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THE UNIVERSITY INTERNATIONAL COMPETITIVENESS MANAGEMENT AS A FACTOR OF THE UKRAINIAN NATIONAL ECONOMY DEVELOPMENT

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Purpose. The article is devoted to the problem of the university international competitiveness management with the aim of preventing working population emigration and creating favourable conditions for the sustainable economic development of the Ukrainian national economy. **Methodology.** In order to achieve the objectives of the study, we used a statistical analysis method, namely the analysis of dynamics of indicators, identification of the change trends and their comparison. The usage of this method allows to determine then ature and direction of indicators change, and to analyze the impact of the national universities competitiveness on the macroeconomic situation in Ukraine. **Results.** The level of competitiveness of the national universities was analyzed. Based on the results of the analysis the strengths and weaknesses of national universities, opportunities and threats for them were identified. The negative effects of the students outflow to foreign universities for the national economy of Ukraine were identified. In order to confirm the conclusions the index of scientific and technological development was calculated. **Originality.** We have identified the components of the multilevel impact on the national universities competitiveness, in which the role and the ability of the government of Ukraine to influence the level of innovation and economic potential and international competitiveness of Ukraine through public policies of education were highlighted. The image of the university was defined as the important part of the international recognition of universities and, consequently, increase its competitiveness in the international education market. **Practical value.** We have suggested ways to improve the competitiveness of the national universities and to enhance the improvement of education public policy which will increase the intellectual potential and the international competitiveness of Ukraine. References 14, tables 2, figures 2.

Key words: management, international competitiveness, the university, national economy, intellectual capital

УПРАВЛІННЯ МІЖНАРОДНОЮ КОНКУРЕНТОСПРОМОЖНІСТЮ ВИЩИХ НАВЧАЛЬНИХ ЗАКЛАДІВ ЯК ЧИННИК РОЗВИТКУ НАЦІОНАЛЬНОЇ ЕКОНОМІКИ УКРАЇНИ

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Стаття присвячена дослідженню проблеми управління міжнародною конкурентоспроможністю вищих навчальних закладів з метою недопущення еміграції працездатного населення та створення сприятливих умов для стійкого економічного розвитку національної економіки України. Проаналізовано рівень конкурентоспроможності національних вищих навчальних закладів. Визначено складові трансрівневого впливу на конкурентоспроможність вищих навчальних закладів.

Для досягнення цілей дослідження використано статистичний метод аналізу, а саме аналіз динаміки показників, виявлення тенденцій зміни, їх порівняння. Використання цього методу дозволяє визначити напрямок зміни показників, а також оцінити вплив національної конкурентоспроможності університетів на макроекономічну ситуацію в Україні. На підставі результатів проведеного аналізу були виявлені сильні і слабкі сторони національних університетів, можливості і загрози їх розвитку. Були виявлені негативні наслідки відтоку студентів в закордонні університети для національної економіки України.

Запропоновано шляхи підвищення конкурентоспроможності національних вищих навчальних закладів та удосконалення державної політики розвитку галузі освіти з метою підвищення інтелектуального потенціалу та міжнародної конкурентоспроможності України.

Ключові слова: управління, міжнародна конкурентоспроможність, вищий навчальний заклад, національна економіка, інтелектуальний капітал

PROBLEM STATEMENT. Globalization has predetermined the increased international mobility among people. Options, earlier available only in terms of one country, have become realistic throughout the world. More and more Ukrainian graduates are being attracted by the chance to get scholarships or reduced tuition fee for education at a foreign university and, as a result, to get a prestigious job in a developed country. The number of foreign institutes of higher education welcoming the Ukrainian graduates has also increased.

A favorable situation for students has a negative impact on both the individual entities and the national economy as a whole. The graduates from Ukraine, who entered foreign universities, do not have a tendency of applying the professional skills, acquired abroad, for the sake of Ukraine. So we face so-called "brain drain", i.e. the international migration of highly skilled

workforce. This situation is unfavorable for sustainable economic development of Ukraine. Thus, the problem of our research is microeconomic, affecting particular entities, as well as macroeconomic, having negative impact on the national economy in whole.

