

CHAPTER 9

ISSUES OF PROFESSIONALIZATION OF MANAGERIAL ACTIVITY IN THE CONDITIONS OF THE MODERNIZING ECONOMY

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INTRODUCTION

The process of the innovation economy formation is impossible without the effective development of modern universities. The universities' role is traditionally considered as defined in the system of the scientific and technological advance and the society's innovative development. Namely the level of the society's development is considerably determined by the quality of the universities' position in general.^{1,2} In a poor society, the existence of rich universities is impossible. Without the development of science and educational system, universities are doomed to degradation.

Nowadays the activity of the modern classic universities is intended to represent the multifunctional direction. *First of all, universities train specialists of different spheres of knowledge, directions, and profiles.* Such activity is traditional but the conditions of its realization have considerably changed. The market for educational services appeared. In this market, the purchasers' expectations do not always coincide with universities' possibilities to provide qualitative educational and qualifying services. The variety of practical need in specialists has more considerable dynamics than the possibilities of universities to rebuild in accordance with the market motion. The new courses of the professional education, which had formed new branches of knowledge (for example, management and administration) appeared and required the development of the new research, scientific and analytical bases of the professional activity. The professional knowledge has to be adequate to the processes of the practical activity and, moreover, to outpace them building the

¹ Moskovskaia, A. A. (2011). Professionalizatsiia menedzmenta: tseli, barery, perspektivy [Professionalization of management: goals, barriers, prospects]. Sociological research. Issue 7. Pp. 26–37. (in Russian)

² Prigozhyn, A. I. (2007). Dezorganizatsiia: prichiny, vidy, preodolenie [Desorganization: reasons, types, overcoming]. Moskva. (in Russian)

strategy of further development. In such conditions, the question of the accordance of the university's educational programs to the research facilities, levels of the professional practical activity, and training of the academic staff appeared. It has changed the character of the academic staff's activity in a considerable way. So they need not only to be teachers that are possessed of the certain training procedures, but also scientific researchers systematically carrying out their own high-quality scientific projects.³

Undoubtedly, the universities' physical facilities should be strengthened and developed, but those universities that did not do it are late. Nowadays it is necessary to invest in the development of innovative training procedures, training of the universities' academic staff and the universities' administrative system. Every university defines the qualitative characteristics by means of the possibilities of the innovative technologies of the educational and research processes development, its efficient management and academic staff. Nowadays there is an urgent need not in the specialists of the industrial epoch, but in the specialists of the knowledge economy, which are able to form the new system of the innovative society's development on the basis of innovations of the fundamental science.

9.1. The creativeness of the scientist's personality and science development

Some features of the scientific researches' quality and the figure of the modern scientist's type formation excite us. Our considerations of this we would like to realize in our published project, but we of course understand all the complexity of this task. Nevertheless, the vigorous, purposeful, and stable motion can overcome obstacles.

The necessity of search for the innovation factors of modern society development supposes the reconsideration of many managerial activities' conceptions of the modern era. Management appeared in the conditions of the modernist stage of human development lasted almost over the XX century transforms into the new layout of the post-industrial development.⁴ The universality of the developed management approaches and technologies must be at least supplemented, as maximum

³ Kuznietsov, E. A. & Safonov, Y. N. (2015). Improvement of the management professionalization mechanism in Ukraine. *Economical herald of the university. Scientific collection of scientists and post-graduates*. Issue 27/1. Pp. 112–116.

⁴ Kammings, S. (2010). *Rekonstruktsiia strategii [Reconstruction of a strategy]*. Kharkov. (in Russian)

changed into the technologies of the innovation nature, creative thinking, and managerial behaviour. This task is difficult; it must be structured and examined in detail both in the direction of the managerial science and its practice.

Fairly, the innovation process is the supporting frame of the science's development on the whole. Of course, the scientist's personality and his/her creative thinking are crucial for science. Such a researcher creates the qualitative incensement of the science by the cut-and-try approach and obligatory finding new forms of the development.

