

## **Organizational and Pedagogical Aspects in The System of Professional Training of Future Managers: Innovative Forms, Methods and Tools of Health-Preserving Study**

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### **Abstract**

The problem of creating a health-oriented system of professional training of future managers is highlighted in the article. The aim was to ground the organizational and pedagogical aspects (innovative forms, methods and tools of health-preserving study) in the system of professional training of future managers with the help of the following methods: theoretical analysis; synthesis of philosophical, psychological, pedagogical, educational, methodical and professional scientific literature, legal documents on education and healthcare; analysis of Internet resources; pedagogical observation; surveys, questionnaires; methods of mathematical statistics. The analysis of the level of employers' interest (top level management) in the hiring to work managers with health-oriented management skills is presented. The basic principles and approaches in the process of studying students-managers of health-oriented management are allocated. The essence of the content of the program of author's special workshop "Basic notions of health-preserving for future managers" is revealed. Effective organizational and pedagogical aspects of formation the health-oriented management skills of future managers are revealed. It is stated that the organizational and pedagogical aspects in the content of the professional training of students-managers are crucial for the implementation of a health-oriented concept of the content of their professional training. The organization of training of students-managers on the basis of such a concept ensures the integrity of their perception of the organization's environment and embraces health-oriented planning of all sides of the workforce.

**Keywords:** Health-Oriented Managerial Skills, Health-Preserving Study, Students- Future Managers, System of Professional Education of Future Managers.

### **Introduction**

The 21st century requires new approaches to management sphere, namely: flexibility and dynamism; using of the modern analytical systems, information technologies; understanding the sense and importance of human development and health capital; application the mechanisms of economic enrichment of companies on the basis of social protection of working people. All of these points to the neediness of improving the professional training system of future managers. Analysis of curricula, programs, qualification requirements, necessary competences of students, which studying specialty 073 "Management" allows us to generalize what future manager should know and be able to do. Unfortunately, everything comes down to the economic component and doesn't take into account the necessary of man-centred management. In general, the essence of future managers' studying consist: development the skills of search, assessment of market opportunities and the formation of business ideas; promotion the ability to develop business plans, to create new projects and business products;

mastering the technique of financial planning and forecasting; realization the assessment of investment projects in different investment and financing conditions. Although the work of a manager in fact primarily involves managing people. The fate of people, their health and, consequently, the implementation of all economic projects in organization depend on the quality of such a management. Today, any successful university that prepares managers must be strong with its advanced methods of forming future graduates' readiness to create a health-preserving microclimate in the business structures in order to increase the health capital of working people. Since human development, the formation of human potential depends on the health capital, the issue of studying the effective health-oriented management of labor resources are urgent, relevant and practically significant (Zavydivska N. & Zavydivska O., 2015).

Given the foregoing, it is obvious that modern Ukrainian universities, where students-future managers are studying, need to develop modern organizational and pedagogical aspects, namely, the introduction of innovative forms, methods and tools of study. In our opinion, using of new approaches in the systems of professional education of students-managers, will allow them to create the competencies which they need in real work for doing HR-management in the conditions of a shortage of time.

## Material and Methods

Scientists from all over the world are studying the problems of effective management, in particular M. Nebava, M. Meskon, L. Yakokka, D. Grayson, V. Hoyer, P. Druker etc. The philosophical, theoretical and applied principles of management were studied by G. Osovska, A. Gerasimchuk, Z. Tymoshenko, S. Sheiko, O. Kuzmin, O. Melnyk and others. Improving the quality of management through the development of individual managerial skills discussed in scientific papers of V. Novak, Y. Symonenko and others. The development of human and intellectual capital through effective management has become as a subject of research for O. Koshulko, O. Yermolenko and others. To study the competence of the manager, human resources management and self-management as the social technologies of realizing the manager's personal potential devoted works of V. Shepel, M. Lukashovich, M. Burmaka and others. Strategies of professional development of individuality, the issues of psycho-diagnostics in the manager profession, the issue of improving the quality of personnel management were learning by O. Sergeyenkova, G. Besiedin, V. Kompaniets etc.

