

## ***Formation of Management Culture of Future Specialists in the Forestry Industry***

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**Abstract:** The content-technological component of the formation of management culture of future specialists of the forestry industry of Ukraine is represented through the definition of the content component of the academic disciplines that contribute to this, and the practical training. *Aim:* to carry out a content analysis of qualification characteristics, curricula and content of educational disciplines, outline the connection between theoretical and practical training of specialists in the field. *Main results:* the existing content of the basic educational disciplines of the professionally-oriented direction does not ensure the integral formation of the management culture of future specialists in the forestry industry, in particular, due to the lack of specific tasks related to the formation of managerial thinking, poor provision of interdisciplinary connections and the application of predominantly traditional forms and methods of training. The corrected content of theoretical and practical training of students from professionally-oriented disciplines and management practices, aimed at forming a management culture; training technologies; substantiation of the need for socio-psychological knowledge and socio-psychological training. *Conclusions:* successful solution of the tasks of effective formation of managerial culture of future specialists in the forestry industry in higher

education institutions is possible, provided that there is a close connection between training with practice, overprofilization, introduction of interdisciplinary integrated optional courses, combination of different forms and active teaching methods, managed by independent work on the technology of distance learning, managerial practice and non-auditing work.

**Keywords:** management culture, management culture of future forestry specialists, management culture of the head, superprofilisation, socio-psychological preparation, training sessions, self-directed work.

**Introduction.** Effective functioning of the forestry sector involves a situational approach to management, flexibility and optimal adaptation of specialists to constant changes, the introduction of modern management technologies, the preparation and effective use and growth of a key resource - qualified managers in a higher education system who have a managerial culture are competent and competitive.

The professionally oriented activity of a specialist in the forestry industry is activities aimed at "forest and urban ecosystems, forestry, hunting, gardening, organization and planning of forestry, forest management, forest protection, forest hunting, forest-meadow, gardening and logging" [1].

**Aim:** to carry out content analysis of qualification characteristics, curricula and content of educational disciplines, which ensure the formation of managerial culture of future specialists in the forestry industry, and outline the connection between their theoretical and practical training.

**Means and methods:** content analysis, studying of sources, documents and results of activity (for obtaining primary information, preliminary acquaintance, analysis of curricula and content of educational disciplines specialty "Forestry").

**Results and discussion.** The concept of training graduate students in the specialty "Forestry" of NUBiP (National University of Bioresources and Nature Management) of Ukraine states that the full functioning of the forest industry in a market economy requires highly specialized specialists capable of solving specific problems, therefore the following provisions are the basis for the formation of the training of specialists: perspective needs of the forest industry; ensuring the flexibility of the training system for adapting them to the rapidly changing demands of the national and international labor markets; the integration of educational, research and innovation activities by the example of leading research universities in the world;

logical interconnection of educational programs for preparation of graduate students with bachelor's programs.

The economic situation and sharp competition in the profession cause situations in which management culture is an inseparable part of the competencies to be acquired by a student (masters) while studying in higher education institutions. Having analyzed the state educational standard of higher professional education, the curriculum and the training programs in the field of "Forestry", we certify the insufficient number of disciplines that would contribute to the formation of a management culture.

Let us note the discipline of the curriculum for the training of masters of the specialty "Forestry", because it is because of their content component that the formation and further development of managerial culture of future specialists takes place. The partial representation of their informative (content) component will lead to the conclusion of a coherent picture of opportunities and gaps in shaping the management culture of future forestry specialists and will enable us to prove the feasibility and need for developed author's optional courses aimed at helping future forestry professionals *to form a management culture exactly as a dynamic, complex system of personal personality that combines a set of competences that provide effective management of forestry on the principles of sustainable development through professional management of reproduction and development of appropriate and valuable forest ecosystems* (S.V. Yashnik). The information component complements practical training as a compulsory condition for the acquisition of future specialists in professional competencies and covers various aspects of the forestry practitioner's activities, taking into account the sectoral orientation of his work in the forestry sector [3].

The laying of the foundations for the formation of a management culture of future specialists in the forestry industry is carried out at the expense of the content component of the following disciplines: "Sociology", "Forest and Landscape Economy", "Political Science" (invariant component), "History of Ukraine and Ethnoculture", "Ukrainian language (for professional orientation)", "Legal culture of personality", "Organization of forestry production", "Natural-reserved case" (variant component). The information component of these disciplines sets the foundations for forming the foundations of managerial culture of future specialists in the forestry industry. On the basis of the content analysis of the qualification characteristics of the

Bachelor field of training "Forestry and Landscape Management," we conclude that the competences outlined there do not foresee the purposeful formation of a managerial culture of the future specialist of the branch, but some subjects of educational disciplines lay the basis for the realization of this need.