In this context, Albert Einstein is one of the most outstanding scientific researchers. It is noted in "Einstein's Mistakes: The Human Failings of Genius" by Hans Ohanian that "the ways Einstein followed up were tortuous, full of unexpected turns and twists. His followers were patient and had more perfect mathematical tool. Instead of his confusing roads, they built broad and straight ones." There is an opinion that owing to the numerous mistakes crushing Albert Einstein's logic of evidence his main theories were created. Nowadays Einstein's personality is the striking example of creative thinking in science.

For the recent years when I visited some European universities I found that in many campuses, there were photos and pictures of Albert Einstein. Then I noticed a similar one in the different cafes where students meet. The modern universities in their search of fundamental science investigations and innovative ways of the further society's development choose Albert Einstein as the leader because his creativeness, intuition, and purposefulness in science are impressing.

Another example of the scientist's achievement of scientific research quality is "Capital" by Karl Marx. Nowadays, probably durante absentia of the investigations of such level, this book appeared in the expensive bookshops with expensive calf bound and high-quality paper that corresponds with a high price. It is evident that the book is not aimed at the investigation and meticulous work. Marx's complicated research is noted by the influential business representatives in their interviews because owing to Marx's theory they achieved great success in business. The veracity of this question we will remain on the conscience of oligarchs. In our case, the question is that besides the importance of Marx's economic theory, the essential attributes of the research are its structure, logic, methodology, and systemacity. These features of scientific research create the objective base of the economic theories' quality. It is supposed that particularly the systemacity of the

activity across the spectrum creates opportunities for the successful business. Nowadays it is impossible to work out the innovative stimulus of the growth and the adequate mechanisms of the managerial maintenance without the systemacity and structural logic of the economic development.⁵

Viewing the different problems of economics and management, we hope to find the possibility to show the real innovative feature of the scholarly debate, to propose the practical variants of the innovation implementation, and to discuss the critical points of the scientific progress. Creativeness in science cannot appear based on the “scientific activities’ slum”.⁶ The systematic scientific knowledge, its fundamental principles of development and at last scientist’s personality in its socially important positive improvement are necessary.

It is necessary to remember that the scientist’s genius is defined by the power of his/her contradictions and the way how he/she succeeded to use them. These words were told by German astronomer Johannes Kepler (XVII century), who has disclosed the law of planetary motion moving from mistake to mistake till he achieved his goal. Fairly, you start to think about the significant productiveness of the scientific mistake, which necessarily leads to the discovery.

In management, a mistake in the managerial process causes a number of problems named critical points of management. Positive reaction and decision of critical points is the objective base of the management system development. The level and complexity of the critical points in the large multisectoral economic patterns and the opportunity of innovative and effective problem solving show the level of the management development, its level of scientific research and analytical scientific basis.

9.2. Process of management science and practice cooperation

Taking into account the demand of the society for the movement to the innovation economics and mechanisms of knowledge management formation, it is necessary to notice attention of management researchers at the process of management science and practice cooperation defining the qualitative stages of this development. Herein the most important

⁵ Gvishiani, D. M. (2007). *Izbrannye trudy po filosofii, sotsiologii i sistemnomu analizu* [Selected papers presented at philosophy, sociology and systemic analysis]. Moskva. (in Russian)

⁶ Prigozhyn, A. I. (2007). *Dezorganizatsiia: prichiny, vidy, preodolenie* [Desorganization: reasons, types, overcoming]. Moskva. (in Russian)

question is the innovative cycle analysis.⁷ It should be noted some features defining the essence of this problem. They are the following:

1. The process of management science and practice cooperation is multivendor and has qualitative stages of development. The fundamental logical scheme of the process is the following: “isolation – co-optation – integration – organic synthesis” of management science and practice. It should be noted that each stage is characterized both by the level of management scientific and practical development, as well as the certain mechanism of their cooperation. The characteristics of each stage are necessary for the understanding of the objectivity of the management professional system formation and development and its efficiency. The process moves in such a way that the first accidental and chaotic relations outgrow into the relations of the integrative feature. Further, the qualitative conditions of the organic synthesis stage are gradually formed. The practice becomes the continuation of science and per contra.