Scientific developments the problems of modernization of modern education are devoted to I. Zyzajun, O. Padalko, O. Pyehota, A. Nisimchuk; the means of improvement of educational activity and psychological and pedagogical influences are disclosed in publications of V. Molyako, V. Davydov, D. Mazoh, V. Bezpalko; the questions of health preserving study discussed in scientific papers of O. Dubogay, E. Vilchkovskiyi, D. Davydenko, Y. Prystupa, M. Nosko, N. Zavydivska, B. Shyan etc.

Based on the above, the problem of improving the content of education is devoted to numerous studies. But in most of them, the problem of improving the professional training of students - future managers through improving the organizational and pedagogical aspects of the system of professional training, namely, the introduction of innovative forms, methods and tools of health-preserving study concerns only a few issues.

The research (qualifying experiment) was conducted during 2016-2018 years. Lviv institute of SHEI "Banking University", Lviv State University of Physical Culture, National University "Chernihiv Collegium" named after T.G. Shevchenko server as an experimental basis. The survey of top level management workers (heads of enterprises, companies, banking institutions) was held in Lviv and Lviv region (Ukraine). In total, 184 people participated in experimental work.

**The aim** of this work is to substantiate organizational and pedagogical aspects (innovative forms, methods and means of health-preserving study) in the system of professional training of future managers. To achieve the aim we have solved the following **tasks**:

1. to analyze the level of employers' interest (top level management) in the hiring to work managers with health-oriented management skills;
2. to highlight the basic principles and approaches in the process of teaching students-managers of health-oriented management;
3. to reveal the essence of the content of the program of author's special workshop "Basic notions of health-preserving for future managers";
4. to identify the effective organizational and pedagogical aspects of formation the health-oriented management skills of future managers.

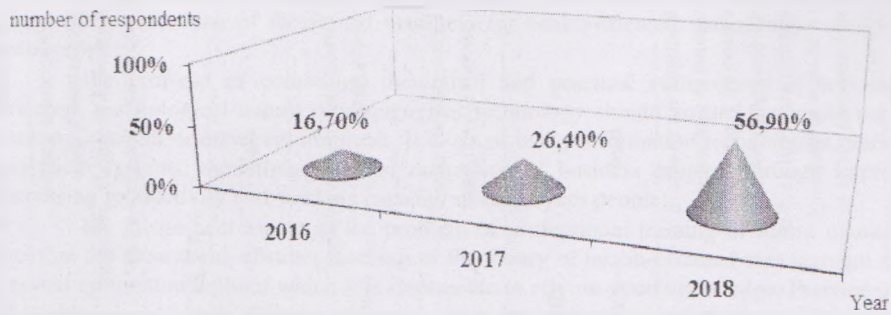
To achieve the tasks the following research **methods** were applied: theoretical analysis and synthesis of philosophical, psychological, pedagogical, educational, methodical and professional scientific literature, legal documents on education and healthcare, analysis of Internet resources, pedagogical observation, surveys, questionnaires, and methods of mathematical statistics.

## Results

Effectiveness of future managers' studying of health-oriented management depends on many factors: the most important is the right choice of methodology, technology and teaching methods, focused on the needs of nowadays labor market in the field of management. We see the solution of the problem of improving the professional education system of future managers in such directions: through fundamentalization, universalization and integration of the content of professional disciplines; creation of such a system of interdisciplinary connections, which will promote the professional education of students-managers to be more focused on social demands in management sphere; creation of a modern complex of educational and methodological support and using the modern forms, methods and tools of conducting classes (Zavydivska N. & Zavydivska O., 2015).

The separation of health-oriented concept from the content of professional disciplines in a methodological plan is a rather complicated process. The uniqueness of such a concept is related to the multidisciplinary character of the system of professional studying of future managers, which forms their system competence in health questions. The organization of students-managers' study on the basis of such a concept ensures the integrity of their perception of organization's environment and embraces health-oriented planning of all sides of the workforce. To do this, in the process of teaching the specialized disciplines, it is necessary to implement a systemic (interdisciplinary) approach, as opposed to an academic (disciplinary) approach, based on the allocation of narrow functional disciplines (vertical type) in curriculums and their in-depth study. These are such disciplines like macroeconomics, microeconomics, marketing, labor economics, financial management, etc. During practical implementation of professional training of students-managers, there is a need for the integration and systematic using of diverse methods, approaches and technologies that are developed not only by previous mentioned, but also by others disciplines. The difficultness for both students and teachers is in neediness to unify not only certain aspects, but also the interconnection in content of all disciplines, which can substantially serve as a tool for the formation of future managers' readiness to health-oriented management activities. On the one hand, it should be taken into account that any introduced pedagogical innovation can serve for creation another one, more perfect and effective. On the other hand, one must understand that the best pedagogical result can be obtained from the special combination of the simultaneous using of several techniques and technologies (Zavydivska N. & Zavydivska O., 2014).