Many researchers have worked on the management of university competitiveness, among which we can find I. Zinoviev [5], who studied the economic consequences of Ukraine's integration into the world education; O. Maslak, N. Grishko, O. Hlazunova, M. Maslak [8], who considered the impact of intellectual potential for economic development of Ukraine; O. Kapitanets [6], O. Miklukha [7], who examined the competitiveness of Ukrainian universities in terms of European integration; A. Zadoia [4], L. Nichuhovska [9], who investigated into the possibilities of increasing the graduates'

competitiveness; N. Riznyk [10], T. Tardaskina [12], who developed the methods of evaluating and improving the competitiveness of universities; M. Rubak [11], M. Dmytryshyn [3], who considered the efficiency of the financial support of the university; S. Dimitrieva, F. Zinoviev [2], who studies the relationship between the competitiveness of graduates and their demand on labor market.

The given problem has not been sufficiently investigated, as it is usually discussed in terms of a specific microeconomic entity. However, this issue requires further scientific consideration how to improve the state policy of education development in Ukraine in order to reduce the outflow of young people.

To identify the ways of improving the international competitiveness of Ukrainian universities as well as the state policy of education development in Ukraine in order to prevent the outflow of young people and, as a result, qualified working population of Ukraine.

Experimental part and results obtained. In terms of today competitive environment of Ukraine's educational market the national universities face two tasks of developing the competitive market strategy. Firstly, it is to be aimed at convincing the Ukrainian graduates to enter the national universities, and secondly, at attracting foreign students. Thus, the relevance of considering the ways of managing the international competitiveness of universities and the opportunities of its improving is grounded.

Our research considers the universities as fully-featured entities, as we can see the service provided (training in the chosen specialty, in/under certain conditions), the client (a person who studies or who is interested in the latter being taught – a private individual or legal entity) and the executive

(university). At the same time the university academic staff can carry out different commercial orders for development or research in a particular area from private or public entities, businesses, and state.

National higher education institution is understood in terms of our investigation as any institution in Ukraine, state or privately owned, of the 3rd and 4th level of accreditation, established to undertake the educational and scientific activities, with the legal power to issue certificates of higher education. When foreign universities entered the education market of Ukraine, the number of applicants to the national universities has started to decrease. The Ukrainian national universities used to compete with each other (within the national economy), but nowadays the situation has become more complicated as new powerful competitors appeared on the education market. So, the rivalry has become fiercer and the emigration of the workforce has increased. Universities have to work attracting both Ukrainian and foreign students which requires significant contribution to the development of the entire educational system of Ukraine. Given the macroeconomic consequences of the problem, it cannot be solved only by the university alone without governmental support.

At the same time, the international recognition is impossible without sustainable competitive position on the domestic market [1]. In our point of view, the concept of international competitiveness includes the national competitiveness as well. Under the international competitiveness of university we understand its popularity among the applicants and the demand for its graduates on the domestic and international labor market.

Table 1 – SWOT-analysis

Strength	Weakness
<p>National universities</p> <ul style="list-style-type: none"> - the quality of educational services (competence of teachers, use of modern teaching methods) - availability of state order for the specialist - cost of education - a positive attitude toward foreign students <p>Foreign universities</p> <ul style="list-style-type: none"> - possibility of admission to university without external testing results - job placement in the EU country - opportunity to get a scholarship or a discount on learning - the prestige of get education abroad - the quality of educational services (competence of teachers, use of modern teaching methods) 	<p>National universities</p> <ul style="list-style-type: none"> - material and technical base of the educational process - the lack of foreign language teachers (except for some universities) <p>Foreign universities</p> <ul style="list-style-type: none"> - cost of education - the cost of living in the host country
Opportunities	Threats
<p>National universities</p> <ul style="list-style-type: none"> - attract of students from undeveloped countries - opening new topical specialties - increase opportunities of the international mobility - graduate employment - realization of double degree programs <p>Foreign universities</p> <ul style="list-style-type: none"> - placing the branches in Ukraine - reducing the cost of learning 	<p>National universities</p> <ul style="list-style-type: none"> - increased competition - the demographic decline <p>Foreign universities</p> <ul style="list-style-type: none"> - the living standards decline - the state regulation of foreign universities activity in Ukraine - the demographic decline

We define the management of the international competitiveness as a process of continuous improvement of the teaching and learning process to meet the needs of students and the requirements of applicants to increase the competitive edge of the university on the domestic and international education market. Evaluation and comparison of the domestic and foreign universities competitiveness can be made with the help of SWOT-analysis (Tab. 1.).

