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**Oksana B. Morgulets**

*Kyiv National University of Technologies and Design*

### **MODERNIZATION OF UNIVERSITY MANAGEMENT SYSTEM**

*The author both reveals the basic problems of the system of Ukrainian higher education institutions (HEI) management modernization and proposes the ways of its improvement. An process-centered approach to the HEI management based on modern paradigm of service management has been suggested. The distinctive features of the proposed approach are its focus on a customer needs and its instant response to external requirements provided by teams of processes. The emphasis is placed on the subsystem of the university's development, which incorporates the processes of quality assurance, of a customer's positive experience and loyalty creating, of innovation providing, of the university image growth and progress support.*

**Keywords:** *higher education institution (HEI), system of management, business process, process-centered approach, modernization, client-centered approach.*

**Оксана Б. Моргулець**

*Київський національний університет технологій та дизайну*

### **МОДЕРНІЗАЦІЯ СИСТЕМИ УПРАВЛІННЯ ВИЩИМ НАВЧАЛЬНИМ ЗАКЛАДОМ**

*У статті розкрито основні проблеми модернізації системи управління ВНЗ України та запропоновано шляхи підвищення її ефективності. Запропоновано процесно-цільовий підхід до управління ВНЗ на основі сучасної споживчоорієнтованої парадигми менеджменту. Особливістю запропонованого підходу є орієнтація на потреби споживача освітніх послуг та оперативне реагування на зовнішні виклики, що забезпечується командами процесів. Головний акцент зроблено на підсистемі забезпечення розвитку ВНЗ, що представлена процесами: гарантії якості, формування позитивного досвіду і лояльності споживачів, провайдингу інновацій, зростання іміджу та підтримки прогресу у розвитку ВНЗ.*

**Ключові слова:** *вищий навчальний заклад (ВНЗ), система управління, бізнес-процес, процесно-цільовий підхід, модернізація, споживчоорієнтованість.*

**Оксана Б. Моргулець**

*Киевский национальный университет технологий и дизайна*

### **МОДЕРНИЗАЦИЯ СИСТЕМЫ УПРАВЛЕНИЯ ВЫСШИМ УЧЕБНЫМ ЗАВЕДЕНИЕМ**

*В статье раскрыты основные проблемы модернизации системы управления ВУЗом в Украине и предложены пути повышения ее эффективности. Предложен процессно-целевой подход к управлению вузом на*

*основе современной клиентоориентированой парадигме менеджмента. Особенностью предложенного подхода является ориентация на потребности потребителя образовательных услуг и оперативное реагирование на внешние вызовы, что обеспечивается командами процессов. Главный акцент сделан на подсистеме обеспечения развития вуза, которая представлена процессами: гарантии качества, формирования позитивного опыта и лояльности потребителя, провайдинга инноваций, обеспечения роста имиджа и поддержания прогресса в развитии вуза.*

***Ключевые слова:** высшее учебное заведение (вуз), система управления, бизнес-процессы, процессно-целевой подход, модернизация, клиентоориентированность.*

**Problem statement and its connection with important scientific and practical tasks.** Entered the third millennium as an independent state Ukraine has been building a national education system. The main priorities in the modernization of the education system are its democratization, fundamental improvement, use of new learning technologies, integration of various training forms and systems. The strategic objective of the state educational policy in Ukraine is competitive entry in the world market of educational services, deepening international cooperation.

However, nowadays the majority of Ukrainian universities are facing the managerial crisis caused by discrepancy between the existing system of management and new economic conditions. The traditional management of HEI is inefficient, and the desire to preserve financial stability only affects the quality of educational and research activities.

Reformation of the universities' system of management is of a particular relevance in connection with passing the new Law of Ukraine "On Higher Education" (2014), where universities have considerable autonomy in academic, financial and organizational issues. The law enabled universities to form the desired system of management, to choose the methods and tools of management and to bear full responsibility for the impact of their activities.