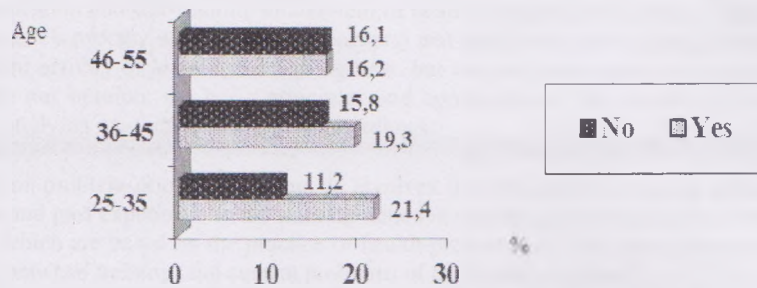
The results of our express-researches at the stage of the qualifying experiment showed that formation of future managerial skills in health-oriented management causes employers' (top level management) a practical interest, which is primarily connected with the neediness of their ability to create a healthy climate in the company. The surveys conducted by us during three years show that each year the number of employers (top level management) which, during hiring managers to work, pay attention on level of their readiness to introduce health-preserving measures in the conditions of labor processes is growing. This indicator grew from 16.70% in 2016 to 56.90% in 2018 (Figure 1).



**Fig. 1: Results of surveys on the interest of employers (top level management) in hiring to the work managers with health-oriented management skills, (%)**

The results that we received after analyzing respondents' responses in the age-old context show us that the largest numbers of such top-managers who are interested in managers with ability to create health-oriented environment in organization are young people aged 25-30 (21.4%).

The obtained data suggests that top managers in senior age are less thinking about problems of creating a health-oriented organization environment. This is probably caused by fact that young people are more likely to get known foreign experience of organizing health-oriented management. Moreover, it's not unfortunate, but this fact - our young people know English and other languages and this knowledge allows them to study the advanced foreign experience on the issues of introducing advanced health-preserving technologies into the production processes of companies (Figure 2).



**Fig. 2: Analysis of respondents' responses in the age-old context regarding to the interest of employers (top level management) in hiring to work managers with the ability to create a health-oriented organization environment**

The results of the qualifying experiment and our own pedagogical observations suggest admitting that the organizational and pedagogical aspects in the content of the professional training of students-managers are crucial for the implementation of a health-oriented concept in the content of their professional training.

The analysis of curricula and training programs of future managers' education gave us an opportunity to eliminate several key problems that exist today on the way of creation the health-oriented system of their professional training. In our opinion, these problems are in the neediness to identify complementary aspects of theoretical, methodological and practical concepts:

- the problem of understanding the nature and positioning of disciplines in the curriculum, which are able to make influence on the formation of health-preserving managerial skills of among students-managers. The theoretical study of student-managers should be based on the strong ideological foundations of human-centeredness approach, and the multidisciplinary nature of the content and the systematic approach will provide a synergistic effect during the formation of their

ability to health-oriented management. We should understand that these aspects affect on the successfully formation of theoretical readiness for health-oriented management activities of future managers:

- the problem of combining theoretical and practical components of learning. Practical-oriented, technological nature of pedagogical technology should ensure the mastering of tools for creating a health-oriented environment. It is about using information technologies, understanding of analytical systems, modelling ways of realization of business projects through improving health, increasing productivity and working capacity of employees people;
- the methodical aspect in the problem of professional training of future managers is in the fact that the theoretical, abstract teaching of the theory of health-oriented management doesn't cause internal motivation without which it is impossible to rely on good knowledge. Practice in the process of health-oriented study can generate motivation, but without a good theoretical and methodological foundation will not provide all the depth of generalized experience and as a consequence the practical possibility of applying acquired health-oriented managerial skills in the future.

