

Таким образом, подбор персонала предусматривает комплекс разнообразных мероприятий с целью поиска и отбора работников на определенные вакантные должности. Этот процесс можно осуществлять с помощью трех основных современных технологий: хедхантинга, рекрутинга и скрининга. Разница определенных технологий заключается в их стоимости, эффективности и направленности.

Практика показала, что в современных условиях работодатели имеют большие возможности для эффективного использования рассмотренных технологий подбора персонала. Реализация совокупности предложенных современных технологий кадрового менеджмента будет способствовать росту производительности труда персонала и эффективности функционирования предприятий в целом.

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SCIENTIFIC AND METHODOLOGICAL BASIS FOR THE FORMATION AND IMPLEMENTATION OF ECONOMIC SAFETY MANAGEMENT OF HIGHER EDUCATIONAL ESTABLISHMENTS

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Abstract:

The necessity of model making "The subsystem of economic safety ensuring of higher educational establishments" in system of management is given. The concept of economic safety of higher educational establishments is proposed, according to which its providing implements by the directions that correspond to the aim functions of the management system.

Keywords: system of management, higher educational establishment, economic safety, methodological basis.

Introduction

The higher education establishment, came into the education market, should take care of ensuring their economic safety, which is based on the financial stability. Ensuring of its economic safety requires both the theoretical researches and practical innovative measures in the field of higher education establishment management. This fact determines the actuality of the chosen research topic.

The basis of our the study consists of the theoretical and methodological principles of the organization of public administration, the prediction and the economics of education, which are considered in the works of the famous scientists: V. Andrushchenko, L. Balabanova, S. Dombrovska, M. Klymenko, P. Nadolishnyi, L. Prykhodchenko, I. Romanov, V. Sadkovyi, V. Sychenko etc. [1-8].

At present market conditions, researched the na-

ture and content of public administration in the educational field should practice an integrated approach to the definition of the system of management by the economic safety of higher educational establishments as the social and economic systems.

Therefore, the purpose of the article is the development of the theoretical and methodological basis of economic safety system of higher educational establishments in the development of market relations in Ukraine, preparing recommendations on their basis for organizational and economic mechanism for their implementation.

Paper main body

The modern conditions in which a higher educational establishment operates as an economic subject of country, generating a number of features of its "economic life":

1) the special administrative-market character of the activity of higher educational establishments, that

the functioning takes place mainly in the education market, and the management is realized in a rather rigid administrative limits;

2) the contradiction between the general social orientation of higher educational establishments and market character of demand for educational services in it;

3) it is declared in the legislative acts, scientific researches of the unprofitable and non-profit character of the activity of higher educational establishments.

Often these positions are interpreted a rather categorically and confined to the direct prohibition on business activities.

The unprofitable character of the activity of higher educational establishments does not mean the absence of profits, that contradict to the essence of its functioning in conditions of the business relationship, and that all of the excess of proceeds over expenses in any forms of expression of higher educational establishments are not distributed among the founders, used for statutory purposes, i.e. in the additional support of the main mission of higher educational establishments; 4) the problem of education access.

In view of these characteristics, we note that the causes of functioning imperfections of higher education have the financial and economic character, which must be removed by the appropriate methods. In our opinion, the special role belongs to the economic diagnostics, which connects with the risks growing which the market of education service threatens.

Therefore there is a necessity of forming of the economic safety concept of higher educational establishments, one of the main components of which is the economic diagnostics of activity of ones. The most common task of economic diagnostics is the estimation of the economic state of higher educational establishments and preparing of the recommendations for its improvement.

Considering the general methodology of economic diagnostics of companies, institutions, organizations it should note that the methodology of economic diagnostics of higher educational establishments is to study the economic, political, social, legal and organizational conditions of higher educational establishments life for the purpose of obtaining the recommendations to removing of the negative and to introduce the positive trends of their development and functioning.

