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## FORMATION OF FUTURE MANAGER'S PROFESSIONAL COMMUNICATIVE CULTURE

*The article analyzes the research of Ukrainian and foreign scientists on the formation of a professional communicative culture of future managers. The essence of the author's training program and the peculiarities of the activities of future managers at one of the stages of training are revealed. Exercises for the development of future managers' self-confidence, ability to evoke working well-being are given. An example of a business game and analysis of its results are given.*

*The reasons for deviations from the norms of professional communication, avoidance of errors in communication of students, future managers, because the insufficient level of communicative culture can cause significant economic losses. The aim of the article is to highlight the problem of forming a culture of professional communication, which is an organic component of professionalism of a business person. The study is based on theoretical methods, including analysis and generalization of research results on the culture of professional business communication, conclusions.*

*Suggestions to add language characteristics to the description of a person's business qualities remain relevant today: whether or not he or she is able to express his/her thoughts clearly and concisely, as communicative culture is an important aspect of diverse impact on the listener. Proper oral and written language can ensure the speed of mutual understanding between the participants of the communicative act. The relevance of the study, which is due to the need to cultivate a conscious desire to study the culture of professional communication.*

*It is substantiated that an important aspect of professional language training of specialists-managers is knowledge of the norms professional communication and constant skillful use of them. It is generalized that the culture of communication is a part of the general professional culture of a specialist in any field of activity, including economic profile, and its absence is evidence of indifference and illiteracy.*

**Key words:** culture of communication, professional activity, specialists-managers, norms of Ukrainian literary language, professional foreign language, communicative skills.

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## ФОРМУВАННЯ КУЛЬТУРИ ПРОФЕСІЙНОГО СПІЛКУВАННЯ МАЙБУТНІХ МЕНЕДЖЕРІВ

*У статті проаналізовано дослідження українських та закордонних учених щодо формування культури професійного спілкування майбутніх менеджерів. Розкрито суть авторської тренінгової програми та особливості діяльності майбутніх менеджерів на одному з етапів тренінгу. Наведено вправи на розвиток у майбутніх менеджерів впевненості в собі, вміння викликати в себе робоче самопочуття. Подано приклад ділової гри та аналіз її результатів.*

*Розглянуто причини відхилення від норм професійного спілкування, уникнення помилок у мовленні студентів, майбутніх менеджерів, адже недостатній рівень культури мовлення може стати причиною значних економічних втрат. Метою статті є висвітлення проблеми формування культури фахового мовлення, що є органічною складовою професіоналізму ділової людини. В основі студії використано теоретичні методи, зокрема аналіз і узагальнення результатів досліджень із культури професійного ділового мовлення, висновки.*

*Актуальними на сьогодні залишаються пропозиції про те, щоб до характеристики ділових якостей людини додавати ще й мовну характеристику: вміє чи не вміє чітко та лаконічно висловлювати свої думки, оскільки культура мовлення – важливий аспект багатоманітного та різноспрямованого впливу на слухача. Правильне усне та писемне мовлення може забезпечити швидкість взаєморозуміння між учасниками комунікативного акту. З'ясовано актуальність дослідження, що зумовлена необхідністю виховувати свідоме прагнення до вивчення питань культури фахового мовлення.*

*Обґрунтовано, що важливим аспектом фахової мовної підготовки фахівців-менеджерів є знання норм сучасного професійного спілкування та повсякчасне вміння користуватися ними. Узагальнено, що культура мовлення – це частка загальної професійної культури фахівця будь-якої сфери діяльності, в тому числі економічного профілю, а її відсутність – свідчення бездуховності і безграмотності людини.*

**Ключові слова:** культура спілкування, професійна діяльність, спеціалісти-менеджери, норми української літературної мови, іноземна мова професійного спрямування, комунікативні навички.

**The urgency of the problem.** Modern society cannot exist without language – the most important means of communication, means of expression and transmission of experience to contemporaries and descendants. Professional communication is a process of exchanging ideas in a certain field of knowledge, in whatever form it is carried out, it is a functional reality of language in all its material and situational forms (Bychok, 2010).

