

ПРАВОВА ОСБИТА

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*The article is aimed the formation of modern approaches and administration principles regarding advanced training of aviation enterprise managers, the outline of pedagogical models and qualitative content of advanced training programs, the development of a single administrative mechanism to ensure the effectiveness of such pedagogical activities. **Methods of research:** the main scientific methods of formal logic, system analysis and the classification method were used during the work. The method of system analysis is applied accordingly to determine special and general mechanisms for ensuring the process of administration related to upgrading the qualifications of managers of aviation enterprises. The method of formal logic allows us to determine scientific views on the categories of pedagogical methods, legal support and possible results of training of managers of aviation enterprises. The method of classifications has enabled determining the ways of further improvement regarding the institutional foundations of the administration of advanced training of managers of aviation enterprises. **Results:** the study of the issue of the legal foundations of the administration of advanced training for the managers of aviation enterprises is part of the study of the problems related to legal pedagogy, economic and aviation law. The results presented in this scientific article allow us to determine further steps for solving the organizational and legal problems of organizing the training of managers of aviation enterprises. **Discussion:** the problems of advanced training of managers of aviation enterprises are applied from the standpoint of the development of legal pedagogy, economic and aviation law.*

Key words: administration; advanced training; competencies; prevention of tax offenses; prudence; legal efficiency.

Problem statement and its topically. The success of the aviation enterprise and its economic stability as a business entity largely depends on the

professionalism and competence of the head. Considering the current market conditions with the challenges of competition, the head of the en-

terprise is required not only to have knowledge in a certain field of production but also legal knowledge, managerial skills, communication skills, mental stability, teamwork, etc.

The activity of the head of the enterprise combines psychological and legal elements, which make up the majority of competencies. In order to guarantee the high qualities and competencies of the head, the owners of the aviation enterprise should stimulate the continuous training of him and the managers of the middle management level.

Analysis of recent research and publications.

The issue of activity and assessment of the work of the managers of aviation enterprises from the standpoint of economic, aviation and civil law norms were the subject of scientific research by such famous scientists as: V.B. Averyanov, O.F. Andriyko, M.I. Anufriev, I.V. Aristova, N.O. Armash, O.M. Bandurka, O.O. Bandurka, D.O. Bezzubov, Yu.P. Bityak, V.T. Bilous, N.P. Bortnyk, I.L. Borodin, I.S. Bratkov, V.M. Harashchuk, I.P. Golosnichenko, V.L. Groholsky, Ye.V. Dodin, V.O. Zarosylo, R.A. Kalyuzhny, S.V. Kivalov, T.O. Kolomoets, V.K. Kolpakov, A.T. Komzyuk, S.F. Konstantinov, V.V. Konoplyov, O.V. Kopan, B.A. Komych, M.V. Komienko, O.V. Kuzmenko, V.I. Kurylo, M.N. Kurko, V.Ya. Nastyuk, V.A. Lipkan, O.A. Martynenko, O.A. Muzyka-Stefanchuk, V.I. Olefir, O.I. Ostapenko, V.P. Petkov, A.M. Podoliaka, T.O. Protsenko, L.A. Savchenko, A.A. Starodubtsev, M.M. Tyshchenko, N.P. Khristynchenko, V.K. Shkarupa, I.M. Shopina, H.P. Yarmaki, O.N. Yarmysh and others.

However, approaches for improval the qualifications of managers of aviation enterprises, effective measures to improve management have not been studied separately.

It is worth noting that some conclusions in the works on the management of business entities are based on the works of Aristotle, O. Bauer, J. Boden, W. Beck, M. Weber, T. Hobbes, R. Grotius, Democritus, D. Diderot, E. Durkheim, R. Ellinek, I. Ilyin, I. Kant, N. Korkunov, N. Machiavelli, Plato, H. Plekhanov, Polybius, P. Sorokin, R. Spencer, E. Hobsbawm, Cicero and many others. We do not reject these classic works, but we consider it expedient to improve the qualifications of managers considering the needs of modern practice and the available new opportunities.

Main material. In working with the reserve of managers, the crucial place belongs to their training — preparation for entry into the first management position and professional development when moving to the next level of management.

In the relatively recent past, there was a widespread opinion that a good manager is formed directly in the process of management activities, gradually enriching himself with the experience and intuition necessary to perform his functions, and therefore there is no need for his special training in the management science. In the best case scenario this approach was justified by references to the fact that no training can be a sufficient alternative to practical skills, it only complements these skills, developing the manager's ability to analytically assess situations.

