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MANAGEMENT OF A CONTEMPORARY UNIVERSITY: PROCESSES ESTIMATION AND SOLUTIONS SEARCH

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The contemporary stage of society development makes new demands to the activity of higher educational institutions; first of all, these demands concern changes which occur due to global processes, such as introduction of new informational technologies, “knowledge economy”, globalization, etc. Besides, special requirements to the potential of higher educational institution development are set by a developing innovation economy segment. Problems of estimation of innovation entrepreneurial higher educational institutions management, which are topical for contemporary higher education system, have been analyzed. The ways of solution to the basic problems in the sphere of management of a contemporary university have been offered and the most efficient of them have been pointed out.

Key words: target monitoring, ranking systems, innovation entrepreneurial, higher educational institution, innovation initiatives, sustainable state.

УПРАВЛІННЯ СУЧАСНИМ УНІВЕРСИТЕТОМ: ОЦІНКА ПРОЦЕСУ ТА ПОШУК РІШЕНЬ

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Сучасний етап розвитку суспільства висуває нові вимоги до діяльності вищих навчальних закладів. У першу чергу це стосується змін, які відбуваються у зв'язку із глобальними процесами, такими як упровадження нових інформаційних технологій, «економіки знань», глобалізація і т.д. Крім цього, висуваються спеціальні вимоги до вищих навчальних закладів, які розвивають сегмент інноваційної економіки. У статті проаналізовані проблеми оцінки підприємницьких інновацій в управлінні вищими навчальними закладами, які є актуальними для сучасної системи вищої освіти. Запропоновані шляхи вирішення основних проблем у сфері управління сучасним університетом і вказані найбільш ефективні з них.

Ключові слова: мета моніторингу, системи ранжування, інновації підприємницької діяльності, вищий навчальний заклад, інноваційні ініціативи, сталий розвиток держави.

THE RELEVANCE OF ARTICLE. Significant changes have taken place in the higher education system lately. Top-level universities gradually turn from survival

condition to active behavior at the market of educational service; they demonstrate their advantages and create an intense development strategy in compliance with them. General regulations of the processes of management of service organizations, which were developed in the papers of scientists G. Becker, K. Huksever, G.J. Bolt, B. Render, F. Kotler, R. Rassel, R. Merdic), are based on the experience of economically developed countries and are practically unadapted to Ukrainian economy specific features on the whole and to the sphere of education in particular.

Significant attention is paid to paternalistic role of the state as the source of solution of all the financial problems in the papers of scientists (N.Ya. Yoffe, T.P. Danko, Yu.N. Latygin, T.E. Obolenskaya, A.P. Yegorshin, V.M. Popov). Nowadays the state controls the activity of HEIs rather tightly; it also occasionally imposes “topical innovations”, actively using available administrative methods. However, it should be noticed that at this stage higher educational institutions require more relative financial freedom and, consequently, planning their development taking into account the earned funds.

MATERIAL AND RESEARCH RESULTS. The problem of estimation of processes and solutions in management of a modern university is accompanied by a number of theoretical and practical problems including first of all:

I. The problems of creation of problem-oriented target monitoring. It is the first problem group. Monitoring research implies constant observation of educational processes dynamics, which enables education organizers to obtain unbiased information and knowledge necessary for basic development strategies correction. Educational institutions ranking and ranging systems widely applied in the practice of education management not only in European countries, but also all over the world, should be considered as a monitoring component. Consequently, it is necessary to point out a unique opportunity of the world tendency of improvement of modern ranking methods conditioned by increasing attention paid to ranking of both academic and political figures, and the society as a whole. It is interesting to notice that while HEIs discuss advantages and disadvantages of rating, the latter keep on appearing and improving. The problem consists in providing creators and users of ratings with the possibility of information exchange and approaches and methods of their application. Basic research in ranking sphere is aimed at as reliable, unbiased, accurate and efficient reflection of the quality of higher education, as possible.

HEIs, first of all the state ones, are the most static organizations with stable traditions. Their activity is mainly regulated by a great number of legislative and by-law acts; that is why innovation and entrepreneurship are not characteristic of such organizations. To turn a traditional HEI into an innovational and innovation-entrepreneurial one it is necessary not only to re-construct its management, but also to know how different it is from a usual HEI and to apply this knowledge to creation of a system of indices, norms, standards and target criteria, to make a monitoring subsystem compatible with the existing system of HEI management on its basis [1]. Such a monitoring should be of a problem-oriented character and create conditions for

successful transformation of a traditional HEI into a HEI of an innovation-entrepreneurial type.