2. The process of management science and practice cooperation is defined by the analytical companies' activity. They are also called consulting structures. Consulting has its specific sphere of activity, namely, it implements the searched innovation management technologies of science sphere into the practical managerial activity. Gradually consulting outgrows from the progress initiator into the active equity holder of the different innovative projects. Naturally, such a state of affairs obliges consulting companies to create the high-qualitative goodwill owing to the professional capacity of the experts, consultants, and other specialists and management of the consulting companies by itself.

3. The professional system of management is innovation management's research object. First of all, it supposes the development of the basic management components, particularly functions and functional technologies, methods and management tools, development of structure and organizational design, and also channels of modern communications. The innovation management's subject of the investigation is the organizational human capital, literally technologies of the movement to the functional human capital, which is the base of the goodwill's quality and the main competitive factor in the post-industrial society. Structural and functional capital defines the company as an organizational unity. Positive dynamics, a necessary rotation,

⁷ Kuznietsov, E. A. (2017). Metodolohiia profesionalizatsii upravlinskoi diialnosti v Ukraini : Monohrafiia [Methodology of professionalization of managerial activity in Ukraine : Monograph]. Kherson. (in Ukrainian)

competences' levels, a specificity of powers division, and an adequate resources provision are the features of the structural and functional capital. And it is the result of the efficient work of the company's management by itself.

4. It is necessary to define the difference between two similar at the first sight categories such as "innovation" and "novelty" with the purpose of the clarification of the researched events' essence. Herewith, it is necessary to draw the lines of the investment component of these categories with signing the effect of the terminal efficiency as the main management index. De facto novelty as the certain modelled result of the fundamental, analytical, and practical investigations is formed in the form of the discoveries, inventions, managerial, financial, and production know-how, results of marketing research. But it is the intermediate result from the management efficiency point of view, after all, it is important to implement the novelty, to transform it into the form of innovation, that means to complete the innovative activity, obtain the positive result, and provide the innovation diffusion mechanism functioning. From these points, the investment into the process of the novelty appearance does not provide the final result. It is necessary to invest in the process of novelty implementation. Therefore, management is called to provide the fullness of the innovative progress from the perspectives of the quality and investments completeness. When we are talking about innovation management, the effectiveness of the intermediate stages is very important but it is not sufficient for the final result. Herein the sufficient and necessary quality of the organization structural and functional capital is the final result. Naturally, this result does not have and is not able to have exact quantitative measurement, but in the conditions of the moment's fixation, i.e. defining the market value of the company, the value of the goodwill (including the human capital) needs to have the absolutely particular qualitative index.

5. The progress of management science and practice cooperation's process consists of the creation of conditions and the transfer to higher stages of "integration" and "organic synthesis". These stages objectively form socio-economic conditions of the movement to innovation economics. The significant progress, both the management science and practice, separately takes place in the social terms, as well as mechanisms of their cooperation. But the thesis of the management science and practice development cannot get to the higher stages of the cooperation at once. But in the conditions of the developed stages of

integration and organic synthesis, the passing of first ones (isolation and co-optation) is enough shorter. Herewith, the efficiency of the current technological cycle of this cooperation does not qualitatively reduce.

We understand exactly and accept the fact that management always represents a certain ratio of approaches, forms, and methods. A sharp sense of proportion in the managerial activity is the consequence of the management high-level professional capacity. Nowadays the managerial resource is the scarcest in the world. The countries that will find the most efficient conditions of the managerial resource reproduction will be among the progressive ones in the formation and development of the innovation economics in the post-industrial development of the modern society.⁸⁹

9.3. Modern processes of the managerial professionalization

Modern economic crises showed the professional imperfection of the managerial mechanisms of society. Investments' efficiency, innovations' quality, socio-economic programs' direction, professional capacity of the staff of all levels, and many other fundamental indexes of the modern economics' effectiveness have not come the priorities of the state policy. In Ukraine, the opportunities of the economic reforms and antirecessionary programs ensuring depend on the qualitative level of the managerial staffs' professional capacity. Problem is also that considered conception and, as a result, practical forms and principles of the managerial staff's modern professional training are absent. Thereupon, there is either a certain "nihilism" or careless "romanticism" in solving these problems. It is widespread among politicians and experts, as well as among the management researchers. The most essential conditions of the formation and development of the managerial activities professionalization process in Ukraine are noted below¹⁰:

