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Methodological Recommendations for the Formation of Managerial Competence of Future Officers of Communication Units in the Process of Professional Training

Методичні рекомендації щодо формування управлінської компетентності майбутніх офіцерів підрозділів зв'язку у процесі професійної підготовки

The article defines promising areas and methodological recommendations for solving the scientific problem of formation of managerial competence of future officers of the Armed Forces of Ukraine's communication units in the process of professional training. The author insists that the main methodological recommendations are as follows: awareness of the process of forming the managerial competence of officers of communication units as an integral part of the system of professional training of future officers; selection of content and design of professional training for future officers of communication units, taking into account current needs and preparation for managing units in combat conditions; introducing NATO management standards into the educational process of higher education institutions based on an adaptive approach and improving the professional competence of academic staff to apply them; development of professional communicative competence of future officers, including foreign language competence, for effective management activities, as well as organization of independent cognitive activity of cadets through the development of their leadership skills and self-management; integration of managerial knowledge, skills and abilities on the basis of an interdisciplinary approach into the educational process of higher education institutions; ensuring an innovative pedagogical environment in higher education institutions; introducing the best foreign experience in the formation of managerial competence of future officers; ensuring teaching based on the combat experience of the academic staff of higher education institutions who participated in combat operations to protect Ukraine from the Russian aggressor. Also, it is important to improve the content, forms and methods of professional training of cadets of higher military education institutions, ensuring unity, organic interconnection of professional, managerial and leadership training of future officers of communication units based on the principles of flexible design, predictability, and the graduated nature of higher education and introducing the principles of student-centered and competency-based approach into the methodology of teaching general military and professionally oriented disciplines.

Keywords: *methodological recommendations, professional training, officers of communication units, managerial competence, the Armed Forces of Ukraine.*

У статті визначено перспективні напрями та методичні рекомендації щодо вирішення наукової проблеми формування управлінської компетентності майбутніх офіцерів підрозділів зв'язку Збройних Сил України у процесі професійної підготовки. Автор наполягає на тому, що такими методологічними рекомендаціями щодо посилення професійної підготовки майбутніх офіцерів є наступні: забезпечення усвідомлення процесу формування управлінської компетентності офіцерів підрозділів зв'язку як невід'ємної складової системи професійної підготовки майбутніх офіцерів у військових навчальних закладах України; відбір змісту та проектування професійної підготовки майбутніх офіцерів підрозділів зв'язку з урахуванням сучасних потреб та підготовки до управління підрозділами в бойових умовах впровадження стандартів управління НАТО в освітній процес закладів вищої освіти на основі адаптивного підходу та підвищення професійної компетентності науково-педагогічних працівників щодо їх застосування; розвиток професійної комунікативної компетентності майбутніх офіцерів, у тому числі іншомовної, для ефективної управлінської діяльності, а також організація самостійної пізнавальної діяльності курсантів через розвиток у них лідерських якостей та самоуправління; інтеграція управлінських знань, умінь та навичок на основі

міждисциплінарного підходу в освітній процес закладів вищої освіти; забезпечення інноваційного педагогічного середовища у закладах вищої освіти; впровадження кращого зарубіжного досвіду формування управлінської компетентності майбутніх офіцерів; забезпечення викладання з урахуванням бойового досвіду науково-педагогічних працівників закладів вищої освіти, які брали участь у бойових діях із захисту України від російського агресора. А також удосконалення змісту, форм і методів професійної підготовки курсантів, забезпечення єдності, органічного взаємозв'язку професійної, управлінської та лідерської підготовки майбутніх офіцерів підрозділів зв'язку на основі принципів гнучкого проектування, прогностичності, ступеневості вищої освіти та впровадження принципів студентоцентризму і компетентнісного підходу в методику викладання загальновійськових та професійно-орієнтованих дисциплін.

Ключові слова: *методичні рекомендації, професійна підготовка, офіцери підрозділів зв'язку, управлінська компетентність, Збройні сили України.*

Introduction / Вступ. Today's requirements for reforming the Armed Forces of Ukraine (hereinafter – AFU) in the context of intensified armed aggression of the Russian Federation significantly change the requirements and approaches to the training of military specialists at all levels of their professional training. Officers of communication units who obtain professional education at the Kruty Heroes Military Institute of Telecommunications and Informatization at the stage of operational and tactical training are no exception.

It should be noted that nowadays military professional activity of the AFU officers is directly related to various stressful situations caused by the combat situation, with various intellectual and physical loads. They are subject to high requirements for the organization of management activities, which require finding ways to ensure the performance of service and combat missions by personnel in peacetime and in a combat situation. Accordingly, organization of the educational process in a higher military educational institution (hereinafter – HMEI) for the development and improvement of the managerial competence of future officers of the communication units of the Armed Forces of Ukraine should be dynamic and continuous, given the current challenges and the need for rapid approximation to the standards of NATO member states, in particular in matters of military management.