The following disciplines are important for the formation of a management culture of future specialists in the forestry industry: "Management of forestry production" (4 credits), "Forest management planning" (6 credits), "Management psychology" (4 credits) (invariant component); "Forest Policy" (3 credits), "Strategy of Sustainable Development" (2 credits) (variant component).

Let's outline the main positions of the curricula, implementation of which is ensured by the integrated application of already acquired knowledge and skills for at least partially forming the management culture of future specialists in the forestry industry. The discipline "Forest Management Management" is intended to provide a systematic vision and understanding of the role of the ecosystem (forest) as a crucial factor for the survival of mankind in the context of the global environmental crisis, achieved through practical activities in the chosen specialty, aimed at understanding, managing and regulating interaction, interdependence and the mutual influence of socio-economic, techno-technological, biological, ecological and other systems, and, accordingly, will reduce the amount of non-competent in the future non-critical and worldview short-sighted actions of management (managers), that is, catastrophically false decisions and actions. Management is considered in the context of social systems, because it requires the presence of a person and organization with goals, subordination, joint activities, etc., which directly requires a certain level of management culture. Specifics of forestry production, which students studied at a higher education institution during academic disciplines and practical training, created certain functions of management that required a prevailing management culture. It is proved that the relation between freedom and responsibility contributes to the formation and development of managerial culture of future specialists who will perform general (main) and special (concrete) functions of management at various hierarchical levels of performance of official duties. The contents of the same management functions will vary depending on the hierarchical level that determines the specific aspects and components of the management culture. The formed management culture of highly educated forestry experts will manage not only the labor process in general without harm to the forest, but also the bioecological

process in each plant in particular. Critical analysis of the adopted or possible decisions taken or implemented is logical to construct activities taking into account own and other people's experience in managing the forestry industry.

On the formation and development of managerial competence is directly influenced by the human worldview (limited, methodologically limited, mechanistic, scientific, noosphere, etc.), which actualizes the requirements for adequate human behavior in society and the use of available resources.

The academic discipline "Forest Policy" helps to broaden the scientific outlook, forms conceptual concepts of state policy (economic, environmental and social) in the field of forestry. Its purpose is to determine students' knowledge of the history of forest policy development, understanding of its essence, mechanisms and instruments of state regulation of forest relations in Ukraine and abroad, their legal aspects. The scientific outlook is expanding through obtaining information about forest policy, its principles, goals, tasks and main components. Acquaintance with the elements of the forest-political sub-system through which the realization of interests takes place; study of modern forest legislation, implemented in the legislative acts of the state; familiarization with the legislative and legal principles of the national forest policy and international commitments on forest management and forestry on the basis of sustainable development.

"Forest management planning" is an applied economic discipline whose goal is to help students to integrate forestry, technological and economic knowledge in a comprehensive way for acquiring skills in the development of a forestry engineering technical and economic plan, resulting in students mastering modern planning, utilizing general economic and sectoral information resources for effective forest management planning.

"Sustainable Development Strategy" in Ukraine is a discipline that involves an interdisciplinary and systematic approach to studying the main issues of human interaction with the environment in terms of sustainable development principles and strategies. They are recommended at the United Nations Conference on Environment and Development (Rio de Janeiro, 1992), the Concept of Ukraine's Transition to Sustainable Development (2006) and the Strategy of Environmental Policy of Ukraine until 2020. The purpose of studying this discipline is the formation of students with basic knowledge of the problem interaction between man and the environment. It is necessary for making decisions in further professional activities in

accordance with the principles of sustainable development, which in turn involves the following objectives: the study of the essence and basic concepts and principles of the concept of sustainable development; concept of the biosphere as a dynamic system; basic information about global environmental problems of humanity – resources and development, human-induced impacts on the biosphere; qualitative and quantitative criteria for the sustainability of development and modeling of the development of society; economic, socio-political, ecological and ethical problems of development; problems of making managerial decisions.

Unfortunately, this educational discipline is removed from the curricula of the relevant specialties, although, according to our belief, it is crucial for the formation of the outlook and managerial culture of the future specialist in the forestry industry.

