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**THE ROLE OF EDUCATION IN THE IMPROVEMENT  
OF A MODERN MANAGER'S COMPETITIVENESS**

*The existing conditions of a higher education national system functioning have been analyzed. The model of connection between the manager's higher education and the efficiency of the enterprise functioning has been presented. The direction how to increase the competitiveness of a modern manager in the context of the current integration processes has been determined.*

**Keywords:** *manager, educational process, training, specialist, competitiveness.*

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**РОЛЬ ОСВІТИ В ПІДВИЩЕННІ РІВНЯ  
КОНКУРЕНТОСПРОМОЖНОСТІ СУЧАСНОГО МЕНЕДЖЕРА**

*Досліджено наявні умови функціонування вітчизняної системи вищої освіти. Представлено модель зв'язку вищої освіти менеджера з ефективністю функціонування підприємства. Встановлено напрям підвищення конкурентоспроможності сучасного менеджера в контексті євроінтеграційних процесів.*

**Ключові слова:** *менеджер, освітній процес, навчання, фахівець, конкурентоспроможність.*

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**РОЛЬ ОБРАЗОВАНИЯ В ПОВЫШЕНИИ УРОВНЯ  
КОНКУРЕНТОСПОСОБНОСТИ СОВРЕМЕННОГО МЕНЕДЖЕРА**

*Исследованы имеющиеся условия функционирования отечественной системы высшего образования. Представлена модель связи высшего образования менеджера с эффективностью функционирования предприятия. Установлено направление повышения конкурентоспособности современного менеджера в контексте евроинтеграционных процессов.*

**Ключевые слова:** *менеджер, образовательный процесс, обучение, специалист, конкурентоспособность.*

**Articulation of the issue and its connection with the important scientific and practical tasks.** It is a well-known fact that a human being is a resource of the enterprise and the future of the whole enterprise depends on its management efficiency. Accordingly, it can be stated that efficiency of its management is an important condition of a stable and effective work of the enterprise.

In order to keep pace with the progress, a manager should always study. But his formation as an expert in the management sphere begins at the time of getting education at the institution of higher education and the quality of education depends on its choice. Also, modern eurointegration trends, which increase every year and put new demands in the labour market, bring their own adjustments to this process.

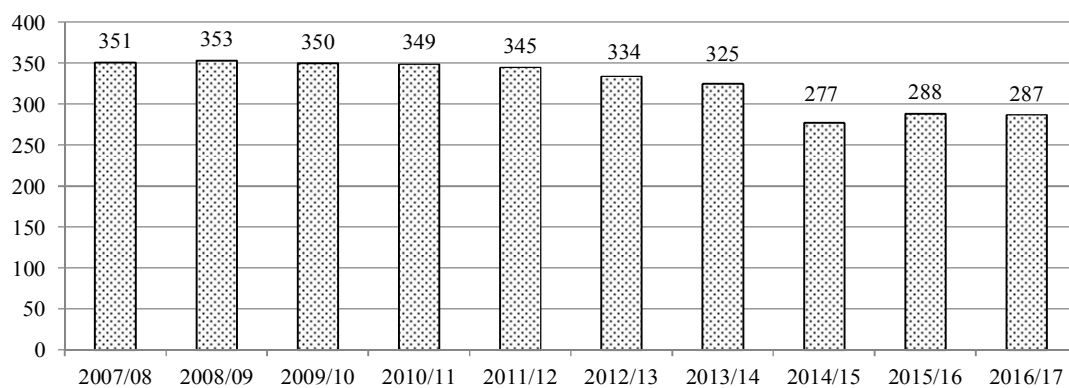
**Analysis of recent publications on the issue.** Such scholars as H. Abramova, O. Bondarenko, M. Boryshevskiy, L. Burlachuk, M. Zakovorotna, N. Zubaliy, N. Kolominskiy, S. Maksimenko, V. Morgun, V. Panok, M. Savchyn, V. Tatenko, T. Titarenko, N. Chepeleva, O. Shatohina, L. Shneider, T. Yatsenko and others were engaged into the issue of future specialists' professionalism. In addition, the scientists L. Afanasieva, Y. Bachynska, N. Dalyuk, M. Dmytrieva, O. Osypenko, H. Nikiforova, V. Snetkova, N. Stepanenko and others devoted their work to the study of aspects of managers' professional formation.