The most general regulations of the concept of economic safety of higher educational establishments can be formulated as follows:

1. The management of its economic safety has to form a specialized "Economic safety subsystem of higher educational establishments", the most fundamental linked to the control system of higher educational establishments.

2. The management of economic safety of higher educational establishments should be based on functional-based approach. According to it the system-wide management functions are implemented to achieve of the specific goals, providing the necessary level of economic safety.

3. The measuring mechanism of economic safety subsystem of higher educational establishments is the

part of the subsystem and forms from the system of indices that are derived from the statistical sources or social economic measurements; system of indices that are formed, in the form of economic relationships (profitability, cost price of unit, rate of profit); the criteria systems that represent the relation "plan and fact."

4. The worsening of situation of higher educational establishments caused, as the analysis, mainly makes by the financial reasons. Therefore, the higher educational establishments are forced to resort to the business activities, and in some cases to the financial transactions in addition to charging for the educational services and renting of the production facilities. Considering the presence of a number of the financial risks that associated with market activities, the higher educational establishments should organize the work on reserve funds. It should be accomplished according to its regulation approved by the charge of funds from the profitable market transactions.

5. In the process of market functioning in the higher educational establishments, the accumulation fund, reserve funds and commercial transactions funds are accumulated. This approach allows achieving the maximum profit from the temporary funds to the higher educational establishments and remain as a responsible "partner - payer."

6. In order to the implementation of the major projects to create intellectual products it is recommended the borrowing funds. The decision on the borrowing (credit) is the prerogative of the Council of higher educational establishments and it can be taken only if there are the payments for the effectiveness of their using and basing of the repayment graphic. The main criterion of the effectiveness of investment operations in higher educational establishments based on the borrowing foundations is ongoing not exceeding proceeds over expenses.

According the importance of problem the main factors are determined by the creation of economic safety subsystem of higher educational establishments as a specialized subsystem include the followings:

- the necessity of earning funds in the conditions of chronic budget deficit;
- the necessity of transition to the investment management at the state higher educational establishments;
- the increasing of the number and intensity of cash flows to the financial flow of higher educational establishments;
- the variety of market instruments used by higher educational establishments to the inflationary threats prevention;
- the introduction of the financial marketing field;
- the necessity of increasing the highly-qualified specialized staff that occupied by the financial management;
- the high responsibility of this staff for the reliability, efficiency (profitability) of financial and financial-economic operations.

These factors form the specialized subsystem at the higher educational establishments, which may be

represented as a certain organizational structure (for example, financial and economic department) in the common structure of the management of the higher educational establishments. The main task of this structure is the introduction of the market abilities of financial and economic methods of the management at higher educational establishments.

The making of the system of the economic safety subsystem of higher educational establishments should be realized and based on the matrix "functions - goals." Across this matrix aim subsystem are disposed that respond for the implementation of the main objectives, and down there are the general functions of management, which provides the achievement of goals.

This management system of higher educational establishments is based on the factors of economic growth of this system which is directed into the economic results.

So the two great aim subsystems of the management of higher educational establishments are marked: "Development of higher educational establishments" and "The functioning of higher educational establishments." Thus the first subsystem directs the higher educational establishments to the level of needs in the society (field, region) and the second one directs to the using of the opportunities and creation of conditions for the development of the first subsystem.

In our view, the unit "Development of higher educational establishments" should include three aim subsystems: the first subsystem responds for the development of the production means (this aim subsystem of management by the development of higher educational establishments logistics); the second subsystem responds for the real labor (the aim subsystem of management by the staff social development); the third subsystem responds for the implementation and improvement of the general functions for the system of the economic management of higher educational establishments, which should be called general systems (the aim subsystem in which the economic management mechanism is developed and improved).

Block "The functioning of higher educational establishments," focused on the reasonable using of its potential, and it is formed the aim subsystems that provide the establishment and implementation of high-quality and highly intellectual or engineering technical product, pricing, efficient using of the available resources in order of higher educational establishments within the relevant economic rules.

