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### **КАЧЕСТВО ОБРАЗОВАТЕЛЬНЫХ УСЛУГ КАК ФАКТОР ПОВЫШЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ВУЗА\***

*Аннотация.* В настоящее время на рынке образовательных услуг отмечается обострение конкурентной борьбы. Это связано со снижением численности потенциальных абитуриентов, быстро меняющимися факторами внешней и внутренней среды, изменением поведения потребителей образовательных услуг и т. д. Все это требует от вузов использования новых инструментов повышения конкурентоспособности на рынке образовательных услуг. В работе авторами проанализированы факторы, влияющие на конкурентоспособность вузов в современных рыночных условиях. На материалах собственных исследования показаны ожидания потребителей образовательных услуг РУДН. Описана модель конкурентоспособности вуза с использованием методов маркетингового управления, а также метод оценки конкурентоспособности вуза.

*Ключевые слова:* рынок образовательных услуг, качество образования, вузы, конкурентоспособность, потребительские ожидания, факторы образовательной среды.

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### **THE QUALITY OF EDUCATIONAL SERVICES AS A FACTOR OF INCREASING THE COMPETITIVENESS OF THE UNIVERSITY\*\***

*Abstract.* Currently, the market of educational services is marked by increased competition. This is due to the decrease in the number of potential entrants, and rapidly changing factors of external and internal environment, change the behavior of consumers of educational services, etc. All of this requires universities use of new tools

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to improve competitiveness on the market of educational services. The authors analyze the factors influencing the competitiveness of universities in the current market conditions. On materials of own research expectations of consumers of educational services of ore are shown. The model of the competitiveness of the University using the methods of marketing management as well as a method of assessing the competitiveness of the University.

*Keywords:* market of educational services, quality of education, universities, competitiveness, consumer expectations, factors of educational environment.

In modern literature, the concept of «competitiveness» has many interpretations. Thus, competitiveness can be defined as «a set of management and marketing actions that are used to effectively achieve the goals and objectives of the enterprise, allowing it to take a strong position in the fight against competitors» [4].

According to other researchers, «competitiveness is a property of institutions of higher education that specifies the share of the relevant market of the educational services belonging to the University, and the opportunity to prevent the redistribution of the market in favor of other subjects» [1, p. 34].

Also, the competitiveness of higher education institution is considered as its ability to be distinguished from other higher education institutions due to the best socio-economic indicators. These include the quality of training, price, forms and methods of training, conditions, location, prestige, advertising, etc. [4].

Thus, the market of educational services is the interaction of demand for educational services of consumers (individuals, various enterprises) and offers that provide a variety of educational institutions.

In our study, we will use a working definition of competitiveness, which is the ability of the University to meet the needs of consumers of educational services.

The concept of competitiveness of the University includes a group of factors, which are presented in figure 1 [2].



Figure 1. Model of competitiveness of higher education institution

The concept of competitiveness of the University may include a set of factors that play an important role in the life of the University. We will focus our attention on the factors of external and internal environment of the University, which determine its competitiveness [5].

*Factors of external and internal environment of the University, determining its competitiveness*

External factors are understood as anything that sets the formal rules for the University’s activities in a given regional, national or global market. External factors can not be influenced by the University, but they must be taken into account in assessing the competitiveness of the University and in choosing a competitive strategy.

Internal factors are the potential of the University to ensure its own competitiveness. An important aspect in the analysis of a set of environmental factors is the ability to analyze environmental factors and an attempt to convert internal factors into competitive advantages in the form of competitive products [3].

The interaction of higher education with the external environment should be considered through the prism of complex factors, which are presented in the table 1.

