

THE BUSINESS EDUCATIONAL IN UKRAINE: KEY PROBLEMS & STRATEGIC PERSPECTIVES (on the example of O.M. Beketov National University of Urban Economy)

Babaev V. M., Doctor of Public Administration, rector, Stadnyk G. V., Ph.D in Economics, vice-rector, Momot T. V., Doctor of Economics, O. M. Beketov National University of Urban Economy

The Educational system of Ukraine is functioning and changing due to the changes of the political, economical, social & cultural and technological factors in the country.

In the area of education and upbringing are involved 7% of Ukrainian professionals who teach 11 million students (22% of the population).

It is important to note that even though Ukraine became independent from the Soviet Union 26 years ago, its educational system inherited a lot from its Soviet past. There is a wide range of universities in Ukraine that provide both free of charge and fee-paying education. Today, you can get the education in 313 universities, academies and institutes of Ukraine of 3-4th level of accreditation. Among them there are 220 state institutions, 93- non state. 54,9 % of state universities students get free education.

Ukraine has a long and proud history in terms of education. More specifically, the country has a long tradition in the field of mathematics. Ukrainian universities provide students with strong fundamental knowledge as they teach to look at the problem widely and find solutions conceptually. At the same time, curricula are left behind the needs of business and industry in general. Being ineffectively governed and mired in corruption, universities are not able to withstand existing global challenges.

The overview of the different macro-environmental factors were taken into consideration with the use of PEST Analysis.

External key factors that are affect the University and education system of Ukraine in general are the following:

Political: political instability increases the possibility for cross-border cooperation in different fields: new education programs development (for example anticorruption educational programs); for business provide opportunity for raising foreign direct investments in the process of eurointegration.

Economic: economic crisis stimulates the development of innovative approaches aimed on solving existed problems in doing business in Ukraine. As a result, there is a necessity of new education programs introduction, especially, for adult students for quick upgrading their professional skills.

Social: problem of ageing populations fosters the development of the education programs for adult students, demographic changes (negative migration balance) demands English language education program development

Technological: possibility and demand for distance learning implementation have been significantly increasing.

The internal key problems & possibilities are defined with the use of SWOT analysis.

Step 1

Problems	Possibilities
<ol style="list-style-type: none"> 1. Low level of cooperation with business 2. Low level of international partnership for the comparative prestigious education program development 3. Low level of practical education programs for adult students 	<ol style="list-style-type: none"> 1. Development of <u>Cross Border Networking Platform</u> for communication with business and discussion forum organization 2. Development of <u>Cross Border Institutional Networking Platform</u> for establishing partnership with universities 3. <u>International Consulting and Professional Education Center</u> Creation

Step 2a

PROBLEM 1: Low level of cooperation with business

Weaknesses (Internal perspective)	Threats (External perspective)
<ul style="list-style-type: none"> - The large number of intermediaries, consultants when implementing business processes - Information asymmetry: foreign investors lack the knowledge about the features and advantages of investing in Ukraine - Low investment attractiveness of Ukrainian business - Incomprehensible for a foreign investors structure and reporting of Ukrainian enterprises - Ukrainian companies lack the understanding of investors' expectations 	<ul style="list-style-type: none"> - the lack of capital for the implementation of promising projects, fixed assets update - Increase in the number of unprofitable enterprises and industries - Increase in the number of bankrupt enterprises

PROBLEM 2: Low level of international recognition, absence of international partner for the comparative prestigious MBA program development

Weaknesses (Internal perspective)	Threats (External perspective)
<ul style="list-style-type: none"> - Curricula are left behind the needs of business - Lack of interrelation of business and education - Inadaptability to the rapid changes in the external environment 	<ul style="list-style-type: none"> - Lack of skilled professionals - Companies lose competitive positions on the market - A significant increase in spending on services of a large number of consultants

<ul style="list-style-type: none"> - Lack of incentives to study due to the high cost of additional education - Forced search of educational courses abroad - Professors do not always have the practical experience and it also affects the quality of education - Current financial motivation does not allow universities to attach practicing professors to teaching for a long time 	<ul style="list-style-type: none"> - Unsubstantiated standardization and optimization of higher education in Ukraine
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------

PROBLEM 3: Low level of practical education programs for adult students

Weaknesses (Internal perspective)	Threats (External perspective)
<ul style="list-style-type: none"> - Inconsistency of theoretical principles to modern practical realities of business - The reluctance of businesses to invest in education - Majority of Ukrainian companies do not understand the necessity of learning how to do business - Low confidence in educational programs - In majority cases Languages of instruction still is Russian or Ukrainian, there is a lack of English language training programs 	<ul style="list-style-type: none"> - Companies' management ineffectiveness - The probability of large losses due to incompetence of staff - The complexity of strategic planning of further development