**Analysis of the studies and publication.** The issue of HEI management was researched by a number of Ukrainian authors such as A. Asaul, K. Drezinskiy, N. Titova, D. Kudriavtsev, A. Altaitsev, T. Rozhnova, O. Radionov. The process-centered approach to HEI management was studied by R. Daft, P. Drucker, K. McConell, S. Brue, M. Porter.

It should be noted that the researches of HEI management issues are common for the countries with well-developed education system. On the contrary, there is a lack of studies on the issues in Ukraine. However, as the Ukrainian universities gain more autonomy so the issue of their efficient management has become of particular relevance nowadays.

**Unresolved parts of the overall problem.** Being aware of the need for reformation, some universities have begun to rebuild their own system of

management, but a lack of experience and clear understanding of both the problems and the ways of their solution usually results in changes that occur haphazardly and do not bring the expected results. All this makes university leaders seek the ways to apply modern and innovative approaches to improve the system of management.

**The purpose of the study.** Consequently, there is a need for a new ideology of management and specific managerial practices to effectively manage the university in terms of the emerging education market and continuous innovation providing. In this regard, the purpose of the study is to substantiate the need for changes in higher education and to develop the innovative process-centered approach to HEI management based on modern concepts of service management.

**Results and discussion.** In conditions of market reformation, two main behavioral models of universities can be defined. The conservative behavioral modeled results in sluggishness of a HEI activity: it keeps mainly formed relationships and solves emerging problems in a traditional way, and if there is no solution at the level of the university, HEI expects to get it at national level.

On the other hand, the model of active adaptation contributes to utilizing the HEI's own strength, not so much on its own resources, but on the ability to independently predict the situation and undertake the appropriate steps on its own [4].

The need for modernization of a university's management led to the need to change management approaches and, consequently, provided an opportunity to instantly respond to changes in the social environment. In order to increase the efficiency of national HEIs in the new economic conditions the innovative process-centered approach to the HEI management is based on the author's concept of client-centered service management [6].

HEI business processes allocation, their analysis and improvement are the considerable reserve for efficiency of the university management. Among the main advantages of the process-centered approach to HEI management are the simplicity of the optimization of both processes in terms of their organization, synchronization, interconsistency and resources consumed by the processes, especially human and financial resources. In addition, there is a natural reorientation of organization and management on a consumer (client), who begins and ends all processes in the HEI.

In the context of the process-centered approach to the university management one can distinguish four main groups of business processes: the goal setting process, the operational process, the process of management and the processes of development. The following are the main features and recommendations on their improvement.

**The goal setting process.** HEI's strategy determination depends on the legal form of the university, on its size and specialization. The geographical location, demographic, economic, social and cultural traits of the region are also should be taken into account. Strategic plans should include far-reaching goals: access to the world educational market, the occupation of its specific niche or obtaining the market

share [2]. The strategy defines the university's policy, which should aim to achieve its objectives.

Unlike the strategies, goals and objectives for a certain period of time must be specific, indicating the ways of their achievement, the appointment of responsible persons and the creation of the system control. The current environment has a high degree of variability, so the goals should constantly be adjusted. In addition, it is necessary to distinguish between internal and external purposes. External goal set by society (the state) and reflects the contents of its organization.

**The operational process.** Operational processes of HEIs likewise the processes at any organization that carries on business in a competitive market are divided into primary and auxiliary processes. The primary activities of HEIs include: educational services; research and development; production. Auxiliary activities that support the implementation of the key activities (key business processes) are considered to be those, which support and serve to the business processes that do not have direct access to the customer (the applicant). These are the administrative and financial, personnel, logistical support etc.

The interdependence between basic and additional activities is provided by the unified organizational structure and the system of management on basis of the both transparent information systems support and quality assurance. Each type of activity (main and auxiliary) must be aligned with the current legal framework [10].