But modern market conditions, which are put forward before a specialist in the field of management, demonstrate the need of a constant search for the sources of professional competitiveness.

**The purpose of the article** is to establish the prospects how to increase a modern manager's competitiveness in the educational context.

**Presentation of the main results and their justification.** First of all, let's consider demographic and social conditions of the national system of higher education functioning.

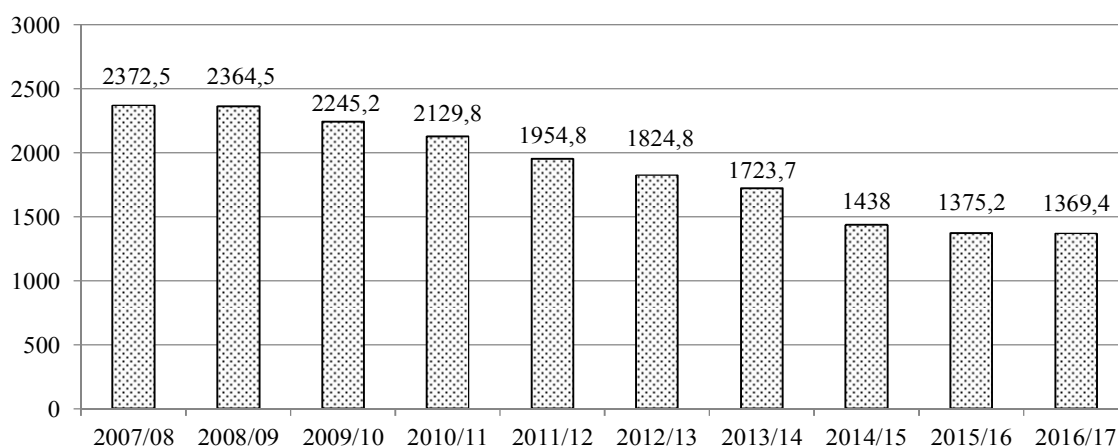
According to the data of the State Statistics Service of Ukraine [7], let us present the quantity dynamics of the institutions of higher education of III–IV accreditation levels in Figure 1.



Source: proposed by authors.

**Figure 1. Quantity dynamics of the institutions of higher education of III–IV accreditation levels, items**

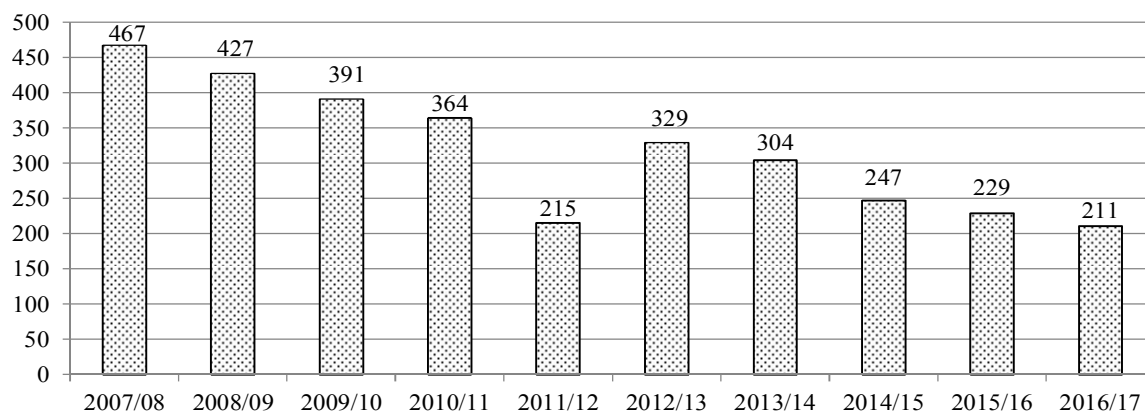
As we can see, the change in the indicator tends to decrease and the reason of it is 42ю3% general decrease of students [7] who study at the national institutions of higher education (Figure 2).



Source: proposed by authors.

