

Dynamic Competitive Strategies of Management of Higher Educational Establishments

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Abstract: The purpose of the research is analyses of methods of application strategies management in the process of control higher educational establishment. In the study deals with dynamic competitive strategy of management of higher educational establishment, it functions in conditions of the market economy, features of using strategies of leader in specific situation. The strategy management of higher educational establishment considered as program method of thinking, opened social and pedagogical and also social-economic systems, purposeful system-innovation activity, it considers of action of factors the environment and need in complex situational analysis. For the formulation of the National strategy of development of higher educational establishment need to analyze of trends, determine of prospects. The attention on strategy of constantly refined of results of activities by the higher educational establishment is accented in it. Requirements for dynamic development strategies, formulation of mission of higher educational establishment are identified. Indicators of the level of improvement (effectiveness) activity of higher educational establishment are developed. Level of effectiveness of activity the higher educational establishment in accordance with the criteria «in the role of head in improvement of activity the higher educational establishment» is described. Implementation of subjects on subsystem control levels of management of the higher educational establishment of competitive strategies, innovative technologies will be contribute him dynamically development.

Key words: Mission of organization, strategic management, competitive strategy, matrix model, qualitative indicators, effectiveness of activities, external factors environment, situational analysis, organizational culture, components of market rivalry, ranging of strategic tasks, plan and program of development the higher educational establishment

INTRODUCTION

Statement of the problem in the context of modern pedagogical: The strategy of European Union on the labor market is a stimulate of economic growth and increase of employment of young professionals, creation conditions for productive work. The strategy of higher educational establishment is the quality of educational services consumers (students) within the national qualifications framework, preparation of competitive professionals for pleasure the needs of economy, science, education, external evaluation of the quality of higher education in accordance to European standards.

The basis for the foundation of the choice of competitive strategies of the higher educational establishments is a strategic resource analysis, evaluation of quality indicators of effectiveness the main kinds of activity, ratings, marketing researches, diagnostics opportunities, models (ADL-LC, BCG and others) in the form of reports, expert conclusions and recommendations.

In the process of developing competitive strategies analyzed subjects organization management industry market (it is the education market and industry factors as

a whole, including consumers of educational services, competing universities, technology), determined of key factors, its influence on results of activity. The subject of strategic management is the management decisions directed at the maintenance and development of higher educational establishment.

MATERIALS AND METHODS

Price and non-price rivalry, self-evaluation matrix, SWOT-analysis, PEST-analysis, SNW-analysis, spreadsheet, analyze of gaps between goals and practical results, the choice of strategic positions, ranging strategic objectives indicated.

Analysis of recent studies and publications: The most developed theory of strategic management and strategy in the researcher of foreign (Kotter, 2015; Kenyichi, 2015; Porter, 2014, 2016) and Russian scientists. They researched of question of strategic management and strategic industry business. But to this day remain a matter of choice strategies developed by the leader in market conditions functioning of higher education

institutions, including traditional universities. The term “competitive strategy” should be understood to mean: this a complex of long term goals and means of achieving them, long-term plan of actions for the mobilization and distribution of resources and the program of function the organization, a set of rules and methods by which the head of the university realizes of plans, the result of decisions approved.

Actuality of the problem: Strategy a general purpose, reflecting the philosophy of the leaders of the organization; interconnected complex of measures to improve the life of the higher educational establishment, the general long-term program; the order of priorities and allocation of resources of organizations to achieve its goals; a set of rules and regulations assigned in base of the development and adoption of strategic decisions, its affect on the functioning of the higher educational establishment.

General development strategy of system of higher education of Ukraine-integration in the European educational and scientific space. Currently, on the development of higher education is increasingly affect of private capital, financial investments, its should be spent on innovation. In terms of limited financial resources effectively function will higher educational establishments who have chosen of competitive strategy management. Strategies of specific institutions subject to the general development strategy of university education in Ukraine.

The requirements for developing dynamic strategies for higher educational establishment are defined. This originality, situational, competitive ability, adequacy (compliance strategy by capabilities, including resources), account of preferences, orientation of activity on the needs of consumers of educational services, continuous improvement of activities, optimality. For developing of strategies necessary to formulate of objectives, its responded for the requirements of SMART characteristics, including accuracy and clarity (Specific), quantified (Measurable), reach (Achievable) in accordance with the interests of the musician (Related), time horizon (Time bund).

