

As a whole, the analysis shows, that organization management problem is to use internal marketing elements to increase application of intellectual workers' abilities that provides enterprise development. According to the above mentioned requirements towards intellectual employee management, the authors offer the following principles of internal marketing use in relation to intellectual employees of the enterprises:

– the principle of information clarity inside the organization: the information is a paramount resource of intellectual employee activity; therefore, the purposes and problems, strategy and tactics of the organization should be opened and clear for the personnel to understand what, how and why must be done. It provides implication feeling in production, improves possibilities for personnel motivation and team creation;

– the principle of personnel partnership in decision-making: joint decision-making on the important questions eliminates contingent opposition of intellectual employees in relation to coercive methods of decision-making and creates feeling of participation, strengthens spirit of "cause";

– the principle of incentive administrative influence preference to punishing and forbidding ones in relation to intellectual employees, underuse limitation of the latter;

– the principle of "triune" identity: what the chief thinks about the intellectual employee, what the employee thinks about the chief and what the chief and the employee think about the customer – this all should not contradict each other, and as the result form the identity of corresponding information which is transferred to the customer and creates that what the customer thinks about this organization. As the result of the identical information environment providing internal and external customer orientation to this organization devotion is created;

– thus, we have revealed, that internal marketing is one of the tools to create friendly organizational

environment, where the effective application of the intellectual employees is possible. We have specified elements of internal marketing that is caused by features of intellectual employees and have offered requirements to the internal environment of the organization to provide effective application of intellectual employees and principles of internal marketing use in relation to intellectual employees of the enterprises. These tools provide, in turn, the enterprise success within actually mobile market conditions.

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COMPETITIVENESS OF THE HIGHER EDUCATIONAL INSTITUTION IN THE MARKET OF EDUCATIONAL SERVICES IN KRASNOYARSK CITY AND KRASNOYARSK REGION

The competitiveness of higher educational institutions in the market of educational services of Krasnoyarsk region is considered in the article, the concept "the higher vocational training" is also given in the present research. The problem urgency is proved, the general approaches and conditions of research of competitiveness of higher educational institutions are shown, major factors for a competitiveness estimation are allocated.

Keywords: competitiveness, a higher educational institution, formation, services, competitiveness factors.

In the conditions of modern lines of development of the Russian higher education, and also in accordance with the world tendency of globalization some questions of the competitiveness of higher education and the competitiveness of the higher educational institutions become very important. They have been defining value

for successful development of Russia. Marketing in higher educational sphere gradually gets a very independent value. It requires the further study of scientifically-categorical mechanisms, revealing the peculiar features and tendencies of marketing activity inherent in a higher educational institution as the subject

of the mark of higher educational services and a labor market. Questions of high school adaptation to market conditions of managing become very important. Its competitiveness and formation of effective marketing of educational services increase either. Ways to increase the competitiveness of higher educational institutions and methodology of its estimation are developed insufficiently because the general aspects devoted to the estimation of the competitiveness of the organizations are considered in various scientific works. More over it is considered without specific features inherent in the higher school.

The state higher educational institutions are the object of the present research. We also analyze the competitive environment of their functioning in Krasnoyarsk region.

To understand the essence and specificity of the market of educational services better we give some the general definitions of formation, educational sphere itself and educational services.

According to the definition education means the process and results of personal skills, abilities and behavior development, when a person reaches the maturity and the individual growth. This definition shows that they do not differ from each other. It was confirmed by the twentieth session of General conference of UNESCO in 1978.

According to the Law of the Russian Federation "About education" from 10.07.1992 year № 3266-1, education is understood as purposeful process of upbringing and training in person's interests, society's, state's interests. It allows to ascertain citizen's achievements in all educational levels established by the state (educational qualifications). At the same time, the sphere of educational services is defined as complete, social and cultural complex which has the specificity and features of functioning and interaction with all public structures.

Educational service is a great complex of actions of educational and training features of educational, research, organizational and educational areas. It is directed on satisfaction of requirements of an individual. During realization of this process the individual gets the development of his professional skills.

Any educational institution, including high school, presents educational services of the certain kind. Pupils and students are consumers of these services. Also any educational institution simultaneously represents the results of its activity on a labor market. This duality brings considerable mess in definition of this activity results. Target commodity markets and groups of consumers. Operating simultaneously in two connected and interdependent markets, the market of educational results and services and a labor market. Nevertheless, the high school has one result with which it enters on both markets. All researchers converge that the basic direction of activity of high school is granting of educational services, but the do not give unequivocal definition what exactly "the educational service" is, whether it is, for example, a lecture of the teacher, a complete course of preparation of specialists? Is it an organization of a students' scientific society or organization a conference

with branch representatives. More exact definition education results is extremely important for understanding a concrete service in general activity of high school.

