

In the dissertation entitled *A model of managing a secondary school as a learning organization*, was made a detailed analysis of the issues of managing a secondary school as a learning organization. The learning organization itself, using the awareness of its shortcomings and striving to gain and maintain an advantage over market competition, is constantly working on its development by promoting the appropriate organizational culture among its employees, students and parents. Managing a secondary school requires a lot of knowledge from the management staff in many fields, and the school itself is a specific organization, therefore the principles of managing organizations should be transferred to the school grounds, taking into account the specificity of the institution. Learning organizations can create an advantage related to the management of human resources and knowledge. Therefore, the main purpose of the work was to develop a management model for a secondary school as a learning organization. The main hypothesis, which was: the management model of a secondary school as a learning organization will improve the functioning of the school has been confirmed. To substantiate the hypothesis, a literature analysis was made in the field of the subject of the work, research was carried out, and the results of these studies were analyzed. A secondary school as a learning organization was presented in the context of literature studies, issues related to the characteristics of a learning organization and a secondary school as a learning organization were discussed. The goals and tasks of a secondary school as a learning organization, the role of the headmaster in the functioning of this school and the determinants of the level of organizational culture in a secondary school were analysed. Terms related to management in a learning organization, secondary school management functions, as well as the relationship of a secondary school with stakeholders and the environment were explained. Management models were analyzed, especially in relation to the functioning of a secondary school, as well as determinants of emergency and crisis situations in a learning organization on the example of a secondary school. There were described: the impact of a learning organization on human resource management in a secondary school, the terminology of human resource management, human resource management functions in the organization and the specificity of human resource management in a secondary school, or the conditions for ensuring the continuity of the implementation of the objectives and tasks of a secondary school in relation to the learning organization.

The research part of the work refers to the methodology and research process, that is defining the research problem, research hypotheses and the scope of research, discussing the concept of research methodology and stages of the research procedure, selection of the research

sample and development of research tools. The methodological basis for building a management model for a secondary school as a learning organization has been presented. The management model of a secondary school as a learning organization was verified, the research results were analyzed and interpreted, the method of achieving the objectives of the secondary school, the impact of the external environment on the management of the secondary school and the behavior of the stakeholders of the secondary school. An assessment of the changes taking place after the implementation of the model of managing a secondary school as a learning organization is presented, as well as the benefits and limitations of using the model of managing a secondary school as a learning organization. Implications for the theory and practice of management and recommendations for further scientific exploration were presented.