Aim and Tasks / Мета та завдання. The aim of the article is to define methodological recommendations for the formation of managerial competence of future communication officers of the AFU in the process of professional training.

Methods / Методи. The following methods were used to solve the tasks of the research: analysis, systematization, generalization of scientific sources, synthesis, interpretation, classification and comparative analysis.

Results / Результати. As the analysis of the practice of implementing the educational process in the military educational institutions of Ukraine has shown, in the methodological perspective, the organization of management training of future officers of communication units to perform professional duties in the relevant positions in the traditional system of military education contains a contradiction between the need to modernize the methodology of professional training of officers of communication units, acquisition of professional knowledge, skills and competencies and the slow updating of forms and methods of this training. The analysis of the educational programs for the training of future officers of communication units shows that the educational process is based mainly on traditional, established forms and methods of organizing the educational process. In general, they include lectures, seminars and practical classes, field exercises, independent work, consultations, etc. At the same time, the armed aggression of the Russian Federation, the globalization of the transformation of the educational sector, the advanced development of vocational education, and current trends in lifelong learning require modernization of forms and methods of management training of future officers of the Armed Forces of Ukraine in the process of professional training (Povstyn, 2018).

The issue of training officers of a new formation in accordance with the requirements of the world's advanced armies and NATO standards is becoming increasingly relevant, as evidenced, in particular, by the provisions of the Strategic Defense Bulletin of Ukraine, the country's European integration course, its participation in international peacekeeping activities and the need to improve the management system of the AFU units and ensure interoperability with the management system of foreign armies, as well as to maintain a high level of managerial competence of officers, their readiness to manage personnel in real combat conditions.

In general, managerial competence should contribute to ensuring a high level of professionalism of military professionals. Despite the fact that modern officers of the Armed Forces of Ukraine's communication units are overwhelmingly qualified specialists, many of them lack managerial competence, which is manifested in the choice of a not always effective management style, overwork, mistakes in making responsible decisions, inability to prevent and resolve conflicts, impaired

adaptation to new conditions, etc. (Boiko, 2005). At the same time, current social trends, in addition to a full-scale war, characteristic of the armed forces, have a significant impact on improving the professional training of specialists and its adaptation to the current conditions of society, namely social changes within the educational environment, which are gaining more and more speed; social differentiation, during which there is a division of functions between participants and which is characterized by progress in their activities, as well as specialization of individual and organizational actions; social mobilization, characterized by changes in the behavior and social psychology of people; structural differentiation and constant change of higher education institutions; mobility; reduction of the actual distance between the teacher and the student; development of creativity, critical thinking, ability to make judgments; increased requirements for specialists due to the increase in processed information, dynamic development of technologies, motivation for lifelong learning and self-improvement; strengthening the role of interpersonal communication, leadership skills; awareness of the complexity of implementing modernization processes in the professional training system; education in higher education institutions and documentation is in English, which facilitates access to English-language sources of information and provides opportunities for the institution to participate in international projects and exchange programs, to interact effectively with international organizations at all levels (Didenko et al., 2018).

These trends require prompt changes in the process of professional training of future signal officers. At the same time, in connection with the developments implemented during the study of the problem of forming the managerial competence of future officers of communication units, namely: the concept, training system, organizational and pedagogical conditions, we consider it necessary to present a set of necessary methodological recommendations, namely it is critical to:

- raise the awareness of the necessity to form the managerial competence of officers of communication units as an integral part of the system of professional training of future officers in military educational institutions of Ukraine;

- take into account the provisions of methodological approaches to the formation of managerial competence of officers of communication units: general scientific approaches aimed at intensifying the process of forming the managerial competence of a communication officer: systemic, activity and competence; specific scientific approaches: synergistic, axiological, cultural, as well as personality-oriented and andragogical approaches, which are practice-oriented approaches to forming the managerial competence of future officers;

- select of content and design of professional training for future officers of communication units, taking into account current needs and preparation for managing units in combat conditions;

- introduce NATO management standards into the educational process of higher education institutions based on an adaptive approach and improving the professional competence of academic staff to apply them;

- develop professional communicative competence of future officers, including foreign language competence, for effective management activities, as well as organize independent cognitive activity of cadets through the development of their leadership skills and self-management;

- integrate managerial knowledge, skills and abilities on the basis of an interdisciplinary approach by introducing the discipline «Fundamentals of Military Management (including NATO Staff Procedures)» into the educational process of higher education institutions;

- ensure innovative pedagogical environment in higher education institutions;

- introduce the best foreign experience in the formation of managerial competence of future officers;

- ensure teaching based on the combat experience of the academic staff of higher education institutions who participated in combat operations to protect our country from the Russian aggressor;

- improve the content, forms and methods of professional training of cadets of higher education institutions, ensuring unity, organic interconnection of professional, managerial and leadership training of future officers of communication units based on the principles of flexible design, predictability, and the graduated nature of higher education;

- introduce the principles of student-centered and competency-based approach into the methodology of teaching general military and professionally oriented disciplines;