From specialists working in modern forestry enterprises, they require a high level of competence in the field of professional management. One of the main qualities of a modern forestry manager is the ability to take professional environmental and economically sound solutions in a complex natural and market environment in a timely manner. In the system of training specialists in the forestry industry, the following disciplines "Environmental Economics", "Forest Production Planning", "Management in Forestry", which involve mastering the knowledge of the basics of the theory of complex systems management, the theory of risk, the theory of making managerial decisions and ecological and economic optimization of these decisions.

Content analysis of training programs for professionally oriented disciplines has shown that targeted professional training in the formation of managerial culture of future specialists in the forestry industry is not fully carried out. In this connection, the ways of forming the managerial culture of students are defined – integration of knowledge on the theory and practice of management and management, psychology and management psychology, taking into account the specifics of future professional activities in the industry.

The content of theoretical and practical training of students in professionally oriented disciplines (educational discipline "Management of forestry production" – content blocks "Objectives and functions of production management", "Management methods", "Personnel in the system of management", "Management decisions") is directed to the theoretical analysis of issues regarding the characteristics of the manager, effective use of employees to achieve organizational goals on the human-

centered basis. The introduction of new technologies in management based on a systematic approach in solving managerial tasks should provide an understanding of the achievement of the success of forest enterprises in a competitive environment, not only by optimizing material, financial resources, but also by human, which involves mastering the knowledge of psychology of personality for more effective use of personal potential of personnel in the implementation of management activities. The emphasis is on the main directions of work with people: the focus on solving employee and personal problems of employees; orientation towards the future, which involves providing the forestry industry with competent specialists in the end, creating favorable conditions for development, self-realization of the potential of the individual through self-knowledge, self-esteem and self-development.

The practical part of the course is corrected, which involves solving professional tasks concerning human management; in-depth self-examination of the self in order to further self-improvement through the implementation of consistent self-management, as well as to determine their own professional inclination to perform certain activities. The theoretical and practical parts of the course are supplemented by the blocks: "Typology of the personality", "Person's tendency towards the types of professional activity", "Self-management".

The content of theoretical and practical training of students from the professionally oriented discipline "Forest management planning" has been corrected. There are topics: "General characteristics of management of the organization", "The essence of effective management work", "Rationality of management activity and criteria of its efficiency". It is oriented on the analysis of issues of peculiarities managerial activity of the head of general-organizational development; features of management of social systems; the essence of the effectiveness of managerial work, ways of ensuring it, improving the individual style of professional activity, indicators and criteria for the effectiveness of the organization by assessing the effectiveness of the manager.

Since in managerial activity the leader always realizes himself as a person, reacting holistically to the situations that arise, interacting with other members of management, forming a system of individual values. We note the expediency of socio-psychological disciplines, which are the "superprofile" branch of knowledge directly affecting the formation management culture: "Psychology of management"; optional course "Managerial culture of the head"; trainings, business games and

cases; self-directed work on the technology of internally-distance learning; management practice; extra-curricular work.

The discipline "Psychology of Management" aims at studying the psychological patterns of management activity, problems of communication and interaction of people in different social structures and corresponding tasks, in particular: analysis of psychological conditions and peculiarities of management activity in order to increase the efficiency and quality of work in the management system. As a result of studying of this discipline, the student must master the knowledge of the patterns of leadership, in particular, to understand the mutual influence of power and personal influence of the head; management styles; the dynamics of a small social group and its structure, psychological phenomena in small and large social groups; making managerial decisions; psychological features of collective management; peculiarities of business communication and ways of settlement of conflict situations; the specifics of the sexual characteristics of the members of the team and their consideration in professional activities, etc. This educational discipline has a powerful personal and professional potential, as it activates the integrative thinking of future professionals through immersion in the situation of professional interaction and gaining experience in practical management activities.

Leading for the creation of the basis for the formation and development of managerial culture of the future specialist in the forestry industry are such academic disciplines as "Management of Forestry Production", "Forest Policy", "Psychology of Management" and "Strategy of Sustainable Development", but their content (information) component and practical- oriented content does not solve the question of the formation of managerial culture of future specialists in the forestry industry, which led to the need to develop an optional course "Managing and manager culture" for undergraduates specialty "Forestry".