The general functional and aim structure of higher educational establishments' management system can be written as a compactly formed matrix, based on a "crossing" functions and purposes.

As for the general system functions, their realization is achieved by a number of measures aimed at ensuring of the economic safety of higher educational establishments.

The subsystem of providing such economic safety should be focused on the financial management of higher educational establishments. This means that the aim functions of subsystem must ensure the management of financial flows as budgetary and extra-budgetary character.

The effectiveness of activity of the higher educational establishments is the socio-economic category, that reflects the industrial relations on the satisfaction of social needs and personality in the staff training, education, research, using the existing potential, maximum saving of the public resources and obtaining of the maximizing cash flow at their cost that are used for purposes of self development of higher educational establishments.

The effectiveness of activity of ones has two main aspects:

1) the economic efficiency, aim task of which is the satisfaction of individual needs in the education and training of specialists of the necessary skills, profile and obtained the new knowledge and research results, that provide the stable rates of the economic usefulness of their use in practice;

2) the profit efficiency, the aim task of which is reduced to accomplishment of the contractual commitments and the economic essence is reduced to obtain of the maximum profit per unit of the costs of economic resources [5; 6].

Such formulation can provide the effectiveness with regard to social, collective and personal interests as a structure (e.g., a matrix of interests).

In continuation we note that estimate the effectiveness of higher educational establishments activity is necessary with using calculated instruments in accordance with the structure of assessment directions of the economic safety and separation of figures.

They may be determined on the basis of the balance sheet, and reflect one of the ideas of a new economic mechanism, namely "ensuring of unity and integrity of the higher educational establishments with the variety of forms of economic relations."

The variants of economic relations may be evolutionarily united in three large and relatively independent combinations. The first combination is "distribution model" of economic relations that is fulfilled in the large self-supporting units (blocks).

The second combination is a continuation of the first one and it includes "the distribution model" of economic relations between the units within the self-supporting blocks. In this case, according to the approved organizational structure of higher educational establishments the administration defines the model aspect for these units.

The third combination realizes the scheme of university relations. The complex economic model with the formation of self-financing funds, provides the distribution of these funds to the centralize part (labor collective funds of the university staff), to the distributed part (funds of labor staff) and personal consumption funds.

The main purpose of the budgeting system in higher education establishments is improvement of their competitiveness by developing of the effective mechanism of financial, production and labor resources management.

The basis for the budgeting is the aim indices, established by a rector of the university, and benchmarks of the Ministry of Education and Science of Ukraine on the planned period and formed on their basis of work

plans of structural units next year.

Speaking about the budgeting of higher educational establishments, you should not exclude the implementation of such functions as planning of the socio-economic development of the higher educational establishments; it must be made to ensure its economic safety.

Planning of higher education establishments activity on the orders of the enterprises and organizations, as well as the share of government orders in the plan of the social and economic development, regardless of type of activity (educational or scientific) is the exclusive right of higher educational establishments as the right to implementation and compensation without the restrictions within financial capabilities of higher educational establishments and with the agreement of work collective consumption on the social, industrial and social conditions of work.

The plan of higher educational establishments should take into account the tasks associated with satisfaction of the needs of the field for its products and the needs associated with the development of the higher educational establishments in the future. Planning of activity of higher educational establishments must be carried in two forms:

- 1) the centralize form which serving as a public (branch) order for educational and pedagogical scientific and technical production;
- 2) the decentralize form, which provides the direct orders of specific companies and organizations for its products.

The basic data of planning include the control figures for the admission of students and the nomenclature of specialties for years and the forms of training; the reception and nomenclature of the specialties of scientists in postgraduate and doctoral studies; extent (in value terms) contractual researches; the size of retraining and advanced training of specialists of the field; extent (in value terms) of paid services of higher educational establishments granted to enterprises, organizations and population, and the amount of foreign currency earnings; indices of the educational, scientific, industrial and social development of the higher educational establishments.