- modernize the distance learning system for future officers of the Armed Forces of Ukraine's communications units to acquire additional professional competencies to work with communications equipment in accordance with NATO standards on the basis of professional self-development;

- teach academic disciplines in English to the maximum number of cadets in order to effectively develop their professional communication skills in accordance with NATO STANAG 6001;

- reduce the share of traditional monologic teaching methods and increasing the share of subject-subject, communicative methods in teaching not only humanities, but also general military and professionally oriented disciplines;

- expand the list of simulator training courses to develop skills in working with complex communication equipment and skills related to security and compliance with regime requirements in combat operations;

- expand the range of use of complex simulators, training systems and role-playing games for the effective formation of managerial competence of future officers of communication units;

- study foreign experience in order to find effective forms and methods of forming managerial competence that would effectively combine formal, informal and informal managerial training of future officers of communication units;

- introduce e-learning courses, textbooks, information and communication technologies, training complexes and simulators to train cadets in accordance with NATO military management standards;

- raise the level of managerial and methodological training of academic staff of higher education institutions, raising their professional level in NATO educational institutions.

At the same time, the contextual component of the process of forming the managerial competence of future officers of the Armed Forces of Ukraine should encompass:

- laws, principles, methods, structure of military management, system of command and control of troops, command and control bodies, classification of control points;

- peculiarities of managing a military unit in combat operations;

- methods of making managerial decisions by the commander of a communication unit of the Armed Forces of Ukraine;

- basic theories of management, peculiarities of organization and management decision-making in everyday and combat activities;

- peculiarities of managerial competence of the head of the communication unit of the Armed Forces of Ukraine, basic leadership styles;

- methods of collecting, summarizing and preparing data for decision-making;

- peculiarities of the work of the commander and staff and the algorithm of decision-making by the commander of the AFU communication unit;

- formalizing the decision of the commander of a military unit, maintaining control during the preparation and during the combat use of units;

- types of combat documents, requirements for them, rules for the development and maintenance of textual and graphic combat and service-combat documents.

Regarding the forms and methods that best meet the task of forming managerial competence in the conditions of higher education institutions, we recommend using those that facilitate the rapid learning of managerial terminology, develop the ability of future officers to lead a unit in solving problems of everyday and combat activities, namely: a maze of actions, an emergency case, critical analysis, the incident method, debriefing, behavioral modeling, active debate, self-study based on Internet resources, the method of intellectual maps, participatory learning, collaborative assessment, creating a manager's (commander's) portfolio, project work or project-based learning, pyramidal discussion, role play, scenario-based learning, simulated situations, staging, stimulated learning method, teamwork, teamwork, brainstorming, mentoring, observation, On-the-Job-Training, problem-solving, sorting method, tutoring.

The most effective active assessment methods used in the organization of the educational process for the development of managerial skills of future officers are the following: case method, description of a professional emergency, reflective report, learning journal, media profile, mini-workshops, online discussion, open access exam, text compilation, mutual evaluation, question bank, research project, role play, sample report, self-assessment, management decisions that require a quick short answer.

The most effective means of modeling the service and combat activities of the commanders of the Armed Forces of Ukraine is the use of multimedia virtual trainers and simulators. Also, today it is necessary to actively introduce the modeling of business «serious» games, command and staff exercises, as well as to work towards the development of an information and distance learning system.

Discussion / Обговорення. A significant number of scientific works by domestic researchers are devoted to the formation of professional competence of military specialists: A. Halimov, A. Didenko, M. Neshchadym, V. Osodlo, Y. Prykhodko, R. Torchevskiy, V. Yahupov, etc. The peculiarities of the formation of managerial competence of servicemen were studied by: O. Boyko, S. Nekhayenko, V. Korol, V. Shemchuk, T. Matsevko. Speaking about the readiness of officers for professional activity, V. Korol defined its integral indicators as a high level of professional competence, managerial experience, managerial skills, and managerial thinking (Nekhayenko, 2020). It should be noted that since the 20s of the twentieth century, the requirements for a manager have been considered to be individual qualities, groups of qualities, requirements, etc.

Conclusions / Висновки. The results of the study made it possible to identify promising areas and tasks for solving the scientific problem of forming the managerial competence of future officers of

the Armed Forces of Ukraine's communication units in the process of professional training. The main teaching methods should be student-centered, based on the principles of interactivity, participatory learning, learning facilitation, mobile learning, project activities, with the active use of ICT. The most effective means of modeling the service and combat activities of the commanders of the Armed Forces of Ukraine is the use of multimedia virtual trainers and simulators. We believe it is necessary to actively implement the simulation of business «serious» games, command and staff exercises, as well as to work towards the development of an online training system. At the same time, in order to enhance the educational and cognitive activity of military cadets and enrich their preparedness for military management, stimulate creative and search activity, it is necessary to introduce methods of project work and training technologies.

We consider the determining of the level of formation of the managerial competence of future officers of the communication units of the Armed Forces of Ukraine in higher educational institutions to be the direction of further scientific research.

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