

# Organizational and Economic Aspects of Improving the Process of Managing the Educational Activities of a Higher Education Institution in the Conditions of the Socio-Economic Development of the Country

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**Abstract:** The article examines the socio-economic changes in the conditions of the Ukrainian economy, which make it necessary to improve the process of managing educational activities in a university on an innovative basis; the features of the formation and current trends in the development of the educational services market were identified and, taking into account their effect, the requirements for the quality of the system for training competitive and demanded specialists were formulated; characterized by innovation-oriented educational technologies and formulated the general principles and features of their implementation in the educational process in order to ensure the training of specialists according to modern standards; directions for improving the educational activities of the university were determined based on the introduction of innovative technologies that ensure the organization and management of the educational process in accordance with changes in the labor market; systematized methodological means of a comprehensive assessment of the potential of the university as an instrumental base for increasing the effectiveness of the process of innovation-oriented management of the educational, scientific and promotional fields of activity of a modern university; a set of measures was formulated to ensure the process of introducing innovation-oriented technologies based on a structural-functional approach. The working hypothesis of the study is the assumption that the orientation of the process of managing the educational activities of the university on innovation and continuous improvement at all stages of specialist training can significantly improve the quality of educational services and organically adapt it to the real and potential needs of society, as a point of contact "of the interests of market entities educational services and the labor market, which gives an incentive to enhance their interaction and dynamic development of the entire education system.

**Keywords:** Economic tools, higher education, education system, management technologies, managing educational.

## 1. INTRODUCTION

The processes of reforming the Ukrainian system of higher education, carried out during the transition to a market economy, and the associated changes in the socio-economic conditions for the functioning of this sphere impose new requirements on the structure and content of the educational activities of universities (Iasechko, M., Daki, O., Samsonov, Y., ... Martynov, I., Mudryk, V., 2019). The current economic state of universities is characterized by a shortage of funds necessary for the modernization of the educational process, the innovative development of which is determined by the imperative to ensure the competitive quality of educational services. In the current situation, universities are faced with the need to update the forms, methods and techniques of educational activities that take into account the rapidly

changing socio-economic processes of modern social development (Asarta, C. J., & Schmidt, J. R., 2020). At present, the task is to ensure that the sphere of higher professional education organically adapts in its development to ever-growing requirements, using a modern mechanism for the formation of competencies of university graduates with an innovatively oriented professional and adequate economic thinking.

The demand for research on these processes is determined by the importance of forming a system of instrumental and information tools that ensure the implementation of an innovation-oriented process of managing the educational activities of universities. In this context, the relevance of the research topic, its theoretical, methodological and practical significance lies in the conceptual development of an organizational and economic model that allows improving the process of innovative management of the educational activities of the university, taking into account socio-economic changes, a high degree of uncertainty and diverse risks inherent in the market environment.

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The purpose of the article is to, on the basis of identifying organizational and economic opportunities for improving the process of managing the educational activities of universities in a dynamically changing socio-economic market environment, to offer innovatively oriented forms, methods and technologies for training specialists, taking into account the real and potential demand by society.

The object of the article is the process of managing the educational activities of the university at all stages of training specialists, based on innovative methods and technologies.

The subject of the research is the organizational and economic forms, information methods and institutional tools aimed at the introduction of innovation-oriented technologies in the process of managing the educational activities of the university.

The working hypothesis of the study is the assumption that the orientation of the process of managing the educational activities of the university on innovation and continuous improvement at all stages of specialist training can significantly improve the quality of educational services and organically adapt it to the real and potential needs of society, as a point of contact "of the interests of market entities educational services and the labor market, which gives an incentive to enhance their interaction and dynamic development of the entire education system.

## 2. LITERATURE REVIEW

The multifaceted problem of the development of the educational sphere as a complex systemic socio-economic object of management has been studied with varying degrees of depth by a number of world economists, educators, sociologists, whose works can be grouped as follows: world scientists and specialists in the field of education management are investigating a wide range of issues related to the development of education. Development problems were studied most thoroughly educational institution (Asarta, C. J., & Schmidt, J. R., 2020), (De Guzman, M. J. J., 2020). The problems of creating new opportunities and innovative approaches to the organization of the educational process and its management in domestic science are investigated by (Dang, Y. M., Zhang, Y. G., Ravindran, S., & Osmonbekov, T., 2016). Using a human-centered approach for the development of value-oriented public administration as a potential of education (Semenets-Orlova, I., Shevchuk, R., Plish, B., Moshnin, A., Chmyr, Y., & Poliuliakh, R., 2022), and management activities of education managers in modern conditions (Semenets-Orlova, I., Klochko, A., Tereshchuk, O., Denisova, L., Nestor, V., & Sadovyi, S., 2022). The use of specialized software for the possibility of modeling in the education of students and postgraduates (Popov, O. O., Kyrlylenko, Y. O., Kameneva, I. P., Iatsyshyn, A. V., Iatsyshyn, A. V., Kovach, V. O., ... Kiv, A. E., 2022), and defining the features creative burnout of public administration education workers (Kryshchanovych, M., Akimova, L., Akimov, O., Parkhomenko-Kutsevil, O., & Omarov, A., 2022).