Many years of educational and research work with students-managers allowed us to develop own vision of the conceptual organizational and pedagogical principles of a dynamic model of active training for health-oriented management teaching, as well as to formulate basic principles, approaches and methods of it. The proposed concept has a clear target setting on the formation future managers' competence in the questions of organization of health-oriented environment in the conditions of labor processes. The essence of this concept is in the fact that the central figure in management is a person, his/her needs and interests. The basic principle of management – to focus on the neediness to prolong the healthy life of working people. It is common known that knowledge is constantly changing and quickly becoming obsolete. Because of this, the essence of training the future managers of health-oriented management involves not only knowledge transfer, but also updating, obtaining and assimilating of knowledge (Zavydivska O., Zavydivska N., Khanikiants & Rymar, 2017). Self-education and self-training in a system of health-oriented professional training of future managers represent a process where trainees (teachers) and those who are studying (students) are involved in the joint activity of learning something new, but not just involved in the process of knowledge sharing. In our opinion, the basic principles and approaches in the process of health-oriented management studying of students-managers are follows:

- the principle of problem-oriented learning. It involves the transition of training aimed at transfer of knowledge and past experience to the training aimed at creating and obtaining knowledge, managerial decisions which are based on the practice of health-preservation. This principle is aimed at eliminating the gap between training and current problems of management sphere;
- the principle "learning in action". It involves the transition from training through the transfer of knowledge to the orientation of making training in action (formation of health-preserving skills and competencies). The implementation of this principle involves the predominant using of teaching through activities and own practice experience. Execution of this principle, for example, is carried out during students-managers' analysis and solving tasks connected with development of various projects of the health-oriented environment in organization;
- the principle of project training. Provides a transition from the orientation, aimed at the learning process, to the orientation focused on the result. This allows teachers to motivate students for creative work and receiving completely new results, as well as using such elements as design and modelling;
- systemic approach in studying. Often, the system approach is declared, but not implement in the educational process as well as in the creation of curricula. Application of the system approach requires teachers to have a system of health-oriented thinking, which should be used during the development stage and stage of implementation of the curriculum;
- simulation as an opportunity of creative improvisation. This is an important conceptual tool that must be used during teaching the professional disciplines for the development of future managers' creative imagination about health-oriented environment in the organization. For simulation, students need to find answers on important questions and be creative in approaching the creation of a model that promotes the emergence of an integrated set of managerial decisions.

For the improving pedagogical method of forming student-managers' readiness to create a health-oriented environment in the organization we have revealed a special workshop "Basic notions of health-preserving for future managers", which was used as an active pedagogical factor. The program and the content are composed in such a way that both the teacher and the student had the opportunity to make changes and to update the content, thus covering more and more notions. The program is used as:

- a tool for studying ready-made terms and notions: the teacher can provide an interpretation and definition;
- a tool for student's self-study on certain topics: the teacher can post there exclusively such terms that the student should describe at home;
- a tool for the development of creativity among students: the student can itself complement the data presented there, which had not previously been.

This approach allowed the using of the program as a mechanism for communication between teachers and students, and, at the same time, to accumulate conceptual notions and means for the formation of knowledge about health-preservation problems. The advantages of created program, despite it is easy to use it, are: there is the possibility of hosting such a program in the network, which allows conducting web-lessons, and, if necessary, you can add and modify the content.

Today, in the system of professional education of future managers educators (Davydenko & Shklyarenko, 2006; Petrov, 2003; Zavydivska O., Zavydivska N., Khanikiants & Rymar, 2017; Zavydivska O., Zavydivska N., Kovalchuk & Khanikiants, 2018) use a lot of organizational and pedagogical forms, methods and tools as traditional as interesting, innovative. The most traditional are lectures, seminars, practical and individual classes. However, we would like to focus on those that as we think are the most effective for the possibility of exacerbating and solving problems associated with the formation of future managers' health-oriented managerial skills.