A person's professional way of communication testifies to his/her spiritual, intellectual development, inner culture. Researchers have found that a representative of the business world during the day says about 30 thousand words. The ability to speak correctly is not a fashion trend, but an urgent need (Butenko, 2006).

No matter what level of management of organizations are managers (general management managers, line and functional managers), they must be fluent in professional communication. The manager occupies one of the crucial positions in the management system of organizations. The manager must have a competent, professional, logical language, be able to conduct business negotiations, in production conditions with the help

of appropriate methods of verbal communication to prepare public speeches, use certain forms of discussion, discuss problems of general scientific and professional nature, etc. The course of the Ukrainian language in the professional field and the course of the foreign language are aimed at the professional and communicative development of those who acquires higher education.

The future specialist-manager must know the norms of modern Ukrainian literary language; use professional terminology; communicate, appropriately using the actual Ukrainian vocabulary and words of foreign origin; work with special (professional) literature; freely use different functional styles and their backgrounds in professional use; replenish and actively use personal terminological thesaurus; navigate in typical and atypical situations of professional communication; have skills of spontaneous speech; to carry out the analysis of own way of communication from a position of normativeness and optimality of the used language means.

Professional broadcasting should include the formation of a system of integrated professional knowledge and skills, including

language specialization, the closest connection of the language course with the relevant disciplines, primarily in coordination of teaching professional disciplines, foreign and Ukrainian languages.

The aim of the article is to highlight the problem of forming a culture of oral and written Ukrainian business communication, which should become a dynamic system of knowledge acquired by students in the process of learning economic laws of development, studying the specifics of those industries in which they will work. norms in the use of lexical, phonetic, morphological, syntactic and stylistic means of language, which is an organic component of the professionalism of a business person.

At the present stage of development, political, economic, scientific life around the world is, of course, in English. English is the official and working language of the United Nations, a large number of summits and meetings of heads of state, the signing of laws and decrees, negotiations and debates. International trade, the banking system, the activities of the transport system on land, sea and air are carried out in English. This language is a living communicative tool for academics, doctors of science around the world, because international conferences, world experiences and information exchange take place only with the use of English. That is why students-managers should systematically work on improving the professional foreign language, develop communicative skills that will help in finding a job and successful employment, consolidation in the first job, preparing yourself for a successful career.

#### **Analysis of recent research and publications.**

Issues of communicative culture were the object of scientific attention in linguistics, they were considered by well-known linguists, in particular, as: I. Ogienko, O. Potebnya, V. Vinogradov. Later, specialists in the field of public administration and linguistics – N. Babych, V. Knyazev, I. Plotnytska, P. Redin, S. Shumovytska – stressed the need to determine the optimal communicative behavior in a given situation, drew attention to the importance of communicative culture in vocational training. characteristics of specialists of any profile.

According to the results of the scientific research analysis (I. I. Komarova, 2000; T. V. Ivanova, 2000; S. O. Ryabushko, R. M. Fatikhova,

2000; V. A. Liventsova, 2002), in order to form culture the following active teaching methods were used in professional communication: modeling and analysis of specific communication situations, psychotechnical exercises, structured and spontaneous group discussions, business and role-playing games, trainings.

Thus, I. I. Komarova's dissertation research describes the gradual formation of the culture of pedagogical communication. The program developed by the researcher provided for lectures and seminars on the diagnosis of stylistic features of pedagogical communication; individual consulting work; modeling and analysis of specific situations of pedagogical communication; psychological and pedagogical tasks; structured and spontaneous group discussions aimed at discussing and correcting value orientations and methods of pedagogical communication; story-based role-playing games; psychotechnical exercises; reading and discussion of scientific literature and literature on the problems of pedagogical communication (Komarova, 2000, p. 12).

