now think about how often checking in on progress can open doors to clearer thinking. Sometimes a quick look back at recent work sparks new insight. Other times it is teammates offering thoughts that shift perspective just enough. Then there are moments when silence and personal review do the heavy lifting. Each step quietly builds a stronger sense of understanding from within. Now here's how it works - grading looks at the finished work, group effort, everyone's role, followed by personal insight on what happened. Outcomes help instructors shape what comes next.   Picture a cycle split into four steps. First comes deciding what to do and setting targets. Then tasks get done through teamwork and clear roles. While work unfolds, progress gets checked regularly using live updates. After each round, people look back to see what worked and what did not. Sitting at the heart of it all - learning by doing projects in fast turns. Tools like Trello or Jira help organize steps. So do Google apps, Moodle, and Canvas. Reviews happen again and again, shaping better results over time

MODEL OF FLEXIBLE PROJECT MANAGEMENT
IN EDUCATIONAL INSTITUTIONS

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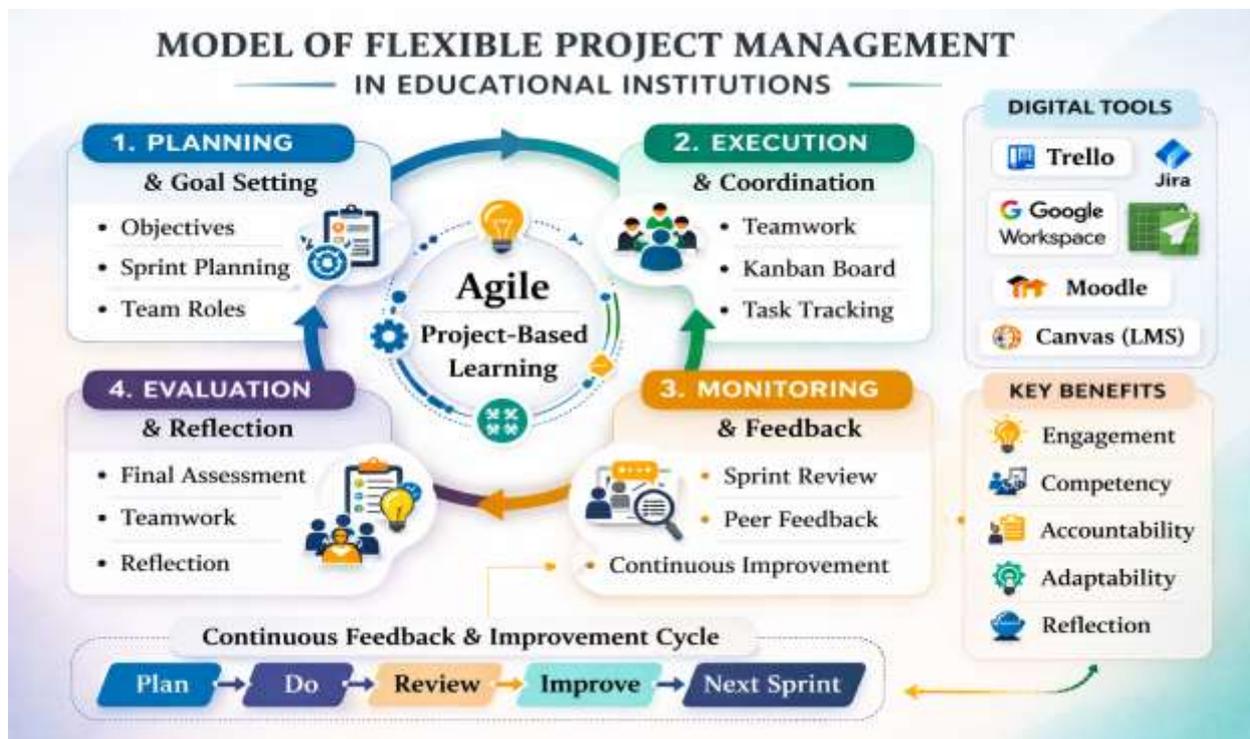
➢ Digital Tools Supporting Implementation
➢ Kanban Tools: Trello, Jira
➢ Collaborative Platforms: Google Workspace, Microsoft Teams
➢ Learning Management Systems: Moodle, Canvas

These tools facilitate real-time coordination, transparency, and analytics, improving engagement and progress tracking in both blended and distance learning environments.

Benefits of the Proposed Model

1. **Increased Student Engagement:** Iterative cycles maintain motivation and visible progress.

2. **Competency Development:** Enhances communication, collaboration, and problem-solving skills.

3. **Enhanced Accountability:** Clearly defined roles foster responsibility.

4. **Adaptability:** Goals and tasks can be modified based on continuous feedback.

5. **Alignment with Professional Practice:** Agile principles mirror modern workplace dynamics.

6. **Reflective Learning:** Continuous feedback and evaluation encourage critical thinking.

Discussion

Agile-based project management transforms education from teacher-centered instruction to learner-centered collaboration. Teachers act as mentors and facilitators. Iterative cycles encourage feedback, making mistakes opportunities for growth, fostering long-term competency formation. Successful adoption requires teacher training, institutional support, and gradual implementation.

Conclusion, Flexible project management provides a modern educational framework. Combining Agile principles with Project-Based Learning improves student engagement, competency development, and professional readiness. Digital tools enhance coordination, transparency, and reflection. When implemented carefully, this model strengthens the effectiveness of learning and bridges the gap between academic learning and professional practice.

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