1. The conception of the managerial activities professionalization base needs to be the logical model of the competitiveness achievement of an economics generally, as well as a separate enterprise. The main idea is that the innovation supported by a certain level of investments is

⁸ Abramov, R. N. (2005). Rossiiskie menedzhery: sotsiologicheskii analiz stanovleniia professii [Russian managers: sociological analysis of profession's development]. Moskva. (in Russian)

⁹ Auzan, A. (2014). Ekonomika vsego. Kak instituty opredeliaiut vashu zhyzn [Economics of everything. How institutes shape your lives]. Moskva. (in Russian)

¹⁰ Kuznietsov, E. A. (2017). Metodolohiia profesionalizatsii upravlinskoi diialnosti v Ukraini : Monohrafiia [Methodology of professionalization of managerial activity in Ukraine : Monograph]. Kherson. (in Ukrainian)

the basis of competitiveness. The essential effectiveness factor of this process is the investments' goals achievement direction into the educational and scientific system and also into the system of professional training of the already working specialists and managerial staff. The separate structural and functional programs of the managerial staff's training must be conducted during all the period of the managerial career and in most cases on the company's account.

2. Nowadays, the role of the company's goodwill increases. The modern business structure more often operates with professional skills and capacities with the purpose of the competitiveness achievement in the market. The objective necessity of the new priority company's goal appears. And it is the human capital of the organization. Herein, the profit is only an important tool for this new structural and functional quality of the organizational human capital achievement. And personnel quality and skills are a weighty factor of the organizational investment programs development.

3. The systematic management work of the reproduction expansion of the entire company's resources must be conducted with the purpose of the company's market value increase. First of all, these resources are financial, material, informational, and human ones. However, it is necessary to provide not only the company's market value but also company's use value. These are the specific points of the company's affinity and capacity and also its business and social standing in society. The innovation process and management are supporting frame of these parameters of the company's business development achievement.

4. The system of the managerial researches has to be clearly differentiated with the purpose of the professional skills and knowledge specialization. It is necessary to define the quality and the professional specificity of the management science, the analytical activity of the consulting companies, and management practice. In this case, analytical managerial activity is the active mediator between management science and practice. Nowadays, this important segment of the managerial activity professionalization process development is in its infancy in Ukraine. And the specificity of the experts' and consultants' activities looks like the amateur's work in contrast to the European management.

In Ukraine, the important fundamental condition of the development of the managerial activity professionalization process is the development of the professional scientific and research basis of

management. Today the problem and controversial process of the improvement of the object and structure of the management scientific base takes place. For example, the problem of modern management identification in the system of the economic sciences and business practice is keenly discussed. And the question, if management is the part of economics or economics is the part of management, is the key one. Does the managerial education have the right to be independent, if the structure of its syllabuses and state standards practically do not differ from the economic ones? Is the management applied and complex science or does it have its own scientific and research basis? Answers to these and many other questions essentially define the quality and substantial filling of the management syllabuses and scientific researches.^{11,12}

9.4. Managerial processes of leadership development

The system of leadership functioning entirely depends on the quality of the managerial activity professionalization processes. Company's leaders having the individual talents and vision of the management development necessary need to get the professional faceting and develop their opportunities and potency by means of the capability to the innovation training during the entire managerial career. The whole complex of the managerial capacities, which have to be understood, coped, and implemented to the subordinates' and members' of management team perception underlie the manager's leadership skills. The main functional tasks of leader are to sparkplug the subordinates or to follow them creating the operative and professional space for the development and initiatives, the local and strategic formation of the company's intellectual capital. Leadership occurs and gives the opportunity of innovative development in the conditions of the efficient process of the management professionalization. We will consider only some managerial processes contributing to and defining the feature and capacity of the leadership system formation.