From the point of view of general activity of high school and the classical theory of marketing the result of the market of educational services is educational program which is developed to satisfy the requirement for education, vocational training, or retraining. In other words, it is developed to achieve a certain social effect (change of educational or professional level). Educational institution enters the market educational institution just with this result not separate educational services in the form of lectures, seminars, etc. Thus a high school product it can be defined as an educational program, that is the complex of educational services aimed to change the educational level or vocational training of the consumer. It is provided with corresponding resources of the educational organization. Depending on the possibilities and requirements of clients high schools offer various assortment of such programs.

Speaking about a role of the market of educational services in a society, it is necessary to notice that the higher education realizes not only tool function in order to train highly skilled professionals, but also functions of social mobility, escalating of a mental potential of society, distribution of the most socially significant cultural norms. In other words, the higher education solves various problems: social, political and individually-personal.

The higher vocational education is the most dynamically developing level of educational system of Russia. Russian and foreign experts notice that economically developed countries preparing highly skilled experts, who represent a mental potential of the country will have an advantage in XIX.

Traditionally the higher education is divided into two stages: a bachelor degree and a magistracy/postgraduate study, but before joining to Bologna process in Russia such a division concerned only postgraduate studying. Instead of bachelors and masters the Soviet high schools prepared specialists. The basic establishments of higher education are universities and colleges. Graduates of high schools usually receive the diploma, and post-graduate students get a scientific degree after the defense of thesis. During the last educational level students and post-graduate students are obliged not only to get education in the usual meaning of this word, but also to take an active part in scientific researches. Getting a diploma or a scientific degree reception depends on the results of scientific work.

The education system represents a difficult organizational structure, its constant updating is caused by shifts in a social structure of the country. It is also caused by changing interests of various social classes and population groups. It is also caused by the general tendencies of developing processes of modernization all over the world.

Researching the condition of the educational services market of Krasnoyarsk region is the increasing in connection with the increasing of the image of the higher

vocational training. It is also connected with the reform of the Russian educational model to the western one the Bologna process.

The quantity of students who get higher educational institutions which increases from year to year shows the growth of good image of higher education in Krasnoyarsk region. It is caused by that fact that nowadays experts with higher education are claimed on a labor market. In turn, the growth of number of the students wishing to graduate led to the expansion of branches of Krasnoyarsk state high schools (in the cities of Norilsk, Lesosibirsk, Achinsk, Kansk, Minusinsk, Dudinka and Tura), it is also led to the fact that a lot of branches of high schools from other cities of Russia (Moscow, Omsk, Novosibirsk, St.-Petersburg, Irkutsk) was opened in Krasnoyarsk region [1].

It is necessary to notice that the expansion of the supply in the market of the higher vocational education in Krasnoyarsk and Krasnoyarsk region occurs not only at the expense of growth of quantity of high schools, but also substantially thanks to occurrence and competition toughening in the higher education market. Striving to hold competitive positions in the market of the educational services, almost all high schools of a city open new specialties and specializations. For example, the demand which increased in the late 1990s for economic and legal specialties led to the fact that nowadays each high school of Krasnoyarsk, without taking into consideration its specificity and a pattern of ownership offers these specialties.

Nowadays every high school has the aim to expand the offer, but this process has no such "spontaneous" form any more. Before to enter the market of educational services with the new offer, the high school management tries to understand, the consumer requires and interests. They do a research if this or that specialty is claimed or not. For example in 2005–2008 following innovations have been spent: the Krasnoyarsk state agrarian university opened three new specialties: "Protection of plants" – at the agronomical faculty, "the Finance and the credit" – on the economical faculty and "Management of the personnel" – on international faculty. It was done because of the questioning of school graduates and employers. This questioning made it possible to reveal that graduates of these specialties will be in demand. In Krasnoyarsk state university at the philological faculty there were new directions such as: Regional country studying (Polish language and the literature); philological maintenance of document circulation (highly skilled reviewers will be prepared there).

The volume and the supply structure from the point of view of modes of study extend gradually. Nowadays in higher educational institutions of region there are full-time, correspondence and evening modes of studying. Full-time and correspondence modes of studying are very popular, while the demand for such mode of studying as evening courses is lower, and caused practically a total absence of this offer.

In a number of high schools (within the limits of particular faculties or specialties) there is a new mode of

studying called externat. Its occurrence was caused by the necessity of getting higher education for short terms. Officially this form of education is licensed in all high schools, however factual within the externat is carried out only by eight high schools of Krasnoyarsk (Krasnoyarsk State Pedagogical University, Siberian State Aerospace University, Krasnoyarsk State University, Siberian State Technological University, etc). Besides there is a certain alternative to this form of higher education – education according to so-called "Individual plan" or "Individual schedule". High schools management staff say that the system of individual plans has the future. They say that it has a great advantage – considerable economy of means of students [1].