During the developing of plan the higher educational establishments independently treats and approves the progressive scientific reasonable rules designed to increase the social and economic efficiency, financial and personnel stability and quality standards for the commercial products, collective and individual work.

The prospects of own development of higher educational establishments should be established in view of the existing standards of development. Also the analyze plan of measures should be developed in the form in which such main requirements are formed:

- 1) temporary quantitative, effective and certainty costly of measures;
- 2) necessity of clearly establishment of the degree of measures usefulness and the size of labor intensity and funds for its implementation.

It should be stressed that the formation of market relations in the field of education presents a number of

the new requirements for the strategic development of the higher educational establishments as the common educational, research and industrial complex.

One of the aspects of this strategy is the formation of radically new block of economic relations system in the higher educational establishments, i.e. the block of innovative enterprise (youth business- incubator).

Its essence is that higher educational establishments should be carry out both an academic activity (training of scientific, pedagogical and engineering staff and conducting of scientific researches) and the business activity which oriented of using the scientific and technological capacity.

It takes place with the purpose of further extend of the education integration, science and industry, promoting of the small and medium enterprises development, training and retraining of staff in the field of innovation management, extension of economic options of the higher educational establishments to the attraction of extra-budgetary funds.

Taking into consideration the technological features in higher educational establishments the free funds can be formed, especially the reserve funds, which is determined according to the estimates of occurrence probabilities and the value of cash disparities.

"Transformation" of the reserve funds into the temporarily free funds is more believable than better and safer functioning takes place in the higher educational establishments. There are such situations when in the higher educational establishments system the temporarily free funds are created to using for additional earnings.

It means that the formation of the secondary investment portfolio is the main task of management which is getting as possible profitableness from the financial investment while respecting preparedness of higher educational establishments to the necessary payments.

The criterion of the current effectiveness of higher educational establishments investments into the profitable projects (towards the cost of a loan) can form the structure of investment portfolio, in which revenues from the realized projects covering the costs of servicing debt and its repayment, that is not denoted on the economic effectiveness activity of higher educational establishments.

Besides the traditional methods of accumulate funds, it is advisable to use the mechanism that is based on the organization of bond issues.

The issuer of bonds is established fund, and the reliability of borrowing service is ensured by guarantees of the founders to accordance of the budgetary guarantees to the region according to the decisions of budget legislation.

With the development of market relations the practice of raising funds in the form of loans and credits will be expanded.

Conclusions of the research

The "embedding" of the model of economic safety subsystem of higher educational establishments into the management system of higher educational establishments is ensured, firstly, by the identity of general sys-

tem functions, and secondly, by the detailed presentation functions "Financing and crediting".

According to the proposed concept of economic safety of higher educational establishments its ensuring is carried out in the field that are corresponded with the aim functions of management system.

The organizational management of economic safety of higher educational establishments may be accomplished by the specialized financial and economic department, which combined the relevant departments, divisions, sectors and others.

The main activity is realized in the financial and economic field. The general procedure of diagnosis of the economic safety of higher educational establishments consists of the following:

- a) the systems of indices, results, costs and certain factors;
- b) the system of indices that can produce a comparison operation of measurable factors with obtaining their specific meanings;
- c) the systems of indices criteria that determine their achieved level for the analyzed period of time or for the future period;
- d) the criteria comparison base of any indices can be selected: a fixed base of comparison; variable base of comparison; similar base of comparison; aim base of comparison.

The main requirement to order of diagnosis of the economic safety of higher educational establishments is the information provision, plainness and economic definiteness of the measurements and estimates, the availability obtaining source information, its authenticity and consistence.

It is determined that for the adaptation, survival and development in the new conditions the higher educational establishments should not only continuously monitor the market analysis of the education service and evaluate the position on it, but also predict the development, design the capabilities of variant behavior in the future, accounting the changes of environment.

It allows realizing the strategic approaches to the management of higher educational establishments,

which has not been formed and has not designed theoretically as the practical recommendations for their implementation in higher education establishments.

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