**Figure 2. Quantity dynamics of the students who study at the institutions of higher education of III–IV accreditation levels, thousands of people**

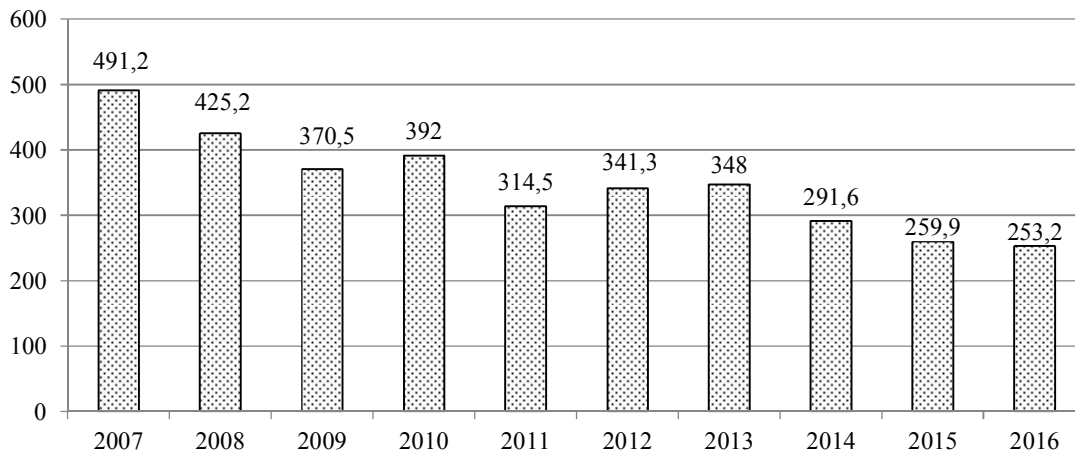
On the one hand, such a reduction is caused by a constant decrease in the number of school graduates (Figure 3) that ultimately led to the decrease in the number of students enrolled to the institutions of higher education (Figure 4) and trained experts (Figure 5) [7].



Source: proposed by authors.

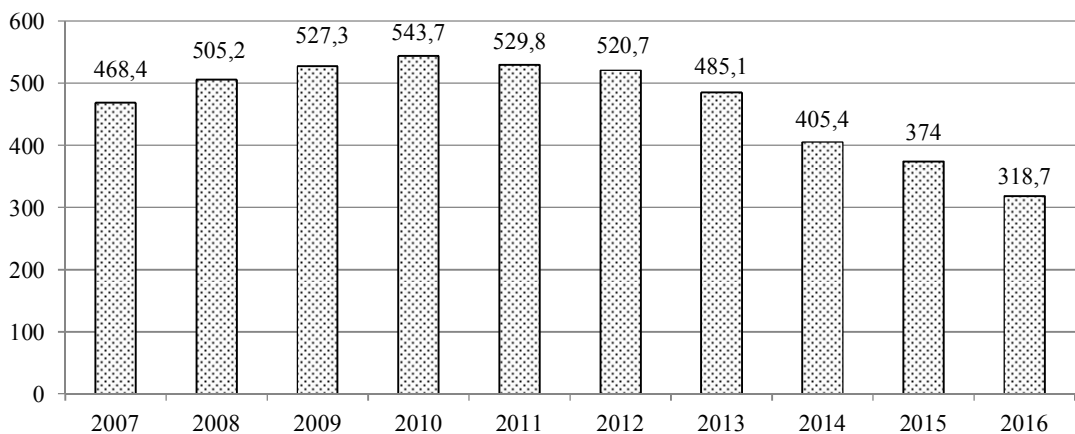
**Figure 3. Quantity dynamics of students who received high school diplomas, thousands of people**

It is a well-known fact that the key aspect of these negative trends in the field of education is a low birth rate, caused by a low income and social protection of the population at the end of the last century that led to the population decrease and its ageing.



Source: proposed by authors.

**Figure 4. Quantity dynamics of the students enrolled to the institutions of higher education of III-IV accreditation levels, thousands of people**



Source: proposed by authors.

**Figure 5. Quantity dynamics of the specialists graduated from the institutions of higher education of III-IV accreditation levels, thousands of people**

In addition to this, a political and economic situation of the last decade in Ukraine has played an important role. It caused the decline of the citizens' standard of life and promoted emigration, which also negatively affected the population size.