An optional course "Leadership Management Culture" is based on supporting European values and approaches that develop a socially responsible managerial culture. Its purpose is to study the general principles of the formation and reproduction of managerial and organizational culture, and on this basis - scientific approaches to managing the change in the culture of the organization; promoting the development of students who will be productive in building the forestry industry, taking into account its strategic goals, understanding the needs of the society and the



socio-psychological aspects of management activities, and in the longer term – enhancing the role of the managerial culture of specialists in the development of the forestry industry and key socioeconomic processes in the country.

The goal is detailed through a series of tasks: to form a forward-looking forestry industry with a strong interest and motivational-value attitude to management; to promote awareness of the importance of mastering the management culture for improving the effectiveness of future management activities; to acquaint students with the essence and structure of the management culture of specialists in the forestry industry. Also it is very important to help students understand their real level of managerial culture; to promote understanding of the essence of management by the students and its functions; provide students with organizational and managerial knowledge; to motivate and stimulate the aspirations of future specialists in the forestry industry to self-development, self-development and self-realization in the process of professional activity; to promote the development of managerial traits and personality traits in future forestry specialists.

The place of the optional course in the training system for future specialists in the forestry industry is a necessary basis for a skilled solution to its specific practical problems that are studied in other, applied study courses. The optional course “Management Culture of the Leader” is based on such disciplines as “Psychology”, “Psychology of Management”, “Ethnic Psychology”, “Social Psychology”, “Organizational Culture”, “Management”, “Conflictology” etc.

In studying the course active methods of teaching are used, in particular: problem lecture, binary lecture, lecture with given errors; problem-intensive practical classes, round tables, individual work, preparation and discussion of problem reports; imitation methods: gaming (business games, game design), non-gaming (analysis of specific situations, situational tasks, brainstorming). Audit work is supplemented by independent work, studying sources with their further analysis in the implementation of practical tasks and conducting business games. A student must realize that the management culture is an integral part of characteristic of the individual; be able to analyze the state of organizational culture in an organization with the use of techniques, schemes and matrices.

The optional course “Management Culture of the Leader” includes a training program for the development of management culture, which is represented by intensive training modules: formation of the acmeologic position of the future

specialist as a professional leader; formation of psychological readiness for highly effective management activities; formation of a management team; motivation of professional achievements in management activity; the formation of a system of functional capabilities in the process of making managerial decisions, etc.

The training program for the development of management culture involves mastering the topics: psychological peculiarities of the manager's activities (social influence, management styles, manager's psychological qualities, manager's personality motivation, psychological performance indicators of management development, prevention of professional management deformation and regressive personality development of the head); psychological peculiarities of management of organizations (socio-psychological patterns of human behavior in organizations, psychological characteristics of organizations, etc.); psychology of the decision of administrative tasks (psychology of making managerial decisions); resolving conflicts; socio-psychological aspects of management activity, etc.

During the training sessions, effective modern methods of teaching and diagnostics were used to form a managerial culture, to expand and improve the socio-psychological management skills, skills and development of leadership qualities, which included: consolidating and interactive transfer of theoretical modules of the discipline "Psychology of Management" and an optional course of study "Management Culture Manager"; lectures using multimedia technologies; interactive analysis of real managerial situations; simulation integrated management, economics, ecological and management games represented by the system of tasks of interdisciplinary and interrelated content of courses "Psychology of Management", an optional course "Managerial Culture of the Head" and special administrative disciplines with elements of forestry disciplines: "Forest Management Management", "Forest Management Planning", "Forest Policy", "Strategy for Sustainable Development" to create a holistic view of the object of study, systematization of the training th material of interdisciplinary content.

Business games were used, video films reviewed by professional and managerial direction, which allow to present audiovisual visual management situations; psychological and professional testing of students; individual counseling with specific managerial problems; group and intergroup discussions; ideas competition; exchange of experience, analysis of practical examples; development of measures for the implementation of knowledge in management practice, etc.

For effective solution of the tasks of the training courses mastering the management culture at each stage: initial (diagnostics of managerial culture of future specialists in the forestry industry, motivation of independent mastery of managerial culture, self-management); technological (purposeful mastery of management culture, managerial skills, skills, abilities to carry out effective administrative activity); correctional (formation of students' ability to reflexive self-improvement, correction of individual programs of future specialists of the forestry industry with respect to the development of their management culture), a combination of methods of work that are most consistent with the tasks of this stage, in particular, the combination of tests, mini-lectures, discussions or mini-lectures and interactive analysis, etc. The educational process was accompanied by practical tasks, developed taking into account the specifics of the professional activities of future specialists in the forestry industry. In the process of mastering the program for the formation of management culture, students receive professional management competencies for addressing interdisciplinary problems in the forestry industry, teamwork skills, etc.