The ratio of management centralization and decentralization. The quality and capacity of the managerial activities administration are defined by the opportunity of the line managers to find the optimal ratio

¹¹ Drucker, P. (2006). O professionalnom menedzhmente [About professional management]. Moskva. (in Russian)

¹² Drucker, P. (2014). Effektivnyi rukovoditel [Effective manager]. Moskva. (in Russian)

of centralization and decentralization of the enterprise's managerial process. It means that the so-called "ratio optimum" is defined according to the problem solving by management in a certain situation. It is possible to pose such ratio for the long period if the problem of the capacity and managerial decision's quality are not taken into account and the managerial decision is not a result of the alternative choice on the basis of the enterprise analytical service's databank. It is necessary to note that the managerial process could not be centralized or decentralized in whole. The main management task is a professional sense of proportion. Without it, the quality of the managerial process does not exist entirely. Management as the socio-economic phenomenon of modern society perceives the positions' extremity badly. Such management understanding supposes the constant and systemized professional improvement of the managerial staff. The executive's empiric experience and knowledge signify but they are not determinative. But herewith, it is necessary to note that managers' training must be clearly structured and not have the features of general education. It must differ by the professional and practical filling. In other words, working managerial staff that has already the primary professional education further has to complete the professional training only in the specialized training organizations. Thereafter, these training organizations need to have teaching and trainer staff and training and methodical bases for the advanced trainings. Thereafter, it is necessary to clearly distinguish the general education system of the managerial staff training (traditional academies) and the professional training system of the working managerial staff that as a rule proved their abilities by the efficient practical activity. If the first group to a certain extent solves the problem of quantitative filling of the enterprises by the managerial staff, the second one defines the quality and capacity of the management system and also the strategy of the general socio-economic growth of the enterprise and society in whole.

Thus, such features as the manager's general erudition and modern professional knowledge play a key role in the achievement by the company's leaders of the "ratio optimum" of the management centralization and decentralization. Properly, the first and the second ones are not the results of the managerial staff's empiric experience. The modern managerial activity needs the professionally trained managers, so the efficient system of the managerial education and

advanced professional training of the management practitioners are necessary.^{13,14,15,16}

Process of the managerial authorities' delegation. The managerial process administration supposes the concentration and delegation of the managerial authorities by the enterprise's management. The fact that the authority of the line managerial staff needs to be supported by the certain managerial authorities is natural. Without the managerial authorities, the power at the enterprise does not have any essential form of realization. The authority and the managerial authorities are concentrated at the level of activity of the enterprise's top management. Conditionally speaking, their highest concentration in the system of the enterprise's executive power is the first line manager of the highest level of the management hierarchic pyramid. The primary centralization of the managerial authorities by the first person of the enterprise's executive power is the necessary process in the view of the personification of the managerial responsibility for the decision-making process. But in the view of the necessity of the decision realization, managerial authorities have to be delegated to the lower levels, i.e. to the line and functional managers. The process of certain works performance and the result obtaining are impossible without it. It is necessary to note that the highest line manager along with the managerial authorities could not pass his/her responsibility for the enterprise's result to the lower levels of the management system. He/she personifies only his/her own general responsibility in the interrelation system with his/her subordinates. Thus, such an "interrelation system" needs to have the controlled character and its own mechanism of the responsibilities. The inflexibility of the control depends on the centralization and decentralization level of the managerial process. And the inner mechanism of the responsibility has to be always directed to the result achievement in the context of the enterprise's stated objectives.

¹³ Abramov, R. N. (2005). Rossiiskie menedzhery: sotsiologicheskii analiz stanovleniia professii [Russian managers: sociological analysis of profession's development]. Moskva. (in Russian)

¹⁴ Isaev, A. P. (2011). Professionalizatsiia upravlencheskoi deiatelnosti v promyshlennosti: teoriia, metodologiia, realizatsiia [Professionalization of managerial activity in industry: theory, methodology, implementation]. Ekaterendurg. (in Russian)

¹⁵ Kuznietsov, E. A. (2017). Metodolohiia profesionalizatsii upravlinskoi diialnosti v Ukraini : Monohrafiia [Methodology of professionalization of managerial activity in Ukraine : Monograph]. Kherson. (in Ukrainian)

¹⁶ Kuznietsov, E. A. (2014). Sovremennaia interpretatsiia upravlencheskikh vzgliadov N. A. Vitke. In: Actual problems of economy and management: theory, innovations and modern practice. Monograph. Vol. 3. Kherson. Pp. 7–28. (in Ukrainian)