To solve this problem it is necessary to:

– apply interdisciplinary approach and use achievements of entrepreneurship theory and practice, innovation management, monitoring, administration and a number of other sciences;

– point out the main features of innovation and entrepreneurship which will make it possible to identify the personnel behavior, set principles that should be extended to the organization (its structure and processes) and the personnel and apply them to monitoring and management, as their observation creates conditions for innovation and entrepreneurial activity harmonized with stable, sustainable kinds of provision of educational, scientific, consulting and other services;

– conduct special research aimed at looking for efficient solutions concerning creation of monitoring and its practical application. Such a research should be interdisciplinary, as a complex heterogenic social-economic system is investigated; and in monitoring subsystem synthesis it is expedient to use approaches providing versatile study of objects, finding efficient solution including:

1) system, functional, process and complex approaches as basic approaches used in design of monitoring subsystem and its integration into the existing system of HEI management [2];

2) sustainability of a social-economic system;

3) system emergency, integrity and multiplicity of its structure, influence and manifestation;

4) subsystem self-organization;

5) system synergy and, consequently, non-linear dynamics, including a succession of sustainable and unsustainable states [3];

6) law of the necessary and sufficient diversity of the system and processes taking place in it;

7) N. Bor's principle of complementarity, on the basis of which monitoring is integrated into the existing management system as an important supplementary element, not conflicting with it;

8) the system observed and desired behavior factor analysis providing creation of factor models and modeling system behavior variants;

9) overcoming L. Zade's incompatibility principle in monitoring design;

10) general methodological approaches and principles of creation of economic informational systems;

11) competition approach;

12) customer-oriented approach;

13) strategic approach;

14) situational approach;

15) reproduction and innovation approaches;

16) cost and price approaches [4].

II. Problems of improvement of HEI management. Setting the target of changing the university type implies the necessity of adequate management system transformation concerning structure, particular elements, ties as well as people and processes. It is not sufficient to declare a university to be an innovation-entrepreneurial one. It is necessary to change it introducing new principles, values and traditions, processes, to improve, develop the structure including the entrepreneurial infrastructure and hierarchy. A university requires a special budget to support innovational and entrepreneurial initiatives and transformation of them into efficient innovations. Management of innovational and entrepreneurial risks is necessary etc.

A special part is to be played by new innovational and entrepreneurial infrastructures including the components promoting the innovations at the market involving Technologies Transfer Center, Businessmen-Angels Club, Brain Centers etc. [5]. HEI needs such structural elements that will be able to deliver innovational initiatives and advanced developments with high innovational and commercial potential to business.

III. Problems of world outlook and culture including harmonization of administrative and entrepreneurial culture. Without doubt, organizational culture, culture of service and communications influence significantly the services consumer, but transition to a new type of management cannot do without transformation of traditional culture formed during centuries. The thing is not that few HEIs have long-term history and not that every HEI has its own culture, somewhat different from other HEIs, cultural traditions, etc. All HEIs act according to the same rules and activity conditions, educational system is a highly organized and regulated general state system in spite of the fact that it includes both state and non-state educational institutions. It is a deeply integrated system with integration stages strictly determined by the state and corresponding to a general process of a gradual growth of students' qualification. All this is the basis for formation of HEI general order and general culture elements. General traditions, rules, requirements are reflected on the methods and styles of the work of every employee and form his or her world outlook.

A HEI is a rather bureaucratic organization with a big part of administrative culture which cannot be small. Administrative culture and order provide stability, sustainability of the organization and the required level of the quality of education in the terms determined by the general rules. Under such conditions it is necessary to:

- create an organic culture, i.e. to introduce necessary and sufficient elements of entrepreneurial and innovation culture into HEI organizational culture;
- adequately change employees' world outlook using not only economic, administrative instruments, but also social-psychological impact factors including proper application of such experience in industry;
- find such a harmonic combination of administrative and entrepreneurial culture which will be efficient, will create conditions for appearance and use of synergetic effects, will not arouse a conflict, will make it possible to overcome L. Zade's incompatibility principle (as originally administrative and entrepreneurial cultures are

conflict; the former creates organization, order of the system, the latter introduces chaos and risk in it [4]);

– find administrative forms of support of entrepreneurial and innovational culture using known experience of industry.

For example, Japanese workers know that every their innovatory proposal concerning improvement of production, supply or sale will be considered. As it is known from the experience of foreign countries, it is necessary to provide regulations of adoption of innovatory proposals, their registration, i.e. an initiative-supporting administrative action integrated in the process of entrepreneurial and innovational change of a HEI and rendered services, processes of their rendering. Thus, administrative culture can be used as a specific support of entrepreneurial culture, but with a proper level of the quality of the HEI manager administrative will [6].

IV. Problems of stability in competition at the market of educational, scientific, consulting and other kinds of services. Transformation of a traditional HEI into an innovation-entrepreneurial one is necessary for ensuring its stability at the market of educational, scientific and other services and sustainable development. On the one hand, introduction of innovation and entrepreneurial initiatives is a method of adaptation to changing conditions of the environment; on the other hand, it is a way of acquisition of great income and profit creating conditions for sustainability, sustainable development, extended reproduction of activity and resources [7]. Though these problems are rather complicated, a generalized cyclic process of sustainability reconstruction can be applied; it is necessary to learn to describe the elements of this process qualitatively and quantitatively (Fig. 1).