Theoretical and practical aspects of the use of marketing in the market of educational services are highlighted in the scientific works of (Graham, C. R., 2009), (Kim, C., Kim, M.

K., Lee, C., Spector, J. M., & DeMeester, K., 2013), (Kirkwood, A., & Price, L., 2013).

Despite the variety of approaches to solving the problems of managing a university, it remains in demand for scientific research to solve a number of issues related to the formation of methods, tools and technologies for ensuring the process of forming an innovation-oriented management of the educational activities of a university.

## 3. MATERIALS AND METHODS

The methodological basis of the study at the philosophical level is the following fundamentally significant philosophical ideas: contradiction as a source of development, technology as a way of interaction between civilization and culture, the cultural vector of history, patterns of probabilistic modeling.

Studies of this problem contributed to the development of mechanisms for transferring management activities to the mode of technologization, which ensures its improvement. The following system of methods served to solve the research problems:

- a) scientific methods: informal (writing an experiment scenario), diagnostic (questionnaires, testing, polling, interviewing, mono-conference, collective discussion), graphic (decision tree, dichotomous goal division), modeling (descriptive and normative models, imitation), formally - logical (analysis, synthesis, retrospection, abstraction, forecasting);
- b) empirical methods (study of school documentation, observations, conversations, precedents, correlation, interpolation and extrapolation, experiment);
- c) statistical methods for processing experimental data.

## 4. RESULTS

The results of generalization, systematization and comprehensive analysis of trends in changes in the socio-economic conditions for the development of macro- and meso-level systems of the economy of Ukraine, which determine the evolution of the process of managing educational activities in a university under the influence of such factors as economic, institutional, demographic and socio-political, made it possible to identify a mismatch activities of higher education in training specialists with the dynamics of the needs of the national economic system and identify the main contradiction in the development of universities. The university as an institution of the socio-economic profile of activity is in the spectrum of dual regulation; on the one hand, the state that regulates and controls its activities as a subject of production (source) of socially significant benefits, and on the other hand, the market, where, under the influence of supply and demand, prices, types, forms and volumes of educational services are formed. The described contradiction can be resolved through the use of modern innovative forms and methods in the management of the educational activities of the university, which allow taking into account the ongoing socio-economic changes (Kopcha, T. J., Ding, L., Neumann,

K. L., & Choi, I., 2016), (Park, J. Y., Byun, C. G., Sung, C. S., & Choi, D. S., 2018).

In the course of achieving the target determinant, a comparative analysis of various organizational structures of university management was carried out in terms of susceptibility to the introduction of innovative forms and technologies in the process of managing educational activities, which made it possible to identify the basic principle of modern organizational design in a university – balance of decentralization of management. Ensuring structural decentralization is designed to maximize both the financial and academic efficiency of the university to ensure sustainable development in a changing socio-economic environment. On the other hand, the structure must be operationally manageable, which is problematic in the presence of a large number of decentralized structural units. In this context, the management of the educational process should be developed towards the formation of an innovative matrix structure with developed horizontal connections, which is the most susceptible to the introduction of innovative technologies, techniques and methods into the organization, management and content of educational activities, providing high-quality training and graduation of specialists, taking into account future requirements of the labor market.

In the current situation, the competitiveness of graduates of higher educational institutions largely depends on the degree to which the quality of education meets the requirements of the national economic complex. The level of qualification and professionalism of specialists is largely determined by the quality of training of the latter, which, in turn, includes: the quality of the educational program, the quality of educational technologies, the quality of personnel, scientific and other components of the university's potential involved in the educational process.

When designing the structure of the system for training specialists and individual educational programs, the formation of an educational and methodological complex, it is necessary to be guided by considerations of economic feasibility and optimality, which involves the use of innovative and informational approaches in the management of educational activities. The use of such approaches implies the concentration of resources in the "points of growth" of the university, which allows you to effectively solve the problem of quality.

Improving the information support of the process of managing educational activities is associated with the need to forecast demand, study its dynamics and spatial and temporal characteristics. The development of optimal managerial solutions to the tasks set requires appropriate provision of information about the educational services market and the labor market. These processes actualize the problems of marketing educational services and initiate the use of marketing technologies in the management of the educational process.

