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EFFECTIVENESS OF MANAGEMENT IN THE HIGHER EDUCATION

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The article presents the results of empirical research of the main theoretical approaches to the concept of efficiency of management services in the field of higher education. It is determined that the concept of efficiency management is a complex multifaceted indicator that includes certain performance indicators related to efficiency, profitability, effectiveness, etc., in economics and management there is no single general approach to determining the effectiveness of management. It is proved that the effectiveness of management is a complex indicator that determines the use of resource opportunities to achieve a certain goal, and these concepts are complementary and interrelated, this approach from the point of view of economics is integrated with all management functions.

Ключові слова: *higher education; management efficiency; management effectiveness; management efficiency in higher education; educational services.*

Introduction. Transformational changes in today's globalized society are aimed at raising the issue of the effectiveness of management, because it is one of the critical factors of functioning and development in a global economy. The concept of efficiency management is a complex multifaceted indicator that includes certain performance indicators related to

performance, profitability, efficiency and others. It should also be noted that in economics and management there is no single general approach to determining the effectiveness of management. That is why there is a need to study the concept of management effectiveness in higher education. Bulavynets O., Gutorov O.I., Gutorova O.O., Nasonov M.I., Osovska G.V., Pilipenko S.M., Yaremenko O.F. investigated the problems of efficiency of administrative activity in their works. Given that in today's world increasing attention to the effectiveness of management in the field of higher education - this topic requires constant analysis and research.

The purpose of the article. Analyze the main approaches to determining the effectiveness of management.

Statement of the main material. In the economic and managerial scientific environment, researchers distinguish between the concepts of management efficiency and management effectiveness. According to the international quality standard ISO 9000: 2007, the concept of efficiency is defined as "the ratio between the achieved result and the resources expended", the concept of "effectiveness" (effectiveness) is interpreted as "the degree of implementation of planned activities and achievement of planned results" [1]. W. King and D. Kickland support this approach, defining efficiency as a measure of an organization's compliance with its goals (effectiveness). But such a measure will be effective only if the goals of organizational activities are understood as the achievement of results with the most useful use of resources (efficiency) [2].

It should be noted that there are many approaches to determining the effectiveness of management, S.M. Pilipenko proposes the following: "... definition and formulation of the purpose of evaluating the effectiveness of enterprises. At this stage, attention is paid to identifying situational factors, both internal and external, that affect the level of efficiency of the enterprise, based on the methods of analysis, synthesis, induction and deduction,

comparisons, broad discussion of the problem, creating conditions for creativity. Secondly, the formation of such a system of criteria and indicators of efficiency of the enterprise, which should comprehensively characterize the economic activity and take into account the whole set of factors to increase efficiency and contribute to its objective assessment. Third, the collection and processing of information for diagnosis and analysis of efficiency in the application of economic and mathematical methods, such as: coefficient method, methods of comparison with standards and comparison by certain criteria, grouping method based on reliable, optimal, qualitatively complete, scientifically sound, systematic and timely information. Fourth, the analysis of the structure and dynamics of the system of indicators for assessing the effectiveness of economic activity on the basis of systematic and comparative analysis, grouping methods, vertical and horizontal analysis. Fifth, evaluation of taxonomic indicators both in terms of efficiency and its integrated assessment, using systematic and comparative analysis, taxonomy method, balanced scorecard, grouping, integrated method, minimax criteria, value added method, cash flow return on invested capital. Sixth, multifactor correlation-regression analysis of economic efficiency using economic and mathematical methods of modeling, integrated methods, factor analysis. Seventh, evaluation of the obtained results and search for means to further improve the economic efficiency of management using modeling methods, the method of moving averages, extrapolation, the method of decomposition of the time series [3]. This approach is supported by O.F. Yaremenko and proposes to use the interaction of factors in determining the effectiveness of management, namely: "on the criterion of financial attractiveness (financial evaluation); according to the criterion of economic attractiveness (economic efficiency)", because with the help of these indicators... substantiates the liquidity (solvency) of the management project decision during its implementation

and the impact on the final results of the organization from the standpoint of financial stability. ... Attention is focused on the potential ability of the project measure to preserve the purchasing (consumer) value of invested funds and ensure a sufficient growth rate "[4]. Also S.M. Pilipenko claims that "it is possible to fully analyze and evaluate the efficiency of the enterprise on the basis of a system of indicators and criteria. Such a system should provide a comprehensive assessment of resource use based on a set of general economic indicators, help identify reserves for efficiency and stimulate the use of these reserves, provide the necessary information to all stakeholders "[3]. In order to assess the effectiveness of management work G.V. Osovskaya suggests "using different methods: according to the indicators of the enterprise, organization and functioning of the work of management staff, the amount of information transmitted; on the quality and speed of decisions; by performing the functions of management units "[5]. She also emphasizes that "the concept of" economic efficiency of management "is a narrower concept, because it represents only the savings of living and tangible labor, which is obtained in the field of material production management through optimization and rationalization of management" [5].

To determine and evaluate the effectiveness of management activities O.I. Gutorov and O.O. Gutorova offer, using "the results of controlled objects and processes. And yet the establishment of the effectiveness of self-management is possible, but through a different use of the original logical formula. ... Management methods that allow to achieve a given fixed result at the lowest management costs correspond to the highest level of efficiency, and achieving the maximum result in terms of limited management costs indicates the highest efficiency of management "[6]. Researchers also conclude that "management efficiency should be considered as an economic concept that, based on management methods,

allows to achieve a given fixed result at the lowest management costs. Management efficiency, as an economic category, reflects the degree of ultimate economic efficiency of resource use and management success"[6].

The concept of management effectiveness O.I. Gutorov and O.O. Gutorova consider as "the goal of creating the necessary, useful things that can meet certain needs, to ensure the achievement of end results adequate to the goals of management. In this interpretation, the concept of "management effectiveness" is characterized by the result, the effect achieved by the subject of management due to its impact on the object of management "[6].

As a certain "characteristic of the measure (degree) of achieving management goals, which is defined as the ratio of the actual and planned value of the indicator" [7] suggests to consider O. Bulavynets concept of effectiveness. M.I. Nasonov considers the concept of efficiency management as a process and states that it indicates the quality of management, and "management efficiency" and "management effectiveness" as the end product (result) of such a process, which is measured by various indicators. Therefore, it seems logical that such a relationship determines the systematic methodological approaches to evaluation and the process itself - efficiency management, and its performance indicators - efficiency and effectiveness of management "[8]. He also notes that "the method of evaluating the management of industrial efficiency provides a comprehensive system approach that aggregates methodological approaches to evaluating the effectiveness and efficiency of management using a system of monetary and non-monetary indicators and has a flexible and dynamic (variable in time and space)" [8].

According to S. Denga in the field of education "efficiency acquires a social connotation" [9]. After all, "the concept of educational services in the system of higher education has certain features in terms of interpretation

and adaptation in accordance with certain goals, functions and approaches, educational services have economic, social and cultural components. Therefore, we can conclude about the complex nature of educational services, namely: as a symbiosis of public and personal good "[10]. Therefore, the use of only financial and economic indicators to determine the effectiveness of management is not correct, the evaluation process should include a set of indicators.

Conclusion. Summarizing the analyzed scientific approaches and taking into account the multifaceted concept of management efficiency and management effectiveness, we can conclude that the effectiveness of management is a complex indicator that determines the use of resource opportunities to achieve a goal, and these concepts are complementary and interconnected. view of economics is integrated with all management functions.

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