We will note here three main aspects defining the essence of the line managerial staff's works administration. The first one is confined in that the delegation of the managerial authorities by the top managerial personnel by the enterprise's management scalar chain is the opportunity of the medium and lower management level to fulfil the certain work and as a result to solve the managerial tasks set by the top management. Thus, the quality of the managerial authorities' delegation defines the capacity of the enterprise's managerial activity in whole. The second one defines the necessity of the efficient work of the feedforward and feedback with the purpose of the control of subordinates' activity. At last the third one is the delegation of the managerial authorities related to the necessity to realize the authority in the context of the centralization and decentralization processes. Per se, the centralization is the delegation of authorities down the management scalar chain for the short period of time with the use of the inflexible tactful control. On the other hand, the decentralization is the pass of the managerial authorities for a long period of time with the definition of conditions of management independence and autonomy. The quality of such activity depends on the enterprise's availability of strategic control system and mechanism of the inner responsibilities with the possible tools of its legal registration. At the same time, the modern managerial activity is always the result of the certain ratio of the centralization and decentralization of the managerial process.

Levels of professional capacities. The level of development of management scientific researches is defined by the quality of working-out the general methodological and specialized problems of the modern managerial activity. The problem of the specialization is the pillar stone of understanding and development of the managerial staff's professional capacities levels in management. It is evident that management is the complex and systematic phenomenon of the socio-economic development of modern society. We cannot deny this fact, but it is necessary to note the scientific and practical value of the management specialization. Particularly the specialized managerial researches elaborate on the managerial activities feature, define the efficiency indexes and managerial staff's training context. In other words, we are talking about the professional capacity's levels, if the context of special managerial technologies and its positive dynamics of the development of scientific and practical features are considered. First of all, it is necessary to talk about the necessity of the managerial staff's capacities

by the levels of the hierarchical structure of the enterprise. For example, the competencies of the top, medium, and low level of the company's managers differ. For the most part of executives, the level of their highest capacity is restricted by the positions of the lower and medium levels of the company's management. Even their efficient work at these positions is not the certainty of their efficiency at the positions of the top management. It is necessary to note that the limits of the managerial staff's career growth need more detailed examination, as far as managerial staff's professional incompetence is one of the factors of the management system's low efficiency in whole. Strictly speaking, it is traditionally thought that management professional capacity is confined by the medium and low levels of executive power. Our opinion is that it has not being corresponded with reality for a long time. First of all, in the conditions of economics corporatization, the enterprise's top management is the first level of the executive power, which realizes enterprise owners' corporate will and goals by means of their professional activity. Secondly, modern competitive enterprises are mostly differentiated structures of the holding type. It supposes the managers, especially of the top level, work at the level of macroeconomic development.

Consequently, the structural capacity of managerial staff is defined by the features and the context of the managers' activity per levels of enterprise's hierarchical pyramid and also by their efficiency in such a sphere of enterprise's operation.

9.5. The scientific conception of the management professional system

Nowadays, the reformation process of the management education formed during the Soviet Union existing lasts in Ukraine. Supposing that such an activity logically turns to the building of the new management professional education system, we can admit that these changes will have only external character without a clear definition of the conceptual basis and professional criterions of the new processes of management personnel training. Unfortunately, in Ukraine in most cases particularly such approach is called reformative. It should be noted that the perception of the management maintenance of the economic reforms' necessity is started. These reforms are not the elements of the populist policy, but the socio essential activities of the safety of the economic system and government in whole. The qualitative managerial staff's

training needs government support and the security system as the main priority of the national policy.¹⁷

In spite of the changes' expediency and positivity, we cannot say that the clear reference points of the managerial staff's professional training are found. In most cases, the selection system of the syllabuses for the bachelor, specialist, and master's degrees programs do not reflect the logic of the management theory and practice. For example, the system of the management professional capacities is not structured per management levels. It decreases the efficiency of the educational process owing to the uncertainty of the intermediate and final goals of the management education. Besides, the factor of the management belonging to the industrial branch continues to be essential. Such an archaic approach gained a foothold in the management training's tradition. The circumstance that modern management is indifferent per se to the economics' branch specialization and it is a fundamental point of the determination of the training program's structure and context is the news, which requires a proof. The technological environment of the management practical activity (economic branch, sphere) is the main management priority. It should be admitted that nowadays management is the scope of activity of the specialist with clear branch-oriented behaviour. Unfortunately, it is the archaic opinion and it does not favour the effectiveness of the modern management system. But the decrease of the effectiveness is not concerned with the technological branch orientation of the managerial personnel that is not per se the disadvantage, it is concerned with the absence of the managerial professional training base that is the fiducial point of the knowledge development during his/her managerial career.