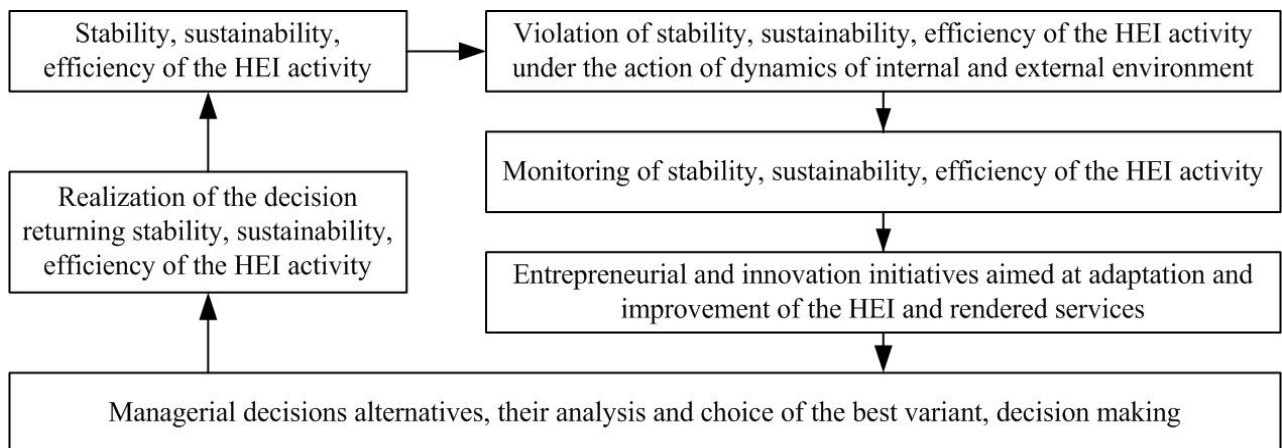


Figure 1 – Cycle of returning HEI sustainable state

V. Decision-making processes change problems connected with economic nature of entrepreneurship and innovations, implying:

– making grounded but volitional decisions concerning practical realization and commercial use of innovation and entrepreneurial initiatives which become initiatives only after their practical realization, consequently, the following processes should exist: working out, analysis and choice of advanced innovation and entrepreneurial

initiatives and developments; creation and financing of realization plans, i.e. turning initiatives and developments into innovations; management of plans and designs realization; analysis of innovation efficiency; making decisions about innovation and entrepreneurial risks management; creation of risks management infrastructure;

– making decisions about structural and process changes in the system of HEI management.

Each of these directions requires organization of analytical work, monitoring, guarantee of completeness, timeliness and reliability of information for making volitional decisions, creation of a package of typical processes, decisions and situational plans increasing efficiency of managerial work and providing timely decision making.

CONCLUSION. Transformation of a traditional HEI into an innovation-entrepreneurial one and estimation of the processes and decisions in the management of such a university are connected with the necessity of solution of a number of complicated theoretical and practical problems.

In spite of the particular features of domestic higher school development, directions of its modernization are mainly orientated at the world tendencies. At the same time it is possible to establish the fact that processes corresponding to the needs and interests of population, or so-called scientific-educational community, (education “mass character” and its commercialization, increase of scientific research activity importance) occur more quickly. Processes “imposed from above” or reflecting future vague needs of the society (creation of new-type universities, change of educational technologies, and creation of conditions for independent estimation of students’ knowledge) are not developing so actively. Thus, it is possible to speak of a significant variety of tendencies in the development of the domestic higher education system.

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УПРАВЛЕНИЕ СОВРЕМЕННЫМ УНИВЕРСИТЕТОМ: ОЦЕНКА ПРОЦЕССА И ПОИСК РЕШЕНИЙ

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Современный этап развития общества выдвигает новые требования к деятельности высших учебных заведений. В первую очередь, это касается изменений, которые происходят в связи с глобальными процессами, такими как внедрение новых информационных технологий, «экономики знаний», глобализация и т.д. Кроме этого, выдвигаются специальные требования к вузам, которые развивают сегмент инновационной экономики. В статье проанализированы проблемы оценки предпринимательских инноваций в управлении высшими учебными заведениями, которые являются актуальными для современной системы высшего образования. Предложены пути решения основных проблем в сфере управления современным университетом и указаны наиболее эффективные из них.

Ключевые слова: цель мониторинга, системы ранжирования, инновации предпринимательской деятельности, высшее учебное заведение, инновационные инициативы, устойчивое развитие государства.

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