But not only these negative aspects of the state development have caused problems in the field of education [8]. For a long time, there was a mismatch between the structure of the specialists training and the real needs of the economy, the decline in the quality of higher education, its separation from scientific research, a slow pace of integration into the European and the world intellectual space, which contributed to the deterioration of competitiveness of graduates in the labour market. As a result, it has led to a change in the applicants and students' outlook, reflected in the external

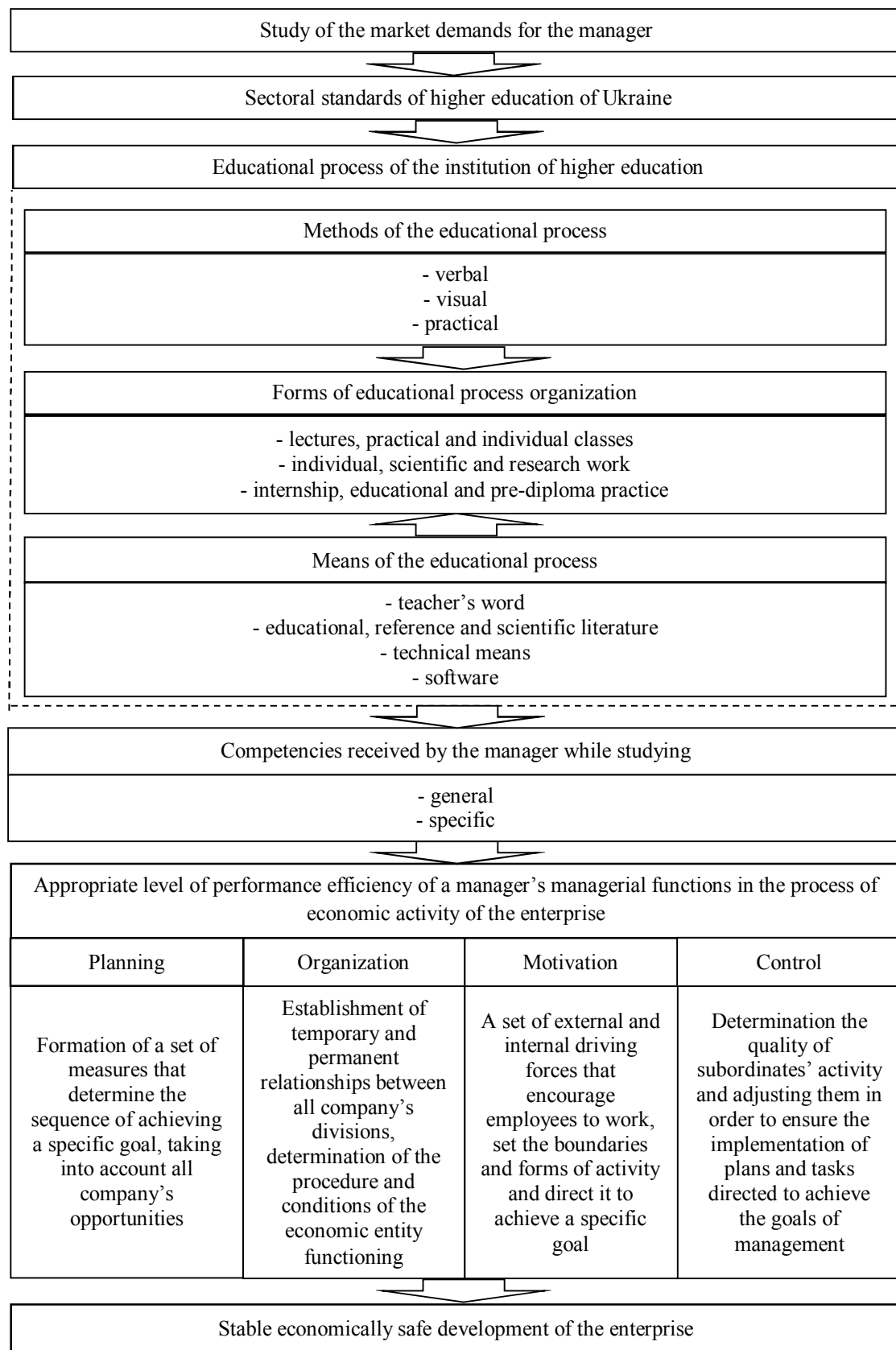
educational migration. Its main purpose can be represented as follows [10]: formation of a person as a competitive specialist due to obtaining high quality modern education in another country, which will allow to find a job and receive an appropriate remuneration level in the future. Educational migration in the recent years has become an additional cause of the decrease in the number of students for Ukrainian universities, which are forced to compete increasingly actively with European universities for national applicants.