An important condition for the effective formation of management culture is the organization of a self-directed independent work of future specialists in the forestry industry based on the technology of distance learning. For this purpose, the electronic training complex of the discipline "Psychology of Management" (developed on the E-Learning platform) has been developed. The use of technology of distance learning in the process of forming a management culture has provided opportunities for: increasing access to future forestry specialists to educational materials; motivation for self-educating cognitive activity of future specialists in the forestry industry; providing real freedom to choose the content of independent work and its better manageability; ensuring the individualization of the educational process in accordance with the needs, features and capabilities of future specialists in the forestry industry; providing methodological support and individual counseling that arise in the process of studying the educational material; to expand the opportunities for the exchange of educational materials among all participants in the educational process; creation of additional opportunities for multifaceted and polymorphic interaction of all participants in the educational process; ensuring quality control of the formation of a management culture of future specialists in the forestry industry, etc.

The said prepares future specialists in the field for implementation in the workplaces of a complex of management functions as the main / general (planning, organization, coordination / regulation, stimulation / motivation, control), and specific / special (acquiring specific content depending on the purpose and specificity of the organization, in which they are carried out, and therefore require an appropriate level of professionalism from the subjects of management) of the vertical (by the criterion of the object of management) and horizontal (according to the criteria determined by the specific action of basic enterprises) division.

The content and features of training specialists in accordance with the economic and administrative organization of the forestry sector are determined by the fact that the forestry is a producer, not a distributor of forest goods. The most important is the understanding of the priority of the strategic tasks of the forestry industry in accordance with the tasks of the forest industry, the awareness of the inextricable unity of forestry with the forest industry, while at the same time possible crossing their interests.

The peculiarity of the educational process of training specialists in the forestry industry is the multidimensionality of the assimilated material, the combination of exact sciences with the possible verification of the results with the humanities, which represent a system of values, beliefs and practical experience.

Modern curricula for training specialists are characterized by a combination of biological, engineering (technical), economic disciplines and the study of information technology, which is due to the expediency of such training for the management of forestry production in various aspects: technological, organization of work, the production of various projects with mathematical calculations and cartography, etc. In this way, the combination of cycles of social and humanitarian disciplines, fundamental training and disciplines of professional training contributes to the qualitative training of specialists in the forestry industry.

The training of specialists in the forestry sector is characterized by the large-scale integration of traditional natural and technical and anthropological disciplines for disciplines of the forestry with disciplines of humanitarian and ecological orientation (sociology, political science, psychology, cultural studies, anthropology). This gives the future specialist the opportunity to master effective methods of analysis of the "man-forest" system, which is to substantiate the environmental and social feasibility of managerial decisions that must take into account both the

interests of the biocomplex and the person. This approach correlates with the modern understanding of the humanistic approach aimed at the globalization of the efforts of mankind regarding nature conservation and nature-reproductive technologies as a noosphere phenomenon. It is emphasized on the necessity of development of humanitarian-oriented aspects of forestry activity, which requires the training of specialists of a new type.

Requirements to the level of professional training, the reflection of managerial orientation in the content of academic disciplines, the need to combine theoretical training with practical experience of work makes possible the high level of implementation of forest management specialists in the field of managerial functions in professional activities.

In accordance with the requirements of forming a management culture from specialists in the forestry industry, we highlight quality blocks of an integrative nature. We will outline the content of these blocks: the first one is oriented towards the achievement of a high level of general professional training, which involves special knowledge and skills oriented to the specifics of the industry, knowledge of the latest achievements of science and technology, the latest technologies and methods, vision of prospects, ability to forecast its activities in the forestry industry; the second – accumulates love to nature, valuable attitude to forestry activities, the the growing importance of socio-ecological functions of forest resources, the use of mechanisms for socially responsible forest use; a high level of general and professional culture, an understanding of the importance of forests as national wealth in the global dimension, which ensure the ecological and social orientation of forest resource development; the third is the need to master the basic professional qualities and personality traits (endurance, balance, persistence, determination, ability to achieve the goal, courage, conscientiousness, responsibility, etc.).