The problem of the fundamental research of the management professional system supposes the development of the history of the management through actualization processes. It is the important factor of the historical management researches' significance understanding for the modern management theory and practice. The understanding of the modern management system development processes is bound up with the fundamental conditions of society's socio-economic development at different historical stages. It is important to understand what prompts the managerial activity's researches, especially in the process of scholar

¹⁷ Kuznietsov, E. A. (2017). Metodolohiia profesionalizatsii upravlinskoi diialnosti v Ukraini : Monohrafiia [Methodology of professionalization of managerial activity in Ukraine : Monograph]. Kherson. (in Ukrainian)

schools formation. Why did not the collective and individual ideas of the management scholar schools receive the support in the scientific society or were forgotten? How long has the science been gone crooked and false paths of the managerial thought?

The important processes of the managerial thought development in Ukraine are concerned with the development of the scholar school called scientific labour organization at the 20 years of the XX century. At that time, the idea of the scientific labour organization was at the stage of the primary accumulation. This conception and its context were understood differently by the researches. Nevertheless, we can mark out two main courses of this scholar school.

The first course is bound up with the rationalization of the labour process carried out by the separate person in the cooperation with the material productive factor. It actually is the scientific labour organization. This course was determinative for the managerial thought development in the USSR during many decades. In independent Ukraine, inertial processes bounded with identification of the categories “production management” and “management” are going on. As a matter of fact, first of all, it leads to a number of problems and impossibility of the clear definition of the management scientific and research base. In this case, management is considered as one of the parts of the enterprise’s economic system. Although the adjusted category of the production management (operation management) along with marketing and personnel management (properly management) are the components of the enterprise’s management.¹⁸

The second course is bound up with the rationalization of the interpersonal interaction in the general labour process with the purpose of labour optimum achievement. It was called scientific management organization that started an investigation of management. In the modern understanding, “subject-subject” interaction is the main value in management and this interaction is *exceptionally* of the people.^{19,20,21,22}

¹⁸ Kuznietsov, E. A. & Safonov, Y. N. (2014). Managerial processes of leadership development. *Economical herald of the university. Scientific collection of scientists and post-graduates. Issue 22/3.* Pp. 231–234.

¹⁹ Bogdanov, A. A. (1989). *Tektologiya: (Vseobshchaia organizatsionnaia nauka) [Tektology: (Universal organizational science)]. V 2-kh kn. Kn. 1. Moskva. (in Russian)*

²⁰ Bogdanov, A. A. (1989). *Tektologiya: (Vseobshchaia organizatsionnaia nauka) [Tektology: (Universal organizational science)]. V 2-kh kn. Kn. 2. Moskva. (in Russian)*

²¹ Kuznietsov, E. A. & Safonov, Y. N. (2014). Managerial processes of leadership development. *Economical herald of the university. Scientific collection of scientists and post-graduates. Issue 22/3.* Pp. 231–234.

The opinion that such position simplifies management system and makes it univariate and less efficient, is unproductive. Per contra, particularly the interaction of the enterprise's professionally trained personnel is the main and complex management problem. It needs constant development of the professional knowledge, skills and capacities of the enterprise's management. *The professional management is the system of the scientific (innovation) approach and management art. The art of management in its turn involves the mechanisms of the constant tutorship and certain magic of the enterprise's personnel administration.*

We see the pluralism of the management functions definition when the functional specificity of management is mentioned. Such professional inaccuracy leads to the distortion of the possible management specialization variants. Thus such specializations of the managerial staff's training that do not bound with the real differentiation of the managerial processes in terms of management theory and practice development appear. And it means that licensed specialists in management do not get professional skills for their further practical activity. Such managers' skills depend on their practical experience. Such a situation is impossible from the point of view of the tactics, as well as the management education strategy development.

