

METHODS FOR THE TRAINING OF FUTURE IT SPECIALISTS IN STRATEGIC AND TACTICAL ACTIVITIES IN BUSINESS ORGANIZATIONS

Lavrentieva Olena, Doctor of Pedagogical Sciences, Professor, Professor of the Department of Innovative Technologies in Psychology, Pedagogy, and Social Work, Alfred Nobel University, Dnipro
E-mail: helav68@gmail.com

ORCID ID: 0000-0002-0609-5894

Krupskiyi Oleksandr, Candidate of Psychological Sciences, Associate Professor of Marketing and International Management Department, Oles Honchar Dnipro National University, Dnipro

E-mail: krupskyy71@gmail.com

ORCID ID: 0000-0002-1086-9274

DOI: 10.32342/2522-4115-2023-1-25-6

Keywords: IT specialists' professional activities, tactical and strategic competence of IT specialists, professional training of future IT specialists, strategic planning in business organizations, IT strategy, IT tactics, methodological approaches.

The article emphasizes the relevance of revising the content of professional activities and the range of powers of specialists of IT departments in business organizations and, accordingly, the conceptual foundations of their professional training. The need for forming future IT specialists with unique skills and abilities to carry out strategic and tactical activities and develop the relevant competencies, which allows them to be active participants in the construction and implementation of the organization's business strategies, has been clarified.

The purpose of the article is to review and analyse the features of strategic and tactical activities in the functioning of IT specialists in a business organization, as well as the study of methodological foundations of the formation of tactical and strategic competence in future IT specialists, which will allow them to implement various measures of strategic planning and project work successfully.

During the study of the problem of training future IT specialists for strategic and tactical activities in business organizations, methods of retrospective analysis, generalization and interpolation of theoretical aspects of the problem were applied; methods of conceptualizing advanced pedagogical experience in the formation of professional important competencies of future IT specialists were used.

It has been found that tactical and strategic competence determines the ability of an IT specialist to project short-term and long-term goals, develop methods and tactics for their achievement, and in this way effectively organize professional activity and achieve success in it.

It has been substantiated that the development of tactical and strategic competence can be realized in terms of a specially organized training process for future IT specialists contributing to their mastering the experience of developing and approbation IT strategies and tactics. Methodological approaches (competent-oriented, creative-developmental, multidisciplinary, practice-oriented, problem-based ones) have been revealed, for them the methods of training future IT specialists for strategic and tactical activities in business organization should be based. It has been noted that the methods of formation of future IT specialists' readiness for strategic and tactical activities involve a number of stages, namely: 1) actualization of professional needs, interests, motives, and formation of students' business values; 2) determination of the goal and selection the tools of influence aimed at the shaping of students' scientific and theoretical knowledge and personal experience in the implementation of professional skills; 3) arming students with an arsenal of strategies that allow for a holistic analysis of the situation, actions, and motives and, as a result, permits to reduce the operational costs of the organization and the turned IT service into a driver of business; 4) modelling of possible strategy implementation tactics in various production situations; 5) analysis of acquired experience, control and correction of formation of future IT specialists' professionally important competencies.

The features of the application of methods of activation and stimulation of motivation and responsibility in educational and professional activities, organizational methods, the method of immersion in the situation, the method of pattern and case study in the process of formation of tactical and strategic competence in future IT specialists have been defined and described.

A conclusion was made regarding the requirement for step-by-step application of methods and technologies in order to prepare future IT specialists for strategic and tactical activities during their professional training process.