As a result of the analysis of the marketing component in the system of managing the innovative behavior of universities as subjects of the educational services market, the essence of the innovative behavior of universities using the marketing approach is formed: the concepts and marketing strategies used in the field of education, the stages of their implementa-

tion and models of social market behavior of universities are identified.

The use of information and marketing technologies in the management of the innovative educational process in a university helps to strengthen its position in the market, increase the efficiency of educational activities, the level of competitiveness of universities and their products, and the ability to anticipate and adequately respond to socio-economic changes in the external environment. However, the systematization and generalization of the experience of using these technologies by universities in Ukraine made it possible to conclude that the conceptual foundations of information and marketing interaction and the mutual influence of educational institutions with other subjects of market relations have not yet been formed.

The creation of marketing information services within educational institutions requires significant management, financial and labor resources. Therefore, one of the effective ways to improve the provision of educational institutions with information is the interaction of universities within a localized territory, on the basis of which it is possible to organize a marketing information system. This system should accumulate information provided by the institutional structure of the localized territory and be an information support when making decisions in the field of educational process management.

## 5. DISCUSSION

### Research Highlights

1. Socio-economic changes of a market nature, which determine current trends and the trend in the development of macro- and mesosystems of the economy of Ukraine and its regions, form a vector of directed innovative impact on the process of organizing and managing educational activities in a university, determined by the imperative of organic adaptation of the quality of educational services to the prospective needs of society and the transforming structure of the economy.
2. Organizational and economic: forms and methods of regulating the process of managing the educational activities of the university provide for the possibility of introducing new tools and technologies into it to provide an innovation-oriented model of training specialists. Innovative technologies, techniques and methods should be organically "built into the process of organizing, managing and modernizing educational activities" to ensure the training and graduation of specialists, taking into account the future requirements of the labor market.
3. Due to the fact that the determining criterion for the demand for specialists in the labor market is the quality of their education, the content of educational activities at all stages of training should be formed on the basis of data from monitoring socio-economic changes and marketing research, the use of innovative teaching methods, and the organization of research developments and their promotion

to the real sector of the economy, ensuring the creation of an interactive educational environment, infrastructural diversified arrangement of the educational process, expanding the "field" of using information and communication technologies, creating conditions for the training of highly qualified specialists capable of solving the problems of tomorrow in modern conditions, characterized by high social economic dynamism.

4. The introduction of marketing technologies in the process of managing the educational process allows you to form, maintain and increase the competitive advantages of the university and its graduates. At the same time, the ongoing changes in the socio-

economic conditions of the activities of educational institutions and the employment of specialists dictate the need to introduce marketing technologies both at the "input", that is, within the higher education system itself, and at its "output" - when adapting the activities of the university to the imperatives of the markets educational services and the labor market, the creation of appropriate databases in the information system of the university, the adoption of appropriate management decisions.

5. An integrated approach to the methodology for assessing the potential of a university, as an instrumental base for improving the innovation-oriented management of the process of providing educational services, the formation of a decent cultural and educational environment in Ukrainian universities, academies and institutes, is to determine the conditions for resource equipment of scientific, innovative, educational, intellectual. The material, technical and informational component of their potential from the standpoint of the active participation in the educational process and the identification of opportunities for the introduction of certain innovations in educational activities.
6. The implementation of innovative technologies in the process of organizing and managing educational activities on the basis of a structural-functional approach makes it possible to create a mode of sub-local interaction between the university and the innovation-oriented sectors of the economy of the country and a particular region at all stages of specialist training, which contributes not only to a stable increase in the level of education quality and the demand for graduates, but also the "embedding" of universities in the "points of growth" and "poles of development" of the country's economy.

## 6. CONCLUSION

In modern conditions, universities, as shown in the dissertation, are focused on finding additional competitive advantages that are associated with the implementation of innovative technologies in the management of educational activities at the university. The paper proposes a comprehensive approach to assessing the potential of a university as a

resulting factor in the quality training of innovation-oriented specialists. The algorithm for its implementation includes the following stages: collection of information about the activities of the university, characterizing its internal environment; formation of a system of indicators for assessing the potential of the university; calculation of single indicators of potential; standardization of individual indicators of various levels; assessment of the actual level of potential and its compliance with the tasks set for the university; development of management solutions for improvement.

It is proposed to assess the potential of the university in the following blocks: indicators characterizing scientific and innovative activities; indicators of personnel training for innovative educational activities and the economy; indicators of the intellectual potential of a higher educational institution; indicators characterizing the support of educational activities by the material and information base.

The theoretical and practical significance of the study lies in the identification of socio-economic processes and innovative factors that influence the formation of organizational and economic tools that ensure the improvement of the process of managing the educational activities of universities, focused on the interaction of higher education with innovation-oriented sectors of the economy in the field of training specialists.

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