No one disputes that the formation of a manager during the process of solving increasingly complex and diverse tasks is of great importance. However, it does not diminish his need for broader knowledge in any way, without which successful management of modern economic systems is impossible. Applying this knowledge requires personal experience, but it is not allowed that everyone can learn from their own successes and mistakes [1].

Becoming a manager during the working process should be accompanied by purposeful training and the acquisition of new knowledge, which is consolidated in the form of performing various tasks. Of course, it is wrong to deny the importance of a manager's natural gifts, his organizational abilities, and the ability to work with a team. But relying only on talent and experience is imprudent. This can lead to large losses for economic systems.

Enrichment of knowledge in the field of management, mastering the art of applying this knowledge in practice - indispensable prerequisites for effective management activity, constant maintenance of compliance with the position held. In support of what has been said, many arguments can be given - radical changes in the management style, the complication and expansion of its scope, the change of the environment in which the manager operates, due to the increase in the knowledge-intensiveness of production and the importance of the human factor, the increase in the diversity of organizational structures, etc [2].

At one time, business conditions allowed the formation of managers through self-education, usage of acquired practical experience through trial and mistakes. Many of them, possessing remarkable natural gifts, intelligence, and intuition, gradually turned into competent management specialists, but there were, of course, a lot of expenses.

The administration of advanced training of aviation enterprise managers is a series of measures of an organizational and legal nature, aimed at ensuring the process of continuous professional development of aviation enterprise managers in order to achieve the maximum economic and social effect from its operation.

From the standpoint of the norms of administrative law, the main elements of such provision are: a) functions and methods of this activity; b) pedagogical and social component; c) fixed learning outcomes.

Using survey data and other monitoring materials of aviation enterprise managers in 2015-2018, it is possible to better understand the colossal progress achieved in personnel training, as well as the omissions that need to be addressed. The report "Training of highly qualified personnel" published in 2018 provides the following data: in a group of 159 directors of aviation enterprises and board members of enterprises 63% had one higher education without special education in the field of transport or aviation. This situation is quite understandable, because the absolute majority of managers owed their position to the political situation in the country. The need for managers is actually determined by management requirements and the development of the industry.

During the additional examination of 80 directors it turned out that the assessment of administrative qualities deserved only the satisfactory mark. Conducted almost 10 years later, in 2017, a survey of 646 directors showed that more than half of them had one and "non-special" education and in another group of 544 directors of such enterprises it turned out to be even more - 62.3%.

But for a long time the situation with the personnel of business managers has been quite different. At the same time, actually, we only relatively recently began to eliminate the absurdity that consists in the fact that the manager remained, unlike

other specialists, a person who does not have a professional education. Before realizing this truth, a long path of searching and forced adaptation to not entirely satisfactory, but objectively formed circumstances was passed over [3].

Currently, we have at our disposal everything that is required for the organization of systematic professional training of managers. And the state solves this task considering the growing requirements for managers, does everything necessary to ensure that they master the modern science achievements and management practice. Nowadays, essentially, there is no justification for people who are not sufficiently qualified professionally for staying in high positions. Professional specialization should serve as a supplement to the education received at a higher education institution (college) and as a supplement to accumulated work experience in a certain field of activity. According to this, the existing order of personnel formation appears in the following form:

- training before starting a job in the management apparatus (acquiring higher or secondary special education);
- various types of training during the period of work in this apparatus (advancement of qualifications) and training before appointment to the position;
- retraining before each new value.

In the country the national system of training and improving the qualifications of managers of economic enterprises in the aviation industry is consistently expanding and improving. Top-level managers are trained in various specialized educational institutions (NAU, DUIT, NTUU "KPI" and others), as well as in educational institutions of profile specialization. In addition, there are:

- a) intersectoral and sectoral institutes for improving the qualifications of managerial personnel (with numerous branches at large enterprises and organizations);
- b) specialized faculties of professional development at institutions of higher education, as well as faculties of production organizers for line managers created in their structure;
- c) constantly operating professional development courses at enterprises, research institutes, seminars, asset schools, etc [4].

Mostly, professional development of business managers is carried out according to the industry principle. But there are several interdisciplinary training centers where the functional managers (departments of planning, financing, accounting, etc.) are engaged.

The departmental subordination of training centers for managers and specialists of the national economy causes many complaints. The aspiration of each ministry or association of federal subordination to create its own departmental training center, even low-powered, has led to the fact that not all have highly qualified teachers, the necessary educational material and methodical base. This reduces the quality and effectiveness of education. There is parallelism and duplication in training, and at the same time certain groups of workers, especially those whose work is of an interdisciplinary nature are not fully covered by training. Thus, it is recognized as expedient to unite institutes of advanced training in related fields into interdisciplinary institutes of advanced training.