References

- Andrews, K. (1980). *The Concept of Corporate Strategy*, (2nd ed.). Dow-Jones Irwin. 180 p.
- Andriushchenko, K. et al. Peculiarities of sustainable development of enterprises in the context of digital transformation. *Entrepreneurship and sustainability issues*, 2020, vol. 7, no. 3, pp. 2255–2270. doi: 10.9770/jesi.2020.7.3(53)
- Asoh, D.A. (2004). *Business and Knowledge Strategies: Alignment and Performance Impact Analysis*, Ph.D. thesis. New York, 210 p.
- Bogers, M., Chesbrough, H., Heaton, S., Teece, D.J. Strategic management of open innovation: A dynamic capabilities perspective. *California Management Review*, 2019, vol. 62, no. 1, pp. 77–94. doi: 10.1177/0008125619885150
- Bourgeois, L.J., Brodwin, D.R. Strategic implementation: Five approaches to an elusive phenomenon. *Strategic Management Journal*, 1984, vol. 5, no. 3, pp. 241–264.
- Brych, V., Galysh, N., Borysiak, O. (2020). *Stratehiia upravlinnia pidpriemstvom z vyrobnytstva biopalyva* [Management strategy of a biofuel production enterprise]. Ternopil, VPTS “Ekonomichna dumka TNEU”, 224 p.
- Chandler, A.D. (1962). *Strategy and Structure: Chapters in the History of the Industrial Enterprise*. Cambridge, MA, M.I.T. Press, 480 p.
- Cichosz, M., Wallenburg, C.M., Knemeyer, A.M. Digital transformation at logistics service providers: barriers, success factors and leading practices. *The International Journal of Logistics Management*, 2020, vol. 31, no. 2, pp. 209–238. doi: 10.1108/IJLM-08-2019-0229
- Gartner Digital Execution Scorecard. (2023). Available at: <https://www.gartner.com/en> (Accessed 09 March 2023).
- Grynko, T., Hviniashvili, T., Kaliberda, M. Strategic Management of the Enterprise in the Conditions of the Digital Economy. *Economy and Society*, 2023, vol. 50. doi: 10.32782/2524-0072/2023-50-71 (In Ukrainian).
- Haes, S.D., Grembergen, W.V. (2015). Chapter 5: COBIT as a Framework for Enterprise Governance of IT. *Enterprise Governance of Information Technology: Achieving Alignment and Value, Featuring COBIT 5* (2nd ed.). Springer, pp. 103–128.
- Hai, T. N., Van Q. ., Thi Tuyet, M N. Digital transformation: Opportunities and challenges for leaders in the emerging countries in response to COVID-19 pandemic. *Emerging Science Journal*, 2021, vol. 5, no. 1, pp. 21–36. doi: 10.28991/esj-2021-SPER-03
- Holota, O., Tytkovskyi, O. Role of Strategic Leadership in the Military Human Resource Management’s Strategy. *Journal of Scientific Papers “Social Development and Security”*, 2023, vol. 13(2), pp. 41–53. doi: 10.33445/sds.2023.13.2.5 (In Ukrainian).
- Kanafotska, I. (2020). *Vpered do mrii: naiefektyvnishi metody tsilepokladannia* [Forward to the dream: the most effective methods of goal setting]. Available at: <https://bhub.com.ua/uk/vpered-do-mriyi-najefektyvnishi-metody-tsilepokladannya/> (Accessed 09 March 2023).
- Kovalchuk, V.I. Formation of Individual Learning Strategies by Means of Innovative Pedagogical Technologies. *Young Scientist*, 2018, no. 12, pp. 100–102. doi: 10.32839/2304-5809/2018-12-64-26 (In Ukrainian).
- Krupskiy, O., Kuzmytska, Y. Organizational culture and business strategy: connection and role for a company survival. *Central European business review*, 2020, vol. 9, no. 4, pp. 1–26. doi: 10.18267/j.cebr.241
- Lavrentieva, O. (2017). Methodological approaches to vocational training organization. *Management of higher educational quality: problems and prospects: collection of scientific papers*. London, IASHE, pp. 102–105.
- Lavrentieva, O., Lebid, O. The Leadership Competence Actualization and Development of Economic Area of Expertise Students During Their Professional Training Process. *Scientific Bulletin of Flight Academy. Section: Pedagogical Sciences*, 2022, issue 11, pp. 116–125. doi: 10.33251/2522-1477-2022-11-116-124 (In Ukrainian).
- Lebid, O.V., Sharavara, V.V. Tactical and strategic competence as a component of professional competence of a specialist. *Bulletin of Alfred Nobel University. Series “Pedagogy*

and Psychology”, 2019, Vol. 2 (18), pp. 302–307. doi: 10.32342/2522-4115-2019-2-18-38 (In Ukrainian).