The remote method of studying is becoming very popular. Its main point is that students are taught and trained without visiting the institute, credits and examinations are taken in written and electronic form. In this case the presence of a tutor or another specialist is necessary in order to supervise the process. Today the remote method of studying is used by not all high schools of Krasnoyarsk so as externat. It is entered only at separate faculties or specialties.

Meeting the requirements of the Bologna agreement full-time courses in many high schools, are divided into a bachelor degree and a magistracy. It is necessary to notice once again that despite the existence of the federal program of reforming the system of higher education, the management staff of each high school independently solves this question for itself. Nowadays we have a paradoxical situation: by 2010 all high schools of Russia should carry out preparation of students according to clauses of the Bologna agreement, but at present not many high schools of Krasnoyarsk try to enter this system in educational process (only partially within the limits of certain faculties and specialties).

High schools of Krasnoyarsk and Krasnoyarsk region expand the offer in the field of educational services in reply to raising demand. Occurrence of new specialties, specializations, training methods is the increasing of competitiveness of high schools in the market of educational services. It is another level of its development.

Almost in all leading high schools of Krasnoyarsk and Krasnoyarsk region there are specialties of an economic profile. On the basis of market research of educational services of Krasnoyarsk and Krasnoyarsk region a specialty "the Economics and management" is very claimed, number of students trained on the specialty "the Economics and management" reached 32 157 persons, in 2009–7079 persons were accepted to this specialty, 5 059 persons graduated from this specialty in 2008. The offer in the field of the higher vocational education on the specialty mentioned above is narrow specialization. Almost each high school offers the specialization «Enterprise economics and management» in a certain branch of a national economics (trade, agriculture, power, etc.).

According to data fro 2009 thee are 11 high schools and 26 branches of higher educational institutions in

Krasnoyarsk region. The total number of students in 2009 was 118 822 persons, and 117 906 persons were in 2008. This fact confirms that the number of students of higher educational institutions is growing. Of this number there were 63 219 full-time students, 2 207 persons were full-time and correspondent students, 44 875 persons were correspondent students, and 8 521 students studied on the externat. On the basis of these data it is possible to draw a conclusion that for today the full-time course of studying has a priority, though it is necessary to notice that the externat is rapidly developing. The data for 2008 shows that the externat had 4 458 persons, and 8 521 were trained in 2009. This fact means that the quantity of externat students is promptly growing [2].

Thus it is possible to present the certain competitive environment of higher educational institutions of Krasnoyarsk region and Krasnoyarsk. Undoubtedly each high school has its own specificity, its own potential, various reputation and its own position in the market. However possibilities used at the wrong time and unnoticed threats can lead to serious consequences. Considering the increased competition in the market of the higher vocational education, high educational establishments of Krasnoyarsk aspire to constantly trace the changes occurring in the external and internal environment.

It is necessary to notice that for the majority of large state high schools of Krasnoyarsk the main advantages are the highly skilled teaching-staff, good reputation, the provided material base etc. For branches in other regions the main advantages are low cost of training, the possibility of a correspondence mode of studying, a remote method of training etc. The main weak points for the majority of high schools are high cost of training, the impossibility to organize a good practice for students and a narrow orientation within the limits of one specialty. Branches also have some weak points. These are a low reputation, mistrust of the population, and also the absence of full-time courses of studying.

Economic and political transformations occurring in Russian society affect the educational system in Krasnoyarsk region and in the country as a whole. The huge potential of the Russian higher education endures one of the heaviest stages in its development today. An economic crisis in the country, liberalization of the prices, inflationary processes, deficiency of the state budget and crisis of budgetary financing led to that fact that educational establishments of Krasnoyarsk region have the lack of financial and material resources. State financing does not cover all requirements of high schools. As the result scientific researches are being reduced, scientific schools are being closed, the social differentiation in access to a quality education is increasing, level of social support of pupils and workers of the education system is decreasing.

Formation of market relations in the education sphere and the development of the infrastructure of the market of educational services in Krasnoyarsk region are very contradictory. On one hand, as a result of active adaptable activity of many educational institutions, the educational

system develops and has positive tendencies. The new legislative base is formed, there is a redistribution of administrative functions, there are elements of multichannel financing, the maintenance of educational programs, etc. On the other hand we have a number of problems. First of all, it is the impracticality of the major high schools to work in the conditions of an accruing competition.