Considerable progress has been made in the training of managers, but we still have a lot to do, and moreover, not only regarding the greater professionalization, but also in terms of raising the level of general education. In general, only a third of specialists in the national economy have a higher education and half of them hold managerial positions. Obviously, all upper-level and mid-level managers should have a higher education which among other things will significantly facilitate their professional training [5].

The current system of training business managers does not fully meet today's requirements yet. Changes affecting all spheres of socio-economic life, surely, cannot bypass the sphere of management. The system of training business managers is in the stage of improvement. Regarding the state-sector aviation enterprises a transition is being made to the organization of training managers on a unified state basis. In general, a unified procedure for improving the qualifications of all managers has been introduced at least once every six years. However, considering the rapid changes, circumstances, technical and technological reorientation, etc., there may be a need to improve the manager's qualifications (most often in relation to a narrow or specific

range of issues) and more often. Therefore, it is important that managers themselves can initiate their wishes regarding the topic and terms of professional development.

It is expedient to focus retraining and advanced training of managers primarily on the country's economy (machine-building, agro-industrial, transport, energy, service sectors, etc.), and within each of the complexes — at the level of the management hierarchy. The training of middle-level managers, who are less than others covered by centralized forms of training needs special attention [6].

In this regard the experience of enterprises that have organized systematic training of the heads of aviation enterprises is valuable. You can refer to the State Enterprise "Antonov" (Kyiv), where correspondence and remote training of heads and deputy heads of departments for the production of strategic products is well established. The organization of training for the middle managers of the State Enterprise "Antonov" based on the National Aviation University gave an impetus to the increase of the production capacity of the enterprise.

The type of training should be chosen depending on the applicant's general education, qualifications and future management position. The variety of training types obliges to differentiate with due attention the terms of retraining and advanced training of managers and to determine the periodicity of training based primarily on the level and dynamics of the technical and organizational state of production. Of course, the skillful choice of the form of training is also important – with or without separation from production, lasting from a few weeks to two or even four years, in special educational institutions or at the association (enterprise) itself. At the same time, it is important that the level of professional training is somewhat ahead of the current need for it: it is necessary not only to update knowledge, but also to teach people to perform new types of activities that arise in the course of the development of economic systems [7].

The main prerequisites for the organization of training that meets the current requirements for the training of business managers can be summarized as follows:

- differentiation of basic training and training positions as subsystems that have different goals and perform different functions;

- differentiation of training content on the basis of clearly defined differences in training needs at different levels and in different links of the management system, industry and (or) functional units;

- ensuring continuity between separate subsystems of training: basic, job and improvement as well as between degrees of the listed subsystems;

- accounting for the psychophysiological characteristics of managers when choosing forms and methods of training.

In all cases, it should be clear that the professional training of managers cannot be turned into a routine. Here, like nowhere else, it is an unacceptable template. This means that training programs must be built in accordance with the professional and qualification requirements for managers who hold relevant positions, as well as, if possible, for each applicant (considering the level of his training, the specifics of the unit's activities, in which he should be working, etc.). This can be achieved in the form of the development alongside the individual learning plans.

Modeling is done based on the fact that all work on training and upgrading the qualifications of the reserve is carried out considering the functions that they have to perform in the future, as well as the requirements for managers of the corresponding level.

All this information that ultimately reflects the nature and scope of knowledge, as well as skills needed by a manager of the appropriate level can be obtained from the *professiograms* we talked about above. Therefore, the content of the preparation of the reserve, as well as individual work plans for each member of the reserve is based on these documents. *Professiograms* make it easier to determine the degree of compliance of the manager with the position he already holds or the position assigned to him, and therefore the nature of the additional training required for its performance. During the development of training programs, the materials of professional and qualification directories by job categories, features of the contingent of students and their career prospects are also taken into account.

In the model, as a rule, three stages of professional training of a manager are assumed: primary (basic) training, which precedes the occupation of the first position, job training, which takes place before assuming a new position, and, finally, professional development during the period of stay in each position. Thus, the training of a manager is considered as something that is carried out after graduating from a higher education institution (it is considered that it does not make sense to do this in higher education institutions, since in most cases the abilities for managerial activity are revealed at a more mature age than that of a student; however, this "argument" cannot serve as an excuse for not using real opportunities to identify leadership abilities even in student groups).

Basic training has an interdisciplinary nature, which is determined by the multifunctionality of the content of the manager's activity and it is carried out once during the entire period of his work. In the process of such training trainees undergo a theoretical course and internship, and further improvement of their skills is provided according to an individual work plan (since nowadays it is impossible to provide a manager with knowledge that, without needing enrichment, could serve him throughout his working life).

