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## **PROFESSIONAL CAREER MANAGEMENT -A GUIDELINE FOR THE MODERN MANAGER**

In modern economic conditions, when there is a transition to the stage of information society, and the share of services in the structure of social production is growing, of great importance are human resource management processes, which are a human factor in economic development. Today, the main and most valuable asset of any organization - its employees.

The purpose of this work is to study the process of managing the business career of a modern manager.

A career is the result of a person's conscious position and behavior in the field of work, which is associated with professional or professional growth. Currently, there are professional and internal organizational careers. Professional career is characterized by the fact that each person in the process of his professional career goes through different stages of development: training, employment, professional growth, improving individual professional skills, retirement. The employee can consistently go through these stages in different organizations. Intra-organizational career involves a consistent change in the stages of development of the employee within one organization. It is implemented in three main areas: 1. Vertical - it is often associated with the very concept of career, because career advancement is most visible. The vertical direction is literally understood as rising to the highest level of the structural hierarchy. 2. Horizontal - is a move to another functional area of activity or performance of a service role on the step, which has no rigid formal consolidation in the organizational structure. For example, expanding and complicating tasks, fulfilling the role of the head of the target program, temporary work team or task force. 3. Focused - is a movement to the core, to the leadership of the organization, which means access to responsible meetings, invitations to previously inaccessible meetings, meetings of formal and informal nature, individual management instructions, access to closed to other sources of information, confidentiality,

some important assignments leadership. From the outside point of view, this direction is less obvious, but it is quite attractive to employees [1, p. 107].

Professional career management at the organizational level is a purposeful activity of personnel management services to develop a person's professional abilities, gain professional experience and its rational use in the interests of both the employee and the organization. The combination of interests of an individual employee and the organization is provided by personal career planning, as well as the design and planning of job structure and promotion in the organization [2, p. 87].

Here are the following stages of the business career management process: 1. Planning the business career of the employee - starts from the moment of hiring. The prospects of his professional and personal development in the organization, the role and his place in the production and organizational structure and, accordingly, the opportunities and directions of career growth are determined. 2. Drawing up a plan for individual career development of the employee - a list of those positions that the employee can hold in the process of career growth. At this stage there is a comparison of intellectual, leadership, creative potential of the employee and educational and qualification and other requirements imposed by the employer for a position, also taking into account the individual characteristics of each employee (moral qualities, temperament, interests, hobbies, level of health, etc.). At this stage, the preparation of the above career plan involves the immediate superiors of employees (mostly middle management - heads of departments, sites, other departments of the educational institution). 3. Implementation of a career development plan. Such a plan usually involves rotation of positions and departments of the institution, various internships and individual mentoring (coaching). At this stage, a continuous quantitative and qualitative evaluation of the results of work is envisaged. The task of the employee is not only to constantly acquire new knowledge and skills, but also their successful selection and use in their daily work. As a rule, the evaluation of the employee's actions at this stage of career management is carried out jointly by the immediate supervisor and the personnel department. 4. Evaluation of the effectiveness of employee career management - can be based on the use of the following indicators: - increase the efficiency of educational institution management (which can be based on indicators of achieving the goals of the organization, defined by its basic documents, development concepts, etc.); - increasing the effectiveness of work (including improving the level of knowledge of pupils, students and listeners); - reducing staff turnover; - the ratio of the number of employees hired for key positions from outside and those who were appointed to such from the internal personnel reserve of the organization; - the number of new research

and educational projects (or the dynamics of growth of this indicator) as a factor in creating an innovative environment in the organization [1, p. 156].

Define the following rules of business career management: 1. Do not waste time working with uninitiated and unpromising manager. 2. Expand your knowledge and skills. 3. Prepare yourself for higher and more responsible positions. 4. Get to know and appreciate those who can help or promote your career. 5. Make plans for the day and week in which to leave space for your favorite activities. 6. Never live alone in the past, care about the future. 7. Remember that everything in life is changing, and be able to appreciate these changes. 8. Do not allow your career to develop much faster than others. 9. Get fired as soon as you are sure it is necessary. 10. Think about the organization as an element of the labor market and do not forget about the existence of the external labor market [3, p. 354].

Summarizing the above, we can conclude that business career management plays an important role in the work of the manager: stimulates the growth of labor activity, accelerates the process of personnel transfers, which allows the employee to occupy a higher social position, increases job satisfaction. The process of business career management is an effective motivating factor that ensures not only the development of all potential opportunities in a person, but also his active involvement in the affairs of the organization.

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