Specific features of labor in the forestry industry require specialists not only sound special training and a significant amount of knowledge in the consistent execution of each production operation, but also personality properties and qualities. In the conditions of modern society, the role and importance of the requirements for the psychological sphere of specialists in the forestry industry is increased (perception, thinking, independence, determination, discipline, attention, memory, etc.). The successful work of industry professionals depends on the ability to predict and evaluate the changing natural factors, the results of which are usually prolonged

in time. Requirements for specialists in the forestry industry need the mobilization of a set of specific psychological qualities and properties that ensure the successful mastery of the profession, and is a criterion for the suitability of this type of work. Therefore, to the important characteristics of the forestry industry, include patience, persistence, readiness to work in difficult natural conditions.

To effectively master the management culture of forestry specialists, skills in many areas should be developed: nature conservation; management of human resources; communications; financial and economic planning; mastering the normative base at the level of the industry and organization; environmental law; material and financial resources.

Consider the distribution of the social and specialized block of disciplines in the curriculum. Normative documents regulate not less than 20% of the time in the curriculum of IHE (institutions of higher education) on the study of social disciplines (economics, ecology, sociology, psychology), which is necessary for the training of well-trained professionals who must learn to work with people and be prepared to occupy leading positions. This does not always ensure the formation of a human-centered and ecological world-view of the leader, but the observance of certain conditions: the selection of highly qualified teachers who take into account the specifics of IHE and share beliefs about the need to study future specialists in the humanities disciplines; paying special attention to the skills of communication: teaching students the ability to effectively and correctly express their thoughts, ability to listen (lecturers, interlocutors, etc.); conducting seminars on topical issues whose purpose is to stimulate creative abilities and encourage students to creative thinking (for example, "Humanitarian Business Issues", "Adoption of Optimal Solutions", "Environmental Technology", "Assessment of Risk-Related Situations", etc. fix the situation.

The process of studying management as a sphere of specific activity has a number of features that distinguish it from the processes of professional training. The need for continuous replenishment of knowledge is characteristic for any specialist, but for the head is exacerbated by the need for career growth, which is accompanied by a certain devaluation of a large part of knowledge. To the greatest extent, the knowledge and experience that make up the technological component of its professional resource are subjected to depreciation. The process of getting the leader of new knowledge (in the process of learning) and new experience (in the

course of practical activity) are two different but interrelated processes: gaining experience enriches knowledge, and the mastering of new knowledge supports and develops practical skills, complets knowledge of experience, obtained from practical life.

The main requirements of the formation of the content of the training programs for masters of the forestry sector are determined: compliance with the existing and future needs of agro-industrial, biotechnological, nature-protective and scientific-research complexes and other branches of the economy of Ukraine. They include also adaptability to the worldwide system of training specialists and providing flexibility in the system of training specialists to adapt them to the rapidly changing demands of the national and international labor markets. There are an innovative nature of programs and training plans, integration of educational, research and innovation activities on the example of research universities in the world and logical interconnection of master's programs with bachelor's programs.

The structure of the content of master's programs for the training of future specialists in the forestry industry in the NUBiP of Ukraine implies the presence of four blocks of disciplines. Disciplines, mandatory for all students or students of the University's master degree (1 block) facilitate the preparation of masters for future scientific activities and training in postgraduate study. They help to learn a foreign language, to see the need for harmonious development of nature and society, to have information on international standardization and system certification of the agrarian sector of production and forecasting the development of world agriculture and food resources.

The list and scope of disciplines required for the relevant specialty (2 blocks) are determined by the industry standards of higher education in Ukraine. These disciplines are the foundation of the specialty, qualification of the master's degree is formed on the following training cycles: 1. Humanitarian and socio-economic preparation (10 credits); 2. Professional and practical training (52 credits).

The cycle of social and humanitarian disciplines involves the assimilation of Psychology of Management, Philosophy of Science, Business Foreign Language, Intellectual Property (7.5 credits). Cycle of disciplines of fundamental training includes Methodology of scientific research, Forestry policy (5 credits); cycle of training courses contains Forest management, Forest productivity regulation, Labor

protection in industry, Information technology in forestry, civil protection (19.5 credits).

Master's programs in the field of specialization are: "Forestry and practical forestry", "Forest management and forestry", "Forest melioration", "Hunting", "Forest protection", "Forest management", "Forest renewal and cultivation", "Entomological methods control in crop production and nature management".