T. Ivanova considers it appropriate to use the following technologies: training in activities (direct involvement of students in the process of real professional activity); mastering subject information; games (a special type of anthropotechnics, which involves mastering various components of professional skills in a situation that contains elements of conventionality) and training (Ivanova, 2000, p. 87).

The program of formation of culture of pedagogical communication in R. M. Fatikhova's research includes three consecutive complementary and mutually conditioned stages. Thus, the main technologies used at the first stage were the following: diagnostics, counseling, methods of active socio-psychological training. At the second stage of formation of this culture diagnostics, performance of individual tasks, consultation were used. Execution of the tasks of the third of the stages defined by R. M. Fatikhova in mastering the studied culture was provided by diagnostic technologies and communication trainings [Fatikhova, 2000, p. 129].

Experimental methods of forming and improving the culture of professional communication of future managers in the study of V. A. Liventsova contains a set of organizational forms and methods

of communicative training (lectures and seminars, practical classes on diagnosing stylistic features of professional communication, individual counseling, modeling and analysis of specific situations of professional communication, structured and spontaneous group discussions, story-role and business games, psychotechnical exercises, reading and discussion of scientific and popular science literature on professional communication (Liventsova, 2002, p. 114).

Certainly, teachers of all disciplines follow the language of students: explain the meaning of new words, review oral answers, correct errors, but only in Ukrainian language classes students can gain meaningful speaking experience, and this contributes to the general culture of the future manager.

The main purpose of teaching professional communication is to form in students a high level of intelligence, development of personal qualities, because the importance of knowledge can be realized only by a person with a high level of communicative culture.

**Presentation of the main material of the study.** The professional culture of a manager is not only everything created by human hands and mind, but also a way of social behavior developed over the years, which is reproduced in specific business situations, where the culture of manager communication is his/her spiritual face. High culture of communicative means possession of the richness of language, avoidance in language practice of newspaper stamps, clericalism, dialectics, achieving such an oral and written form of communication, which would most fully, most accurately convey the meaning of thought.

Mastering communicative skills should be a way of being able to use language tools to solve communicative tasks in specific situations of professional communication.

The most productive communicative skills of students are formed in the classroom, the conditions of which are as close as possible to the future communicative activity, encourage real communication and solving typical communicative tasks. The artificiality of communication should be avoided by modeling situations of future professional activity.

Work on the formation of students' communicative skills should be carried out in

the following areas: characterization and control of the correct use of language norms; formation and development of basic communicative skills.

To optimize the process of formation of communicative skills it is necessary to: teach the Ukrainian language in a professional direction in a holistic system of students' professional education, improvement of professional foreign language, without distinguishing disciplines into professional and non-professional; to develop in students skills of careful selection of language means depending on the purpose and tasks of statements; stimulate them to analyze and improve their own way of communication; to provide an activity approach to the formation of communicative skills in professional communication; to organize the process of formation of communicative skills on the basis of communicative situations as close as possible to the future professional activity, avoiding far-fetchedness and artificiality; to pay constant attention to the language of methodological support of professional disciplines of managers-economists; to intensify work on the formation of students' communicative skills in classes in highly specialized disciplines by constantly involving teachers of language disciplines in the examination and evaluation of tests (Butenko, 2006, p. 227).

Having mastered the system of communicative skills, the student will be able to establish verbal contacts with the interlocutor, to build expressions in different styles and genres, using appropriate terminology. However, the desire to standardize their own way of communication, awareness of language expediency arises in students only as a result of continuous hard work of teachers of all subject cycles.

According to the dissertation research of T. P. Rukas, the structure of the culture of professional communication has the following components:

- linguistic correctness, which involves knowledge and compliance with the speaker adopted in modern language socio-linguistic norms (orthoepic, lexical, grammatical, stylistic, etc.);
- language skills, which is determined by the richness of the active vocabulary of the native speaker, his ability to choose from certain options the most accurate in semantic, stylistic, expressive terms, which corresponds to the communicative intentions of the speaker;



– language consciousness – a strong desire of the speaker to improve their own quality of communication (Rukas, 1998, pp. 49–50).