Meanwhile, a great element of the international recognition, which consequently improves the international competitiveness of university, is its public image, the image appearing in the minds of applicants or employers when someone is talking about the given university. There are different factors having impact on the university image, but, in our opinion, the most important one is that creating the university image at both national and international level. And it is the graduates. They are promoting the image among the applicants and the employers, who are willing to hire

the graduates of this university even without experience, as they can make a conclusion about the quality of educational services by working with the graduates.

At the beginning of our research it was said that attracting foreign students is one of the priorities for the Ukrainian universities. The economic development in Ukraine is lower than in Western and Central Europe, but higher than in some regions of Eastern Europe, Africa and Asia. Since the level of development in our country is not attractive for the students from the developed countries, our target market can be the students from less developed countries characterized by large population and the lack of potential and facilities in higher education. Such people are often financed by the state. If not, when a student covers the cost of studying and living in Ukraine on his/her own, it is still cheaper than that in the developed countries. This is a competitive advantage.

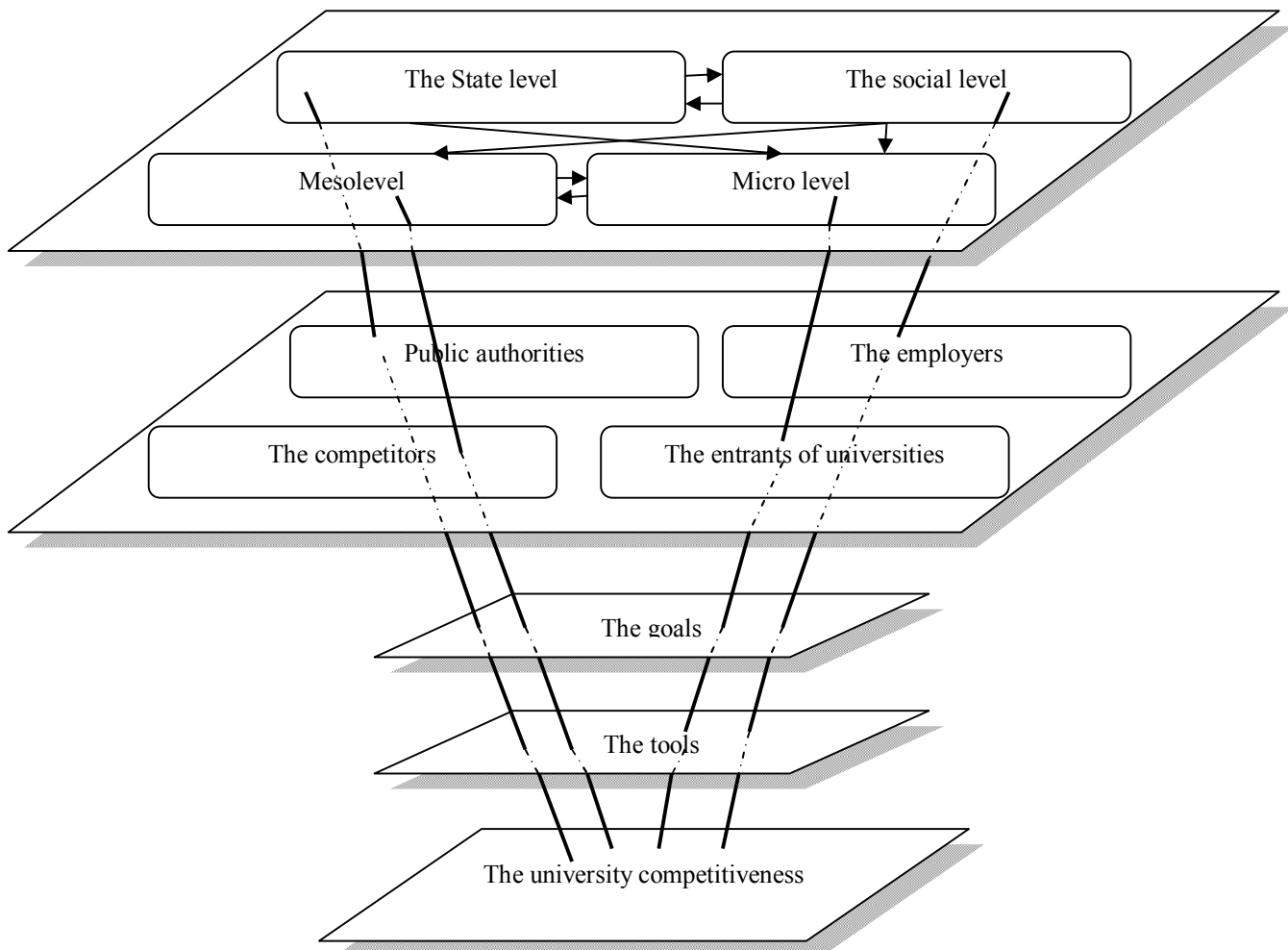


Figure 1 – Multilevel impact on the university competitiveness

On the basis of the data (see Table 2) we can conclude that the Ukrainian you the migration is increasing. The negative results for the national economy caused by the outflow of students to foreign universities include:

- 1) loss of the investments for national universities;
- 2) loss of the economic potential share;

- 3) loss of the qualified employees being highly employable population;
- 4) decline in GDP;
- 5) increase in inflation;
- 6) aging and depopulation.

Thus, the outflow of Ukrainian students to foreign universities has a direct impact on the national

economy of Ukraine. To confirm the findings it is necessary to calculate the index of technological development (Fig. 2), which is defined as the

correlation between the number of scientific and technical workers and the permanent population of the region.

Table 1 – Ukrainian students on foreign universities (full-time education), growing↑ or decrease↓ in the number of people

Country	Poland*	Germany**	Czech Rep.*	Italy*	Canada**	Austria*	United Kingdom**	Switzerland**	Netherlands*
05\06	1989	8671	641	346	308	434	450	230	47
06\07	2224↑	8839↑	728↑	493↑	328↑	501↑	455↑	256↑	57↑
07\08	2470↑	8408↑	844↑	641↑	368↑	602↑	495↑	264↑	85↑
08\09	2831↑	8557↑	1046↑	800↑	470↑	622↑	535↑	292↑	89↑
09\10	3499↑	8818↑	1364↑	1043↑	606↑	769↑	605↑	318↑	83↓
10\11	4879↑	8830↑	1456↑	1314↑	655↑	824↑	670↑	336↑	99↑
11\12	6321↑	8929↑	1647↑	1556↑	760↑	918↑	825↑	358↑	100↑
12\13	9620↑	9044↑	1782↑	1727↑	1097↑	1019↑	905↑	371↑	106↑

Source: generalized by author according to information of committees of statistic of the following countries (* - only a complete cycle of study; ** - including non-degree programs)

The ways of improving the international competitiveness of universities depend on the tasks

improving competitiveness in the national and international market.

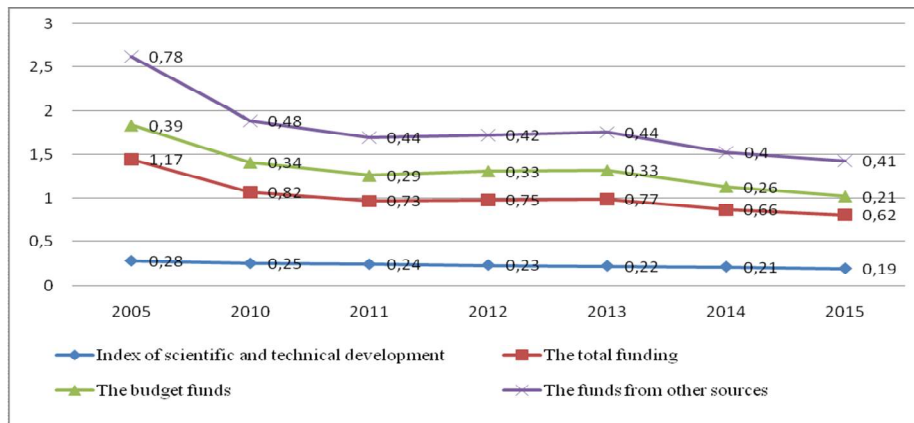


Figure 2 – Dynamics of GDP and index of scientific and technical development

Source: calculated and generalized by author according to information of references [1; 8]

We believe that the national universities have the following capacities to improve the international competitiveness and achieve the objectives of attracting domestic and foreign applicants, set at the beginning:

1) innovations in the educational process to improve learning (using case-study aimed at enhancing the students' potential to solve non-standard problems, use of multimedia presentations with a view of demonstrating the educational material);

2) educational programs conforming to the current requirements (involving the practitioners in the educational process. These professionals are usually involved only as the experts in the process of the state certification. At the same time, their help is needed in developing the core number of subjects for professors and lecturers to focus on essential knowledge and to understand what knowledge and competence a graduate should possess. Now we can see the progress in providing the universities with greater autonomy in choosing the content of educational programs);