In accordance with the process-centered approach to the HEI management the key roles belong to the processes, their purposes and executives. The role of functional departments fades into the background. Thus the focus of management is shifted from structural educational units (dean office, department, center) to the educational process, but rather to the organization and implementation of educational (research) programs. The research of the educational business process as the key process of HEIs allows to coordinate resources allocated to an education program or research project with the rights and responsibilities of process managers. Thus, in order to be effectively managed each process should be leaded and presented by the process team.

**The process of management.** These processes are the binding components of the HEI business system. Managerial functions are presented in each operating process. If we consider the educational process as the key business process of a HEI, it begins with development of educational (research) programs, is followed by educational process planning, organization and its direct implementation as well as motivation of its participants, control at all stages of the process and finally ends with the results assessment.

**The processes of development.** The leading place in the hierarchy of objectives the universities are currently facing belongs to quality assurance in all spheres of its activities and, above all, in education. This process is an integral part of every primary and secondary process and should be organically included in any of them. Therefore, according to the innovation process-centered management, the

process of quality assurance is imposed as an invisible network on all its components and is reflected in the functional responsibilities of each employee having a link to a specific business process.

The other processes that have an impact on a HEI's development are the process of creating a positive consumer's experience and loyalty; the process of innovation providing; the process of image growth and progress support.

The customer receives a positive experience in the service. Such an experience provides a long term relationship between a university and its graduates, and the process of a comprehensive customer experience management at all stages of its interaction with the university guarantees customers' satisfaction with the final result. Loyalty formation assumes maintaining and increasing of a customer's positive experience with a HEI. Loyalty reflects a positive customer's attitude to the services provided as well as to the university and to a certain extent reflects the degree of satisfaction with the HEI.

The main indicator of innovation is the progress in a HEI development compared to traditions and widespread practice. Therefore, innovations in education are related to amendments in the objectives, content, methods and technologies, forms of organization and management; in educational programs and the organization of educational process; in monitoring and evaluation of education; in the educational and methodological support etc. The innovation may be determined by the needs of the region, the city; achievement of the human sciences; by the advanced pedagogical experience; by the serendipity and creativity of the university leaders and teaching staff; by the experimental work; by the international experience etc. [8].

A HEI's image is the image that occurs in public or individual consciousness. It is influenced by media and non-media factors and efforts on the basis of a positive experience and loyalty in order to create a positive attitude to the university in the public mind. Image of a HEI includes satisfaction of the students with quality of the education services provided, and satisfaction of the teaching staff with the results of their educational and research activities, price policy, advertising and marketing communications, and position which the HEI occupies in the national and international rankings of universities.

It should be noted that the most acute indicator of a HEI's image and ranking university is the level of its graduates' employment in the labor market. Employment and demand of the graduates, their personal professional success crucially depends on the competencies acquired during the study. Therefore, the results of the quality assurance of education are the primary components of the university's image.

Support of the progress achieved by a university is needed to ensure sustainable development in a changing competitive environment which is enhanced by hard integration into the European and world educational area. The national universities struggle to survive in the new conditions, but according to the principle of natural selection only those HEIs which have powerful potential and willpower to win will survive and flourish.

**Findings from the study.** The success of universities in achieving their objectives using a process-centered approach is stipulated by the result-oriented staff involved in the process implementation. Effective management depends on the degree of consistency between the team and the leadership on the mission and strategy of the university. Values, corporate culture and the attitude of the university management to changes are considered to be the important factors for a HEI's development.

The proposed innovative process-centered approach to HEI management based on modern concepts of customer-centered management makes the scientific novelty of the research. The approach is characterized by refocusing the management on a customer's subjective and objective needs and demands.

Unlike existing approaches the innovative process-centered approach enables to determine the subsystem that prompts the HEI's development and presented by the process of quality assurance, the process of creating a customer's positive experience and loyalty, the process of continuous innovation providing, the process of a HEI's image growth. The practical value of the current research results in development of methodological recommendations on restructuring of the system of universities management and a university's adaptation to a competitive market and functioning as an autonomous economic entity.

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