Table 1

## The system of external factors affecting the competitiveness of the University [3,6]

Группа факторов	Влияние на стратегию вуза
<b>Мировое пространство</b>	Возникает необходимость отражения в учебном процессе перехода от экономики товаров к экономике знаний, а также учета условий, связанных с вступлением России в Болонский процесс
<b>Демографические</b>	Увеличивается доля лиц пожилого возраста, снижается доля трудоспособного населения и детей, что приводит к изменениям в структуре потенциальных потребителей вузов
<b>Технологические</b>	В производстве широко используются интеллектуальные технологии, в связи с этим возрастает степень разнообразия услуг, востребованных потребителями
<b>Правовые</b>	Международная система стандартизации и сертификации
<b>Природные</b>	Наиболее консервативный элемент внешней среды, который тем не менее также претерпевает изменения
<b>Информационные</b>	Возрастает объем информации, интенсивно развивается Интернет, делая необходимым применение в процессе обучения информационных технологий
<b>Национально экономические</b>	Межнациональные и межрегиональные взаимоотношения, уровень политической стабильности и социальной напряженности
<b>Экономические</b>	Конкурентоспособность страны; государственное регулирование и поддержка развития человека, науки и инновационной деятельности; налоговая политика; развитие межгосударственных и региональных связей
<b>Нормативно правовые</b>	Национальная система стандартизации и сертификации. Нормативные акты министерств и ведомств, органов управления субъектов Федерации
<b>Рынок образования</b>	Конкурентоспособность субъекта Федерации и города, в котором расположен вуз; структура региональной экономики; государственная поддержка
<b>Социальные</b>	Численность и состав населения; уровень и качество жизни населения
<b>Структурные</b>	Структура рынка; наличие и возможности конкурентов; емкость рынка
<b>Организационные</b>	Отлаженность взаимодействия национальной, региональной и местной среды

The analysis of external factors shows the significant changes that are currently taking place in the world economic space. We are witnessing and participating in the processes of globalization and integration of national economies. Many factors can both increase and reduce the competitiveness of the University. Due to the significant influence of a set of factors on the educational process requires constant monitoring of the environment, the search for methods of adaptation to its changes.

The internal environment is also subject to strong changes. In fact, it can determine the potential of the University in the field of quality of educational services (table. 2).

Table 2

## Complex factors of the internal environment characterizing the competitiveness of the University [5]

Составляющие конкурентоспособности	Показатели конкурентоспособности
<b>Финансово экономическая</b>	Коэффициент обеспеченности одного студента/преподавателя денежными средствами, коэффициент рентабельности предпринимательской деятельности, соотношения внебюджетных и бюджетных источников финансирования
<b>Маркетинговая</b>	Ценовая конкурентоспособность услуг, качество услуг, количество программ MBA, коэффициент эффективности рекламы
<b>Материально техническая</b>	Фондовооруженность труда; коэффициент годности основных средств; коэффициент обеспеченности и обновляемости — учебно-лабораторной, инструментальной, библиотечной и спортивной баз; коэффициент информатизации; обеспеченность жилой площадью общежитий
<b>Кадровая</b>	Уровень квалификации научно-педагогических кадров; продуктивность докторских и кандидатских спецсоветов; коэффициент интенсивности издания учебников и пособий; среднемесячная заработная плата персонала; коэффициент стабильности кадров; уровень трудовой дисциплины
<b>Конкурентоспособность выпускников</b>	Процент дипломов с отличием, рекомендации в аспирантуру, процент заявок на трудоустройство молодых специалистов к общему выпуску, коэффициент трудоустроенных, представительство выпускников в политической, экономической, культурной элите региона, города, уровень владения иностранными языками и информационными технологиями, темпы карьерного роста выпускников

The content of training at the University is set by Federal state educational standards, as well as professional and educational programs developed by the University [5]. Methods and means of education have a direct impact on the quality of educational services. An important component of the University, which determines the quality of education, is the personnel potential. The productive capacity of the educational institution is also an important aspect in competition.

Modern technologies and information technology are necessary for higher education and the provision of quality education for students.

Financial potential affects the quality of personnel and production equipment of the University. As a rule, the University’s potential is formed at the expense of its own sources and financial resources received from the state [6,9].