For a system of strategic management of universities is important to articulate the goals dynamic development through constant improvement of quality indicators of effectiveness of main kinds activities (educational and research), the means and conditions to ensure competitiveness in the education market. Actual results are a projection of strategy and objectives of the higher educational establishments, the basis for development programming and forecasting institutions improve the quality of performance indicators.

Components of the strategy are the mission and purpose of the higher educational establishments. H. Vyssema notes that “the mission is a combination of image (vision) and its motto” (beliefs).

We identified the following elements of the image of the higher educational establishment: the description sphere of activity; formulation of objectives regarding the competitive position; preparation of competitive specialists in the labor market. In credo should be formulate of base points of corporate code which is part of the corporate culture and defines of the values and principles of function of the higher educational establishment.

Define of requirements for the formulation of the mission of higher educational establishment. In it is recognized destination of targets, scope, trends and ways of organization activities, values and principles of function, opportunities, needs (satisfaction of the educational needs of consumers) education market, the using of new technologies in the educational process, strategic principles of development of the higher educational establishment. Mission (purpose) of the higher educational establishment is in preparation of highly qualified specialists for the national economy, development of creative abilities of the personality.

Strategically management of educational organization the process of decision making through strategic choice, it based on a comparison of its own resource potential of the higher educational establishment from potential competitors; value of influence of external variables on the results of activity the higher educational establishment.

O. Vihanskyi believes, that strategic management a set of interrelated management processes by organization, including analysis of the environment (the study of the external environment on the macro-levels, its influence on the management system of the higher educational establishment, ways of technological development of society); approximate of environment of the higher educational establishment (consumers of education services, including, students, employers, labor market, competitors); the internal environment of the organization (human resources, financial state, marketing organization, corporate culture); definition of the mission and goals of the organization (formulation of the problem which in concentrated form reveals the essence of activity of the higher educational establishment), socio-cultural factors, short- and long-term goals; choice of strategy; realization of strategy (strategic changes in the organization of activity of the higher educational establishment); evaluation and monitoring of the strategy (Vihansky 1998).

V. Sladkevych distinguishes three important scientific approaches to strategic management: analytical (developed on the basis of analytical calculations of choice of key strategic positions of organization depending from the branch structure of the market); the business (process of forming a strategy based on life experience, intuition of head of the higher educational establishment); transformation (strategic management kept to an appropriate response to changes in the environment across to the transformation of the organization).

Progressive for the higher educational establishment is corporate (integration) strategy, it applies to the entire organization, covering all directions of its activities directed at cooperation between departments, deepening organization interaction between subsystems of integrated system of quality granting of students to educational services through descending and ascending of information and provides the achievement of strategic objectives within the requirements of the environment to its development. Corporate-business strategy makes it possible to develop a plan of organizational measures, directed at maintaining competitive advantages, improving of quality performance of activity, get a synergistic effect as a result of common activities, identify priorities of activities to optimize of resources.

The higher educational establishments function in the market and thus their heads used of innovative strategies. Its meaning increases in knowledge-intensive businesses. The basis of the innovation strategy is the management of researches, developments, development of higher educational establishment, the foundation and using of innovations. Within the innovation strategy of head of university designs on the development of the experimental base for research in cooperation with other universities and business structures; prepares an order for execution of research organizations which function of technopolis, technology parks; provides of purchase licenses for the production of goods and services, management of innovation projects, programs. As alternatively of innovation strategy of heads of universities use offensive strategy with innovative processes, skills and other competitive advantages.

The strategy of "management personnel" directed on attraction in organization of a high level of qualified professionals, who adapt quickly to changes and requirements of higher schools. Within the strategy of management personnel of head of universities organize of competitive choice of scientific and pedagogical teachers on vacant positions, certification training, monitoring performance, introduces a system of incentives to attract quality of the educational process, research and

innovation. The strategy of "human factor" is orientation of scientific-pedagogical teachers on achieve to the objectives at universities through the development of human resource management system (professional choice on a competitive basis, certification, training, promotion, evaluation, promotion).