Step 2b

POSSIBILITY 1: Development of Cross Border Networking Platform for communication with business

Strengths (Internal perspective)	Opportunities (External perspective)
<ul style="list-style-type: none"> - The establishment of partnerships between foreign investors and Ukrainian business - Consideration of alternative outlet markets - Increase of information transparency of Ukrainian companies - Formation of the company's investment proposals that meet the expectations of foreign investors 	<ul style="list-style-type: none"> - Increase of investment attractiveness of Ukrainian enterprises - Increasing volumes of foreign investments - Sustainable economic development of the country - Support and maintain the business initiatives of companies looking to join the Europe market by providing strategic and logistical advice

POSSIBILITY 2: Development of Cross Border Institutional Networking Platform for establishing partnership with universities

Strengths (Internal perspective)	Opportunities (External perspective)
<ul style="list-style-type: none"> - Emphasis on practical training of qualified managers - Involvement of practitioners in the field of business activity - Establishment of sustainable cooperation between universities and business - Cooperation with international educational organizations 	<ul style="list-style-type: none"> - Forming database of problem situations in the business for further development of training programs of different educational levels - Increase of profitability of Ukrainian enterprises

POSSIBILITY 3: International Consulting and Professional Education Center Creation

Strengths (Internal perspective)	Opportunities (External perspective)
<ul style="list-style-type: none"> - The introduction of innovative educational methods - Emphasis on international experience and practices - Development of programs that meet the needs of business - Engagement of professors with experience of researching and teaching abroad 	<ul style="list-style-type: none"> - Individual approach to customer needs - Possibility of distance learning - International certification - The basis for creation of business school - Possibility to incorporate different teaching styles and methods into educational system

On the base of PEST and SWOT analysis we defined three key problems of the business education on the example of our university:

1. Low level of cooperation with business: Changes in business practice are essential to achieve progress in business education. During recent years, the University took steps to cooperate with business, namely in organization practices for students. This cooperation has been beneficial in creating positive actions at the short-term training for business.

2. Low level of implementation of practical international experience in education programs in Ukraine: difficult political and economic situation in Ukraine does not stimulate international experience and intercultural skills development.

3. Low level of practical business-oriented education programs for adult students: lack of up-to-day skills update programs that will help to gain complex knowledge, new patterns of thinking and new perspectives.

As a result, we conclude with the following results:

The dynamics of global business demands frequently update education programs. The following trends should be taken into account:

- Need for more Organizational Flexibility;
- Increased Demand for Sustainability;
- Globalization;
- Disruptive Events;
- Dynamic Competitive Strategies;
- Increased Rivalry.

New strategies, approaches, and tools are required in order to better manage this complexity.

As a result the most important strategic areas O.M. Beketov National University of Urban Economy needs to priorities are the following:

- to establish structured dialog with Business for providing long-term support in the establishment of strategic partnership in education;
- to establish structured dialog with Social Responsible Public Sector for building relationships and creating the networking for the cooperation in education;
- to establish structured dialog with the International Partners.

In such situation there is strong necessity to improve education infrastructure by means of facilitating continuing education programs for helping professionals advance skills, stand out in a competitive job market in cooperation with business partners and institutions.

The university should move on a significant number of directions to keep abreast of the competition, respond to a rapidly changing environment, and enhance academic strengths.

The special attention will be given to the Marketing (Competitive) Intelligence, which is a comparable young (management) discipline that provides decision makers with a range of concepts, theories, and above all support for making decisions.

OLIGARCHIC SYSTEM OF STATE AND CORRUPTION: ANTI-CORRUPTION REFORMS IMPLEMENTATION IN UKRAINE

Momot T. V., Doctor of Economics, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine, Vashchenko O. M., Ph.D in Economics, Center of Strategic Analytics and Anti-corruption Management A.N. Beketov National University of Urban Economy in Kharkiv, Ukraine

The corruption has its historical beginnings and social background. The sign of corruption has always followed the bureaucracy. There is no social or political system that fully immune to corruption – only its scopes and the influences change. The last is determined by the attitude of the state and the society.

Corruption is a widespread and growing problem in Ukrainian society. In 2016's Transparency International Corruption Perceptions Index Ukraine was ranked 131st out of the 176 countries investigated (tied with Russia, Guatemala, and