The efficiency of the management education formation process, which differs from the economic and business ones, needs the analysis of the whole set of scientific, methodological, and practical questions.

The choice of the right reference points of the managerial staff training is bound with the definition of what they need to know as the management experts with the purpose of the certain company's managerial process realization. Considering such a situation when a manager has a great number of technologies and it is unknown what he/she needs to know for a certain problem solution is unproductive. In this case, it is the unreal task stated before the manager to acquire the skills of the organizational and executive work that is not beyond the power of one specialist. Besides, if it is principally impossible, the problem of the considerable decrease of manager's capacity at the whole set of the professionally necessary kinds of the managerial activity appears. The important is that modern managerial activity is the result of the efforts of the management team, but not of one manager. The

²²Kuznietsov, E. A. & Nenno, I. M. (2011). Innovatsionnyi universitet: mekhanizm tekhnologicheskoho transfera. In: Actual problems of economy and management: theory, innovations and modern practice. Monograph. Kharkov. Pp. 340–349. (in Ukrainian)

professional knowledge of each manager cannot be typical and depends on his/her position in the management team.

While analysing modern management technologies development, it is necessary to note that the management professional system conception has to involve the following²³:

1. The characteristic of management functions and its specificity at different company's structure levels;

2. The detailed structure of the management methods and priorities of the ratio determination of the methods use in certain situations of the managerial activity;

3. The structured building of the managerial activity with the use of search techniques of adaptive organizational management structures;

It should be emphasized that if we do not consider the functions, methods, and structure in management, then we do not consider management in the professional terms in general.

Thus, the management professional system in conceptual terms consists of three basic elements (functions, methods, and structure) and binding processes (first of all, mechanism of the managerial decision-making, communications, and personnel technologies). The management professional activity is built in the context of certain management contour to be effective and resulting. Manager's professional opportunities by the real determination of management contour compose the primary bases of the effective objectives' achievement. That's why management is the synthesis of the creative and professional freedom that depends in direct proportion on the managerial staffs' capacity level, and economic necessity defined as the system of the objective limitations, concerned with indexes of the management contour and management possibilities of their dynamic analysis.

CONCLUSIONS

1. Management functions, methods, and structure are the basic elements determining the programs of the primary managerial staff's professional training. The binding processes of management, managerial decisions, communications, and personnel technologies characterize the quality of the managerial activity and that's why they need to be explored with the basic management elements.

²³Kuznietsov, E. A. (2017). Metodolohiia profesionalizatsii upravlinskoi diialnosti v Ukraini : Monohrafiia [Methodology of professionalization of managerial activity in Ukraine : Monograph]. Kherson. (in Ukrainian)

2. The functional activity is defined as the main priority of the management. Management reflects its specificity in the spheres of the practical activity, scientific researches, and management education by means of its functions. Therefore, functions are the base of the management specialization. It belongs to the management practice, as well to science.

Management methods, structure, and binding processes are the variant of the increased focus of the managerial staff's training. Such specialists' activity in the system of the complex organizational building defines the high-quality level especially for the top-line managers in the conditions of the sufficiently high responsibility level and riskiness of the management decision-making process. Such management staff's training is necessary at the advanced levels of the managerial career and can be realized during the realization of flexible and innovative techniques of the managerial staff's retraining.

SUMMARY

In the article, issues of implementing the mechanism of managerial activities' professionalization in Ukraine are researched. Professionalization of managerial activity is considered as a basis for improving managerial efficiency. Basic problems of implementing the management professionalization system are defined, and the necessity of exploring managerial activities' special forms is proved. These forms are connected with the scientific, analytic, and practical managerial study. Process of management science and practice cooperation is viewed in the article; its fundamental logical scheme is proposed. Also, creativeness of the scientist's personality and science development are researched in the article as a basis for further improvement of managerial staff. Managerial processes of leadership development are studied; its main principles and basics are proposed. The specific managerial competencies and skills, which can increase the efficiency of managerial labour, are determined. The concepts of developing and improving managerial schools and the system of rapid managerial training are grounded. The structure of managerial activities' professionalization and the forms of its practical use are proposed.

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