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## **ENVIRONMENTAL, ECONOMIC AND LEGAL ASPECTS OF SUSTAINABLE DEVELOPMENT OF A BUSINESS ORGANIZATION**

**Summary.** *The paper presents a generalization of environmental, economic and legal aspects of ensuring the implementation of the sustainable development goals of a business organization in the conditions of large-scale military aggression of the Russian Federation against Ukraine. In particular, it was established that the awareness of the nation as a single whole causes a number of organic consequences in the form of transformational shifts in the management structure of business organizations towards reorientation towards European standards of environmentalization of economic activity. The formation of new economic ties and deeper cooperation with countries with developed economies, as well as the termination of economic cooperation with the aggressor and the reassessment of the goals and values of the activities of business organizations are an impetus for the implementation of the goals of sustainable development and greening of business activities. It has been established that the ecological and ethical approach in the functioning of a business organization is closely intertwined with economic benefit, and is also based on the improvement of the relevant regulatory and legal field.*

**Key words:** *sustainable development, business organization, environmental management*

## **SECTION 5. DOMINANTS OF MANAGEMENT EDUCATION DEVELOPMENT / СЕКЦІЯ 5. ДОМІНАНТИ РОЗВИТКУ МЕНЕДЖМЕНТ-ОСВІТИ**

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### **TRANSFORMATIONAL PROCESSES IN TRAINING TECHNOLOGIES**

**Abstract.** *The author describes online learning specifics based on practicing trainers' experience. The purpose of this study is to identify opportunities and prospects of online training in present-day conditions. The task of the research is to determine complex aspects of planning and running online training sessions, and analyze online learning opportunities and advantages.*

**Key words:** *online training, business training sessions, virtual groups, virtual platforms.*

#### **Relevance**

Today, transformational processes pervade all spheres of human activity, including education. Many educational technologies are changing their formats due to online learning advances. More and more educational service providers are appearing, offering a variety of online learning forms. There are web conferences and webinars, single online lectures and online marathons, online courses and intensive courses, etc. Nowadays, it has become clear that there are

fundamental differences between online learning sessions and traditional ones.

The analysis of scientific and literature sources shows that in organizational terms online training sessions may be most challenging. When trying to make the best of their training environments, many trainers face a lot of challenges at the preparatory stage, during training sessions and at the follow-up stage. It should be noted that these issues have not been theoretically justified yet. That is why below we will identify the possible ways of meeting these challenges through the prism of practitioners' experience and the results of our research.

#### **Task statement**

The purpose of this study is to identify opportunities and prospects of online training sessions in present-day conditions. The task of the research is to determine challenging aspects of conducting online training sessions, and analyze online learning opportunities and advantages.

#### **Results of the research**

A goal of using the training format in education is to help individuals to acquire new knowledge and practice skills in a certain field, or acquire communication skills in typical professional situations. Tutorial or psychological training sessions allow individuals to develop study or business skills, or solve personal problems, for example, get rid of unwanted personal behavioral patterns.

In a classroom, trainers can present all the topics of traditional training sessions accumulated over the years of practice. There are many different training scenarios, as well as manuals, guides and methodological recommendations for trainers [4; 5]. But online trainings are different from traditional ones. Therefore, many unresolved issues arise in practice. First, not all classroom training topics are suitable for distance learning. Secondly, time and space need to be organized differently. Third, group work organization may be rather tricky. Fourth, online training provides for no physical or emotional contact, which may cause difficulties.

Online sessions are not perfect for the sessions which include a lot of physical activity. The vast majority of the forms and methods used during traditional training sessions – warm-ups, games, energizers, etc. – have no effective online analogues yet. Body practices (e.g. art therapy) appear not effective enough too as it is difficult or impossible for the trainer to monitor participants. The same is about corporate team building sessions which are often brought out into nature: group environment and live communication are learning components of such sessions. Various rehabilitation and medical training sessions that require direct contact with a human body or a mannequin as well as live supervision can be conducted only in specially equipped premises. It is also a challenge to conduct online training sessions for professionals in the course of which they learn to use new mechanisms and new technologies, and develop their practical skills.

