

## SECTION 6

### **ECONOMIC FOUNDATIONS OF THE DEVELOPMENT OF UNIVERSITIES AS SUBJECTS OF INTELLECTUAL ENTREPRENEURSHIP**

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#### **MANAGEMENT OF QUALITY OF PROVISION OF EDUCATIONAL SERVICES BY UNIVERSITIES**

In the modern conditions of reforming of higher education in Ukraine, on the way of transformational changes of the national economy to the standards of the European community, bringing the Ukrainian legislation to the international standards, the transition of business entities to the new forms, the level of quality of the provision of educational services by national universities is becoming key given on the need to strengthen the competitive position of national graduates higher education institutions on the labor market of Ukraine and beyond.

In such circumstances, the competitiveness of higher education is a strengthening indicator of the country's success, because demonstrates the ability to fully meet the needs of the educational services market among their consumers, and represents the country's image card in the international context. Therefore, managing the competitiveness of higher education by improving the quality of the provision of educational services by Ukrainian universities is an important prerequisite for the further balanced development of the Ukrainian economy and strengthening its competitive position.

With this in mind, we consider it necessary to consider the first such etymological category as "management", "quality" and "quality of education".

First of all, we draw attention to the etymological origin of the word "management". The etymology of the word "management" or its synonym, which was borrowed from the English language - "management" indicates that in both cases it refers to the ability to manage. The English word "to manage", which means "manage", comes from the Latin word "manus" or hand. Whereas the "New Explanatory Dictionary of the Ukrainian Language" interprets the word "govern" as follows:

1. To direct the activity, the work of someone, something; to be at the head of someone, of something; to rule;

2. Using the steering wheel and other regulatory devices, direct the movement, progress, operation of something; direct the course of a process, influence the development, the state of something [1].

The category “quality” should be interpreted as:

1) The internal certainty of the subject, which is the specificity that distinguishes it from all others (philosoph.).

2) The degree of value, suitability of something for its intended using.

3) One or another characteristic feature, property, quality of someone, something.

4) The totality of the characteristics of a product or service by its ability to satisfy the established and enforced standards.

With regard to the concept of "quality of education", in the interpretation of philosophers and scholars of the present day, the quality of education is defined as "a social category that determines the status and effectiveness of the process of education in society, its compliance with the needs and expectations of society [2, p. 15]”,“... the relationship between the goal and the learning outcomes, the degree of achievement of the goal, provided that the goal is set operationally and predicted in the area of potential development of the student [2, p. 28] »

Thus, the management of the quality of education is the direction of the regulatory body of its activities to increase the value of the education process in a society within its capacity to meet the needs of such a society.

So, according to M. Potashnik, for example, the management of the quality of education is a special management organized and aimed at achieving not any, not by chance, not just the best previous, but well-defined, previously predicted with possible degree of accuracy education results, where the goal (result ) should be predicted operationally in the zone of potential development of the graduate [2, p. 33].

As we can see, quality management of education is a rather broad concept that can be specified at each of the levels and objects of its management, including elementary, secondary, vocational or higher education.

As you can see, the management of the quality of education is a fairly broad concept that can be specified at each of the levels and objects of its management, in particular primary, secondary, vocational and higher education.

In particular, according to paragraph 23 of Art. 1 of the Law “On Higher Education” of 01.07.2014, the quality of higher education is the level of knowledge, skills, other competences acquired by a person, which reflects its competence in accordance with the standards of higher education

[3]. Thus, evidence of a quality education is in accordance with the standards, which are set by public institutions.

The level of competitiveness of higher education as a whole depends directly on the factors, which are influencing the competitive position of the higher education institutions, forming their rating, such as: scientific and educational potential, material and technical base, available forms of training, promotion of educational services on the market, competitiveness of specialists, which is provided by higher education institution, speed of response to changes in consumer requests, range of educational services, prestige of specialties, financial security, internal corporate environment and others. At the same time, the greatest influence on the shaping factors is the quality, which is one of the most influential factors for the effective management of the competitiveness of higher education. However, the quality assurance as a whole is possible only if a comprehensive mechanism for managing it is formed, and not only the local quality management of the provision of the educational services by each individual national institution of higher education.

The mechanisms of competitiveness management, like any mechanism of management in general, imply the presence of the subject, on the one hand, and the object of influence on the other. If at the macroeconomic level the subject of competitiveness management is the state bodies, and the object is the entire economic infrastructure of the country, at the micro level the entity is the subject of management, and the object is the whole component of its potential [1, p. 385]. Thus, at the macro level, the subject is the Ministry of Education and Science of Ukraine, and the object is the sphere of higher education, at the micro level, the institution of higher education, and its object the potential of the primary institution, in particular.

Describing the process of introducing the modern approaches to the management of the quality of educational services on the principles of universal quality management, it should be noted first of all the need to form an appropriate quality system in higher education institutions. This system should be aimed not only at solving current problems of the quality of educational services, but also at meeting the needs and expectations of both students and the teaching staff, business leaders, employ graduates of the educational institution, or receive advanced training and retraining services for their workers, as well as the local community [4, p. 114].

In general, the process of managing the competitiveness of higher education institutions may include actions such as:

1. monitoring the competitive environment and evaluating the competitive position of higher education institutions in the field of higher education;

2. comparative characteristics of the competitiveness of a particular higher education institution with its competitors;
3. positioning higher education institution as competitive;
4. forming of a matrix of competitive advantages of higher education institution, its strategic units and identification of threats of loss of the competitive position;
5. development of a strategy for managing the competitiveness of the higher education institution;
6. implementation of competitive strategy of higher education institutions in practice;
7. control over the implementation of the strategy and its monitoring in accordance with the conditions of the turbulent environment.

Thus, by implementing the concepts and competitive strategies of the strengthening of the position of higher education institutions, the preconditions for enhancing the competitiveness of higher education in general are formed. However, without the introduction of the Macro-level Higher Education Competitiveness Concept, the implementation of local programs at the level of individual higher education institutions will have less synergistic effect than their implementation. Accordingly, in our opinion, the state program for managing the competitiveness of higher education should include the issues that address such problematic aspects as: improving the logistical status of the higher education institution, strengthening the position of national higher education institutions towards joining international rating systems, improving the quality of educational services and positioning national education with a view to enhancing student mobility trends, promoting inter-university student mobility and teaching staff to implement excellence and enhancement of their potential, introduction of gender education among students as a current global trend, etc.

One of the possible ways that will allow universities to withstand the tough competition on the educational market is the development and implementation of quality management systems in accordance with international standard ISO 9001-2000 «Quality Management System – Requirements». One of the well-known quality management frameworks, which is often used, is the ISO 9001:2008 standard. This standard sets the requirements for implementing a quality management system in an organization, independently of its dimension or type of activity, including education institutions. So, as the research was shown, using the principles of Standards of ISO 9001 in the educational process, the university actually enhances its competitiveness, including the improvement of supply of graduates in the labor market, and can increase the labor market due to stimulating the interest of foreign investors, since the quality of human

resources is the most important argument for creating new companies using advanced technologies and mechanical processes [5].

Thus, the effective management of higher education competitiveness at the state level should result in strengthening the position of ukrainian universities, reducing the outflow of ukrainian students abroad and increasing the number of students, primarily from developed countries, which can be regarded as evidence of recognition of the quality of national education.

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## MARKETING COMPONENT OF HIGHER EDUCATION INSTITUTIONS COMPETITIVENESS

Marketing is increasingly important in the field of higher education services. This is due to increased competition between higher education