The strategy of overcome resistance to organizational changes includes the following: involvement of scientific-pedagogical teachers to take part in the decision; promote them; negotiations with those who resisted through financial incentives, cooperation and coercion.

The head of universities analyzes of external and internal environment of the organization, strategic alternatives, formulating the mission, determines the strategy and goals of an organization, realizes of strategy; organizes strategic control. Analysis of the environment allows of universities to determine the factors provided tools that will support purposes.

The market of education services is part of modern information and intellectual society. A characteristic feature of the global education market is increased competition between universities reformed system of higher education in North America, Western Europe, Southeast Asia and Oceania.

Define the following components of market rivalry between universities: the level of national economic, life of the population of country, corporatization of universities, educational services marketing (capitalization (assets) universities); offer of universities (cost of education); the demand of consumers (students) to quality educational services; universities provide of qualitative composition of scientific-pedagogical teachers, material, information, financial resources; developed innovation infrastructure; employers demand for highly qualified professionals; ratings; cooperation with leading companies-employers.

In terms of market functioning of the higher educational establishment heads design methods of price and non-price rivalry for attraction of universities entrant and resources. Methods of price rivalry may be used in the process of analysis of prices of competing universities, organization of preparation of specialists in accordance with related educational programs (they can be focused on mid-market prices, a leader or price list). The structure, scope of educational institutions, educational services customer sensitivity to prices offered may limit the choice of method of price rivalry.

There are objective laws of market functioning educational services: the greater the market share belongs to the higher educational establishments, the less he focuses on the prices of competitors that consumers are

less sensitive to price changes, the less effective methods of price rivalry between universities (Raievniewa, 2015); the higher the level of quality of educational services to universities, the higher pay to teaching of students.

In the elite universities of the developed world indicator “pay by teaching” is related to the complex measure “quality of educational services”. Raievniewa. believes that in Ukraine due to the significant reduction of income of legal entities of all economic activities, potential users of the results of research works of the higher educational establishments and individuals are seeing of the high sensitivity of consumers of educational services (students) to a price (Raievniewa, 2015).

However, becoming more important non-price methods of rivalry directed at developing of the professional competence of professionals by providing quality educational services of higher education institutions. Non-price methods of rivalry institutions implement because of the shape of measures to enhance the image of attractiveness, including scholarship programs, international internship program of scientific-pedagogical teachers, educational fairs, development of Web-site, using of animations banners; international scientific-practical conferences, congresses, forums; conduct interdisciplinary researches in academic centers, technological parks in areas of scientific schools. Factor “image attractiveness” should be considered as a component of corporate culture of higher education institutions (Raievniewa, 2015).

The researcher believes that “increasing the attractiveness image of universities should be based on marketing strategy, using marketing approaches and marketing model status-university education of the 21th century marketing communications in the educational market; marketing strategy within university image policy defines of universities” (it covers priorities, actions, tools, image management system) (Raievniewa, 2015).

Status and marketing (profit-based marketing) strategy of raising funds through the recruitment of foreign students (the revenue generating approach) formed due to limited state funding of universities. State supports this strategy, allowing of foreign universities to a high level of autonomy; introduce preferential visa and migration regime for foreign students. According to the Association of International Educators experts in 2010-2011 years net profit of the USA from training of foreign students (over 723 thousand.) was approximately 20.23 milliard dollars of the USA (Thompson *et al.*, 2015).

Cooperation strategy of states on basis of joint of common agreements (ASEAN, APEC) in areas where there are new knowledge. The strategy is based on

strengthening scientific and educational ties of universities of countries Western Europe in areas where create new knowledge (biotechnology, nanotechnology, information technology).