At the same time, online training has a range of advantages and offers numerous opportunities. As evidenced in practice, most educational and psychological trainings topics have already been transformed and adopted to the online format. In particular, these topics include the following:

- achieving corporate goals;
- increasing sales and customer base;
- business, personnel, project management;
- development of communication skills, both oral (negotiations, interviews, etc.) and written ones (writing CVs, motivation or cover letters, etc.).

The online format is perfect for theoretical presentations and personal development, self-development of skills, leadership, time management etc. The time management's online trainings is effective in the process of managing free time, who need effective self-organization, rational use of time in order to combine studying with scientific activity and hobbies. Time management involves conscious control over time, the use of various methods, tools for fulfilling specific tasks, projects, and goals [2].

Online business training sessions are highly popular since they enable companies to reduce

their staff training budgets. Consulting and training companies, as well as individual trainers, offer many different types of online training sessions for client audiences or companies (corporate training). There are even special-purpose online courses run in the format of training sessions and aimed at improving narrow specialists' qualifications. Corporate-type business training sessions are designed with respect to the corporate culture, the company's specific tasks and strategic goals. They help to merge single employees, who might be unready for collaborative activity, into consolidated teams.

Online trainings can be run in higher education institutions as a supplement to face-to-face or part-time learning. They can also be gamified or take the format of quests. Gamification is a growing trend as it not only makes learning exciting but also allows trainers to use evaluation indicators and rank students. Long-term online training courses are often preceded by online marathons. Organizing a marathon is a good idea when a goal is to achieve a major outcome or develop a healthy habit. When running a marathon, trainers usually give out small portions of the material and then offer controlled practice activities that students perform online.

Online training courses may include several short parts or modules, which is a learner-friendly approach. Two- or three-hour sessions may be held several times a week, and periods between the sessions are long enough for self-development of skills. It allows participants to develop their skills gradually, which is a significant advantage.

In case of online training, all the participants interact from their own spaces. They can choose comfortable environment, informal clothes, and have coffee breaks when they need them. At that, online training sessions feature a single space too – a virtual platform where participants can see each other, and can communicate with each other and the trainer. Online platforms enable the trainer to instantly combine participants into virtual groups and then with a single click to get everyone back together and continue a session wasting no time. University teachers and students must be ready for this type of work.

A team of qualified IT specialists are needed for the effective organization of online training both in a higher education institution and in organizations.

Our research shows that it is necessary to be encouraged cooperation between tertiary institutions and IT-companies to improve the IT infrastructure of universities and develop students' digital skills more effectively [1].

Online platforms' managing is an important function of IT managers, apart from determining and implementing their companies' IT strategies, managing all the stages of IT products design and development, interaction with their companies' clients and top executives, etc. Highly qualified information technology managers (IT managers) are among the employees the acute shortage in which both the global and Ukrainian IT sectors are facing now [3].

### **Conclusions**

The revealed problems prove online training to need certain transformations. It is impossible to keep traditional training sessions unchanged when conducting them online. For online training sessions to be successful and fruitful, both trainers and participants should work hard. There are no ready solutions or universal guidelines – each training program requires a unique scenario. The situation is complicated by the fact that no science of successful online training has been developed yet. And since online training has received no systemic scientific and theoretical justification yet, we are mostly basing ourselves on responses of the training practitioners we interviewed. Over the past years they have accumulated extensive theoretical and practical experience in this field, and are ready to share their expertise and give advice.

It is worth noting that online training has become an integral part of teaching and learning at all levels and is sure to be widely used in the foreseeable future. So the best option is to accept its challenges and take the best of the opportunities it offers.

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## ТРАНСФОРМАЦІЙНІ ПРОЦЕСИ В ТЕХНОЛОГІЯХ НАВЧАННЯ

**Анотація.** Автор описує особливості онлайн-навчання на основі досвіду тренерів-практиків. Метою даного дослідження є виявлення можливостей та перспектив онлайн-навчання в сучасних умовах. Завдання дослідження: визначити складні аспекти планування та проведення онлайн-тренінгів, проаналізувати можливості та переваги онлайн-навчання.

**Ключові слова:** онлайн навчання, бізнес тренінги, віртуальні групи, віртуальні платформи.

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## DIGITAL TOOLS IN MANAGEMENT EDUCATION

**Abstract.** Modern management education requires keeping up with the digital age standards. YouTube is one of the most widely used digital social media and it is very popular among university students. This study focuses on