Legominova, S.V. Conceptual Bases of Strategic Management of Competitive Advantages of the Enterprises. *Global and National Problems of Economics*, 2017, issue 18, pp. 250–255. Available at: <http://global-national.in.ua/archive/18-2017/48.pdf> (Accessed 09 March 2023). (In Ukrainian).

Mintzberg, H. (1978). Patterns in Strategy Formulation. *Management Science*, vol. 24, pp. 934–948. doi: 10.1287/mnsc.24.9.934

Njagi, A. Strategy Implementation: Does Hierarchy Culture Matter in Licensed Professional Societies in East Africa. *European Journal of Management Issues*, 2021, vol. 29(3), pp. 125–132. doi: 10.15421/192112

Nugroho, I., Paramita, N., Mengistie, B.T., Krupskyi, O.P. Higher education leadership and uncertainty during the COVID-19 pandemic. *Journal of Socioeconomics and Development*, 2021, vol. 4(1), pp. 1–7.

Proshkin, V., Sharavara, V. Development of Pedagogical Technology of Prognostic Competence Formation in Future Computer Science Bachelors. *SWorldJournal*, 2021, no. 07-04, pp. 20–28.

Reda, R.A., Lenderking, J.B. (2014). *Tactical Management: Getting the Most from Managers*. Available at: <https://govleaders.org/pdfs/tactical-management4.pdf> (Accessed 09 March 2023).

Saienko, N.S. (2013). *Rozvytok stratehichnoi kompetentsii inshomovnoho spilkuvannia u studentiv tekhnichnykh spetsialnostei* [Development of strategic competence of foreign language communication among students of technical specialties]. Available at: http://www.kamts1.kpi.ua/sites/default/files/files/saenko_rozvytok_strategichnoi_kompetentsii.pdf (Accessed 09 March 2023).

Segev, E. Strategy, Strategy-Making, and Performance in a Business Game. *Strategic Management Journal*, 1987, vol. 8(6), pp. 565–577. doi: 10.1002/smj.4250080606

Shapran, O. Development of Strategic Competence of Future Teachers in the Process of Modern Teaching Strategies Mastering. *Professional Education: Methodology, Theory and Technologies*, 2018, vol. 7(1), pp. 259–273. Available at: <https://education-journal.org/index.php/journal/article/view/164> (Accessed 09 March 2023). (In Ukrainian).

Sullivan, J. VUCA: The new normal for talent management and workforce planning. *Ere.net*, 2012, vol. 16. Available at: <https://www.ere.net/articles/vuca-the-new-normal-for-talent-management-and-workforce-planning> (Accessed 09 March 2023).

Sun Tzu. (2015). *Mystetstvo Viyny* [The Art of War]. Lviv, Stary Lev Publishing House, 108 p. (In Ukrainian).

Suzuno, M. (2021). The Tactical Skills All Employees Need in 2022. Available at: <https://blog.udemy.com/top-business-tactical-skills-2022/> (Accessed 09 March 2023).

Volkova, N.P. (Ed.). (2021). *Modeliuvannia kompetentnisnoi profesiinoi osvity v konteksti yevrointehratsii* [Modelling of competency-based professional education in the European integration context]. Dnipro, Alfred Nobel University, 356 p.

Zhou, Y., Yang, Y., Yang, J.-B. Barriers to BIM implementation strategies in China. *Engineering, Construction and Architectural Management*, 2019, vol. 26, no. 3, pp. 554–574. doi: 10.1108/ECAM-04-2018-0158

Одержано 18.01.2023.