The disciplines of the optional part determine the basis of specialization within the corresponding specialty: "Forest, land and environmental law" (1 credit), "World forestry and forest resources" (1.5 credits), "Strategy of sustainable development of nature" (1 credit), "International Standardization and Certification of Technologies", "Raw Materials and Finished Products" (1 credit). The list and content of selected disciplines (3 blocks) forms the university academic and research center, and, at the choice of the student (4 blocks), and the topics of the master's theses, is a department on which the students of the master degree are assigned. These disciplines help at the current level to complete the master's thesis and adopt graduate magistracy to the future job placement.

Special attention is paid to the professional-oriented disciplines of the master's program "Forest Resources Management and Forest Enterprise": "Forest Resources Management" (5.5 credits), "Forest Product Goods" (4 credits), "Information Systems in Forestry" (4, 5 credits), "Finance and credit" (4 credits), "Economics of nature management" (4 credits), "Foreign economic activity in the forestry complex" (4,5 credits), "GIS-technologies in forestry" (5 credits), "Modeling the productivity of forests" (4 credits). Total in the cycle of 35.5 credits. The cycle of disciplines in the choice of students (6 credits) includes the following disciplines: "Marketing in forestry" (3 credits), "Computer technologies in forestry" (3 credits), "Personnel management at forest enterprises" (3 credits), "Economic valuation of forest lands" (3 credits), "Investment management at forest enterprises" (3 credits).

Specialists in forestry enterprises have to be of a high level of knowledge of the skills and abilities of professional management. One of the main qualities of a modern forestry manager is the ability to take professional environmental and economical grounded decisions on time in complex natural and market conditions. In the system of training forestry specialists a leading role in the formation of professional qualities, competence, innovative management thinking belongs to the disciplines "Economics of Nature Management", "Planning of Production in Forestry",



“Management in Forestry”, etc., which provide acquisition of knowledge from the basics of the theory of complex systems management, the theory of risk, the theory of making managerial decisions and the ecological and economic optimization of these solutions.

The curriculum of the Master's program is aimed at building competencies that are the structural components of the management culture of future specialists in the forestry industry. They are: a) professional (mastering modern knowledge in the field of forest management, concepts of sustainable forest management and the ability to implement them); b) instrumental (ability to analyze, make managerial decisions, communicate in different languages); c) interpersonal (ability to work in a team, ability to critique and self-criticism); d) systemic (ability to self-study, initiative, and creativity).

The FORPEC Master's program “Forest Policy and Economics”, presented by the Swedish Agricultural University Research Forest Center in Southern Sweden, corresponds to the direction of “Forestry” and includes the study of the following subject blocks: “Modern Forestry”, “Forestry Planning”, “Forest Policy”, “Ecology of broadleaf forests and forestry in them”, etc. This Master's program was created because of the partnership of European universities in order to establish an international master's program for foreign students “Euroforpester” (European Forestry Master) and implemented by the Swedish University of Forestry, supported by a number of industrial companies, various programs of Sweden, the EU, and the Union of the Baltic Sea States.

A successful example of international cooperation was the Master's program “Forest Policy and Economics”, the innovative nature of which is that for the first time in Europe, the forest-policy and forestry directions were balanced within the framework of one master's program. This educational program is one of the results of the FORPEC project “Strengthening education and training capacity in forest policy and economic development in the western Balkan region”. A distinctive feature of this project is the focus on scientific research, which provides a significant part of the training time, an interdisciplinary approach to studying practical problems in different countries of Europe. The project is funded by the Government of Finland and the European Forestry Institute and includes 13 partners from different countries including BOKU University (Vienna), forestry departments and research institutes in Albania, Macedonia, Serbia, Montenegro, Bosnia and Herzegovina and Croatia.

The analysis of educational programs of disciplines of management direction, the topics of lectures and seminars, practical classes showed that they are abstract, their content is stereotyped, often does not involve connection with future management activities.

Formation of management culture of future specialists in the forestry industry by the means of psychological training becomes essential and is an integral part of the overall system of their professional training, since psychological knowledge is an important factor in the development of professional competence, the formation of innovative potential of students, development of their responsible, creative, initiative attitude to the solution of production problems. No less important they are in the process of professional socialization; because the modern specialist needs the ability to set up a goal, build a strategy of activities in a competitive environment.

The training plans for the training of modern specialists in the forestry industry do not take into account the need of psychological training for future professional activities: the academic discipline "Psychology" is absent from the training plans of specialists in the forestry industry. Aware of this need, the teachers of the Department of Social Work and Psychology of the NUBiP of Ukraine during 2008-2017 actively developed and implemented a teaching and methodological complex that provided students with psychological knowledge in elective classes, individual consultations, and others like that. Effectiveness of the manager's professional training is ensured by the use of active learning methods (business and role games, case studies, incident method, auction ideas, round table, socio-psychological trainings, practical classes in small groups in the form of dialogue, etc.), which allows to effectively master new knowledge in a short period.