According to the above-mentioned, one of the important tasks for providing competitive stable economically safe functioning of any institution of higher education in Ukraine is a constant increase, in accordance with the market demands, of education quality in the specialities that combining with an appropriate level of tuition fee should allow the university to form a proper student contingent and reinvest its future income into the further growth [3, 4]. It is worth mentioning that one of the specialities, by which national institutions of higher education, including Kyiv National University of Technologies and Design, compete with Europe is «Management».

The main functions performed by the manager are known to be planning, organization, motivation and control [1, 2, 6]. Imagining the model of the connection of higher education in «Management» speciality existing in Ukraine with the efficiency of the enterprise functioning (Figure 6), it could be possible to make a conclusion about its adaptability and advancement.

But looking at the curricula of «Management» speciality, in particular of Kyiv National University of Technologies and Design, in the context of a professional and qualified model of a manager, suggested by O. Komarist and N. Aldohina, one of the main source elements of which are management roles (a leader, representative, innovator, informer, tutor, entrepreneur, distributor, communicator and liquidator of violations) [5], certain gaps in the national educational practice are becoming evident, and it is proved by the recent research. Thus, the scholars point out in their works that after graduation and obtaining a diploma, future managers who take up positions for the first time, and also some graduates who have some kind of working experience lack knowledge in the field of leadership, management psychology and mostly face psychological problems [8, 11]. The scholars think that the problem lies in the way of how specialists are trained.

In particular, this deficient psychological and pedagogical training that is reflected in the lack of hours or in the absence of necessary disciplines at all, due to the study of which future graduates systematically and purposefully form a system of knowledge and skills, needed to perform their professional duties under strict competitive conditions, and qualities which should help to provide effective management, as well.



Source: proposed by authors.

**Figure 6. Model of connection between a manager's higher education and the company's performance**

The above-mentioned is also confirmed by a general European practice. So a number of universities of different countries in the process of management orientation training offer to study blocks of disciplines that are aimed to solve the above-mentioned problems of specialists training, in particular [9]:

- Bachelor's programs «International Business and Management» and «International Personnel Management» at Saxion University of Applied Sciences (the Netherlands);
- Bachelor's program «Labour Relations and Personnel» at Salamanca University (Spain);
- Bachelor's program «Business Administration and Management» at the University of Barcelona (Spain);
- Bachelor's program «International Business and Management» at the Hague University of Applied Sciences (the Netherlands);
- Bachelor's programs «Business Administration» at Graz University of Technology (Austria);
- Master's program «Applied Business Administration – specialization «General Management» at the University of Klagenfurt (Austria);
- Master's programs «Personnel Management» and «Management – specialization «Social Enterprise Management» at the University of Liege (Belgium);
- Master's program «Management of International Connections» at the Hague University of Applied Sciences (the Netherlands).

Some steps are being taken to solve this problem, for example, such a subject as «Leadership in Management» has been added to the curriculum of Kyiv National University of Technologies and Design, «Management» specialty. But the lack of other subjects, namely «Psychology of Management» and «Conflictology», decreases the graduates' competitiveness caused by the decrease of the ability to perform these or those specialized roles in practice.

**Conclusion and prospects for the further research.** Summing up, it is worth mentioning that the model of connection of the national higher education in «Management» with the efficiency of the enterprise functioning has an adaptive and advanced character.

An important reason for the decrease of competitiveness of national graduates according to the research is the lack of knowledge in the field of leadership, human management psychology and other problems of a specialist formation that lie in the psychological sphere. One of the directions to solve this revealed drawback of a managers training system can be the extension of the range of disciplines of professional and psychological orientation, in particular «Psychology of Management» and «Conflictology», the study of which will allow a future specialist to better perform his main management functions and roles in the course of the enterprise economic activity.

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