Among the current forms of cooperation of higher education institutions-the exchange of students and teachers within the program of academic exchanges; coordinate of demands, educational standards and programs; realization of common researches; graduate of internships in companies for the relevant programs for professional experience; function of summer operation schools; common activities in intercollegiate startup centers to promote innovation students, business projects based on high-tech university labs (fablab), spin-off-lablabs of foreign universities; participation in the realization of educational projects of the European Union on the results of the competition Erasmus+. Programs allow universities to adapt to changes in the global labor market; employers transform requirements into internal motivation activities to strengthen ties between universities and business. Cooperation between native and foreign universities of heads organized based on franchise agreements through common projects and programs (double degrees, academic and professional mobility of students and teachers, distance learning) aimed at increasing the innovative capacity, quality assurance. Within the Eighth Framework Program of the European Union developed a strategy of cooperation of EU member states to create a European Higher Education “Education and Training 2020”.

Essential advantage of European systems of higher education are programs of international cooperation corporate universities, research centers, venture capital groups, international mobility, collaboration with national agencies recruitment of international students, international fairs of European higher education.

Integration and internationalization strategies enhance the mobility of students and scientific-pedagogical teachers, marketing effectiveness, cooperation in research activities, transfer of technology. Programs of internationalization of higher education educational organizations (OECD, UNESCO) is the basis for the development of international quality standards, criteria and indicators for rating evaluation of quality performance indicators of the university, the European Qualifications Framework.

The European University Association identified the following directions of internationalization: development of virtual campuses, interdisciplinary network centers, development of foreign language competencies of scientific-pedagogical teachers through probationary period, teaching outdoor education courses, diversifying

of distance learning programs and other (European). An important indicator of level internationalization of higher education is the relation of foreigners to the total number of students (in%). Among the market leaders of international education of the highest level reached Australia (21.2%).

The strategy of attracting skilled labor. Involvement to the study talented students and skilled foreign professionals to work in universities effective means of formation a national human capital, creating an innovative environment in the country. Thus 10% increase in the number of international students provides an increase in the number of patent applications in the USA at 4.5% of university patents by 6.8% and non-university patents 5%.

The national strategy of development of higher education based on the analysis of trends and forecasting of results include cooperation in education; determine the prospects of development of higher education establishment.

The strategy of development. It developed on the basis of forsythe-technology, including stochastic forecasting models, programs, methods, algorithms, material, information, human resources and its give of possibility to ground of forecast of development of the university and to avoid negative tendencies (Afanasiev, 2015). However, expert conclusions must contain the main directions of the progressive development of higher education establishment. The strategic goal of development the university is to ensure the quality of preparation of specialists, increasing their competitiveness in the labor market, education self topical personality.

The strategy of empowerment (The capacity-building approach) provides guidance on imports of educational services, the development of national higher education through innovation, technology transfer, education, foundation of the university departments support educational initiatives to upgrade the content and quality of higher education establishment.

The strategy of diversification and differentiation is often used heads of universities in terms of heterogeneous consumer demand educational services and enhanced competition (it is the expansion of specialties, areas of training, the use of advanced features businesses, developing variant of interdisciplinary programs, determining tuition fees) to provide benefits appeal higher education, reduce dependence on the education market. The strategy of diversification inherent in national institutions, it extends the areas of preparation, specialization and specialization. The strategy of continuous improvement results of activity and

development of higher education establishment. It covers of procedures for internal and external performance evaluation of higher education establishment on based methods (talking about methods, including self-assessment matrix, SWOT-analysis, spreadsheet).

Matrix method of control subjects universities used to determine the levels of excellence according to the criteria. It allows you to keep track of the quality of indicators of specific activity over time, analyzed their, predict of results activity. Matrix model improvement of university management subjects developed according to the principles of Total Quality Management (TQM).

In the case of subjects of strategic planning management institutions used the method of analysis of gaps between targets and actual results (it contains an analysis of the prospects, in particular, trends, threats, expected results, position universities ranking, comparing the perspectives of development, prioritization, resource allocation).

Strategic planning complementary of strategic position choice methods (control subjects determine the possibility of universities, including human resources, physical infrastructure, information resources, innovation infrastructure, qualified administrative personnel, financial resources) and ranking of strategic objectives (it is the monitoring of changes in the environment including market, technical, financial, social, political, procedure for distribution of tasks, ranging contents tasks by importance).