The competitive potential of the educational institution is determined by its strengths and weaknesses, the presence of exceptional advantages, as well as the opportunities and threats that the changing external environment brings to it. In order to ensure a high level of educational services, the management of universities must constantly pay special attention to the formation and implementation of strategic and tactical marketing programs [6,7].

The competitiveness of the University depends on the quality of educational services provided by the institution. These include: the quality of educational services, the image of the University, the range of educational services, the price of educational services, service [10].

A separate issue that plays on the quality of educational services can be attributed to the priorities of consumers of educational services [7].

*Priorities of consumers of educational services*

The formation of educational services and competitiveness of the University is played by regional factors, which are confirmed by great changes. Thus, as the socio-economic situation in the region improves and the market demand for education grows, the importance of price decreases and the importance of service and the image of the University increases.

In this regard, we, at the Department of judicial ecology with the course of human ecology of the Russian University of friendship of peoples in recent years (2016-2018) conducted surveys of representative samples of graduates of Moscow and Moscow region schools, students of RUDN, Lomonosov Moscow state University and employers in the region. In the course of the questionnaire, the factors influencing the choice of the University were identified. According to the study, the main priority for consumers in Moscow and Moscow region was the quality of educational services, followed by the image of the University. It is necessary to take into account the strong mutual influence of the selected factors. Thus, the reduction in the cost of training universities can adversely affect the quality of educational services (reflected in the level of wages, the image of the University), which in a competitive labor market will cause the outflow of the strongest personnel. In table. 3 the rating of consumer preferences in the sphere of educational services in Moscow in 2016-2018 is presented.

Table 3

**Rating of consumer preferences in the sphere of educational services in Moscow in 2016-2018**

	2016 г.	2017 г.	2018 г.
Цена	1	3	4
Качество	2	1	1
Имидж	4	2	2
Сервис	3	4	3

From table 3 it can be seen that the priorities of consumers are changing quite quickly. At the same time, market research data show that consumers are ready to invest in quality education.

The model of competitiveness of the University helps to bring the characteristics of educational services to the preferences of consumers (Fig. 2).



Figure 2. The model of competitiveness of the University

The algorithm for developing a model of competitiveness of the University can be as follows.

At the first stage, the demand for educational services from the main economic entities of a region (individuals, households, enterprises and organizations) is revealed. The second stage is monitoring the external and internal environment of the University and finding ways to adapt to their changes. The third stage is to determine the priorities of consumers and, if necessary, adjust the educational services provided by the University. The final stage is the adoption of management marketing decisions in order to meet the needs of consumers at the lowest possible cost.

To conduct the survey, quota determined samples were formed from the number of students from the environmental, agricultural, engineering faculty of RUDN and the faculty of psychology of MSU. M. V. Lomonosov. The sample of students was 752 people and 12 employers.

The results of the survey showed that the expectations of different categories of consumers vary significantly. Most of the surveyed heads of enterprises are interested in obtaining highly qualified specialists who will be able to professionally solve the tasks in production.

Studying the socio-economic preferences and quality of life among students, we have found that comfortable living conditions in dormitories are important for University students. In the course of lectures and seminars, it is important to make extensive use of information technology devices and educational facilities in education.

To maintain students' psychosomatic health, it is also important to provide state-of-the-art gyms and dispensaries. Of course, the quality of life of students includes conditions outside the academic life and the organization of interesting student life.

Educational institutions need to cooperate more actively with employers in order to conclude contracts for industrial practice, employment of graduates, creation of joint innovative training and production centers. According to the results of employers' surveys, such forms of cooperation with universities as joint holding of job fairs, attracting students to solve specific production problems in the framework of practice are the most acceptable for Moscow enterprises.

Conclusion. Thus, the study of the competitive environment of educational institutions requires systematic monitoring of changes in the market of educational services. The obtained information it is advisable to organize in a database and periodically analyzed. This set of measures will assess each factor of competition and characterize the overall position of the University in the market. Evaluation of the competitiveness of the University is the starting point of measures aimed at its improvement. The model of competitiveness of the University

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