

практичних знань. Більшість респондентів, вказуючи на ефект «галюцинування» ChatGPT (інколи ШІ генерує неточні, неповні, помилкові відповіді), вважають, що набуття ШІ-компетентності загалом, а також гнучких навичок використання ChatGPT зокрема, з дотриманням етики ШІ, є необхідними для забезпечення продуктивності їхньої навчальної, самостійно-дослідницької й професійної діяльності, особливо в ситуаціях з повторюваними рутинними задачами, тому що швидкість отримання інформації та прийняття рішень є викликами для більшості з них.

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MODEL OF MANAGEMENT OF PHYSICAL CULTURE AND SPORTS IN DE-OCCUPIED TERRITORIES OF UKRAINE

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The paper explores the features of forming an effective model of physical culture and sports management in the deoccupied territories of Ukraine. The current challenges of the industry's functioning are analyzed, key problems of its development are identified, and promising areas of reform are outlined. Based on the generalization of European experience (Great Britain, Germany, France), an adaptive management model is proposed, which provides for decentralization, development of mass sports, and implementation of mixed financing. The importance of involving local communities, business, and international organizations in the restoration of sports infrastructure and the promotion of a healthy lifestyle is substantiated.

The current conditions of Ukraine's development necessitate a rethinking of approaches to the management of physical culture and sports, especially in the deoccupied territories. After the restoration of state control in these territories, a kind of managerial vacuum arises, when the previous mechanisms of functioning do not correspond to the new realities, and the new systems have not yet been fully formed [1, c. 47].

Physical culture and sports in this context perform not only a health-improving function, but also a social, integration and educational role. They contribute to the restoration of social ties, the formation of civic identity and the stabilization of society. That is why the issue of effective management of this sphere is extremely relevant [2, c. 476].

Of particular importance is the study and adaptation of European experience, which demonstrates effective models of organizing sports activities at the local level.

Problems of development of physical culture and sports

Among the main problems characteristic of the deoccupied territories, it is necessary to highlight:

- destruction or damage to sports infrastructure;
- limited financial resources;
- outflow of qualified personnel;
- low level of organization of mass sports;
- lack of an effective management system at the local level.

The problem of development of sports in rural areas, where there is no proper material and technical base and opportunities for self-financing, is especially acute.

European experience of sports management. Analysis of the experience of European countries indicates the effectiveness of decentralized management models, where a significant part of the powers are transferred to local authorities.

The main characteristics of European models:

- development of mass sports (“sport for all”);
- active activity of sports clubs;
- clear division of powers between the state and local levels;
- combination of state and private financing.

In Germany, for example, sports clubs are the basis for the development of the industry, and in France, local communities play an important role [3, c. 7]. In the UK, a system of interaction between state and non-state institutions functions effectively [4, c. 46].

Financing the sports industry. One of the key factors for development is financial support. In EU countries, a mixed financing model is used, which includes:

- state budget;
- local budgets;
- sponsorship contributions;

- grants;
- charitable funds;
- citizen contributions.

In Ukraine, however, sports financing is largely centralized, which limits development opportunities at the local level.

For the deoccupied territories, it is especially important:

- attracting international assistance;
- developing partnerships with business;
- implementing fundraising mechanisms.

Promising development directions. Taking into account European experience, it is advisable to implement the following measures:

1. Decentralization of management. Transferring powers to local communities will allow us to respond more effectively to the needs of the population.

2. Development of mass sports. Focusing on broad segments of the population will contribute to improving the health of the nation.

3. Creation of a network of sports clubs. The club system should become the basis for the development of sports, especially in rural areas.

4. Involvement of the private sector. Sponsorship and patronage can significantly increase the financial capabilities of the industry.

5. Fundraising and grants. Active use of grant programs will allow us to implement infrastructure projects.

6. Digitalization of management. The use of modern technologies will help increase the efficiency of management decisions.

Social significance of sports. Physical culture and sports play an important role in:

- prevention of delinquency among young people;
- formation of a healthy lifestyle;
- social adaptation of the population;
- restoration of the psychological state of citizens.

This is especially relevant for deoccupied territories, where the population has experienced significant stress as a result of military operations.

The restoration of physical culture and sports in the deoccupied territories of Ukraine is an important factor in socio-economic development and stabilization of society.

An effective management model should be based on:

- decentralization;
- development of mass sports;
- implementation of mixed financing;
- active involvement of communities and business.

Adaptation of European experience will allow creating a modern and effective management system that will contribute to the restoration of infrastructure,

increasing the level of physical activity of the population and strengthening social stability.

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МУЗЕЙНА ПЕДАГОГІКА ЯК ІНСТРУМЕНТ ВІДНОВЛЕННЯ КУЛЬТУРНОЇ ІДЕНТИЧНОСТІ В УМОВАХ ГЛОБАЛЬНИХ ВИКЛИКІВ: ДОСВІД МУЗЕЇВ ТРЕТЬОГО ПОКОЛІННЯ

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Сучасні трансформації освітнього простору України відбуваються під впливом глибоких суспільних потрясінь, в першу чергу, пов'язаних із військовою агресією, що спричиняє не лише фізичні руйнування, а й загрозу культурній спадщині та ідентичності. В той же час, для української освіти стали відкритими світові інновації в сучасній педагогіці, що передбачають активне опанування молодим поколінням культурного та історичного досвіду людства. У цих умовах музейна педагогіка набуває нового змісту, виходячи за межі традиційного просвітництва і перетворюючись на дієвий інструмент відновлення культурної пам'яті, формування стійкості та консолідації суспільства.