Job (pre-job) training that is a continuation of the basic training has a branch nature and is very important for the manager's entry into the new circle of his responsibilities. It has been established that persons who have not undergone such training fully master the area of activity managed by them in 2.5-3 years, while those who have undergone training only need one year for this. At the same time, the student receives theoretical and practical knowledge, sufficient for the qualified performance of the duties assigned to him. It is expedient to conduct such training according to individual programs in branch institutes (faculties) of professional development or at faculties of organizers of industrial production at institutions of higher education.

Qualification training aimed at the periodic upgrading of the qualifications of managers is based: for managers of the highest level - at higher education institutions and specialized educational institutions, and for middle and lower levels - at training courses of ministries (departments), industrial asso-

ciations, institutes of promotion qualifications. Here, previously acquired knowledge is replenished, get acquainted with the latest achievements in areas that are of professional interest to managers of the corresponding levels.

The training program for the reserve of managers should usually take two to three years. It seems that some single figure can be named here as this term is established considering the specifics of the reserve. But one thing is clear: the horizon of training should be sufficient to cover all stages of the leader formation. If it takes ten years from the moment a person enters a higher education institution to fully master this or that type of activity and he is promoted to a position even later, then it is advisable to develop reserve training programs, probably, for fifteen years in advance.

Industry-specific reserve training programs, quite reasonably, have considerable differences. In confirmation, we will present a model of professional training of a manager which has a different structure compared to the one given above.

The quality of professional training models for business managers and reserve training programs developed on their basis is judged by the final results. The results are expressed in the conclusions of the activity of economic systems, in the ability to make reasoned decisions in a timely manner and control their implementation. When determining the effectiveness of models, it is desirable to consider the side effect of training - the skills of larger and deeper thinking, the display of interest in related fields of knowledge and their kind of multiplication, which can bring considerable success in the future, etc.

Surely, while determining the degree of influence of managers who have completed the training course on the results of the activity of economic systems, it should be considered that they depend not only on the work style of the manager, but also on factors that lie outside the boundaries of this economic system (backwardness of the technical base of production, unsatisfactory organization of supply, low quality of components, supplied parts, etc.). In such a situation, it is hardly possible to count on the fact that training will significantly and, moreover, quickly increase the efficiency of production. Although even in this case, a professional-

ly trained manager is able to quickly find a solution to eliminate the negative consequences of external circumstances.

Conclusion. One of the main directions of the formation of the aviation industry is the training of the management staff of aviation enterprises. Formation of high-quality training programs for managers of aviation enterprises is the basis for qualified management of an enterprise in the aviation industry and obtaining positive economic and financial results. The system of training management personnel in the field of aviation has its own specifics, because it requires mandatory consideration of the specialization of the company's activities and the tasks set before it.

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АДМІНІСТРУВАННЯ ПІДВИЩЕННЯ КВАЛІФІКАЦІЇ КЕРІВНИКІВ АВІАЦІЙНИХ ПІДПРИЄМСТВ

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*Метою статті є розгляд питання правових засад щодо підвищення кваліфікації керівника авіаційного підприємства, окреслення моделей педагогічного та якісного наповнення програм підвищення кваліфікації, розроблення єдиного адміністративного механізму забезпечення ефективності такої педагогічної діяльності. **Методи дослідження:** в ході роботи використано основні наукові методи формальної логіки, системного аналізу та метод класифікацій. Метод системного аналізу застосовано відповідно для визначення спеціальних та загальних механізмів забезпечення процесу адміністрування підвищення кваліфікації керівників авіаційних підприємств. Метод формальної логіки дозволив визначити наукові погляди на категорії педагогічних прийомів, правового забезпечення та ймовірних результатів навчання керівників авіаційних підприємств. Метод класифікацій дозволив визначити шляхи подальшого удосконалення інституціональних основ адміністрування підвищення кваліфікації керівників авіаційних підприємств. **Результати:** дослідження питання правових засад адміністрування підвищення кваліфікації керівників авіаційних підприємств є частиною дослідження проблем юридичної педагогіки, господарського та авіаційного права. Результати дослідження, викладені в даній науковій статті, дозволяють визначити подальші кроки в дослідженні проблем організаційних та правових проблем організації підвищення кваліфікації керівників авіаційних підприємств. **Обговорення:** проблеми підвищення кваліфікації керівників авіаційних підприємств є прикладними з позиції розвитку юридичної педагогіки, господарського та авіаційного права.*

***Ключові слова:** адміністрування; підвищення кваліфікації; компетенції; профілактика податкових правопорушень; обачність; юридична ефективність.*

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