At the same time, the researcher in the culture of business communication identifies certain functional components, the implementation of which is provided by a set of skills that, in our opinion, should be mastered by future managers in the training process, namely:

– organizational (organize the process of communication, based on knowledge of the situation, motive and purpose of communication, proper understanding of the partner, establishing contact, to arouse and maintain interest in the communicative process);

– informative (to present material on the topic of communication in monological or dialogical form, reconciling the informative richness of the message with the lexical material available to the addressee, syntactic constructions, intonation design);

– perceptual (ability to influence partners in word and deed, to persuade them, to incline to their point of view);

– control-stimulating (evaluation of communicators' activity at each stage of communication in such a form that promotes the desire for further communication, as well as self-assessment, analysis of one's own communicative activity) (Rukas, 1998, pp. 50–51).

These skills, as the researcher emphasizes, interact in the act of business communication, ensuring the ability of the specialist to communicate (Rukas, 1998, p. 51).

A significant role in the formation of these skills in future managers was played by a specially developed linguistic business game "Negotiations". At the same time, we emphasize that this game was held after special work on mastering by future managers such communicative qualities of speech as correctness, accuracy, logic, richness, expediency, expressiveness.

This business game had the following goals:

1. Mastering business communication. Activation of skills of using professional vocabulary.

2. Learning to speak. Activation of dialogic communicative skills.

In developing the structure of the business game "Negotiations", it was advisable, in our opinion, to proceed from the relevant

recommendations contained in the literature (Savenkova, pp. 138–144).

This game was held in two experimental groups of students of the economic institution of higher education. The distribution of roles was decided by the teacher (based on his ideas about the business and personal qualities of students).

After conducting the linguistic business game "Negotiations", competent judges determined the levels of formation of future managers in the skills complex (organizational, informative, perceptual, control-stimulating, the substantive aspects of which were considered according to TP Rukas) (Rukas, 1998).

The first stage of the training on the formation of a culture of professional communication by future managers by developing and conducting a convincing influence of the head on the subordinate ended.

During the formation of students' ability to exert this influence on others, it would be appropriate to be guided by the conclusion that the psychotechnics of this influence focuses on the cognitive component of the manual (Butenko, 2006, p. 166). This component is a system of individually mastered social knowledge.

Given the objectives of our training, this impact should be considered as a system of conscious and organized influence on the cognitive component of the manual by transmitting certain information. From the three ways of developing the psychotechnics of this influence (the theory of conformity of the subject, the instructions of the source of information, the theory of balance of emotional and intellectual components of the instructions, the theory of cognitive dissonance) we chose the first of them.

In the process of developing persuasive influence, students took into account the conditions of its effectiveness, namely:

taking into account the information fund of the cognitive component of the guidelines of the communication partner;

availability of communication partner management skills;

the formation of skills to disconnect the partner from his own thoughts;

availability of adequate situations of persuasive information transfer systems;

good pace of organization of persuasive influence;

reinforcement of the information process by expressive means of influence;

logical organization of facts and construction of causal relationships in the information process of persuasive influence.

**Conclusions and prospects for further research.** Thus, the formation of professional communication between students-managers is a continuous process, which is important to stimulate not only in language classes but also in professional disciplines, where students can constantly develop skills in the terminology of the future specialty. The art of communication has always been considered an organic component of the professionalism of a businessman, a new type of manager who must have a non-standard view of things, have a high ethics in communication,

flexible responsibilities, charismatic ability to please people, inspire them, lead by force. and the power of arguments, convincing words.

The material of the proposed study does not claim to be a comprehensive solution to all aspects of the problem of forming a culture of professional communication of future management professionals. Need further development of issues: scientific and methodological support of the educational process using modern learning technologies, the Internet; optimization of the educational process in higher education institutions as a means of developing the creative potential of the future manager; creation of appropriate electronic textbooks, the use of which will contribute to the formation and improvement of the culture of professional communication of future managers.

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