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## STRATEGIES FOR MANAGING COMMUNICATION IN EDUCATION

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Nowadays sustainable society strategy has a great influence on strategic management in all fields, particularly in education. The educational process should be changed according to modern requirements. Thus, managing communication is a fundamental task for educational institutions to adapt to this demand (Latorre-Medina, Blanco-Encomienda, 2013).

Effective communication is essential for successful educational work, and the principles of professional management can be applied to improve communication in this context. Here are some strategies for managing communication in educational work.

Planning is setting clear goals and objectives for your educational work. This will help you determine what information needs to be communicated and to whom. Develop a communication plan that outlines the key messages, target audiences, communication channels, and timelines.

Organizing is determining the most appropriate communication channels for different types of information and audiences. For example, email may be appropriate for routine updates, while face-to-face meetings may be better for discussing complex issues. Make sure that everyone involved in the educational work is aware of the communication plan and their role in it.

Motivating is engaging your audience by tailoring your message to their needs and interests. Use language and examples that are relevant to them. Encourage feedback and questions to ensure that everyone is engaged and understands the information being communicated.

Controlling is monitoring the effectiveness of your communication plan and adjusting as needed. This may involve tracking the number of responses to emails or evaluating the success of face-to-face meetings. Use this feedback to improve future communication efforts.

To apply professional management principles to improve communication in educational work, consider the following:

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Using a modern approach is the next key item. Adopt a communication style that is modern and relevant to today's educational landscape. For example, use social media or online platforms to engage students and parents.

Leverage technology that leads to the use of technology to streamline communication processes and make them more efficient. For example, use a learning management system to communicate with students and provide online resources.

Encourage collaboration. Encourage collaboration and communication between different stakeholders in the educational process. For example, involve parents and community members in decision-making processes.

Emphasizing transparency means being transparent and open in your communication to build trust and credibility. Provide regular updates and be proactive in addressing concerns.

By applying professional management principles to communication in educational work, you can improve efficiency, engagement, and overall success.

Instructional, pedagogical communication refers to the process of communicating information to facilitate learning in an educational setting. It involves the exchange of messages between educators and learners, with the goal of enhancing understanding and promoting learning outcomes (Infante & Rancer, 2016). Instructional communication can take various forms, including verbal and nonverbal communication, as well as technology-mediated communication.

Communication management, on the other hand, refers to the process of planning, organizing, and controlling communication within an organization. It involves the development of communication strategies, policies, and procedures to ensure effective communication among stakeholders (Cornelissen, 2017). Communication management is essential for achieving organizational goals and objectives, as well as building relationships with stakeholders.

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**FINANCIAL CONTROLLING IN THE MODERN COMPANY  
ENVIRONMENT: MAIN DIFFERENCES AND SIMILARITIES OF BUSINESS  
CONTROLLER AND FINANCIAL CONTROLLER ROLES**

Controllers have always been a vital support for management in the modern business world. Nobody would deny that reliable planning, forecasting, reporting, and fact-based analysis are critical to a company's success. Due to this it is very important to see difference between business controlling and financial controlling in the company environment. A lot of research were done on this topic by biggest players on the controlling market such as Deloitte, Ernst & Young (EY) and KPMG. We summarized the main thoughts and tried to show the main differences and similarities between these two roles.

Both the business controller and financial controller are responsible for managing a company's finances. The business controller provides financial analysis and support to senior management to help them make informed decisions about the company's business strategy. They develop and maintain financial models, prepare regular reports on financial performance, and work closely with other departments to ensure accurate and timely financial information. In larger organizations, they may supervise a team of financial analysts.

On the other hand, the financial controller is a senior-level executive responsible for the overall financial health of the organization. They produce financial reports, direct investment activities, and develop strategies to ensure the company's long-term financial security. Financial controllers work closely with the CEO and other executives to ensure that the organization's financial goals are met. They also collaborate with the accounting department to ensure that all financial reporting complies with regulations.

Therefore, while there are some similarities between these two roles, such as the need to manage a company's finances, the business controller's role is more focused on providing financial analysis and support to senior management, while the financial controller's role is more focused on overall financial management and strategy development.

The demand for all types of finance functions has risen sharply in recent years, you hear one term strikingly often: controllers. It is often wrongly thought that a business controller is a step up the career ladder for a financial controller when it

concerns two entirely different functions. A typical financial controller does not mind following strict procedures and guidelines in his or her work and likes to work on annual accounts and monthly reports. As a financial controller, you are focused on the content and facts. Unlike a financial controller, a business controller is mainly concerned with interpreting figures. Reasoning from the statistics, a business controller optimizes business processes to work more profitably. The table below summarizes the main differences and similarities between business controllers and financial controllers.

Table 1

**Main Differences and Similarities of Financial Controllers Role and Business Controller Role**

Differences vs Similarities	Financial Controllers	Business Controllers
Job Duties	The responsibilities of financial controllers are more extensive compared to those of business controllers. Financial controllers are accountable for supervising the entire financial department, which includes all units contributing to financial reporting. They assess financial reports, such as profit and loss statements, to make informed decisions about the company's future and assist other executives in comprehending financial data. Additionally, they may provide recommendations to managers on enhancing their department's financial performance.	One area of expertise for business controllers is to manage the financial aspects of a specific department within a company. They are responsible for devising plans to increase revenue, constructing budgets, and supervising performance to ensure objectives are met. Furthermore, business controllers may be in charge of hiring and supervising accounting personnel, setting guidelines for bookkeeping practices, and overseeing financial documents.
Job Requirements	Financial controllers and business controllers have some overlapping job requirements. Both positions require a strong understanding of financial accounting principles, regulations, and reporting standards. Both controllers are expected to develop and maintain financial models to forecast business performance and identify areas for improvement.	
Work Environment	Financial controllers are more likely to work in a traditional office environment, since their job mainly involves overseeing financial operations and producing financial reports.	On the other hand, business controllers may work in an office setting as well, but they may also travel to different locations to meet with clients or vendors and discuss business strategies.
Skills	Business controllers and financial controllers share common tasks, such as using accounting knowledge to monitor and present a company's financial status. Additionally, they both rely on computer software, including spreadsheets, to sort and evaluate data. Furthermore, both types of controllers require strong analytical abilities to interpret financial trends and pinpoint concerns. Lastly, they must possess effective communication skills to articulate	

	financial jargon to individuals who lack financial expertise, such as colleagues outside of the finance department or investors.	
	Business controllers tend to concentrate more on the operational elements of a business, like creating budgets and financial projections. They may also be in charge of formulating guidelines and protocols concerning financial management.	Financial controllers tend to prioritize compliance with financial regulations and the task of reporting financial outcomes to shareholders or other interested parties.
Goals	<ul style="list-style-type: none"> <li>• Provide a fully accurate information about the results of the company to stakeholders</li> <li>• Enhance visibility of the figures to create the field for making decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce costs</li> <li>• Enhance efficiency</li> <li>• Stay informed and advise</li> <li>• Identify and mitigate internal and external risks.</li> </ul>

To sum up, both sides of controlling function should be the base of the profitable future of the company and the main tool how to achieve very ambitious goals to strengthen the reputation of the company.

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