3) opportunities for professional mobility (getting additional experience at the enterprises and partner

organizations, possibility of attracting the prominent professors from the partner universities to be involved in the educational process);

4) available internships for students at companies, institutions and organizations (considering the particular ways of different companies and organizations functioning to provide the general practical skills for future qualification. It is necessary to introduce the practical training for students which would be covered by the universities for the enterprises to become interested in providing students with the real business experience. Such cooperation may present the basis for employment of graduates);

5) workshops conducted by the graduates already working in the field (such initiative is a means of motivating the students to improve their academic performance, as they can clearly see what a graduate of the university can achieve, which, in its turn, improves the image of the university);

6) training of the academic staff in enterprises, institutions and organizations.

Taking into account the fact that the best way of

advertising the product is a word of mouth, when the product is recommended by its consumers to other people, the implementation of these initiatives will improve the image of the university among the applicants and employers. Policies of involving the practitioners in the educational process will facilitate the employability of graduates without work experience. These opportunities will provide the great basis for improving the international competitiveness of universities and solving the problem of skilled work force migration.

Our proposals to improve Ukraine's education development state policy are connected with the motivation in educational process. The scholarship is to be a means of encouraging the scientific research, provided as a result of student's achievement. Since the majority of Ukrainian students study abroad paying the tuition fee, scholarship in Ukraine is to be provided to students who study at the expense of the government as well as to those who study at their own expense.

Such a policy will create the conditions and opportunities to stimulate students being involved in scientific research and raise their interest in achieving academic success and enhance their academic career. Thus, the proposed system of motivating students will be a competitive advantage of the national education system as the students will find it attractive to have an opportunity to get a scholarship, even studying on a contractual basis.

Under the current conditions in the educational market of Ukraine there is only one way of enhancing

the university competitive position is to innovate. Increased competition is to be the impetus for developing the education system in Ukraine. Meanwhile, the competitiveness of universities is characterized by its competitive graduates, so they have to possess the competencies and skills required on the labor market. An applicant will choose the university which will be able to provide the opportunities for professional competency development to implement the employment potential, the opportunities for professional mobility to get a valuable experience, to motivate self-development and broaden knowledge, in other words, to have all the chances and conditions to improve the graduate's competitiveness. Thus, FURTHER STUDIES ARE NEEDED with a view of cooperation with employers in order to determine the necessary competencies of a competitive graduate on a labor market and to revise the educational process for it to meet the requirements of the labor market.

CONCLUSIONS. Increased international competitiveness of the national universities attracting the applicants is a prerequisite for decreasing the emigration of young people from Ukraine. Thus, solving the problem of improving the international competitiveness at the level of microeconomic entities we sort through a pressing macroeconomic problem of highly qualified workforce emigration. The solution to this problem at the national level will contribute to sustainable economic growth, increase intellectual potential and international competitiveness of Ukraine.

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УПРАВЛЕНИЕ МЕЖДУНАРОДНОЙ КОНКУРЕНТОСПОСОБНОСТЬЮ ВЫСШИХ УЧЕБНЫХ ЗАВЕДЕНИЙ КАК ФАКТОР РАЗВИТИЯ НАЦИОНАЛЬНОЙ ЭКОНОМИКИ УКРАИНЫ

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Статья посвящена исследованию проблемы управления международной конкурентоспособностью высших учебных заведений с целью недопущения эмиграции трудоспособного населения и создания благоприятных условий для устойчивого экономического развития национальной экономики Украины. Проанализирован уровень конкурентоспособности национальных высших учебных заведений. Определены составляющие трансуровневого влияния на конкурентоспособность высших учебных заведений.

Для достижения целей исследования использованы статистические методы анализа, а именно анализ динамики показателей, выявление тенденций изменения, их сравнение. Использование этого метода позволяет определить направление изменения показателей, а также оценить влияние национальной конкурентоспособности университетов на макроэкономическую ситуацию в Украине. На основании результатов проведенного анализа были выявлены сильные и слабые стороны национальных университетов, возможности и угрозы их развитию. Были обнаружены негативные последствия оттока студентов в зарубежные университеты для национальной экономики Украины.

Предложены пути повышения конкурентоспособности национальных высших учебных заведений и усовершенствования государственной политики развития отрасли образования с целью повышения интеллектуального потенциала и международной конкурентоспособности Украины.

Ключевые слова: управление, международная конкурентоспособность, высшее учебное заведение, национальная экономика, интеллектуальный капитал.

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