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## **PROFESSIONALIZATION OF MANAGEMENT ACTIVITY IN UKRAINE**

In today's world, management resources are becoming the most important factor in the innovative development of society. Systematic management decisions, their multidimensionality and structured relevant content create the conditions for achieving positive changes in all areas of economic activity. On the other hand, there are a number of problems related to the professional level of management in the context of solving existing problems of socio-economic development of society. Therefore, the professionalization of management is a necessary lever for the development of not only the national economy but also modern society as a whole.

In the theory and practice of management, professionalization is understood as a process aimed at improving the efficiency of management. This process includes the development of managers to improve their professional level; development, implementation and modernization of management tools in the form of appropriate methods, tools and technologies for the creation of management infrastructure; formation of an appropriate worldview in the form of management philosophy [1, p. 49].

The main specific elements of the mechanism of professionalization of management in Ukraine are: vocational guidance system with the functioning of business entities - university schools of management for students of basic and secondary education (engaged in vocational guidance of youth, university management schools create opportunities for basic knowledge schools); primary professional management education in universities (bachelor's and master's programs), full modernization of curricula in accordance with the new requirements and competencies for innovative development of management science, analytics and management practice; adapted and in-depth forms of professional training of current management personnel through the system of corporate higher schools of management; creation and practical use of the legal framework for the development of professionalization of management activities in Ukraine (adoption of the Law of Ukraine "On professional training of managerial staff"); activity and development of professional associations of management, as well as specialized management associations of professional

consultants, teachers and researchers of management, associations of integrated management, etc .; creation of professional clusters of professional and innovative management development [2, p. 215-216].

OI Turchynov in his work "Professionalization and personnel policy: problems of development of theory and practice" notes that professionalization is a "multifaceted phenomenon that must be considered from different points of view - a set of psychological, sociological and economic issues" in a single system coordinates intersect the interests of man and society and focus on the main directions and ways of society's influence on the professionalization of people "[3, p. 102]. The author substantiates professionalization as a socio-economic phenomenon due to the development of professional activity in society. Its content reflects the process of acquiring professional activities (professionalization of labor), man - mastering the profession (professionalization of personality) and the emergence of social institutions designed to assist people in becoming a professional (staff professionalization system) [3, p. 18]. In particular, the professionalization of managerial work is aimed at improving the efficiency of available labor resources and includes the following components: optimization of regulatory and legal support of management - addressing legal issues of labor relations, coordination of administrative documents; improvement of personnel policy and strategy of personnel management; organization of personnel planning, formation of a positive image of management activities; improvement of power-administrative relations; formation of a system of motivation and stimulation [4, p. 55].

Thus, the formation of a modern system of professional management should be aimed at the active use of systematic methods for the preparation and adoption of management decisions. Management professionalization tools should be innovative and serve as an example of intelligent systems of socio-economic development, within which the mechanisms of interaction of management science, consulting systems and innovative management practices coexist.

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