*Situational method* is based on the possibility of reaching an understanding of the neediness of health-oriented management through the consideration, learning and discussion of various specific situations. The method of T-groups (training-groups) involves the division of students during classes on T-groups for getting the possibility of implementing various organizational aspects up to the using of elements of psychotherapy. Such training lessons don't provide a rigid planning and structuring, since it is considered that the process is more important than content. *Syndicates* – training based on one group of several subgroups for the simultaneous solution of the task, or for solving various problems which are interrelated. Syndicates are used as a motivation tool to attract as many students as possible to the learning process. *Case-methods* are a group-based solution of problems illustrating the practical effects of approaches and concepts. This is a kind of study during the training lessons the situations (usually from real life, but can be fictional) to study with the help of material analysis and the definition the ways to solve the problems encountered in the case. *Business games* involve the study by student-managers the information, while taking the decision and playing the situation. Thus, a sequence of different situations is being studied in order to make a single, correct management decision. In our opinion, in the process of forming the readiness of future managers to create a health-oriented environment, take place such a verbal teaching method as the *storytelling*. The effectiveness of such a method in the content of the professional training of students-managers is increasing today. The bottom line is that the teacher should to tell stories about the effectiveness of health-preserving technologies in the content of professional disciplines. *The Delphi method* (expert evaluation method) is carried out by writing questionnaire (survey) of a group of students who become as experts on the subject under discussion. The main prerogative of this method is not such a sense of answers, but the ability for students to discuss the results and predict various managerial actions and situations. *The labyrinth of actions* – is another effective way of learning which, in our opinion, will contribute to the intensification of the process of formation the readiness of students-managers to create a health-oriented environment. Students are given the opportunity to study a particular situation and show as many alternative management actions and solutions as are possible, that is, to pass a certain maze in the process of learning health-oriented management skills. *Brainstorming* – is a way of activation the creative health-oriented thinking. This technology allows involving to the discussion even the most

closed and shies students, create a creative atmosphere and evaluate the way of making managerial decisions. *Buber Dialogues* – searching of compromise solutions in the studying process on the basis of dialogue between students. Such an approach is necessary for future managers, because it allows them to focus on the possibilities of cooperation and teach the ways to avoid conflict situations. The creative dialogue allows the teacher to pass control over the discussion questions to the students. Teacher should ask questions, controversial statements, but exclusively for the discussion. It stimulates students to open, creative discussions of various tasks and teaches them to take responsibility for the management decisions they made. A focused conversation between the teacher and the students outside the university contributes to informal communication between them on various topics on health preservation. Take place a sincere discussion of situations, however, the effectiveness depends on the teacher's skills to manage such a conversation. Educational technology of creative projects about health-oriented management activities involves students to perform their respective tasks and presenting their ideas to the whole group. *Coaching* – is a method that combines the principles of consultancy and training, but not in the classical form. The difference is that in coaching the main place belongs not to the edification, but to the motivation of students to solve training tasks. If the teacher becomes a coach, then he/she will never give any strict recommendations to the students. The purpose of coaching is in the improving health-oriented managerial skills, to increase the effectiveness of study. *Learning in action* – is the creation, a kind of simulation of situations which future managers can get; this will contribute to the development of health-oriented managerial thinking. Most important, that learning by action (in action) allows to form future managers' beliefs in the neediness to learn and improve throughout their lives.

## Discussion

According to the basic provisions of scientific works (Apanasenko, 2007; Davydenko & Shklyarenko, 2006; Dubogay, Alyoshyna & Lavrynyuk, 2011), the uniqueness of the content of health pedagogy in the system of professional training of future managers is in that it teaches how to develop of intellectual health. Our researches confirmed the opinion of Nebava M. (Nebava & Zayukov, 2014) that the future profession of student-managers is connected with insufficient of information as well as excess of information, which leads to information overload. That is why intellectual health is an impetus for free-targeting in the information space, searching and selection of relevant information. It should be noted that during the study of health-oriented managerial skills by student-managers it is necessary to maintain a balance between creativity and analytics. This means that the creative approaches of future managers for creating a health-oriented environment in organization should be backed up by analytical information. In view of this, organizational and pedagogical conditions of learning should combine rational, intuitive and creative approaches. Health-oriented management, in our opinion, is an intellectual activity, which on the one hand depends on the level of already formed health culture of managers, and on the other – determines the level of this culture. Scientists (Dementiy, 2005; Kizyan, Nebava & Adler, 2014) argue that social factors play a leading role in the provision of public health. But the health culture is a much more complex and ambiguous phenomenon than influences which take place during studying process of managers, for example, economic and political factors. Health culture of different nations and generations reflects the accumulated for years set of habits and behavior of people. The future manager through cross-cultural management must be able to identify the unifying factors of interaction between working people. Science confirms the general unity of people in trying to be healthy. Using of cross-cultural management in modern companies determines the health culture as an organizational and unifying resource of management. In the system of HR-management, cultural features become as one of the reserves of the organization's development, which objectively necessitates the consideration of this range of problems not only at the applied level, but also in the theoretical aspect.