As the result there is a problem of increasing competitiveness of high schools in the market of educational services of Krasnoyarsk region. Therefore research of theoretical and methodological bases of increasing competitiveness of high schools and development of the practical recommendations considering regional features of their functioning becomes very actual.

The educational institution is a part of the education sphere generated in the region. It is also a part of spheres of a national economy. Development of market relations in Russia has radically changed economic operating conditions of the state high schools. Thereupon high schools of Krasnoyarsk have urgent problems of the maintenance of viability, the maintenance of a financial condition, and searching of sources of sustainable development. The basic characteristic reflecting the ability of high school to offer the educational services in the market of formation successfully is its competitiveness. The key moment of enterprise activity of the high school is the organization of works to increase its own competitiveness [3].

Considering that the high school is the organization with a wide spectrum of various kinds of activities, the estimation of its competitiveness can be only the main criteria.

In the conditions of the competition any disadvantages and advantages of high schools have its competitive lacks and competitive advantages. These become the key estimated criteria to define the degree of high school competitiveness. The creation of competitive advantages and overcoming competitive lacks is t of the competitiveness in the market of educational services. In turn the presence of competitive advantages provides the participants of this market with a recognition and interest from outside environments. The presence of competitive lacks weakens their positions in the market of educational services. It does them unattractive for society.

These advantages and lacks come are estimated and analyzed during the process of high schools comparison. Their values often have relative character that can lead to risks when using the received data. Therefore there is a necessity to analyze and study the problem of competitiveness of higher educational institutions and to work out new methods and models of an estimation of competitiveness of high schools. It is necessary to work out the actions for to increase the competitiveness of high schools [4; 5].

For to solve a problem of the estimation of high schools competitiveness the author allocated the factors with the help of which it is possible to lead a qualitative and quantitative estimation:

- quality;
- the price;
- a market share;
- advertising and information service.

Having researched after research the factors of competitiveness of the organizations, the author decided to stop on four factors mentioned above as the majority of methods of competitiveness estimation of organizations and enterprises are based on one or two factors and as it was told above, the competitiveness estimation of organizations can be only many criteria if the given estimation aspire to objectivity.

During the research the author proved a choice of four factors of competitiveness mentioned above.

Quality of educational services is the most significant factor of competitiveness for high school. Choosing a suitable educational establishment in order to increase the educational level according to existing educational qualification, consumers of educational services carry out their choice focusing on the ability of suitable educational institution to satisfy their requirements.

In State Standard ISO 9000–2001, there is a following definition of the term “quality”: “Quality is a degree of conformity of characteristics inherent in object to the established requirements”.

The price of educational services. Nowadays at the time of market relations development, the important factor at a choice of a higher educational institution is the level of payment for the course. Most of students pay for their course. The quantity of budgetary places, as well as budgetary financing of the state higher educational institutions is constantly reduced. When a consumer do not have sufficient financial resources or possibility to pay for educational course, the price is the defining factor when choosing a higher educational institution.

The market share. This factor is important for maintenance of competitiveness of high school because the more students study in a concrete institute, the more its competitiveness is, it points how many students gave their preference to a concrete higher educational institution. If throughout several years it is possible to trace dynamics of increasing a market share of a concrete high school, it is possible to draw a conclusion whether it is competitive or not.

Advertising and information service is the important factor to maintain the competitiveness of high school because if the high school is accredited, its teaching structure is completed by qualified personnel staff and the high school has all necessary resources for granting qualitative educational services, it is necessary to provide its potential consumers with the information about the educational services of a concrete high school. It is

necessary for high schools to inform the consumers of all services, about their quality, the prices and so on, it will promote the growth of a market share and it will promote the competition development in the market of educational services.

It is necessary to notice that the quality estimation as the separate factor of competitiveness was carried out on the basis of several indicators:

- number of the integrated groups of specialties;
- percent of the faculty personnel staff with scientific degree and academic status;
- percent of doctors of science and (or) professors;
- percent of the faculty working in high school as a permanent personnel staff;
- number of branches of scientific specialties for postgraduate students;
- number of branches of a science where scientific researches are carried out.

For the estimation of each factor of competitiveness of a higher educational institution the author developed a special estimated scale, then the author applied some mathematical methods and finally the mathematical model of an estimation of competitiveness of higher educational institutions was developed.

Complex research of competitiveness of higher educational institutions in the market of educational services of Krasnoyarsk and Krasnoyarsk region. We also analyzed which factors of competitiveness can be applied by working out the actions for increasing the competitiveness of high schools in the region.

The basic theoretical conclusions of the present research can be used as teaching materials for the following subjects: Marketing, Economics of education, the Basis of business and others.

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