Comparing the potential of the organization to the standard practice in foreign entities university management used indicator method (the term "indicator" should be understood set of characteristics that make it possible to describe the state of capacity). The strategy of invest in development of universities direct on draw of investments in innovation, the use of "strong" party organization.

The strategy of optimal spending directed at ensuring the quality of educational services, receive of excess profits due to the high cost of tuition but are seeing an increased demand for quality education.

RESULTS AND DISCUSSION

In matrix model, we determined a set of indicators of the main criterion of "effectiveness" of basic activities, description of levels of excellence the main criterion according to the data model (it reflects the direct of the achievement of programmed results and is the basis for the development of standard regulatory model specific activity of individual management). Except of the main criterion matrix model contains the original criteria,

including “role of head in the improvement the quality management system”; “the policy and strategy of the organization”; “management of personnel; “resources and partners”; “management of education and research activities”; “satisfaction of students and graduates of the quality of educational services”; “employers satisfaction graduate professional training”; “satisfaction of teaching staff levels of educational and research activities of students in universities established organizational and pedagogical and psychological conditions”.

The level of excellence (effectiveness) activity of the subjects of management institutions determined in accordance with parameters that specify and clarify the criteria, “orientation on consumers of educational services” (students, employers); “consistency in the management of universities” (from sporadic events to planning long-term policies and strategies); used subjects of a systematic approach to quality management subsystem level”; “involvement of teaching staff in the management of the quality of higher education” (it is the sales agents of functions, tasks management institutions); “development of information and document management software quality higher education”.

Qualimetric scales describe five levels of excellence. They make it possible to objectively evaluate the performance according to activities (education, research) on a ten point scale. In accordance with the assessment in the process of numerical values (they characterize the level of perfection) builds a graph which enables to trace the original state of the quality system and areas for improvement accordance with the foregoing criteria. Accordingly to the weight coefficients of performance excellence experts calculate integrated index perfection (efficiency) quality management system of educational services to students.

Description of level result activity of higher educational establishment according to the original criteria “role of head in the improvement of activity the university”.

- The head of university has its own vision of providing quality educational and scientific activities of the university which does not discuss the scientific and pedagogical staff; it adopts the administrative decision alone
- Mission, values and politics of the higher educational establishment in regard to quality assurance is not clearly defined and documented not decorated
- The head of the university and his deputies insufficient attention is paid to the certification of teaching staff, raising the level of one’s skill and their career growth (Beron and Armstrong, 2014)

- The question according of mission statement, policies, objectives, quality assurance manager of the university and his deputies to discuss the scientific and pedagogical staff, project of documents (Myntsberh *et al.*, 2013)
- The of head universities is an initiated of discussions with scientific and pedagogical teachers of universities mission, values, policies, challenges in ensuring the quality of educational services to students. Procedures documented
- Program documents to ensure the quality of educational services to students are reflected in the strategic development plan which is taken as the basis of higher education establishment. From the initiative of the head to update the strategy attached scholars, educators, students, employers
- The head organizes comparative analysis of qualitative performance indicators main activities of universities and related institutions of the higher education establishments (David Fred)
- The mission, policy, strategy of the higher educational establishment in the field of university quality assurance manager determined at the strategic level analysis of general trends of social development (Diksit and Neilbaf, 2014).
- The policy, strategy, mission reflected in the university developed the manager and his deputies scenarios of universities in the medium-term and determine the place and role of universities in society
- The head of the university and his deputies analyze, improve and compare the mission, policies and strategies of the leading universities of the state and abroad; head is a recognized leader in quality issues at the regional and national levels

CONCLUSION

Strategy reflects a general purpose, it applies to the entire organization, covering all areas of its activity achieves strategic objectives and dynamic development of the higher education establishment. Implementation of the subjects to control subsystem levels competitive strategies, innovation management technologies will contribute to the dynamic development of higher education establishment.

RECOMMENDATIONS

The strategy of integrated growth should be used if the higher educational institution inherent tendency of dynamic development. The strategy of diversification strategy should be applied in the case when the university inherent tendency to reduce quality indicators of core activities. For increase the quality and efficiency

of software development in a dynamic market conditions functioning of higher education institutions to introduce new forms of cooperation with foreign organizations and educational institutions.

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