Nowaday, there are contradictions between the requirements of the society to highly qualified specialists and the inconsistency of practical provision of their professional training; the needs of the manufacturing sector in professionally-oriented and trained specialists and the lack of compliance with the legal and regulatory framework for their employment. According to the National Report on the Status and Prospects for the Development of Education in Ukraine (2016) [2], one of the key issues is the separation of higher education from the needs and interests of the labor market. The prediction of systematic cooperation between employers and educational institutions, ensuring the quality of higher education, the development of new standards of higher education that are in line with the best European and

international practices is foreseen in the Law of Ukraine “On Higher Education” (2014). Therefore, practical training of students is one of the forms of organization of the educational process and the obligatory component of the training of a highly skilled specialist for the future work, ensuring its competitiveness. Depending on the specialty or specialization of students, the following types of practice are defined: educational, technological, operational, design, economic, research, etc.

This is a necessity of the development of new approaches to the transformation of the IHE into employer partners interested in the final and qualitative outcomes of the revision of the curricula in order to restore and further enhance the status of practical training; development and introduction into the educational process of continuous programs of practice, new systems of practical training of students; the formation of a system of branch links between higher education institutions and employers in order to ensure that students receive professional skills while undergoing professional training; development and implementation of the system of early adaptation of graduates in primary positions.

Requirements for the practical training of specialists in the forestry industry are ensured by the implementation of a cross-cutting system of interrelated practices – educational and production, the purpose of which is to master students with modern methods, forms of organization and instruments of work in the field of their future profession, the formation of them on the basis of received professional skills and skills for making independent decisions during specific work in real production conditions. Practical training is based on the principles of continuity and consistency of its implementation in obtaining the required sufficient amount of practical knowledge and skills in accordance with different degrees of Bachelor, Master. The objective of the training practice is to be acquainted with the basics of future professional activities, to bring in the initial professional skills and to assure the right choice of the future profession.

Practical training involves being acquainted with the qualification characteristics and job descriptions of the employees of the management unit of all hierarchical levels with the emphasis on their tasks and responsibilities in accordance with the specifics of the industry related to the direct management of specific forestry and forestry industries in general. The scope and content of the tasks and responsibilities of specialists in the field directly correlates with their functions and defines the complex of competencies that a specialist of the appropriate level should

possess. The task of evaluating the personal and business qualities of the personnel and understanding of the essence of the methods (methods, procedural regulations, procedures, etc.) in assessing the employees' activities and personal, organizational and professional qualities of the managers in order to identify the level of competence of the employee is significant in the context of forming the management culture of future specialists in the forestry industry. For the purpose of his correspondence with the position, he claims or already embraces.

One of the means of successful preparation of future masters of forestry for the future professional activity is management practice, which is a technological (production), which provides a combination of their theoretical training in IHE with practical activity at the enterprise of forestry. The purpose of the practice is personal participation of students in the technological process of production with the fulfillment of the specific duties of forestry employees. The purpose of the managerial component is to consolidate the theoretical knowledge, practical skills and skills acquired during the process of studying in the IHE, develop practical skills for substantiation, preparation and adoption of independent management decisions, organization of the process of implementation of the decisions, comprehensive knowledge of the structure of the enterprise, etc.

**Conclusions.** Successful solution of the tasks of effective formation of management culture of future specialists in the forestry industry in the IHE is possible if there is a close connection between the studying and practice in the following forms: the creation of a young leader's school and the involvement of students and teachers in the work; communication with the State Forestry Agency by attracting students to social actions; assistance to students in organizing and conducting activities that focus on in-depth study and research on issues related to the environment, etc.

The following conditions will contribute to the effectiveness of further training of specialists: identifying possible resources for training in the workplace; organization of training in the workplace and management; motivation of employees to work in the workplace; encouraging them to analyze their activities; implementation of the practice of discussing the results of activities; organization of feedback with employees who are studying in the workplace; open observation of work at the workplace; creating a supportive psychological climate for establishing relationships between the trainer and the employees who are studying in the workplace; involvement of employees in the administration in the workplace;

transformation of innovations and experiments into real projects; internship at another workplace, etc.

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