Based on the learning of modern trends and innovations in education (Osovska, Osovskiy & Maslovska, 2015; Petrov, 2003), we discovered that using of new information technologies helps teachers create real conditions for the development of additional health-oriented management skills and strategies of students-managers; traditional tools are no longer capable. Nowadays web technologies are one of the most relevant forms of professional training of future managers. Under

such conditions, students-managers have the opportunity to keep in touch with everyday life, everywhere and at any moment widely use the usual for them sources of information, that is, the Internet. Our analysis of scientific and pedagogical literature, special and informational sources, as well as Internet resources allows us to talk about the availability of information about health-preserving technologies. Of course, the Internet today is such resource that allows future managers to study on their own, but there are not enough methodological guidelines and recommendations regarding the using of such forms of health-preserving lesson as the Web-lesson. In the context of our research under the web-lesson we mean specially organized learning through the using of web technologies at various stages. In our opinion, implementation of such method of teaching special disciplines in the context of health-oriented aspect needs to determine the structure of the lesson and the methodology of realization in the system of professional training of future managers. The main advantage, in our opinion, is that such classes are available at any time. This enables the teacher to intensify the work of students not only during classroom lessons, but also during doing their individual homework. Moreover, there is an opportunity for a closer relationship between a teacher and a student outside the institution, which is an extremely important argument for the formation of future managers' health-oriented management skills. In order to successfully and efficiently conducting of web-lessons the teacher should have a special tool that will allow creating and managing web resources. Nowadays, there are many systems which allow to management electronic resources, but one of the most common and easy in using are programs which developed specially for more thorough assimilation one or another discipline. Such programs enhance the ability of student-managers to learn health-oriented knowledge and, at the same time, let to save time during the teaching of professional disciplines.

## Conclusions

Speaking about the development of management system in our state, we observe two interrelated aspects: on the one hand, managers should strive for self-development, expansion of managerial skills, and on the other – any organization is interested in highly skilled managers. Ideally, these factors must coincide, not contradict each other, which should be understood during creation the basic technology of health-oriented professional education of future managers.

Having read Alan Mumford's work, we want to indicate that in the system of professional education of future managers, it is necessary to combine random (informal), planned (formal) and integrated (make influence on the studying) technologies. Such a combination will be ineffective if any technology is poorly thought out by the teacher and incomprehensible for the students. The implementation of teacher's idea should be focused on students and take into account existing health-oriented managerial experience. The potential of studying also depends on other factors, for example, on the environment where specialization classes are taking place. We mean organizational culture, the microclimate in a group, the level of health culture of students, the ability to learn management skills. An important condition in this sense is not just the development of motivation, but enthusiasm, courage and flexibility. Teachers need to remember that all students who will subsequently hold positions of managers, have different abilities, learning experience, abilities to transfer own knowledge to their future work, features of behavior and the desire to introduce in future health-oriented technologies for improving health of working people. The content of the professional competences of student-managers should include social characteristics.

Modern educators share the idea that studying should be concentrated on the student. The student is a key figure in the educational process. It's about the fact that student is the centre of efforts for the teacher, and the teacher is a coach for creating the optimal content and conditions for learning. We are talking about the fact that student also should manage the system of professional education, the process of learning in some way, not only teacher. The choice of training methods should correspond to the types of individual preferences of students who have chosen a managerial profession. Didactic training courses, courses with active participation, conferences, exhibitions, games, video films, psychometrics, extreme-trainings, open and distance learning, e-learning, etc. – all these should take place during the formation health-oriented management skills of future managers.



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