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***XXI April International Academic Conference on
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PROJECT MANAGEMENT IN HIGHER EDUCATION: READINESS OF RUSSIAN UNIVERSITY MANAGERS TO CHANGES

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CURRENT UNIVERSITY IS PHENOMENON OF MANAGEMENT:

- ✓ Basic processes (teaching, learning, education, research, innovation...);
- ✓ Management- peripheral process;
- ✓ Sustainable organization;
- ✓ System in permanent crisis
- ✓ An organization with «weak connections»
- ✓ Variety of (contradictory) requirements of stakeholders;
- ✓ The movement toward "normal" ("Autonomous") and "manageritalia" control;
- ✓ Simplicity of point-to-point innovations and complexity of system changes;
- ✓ The temptation to change regulations (the "bureaucratic core") rather than basic processes;
- ✓ "Managerial illusion" - an attempt to condition changes in the internal potential of basic processes by external influences from the periphery
- ✓ Weak efficiency of "linear" and the need for project ("nonlinear") management



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CURRENT VIEW ON THE INTERNAL MEANING OF MANAGEMENT IN HIGHER EDUCATION

- ✓ Project management in a current University is a tool for concluding a Convention between the owners of basic processes (students, teachers, scientists...) and managers for parity involvement in the management of an educational organization and overcoming the "managerial illusion".



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Systemic changes in Russian education and current requests to universities require diversification of work.

Is the University team ready?



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How to conduct a management accounting of the effectiveness of professional interactions of managers in order to **obtain** additional resources for the development of the University?



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The main idea is that managerial **decisions** that are made at the institutional and personal levels play a **crucial role**.

Therefore, it is **important** to regulate the project management process at these levels: train and **motivate** for development.

And this is possible if the **heads** of educational organizations are **ready**.



Research design

Assessment of the readiness of the University's organizational system for changes includes:

- to identify and assess the readiness of managers to change organizational behavior;
- to reveal the ability of managers of the University to embrace change;
- to identify emerging resistance and alternatives, the causes of their symptoms;
- to suggest methods for reducing resistance and ways to overcome the identified professional, qualification and other shortcomings of employees.



Research design

Assessment of the readiness of the University's organizational system for changes includes:

- Important role in the assessment of the current state of the University plays a mathematical model of readiness of the organizational system of the University to the changes that characterize the University management system as a dynamic system with a discrete set of States, represented a special class of Markov processes arising from the execution of external tasks and the ability to adapt to external changes.



Research design

- The model describes the University management system in the paradigm of development and as a structure of objects and their relationships, endowed with a set of functions in relation to the structure as a whole and the relationship with the environment, adapting to the changing conditions of its existence (the environment), which causes changes in functions and, accordingly, the structure.



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Research design

Thus, according to the evaluation results, universities are divided into three groups:

- Developing;
- Uncertain;
- Lifeless.



Research design

Thus, the mathematical model as a diagnostic tool, allows :

- to analyze current state organizational system of the University;
- to identify the trend and intensity of the processes of development or regression University professional interactions and analytical results;
- to assess the state of the system.



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Further, when identifying the facts of resistance to changes, based on the processing of the analytical and questionnaire data and using the model of factor correlation coefficients (with pre-loading of the original content for each University), measures are determined to identify and overcome the causes in accordance with the obtained values of each of the above factors (causes).



Novelty

1. The assessment of bandwidth efficiency, implementation of orders, instructions, etc., the results of which can judge the current state of the system and, depending on the result, to generate recommendations addressing the causes of resistance to external influence and development of the system;
2. Carrying out and calculation of the current process of the state of University professional interactions and obtaining an analysis, the results of which it is possible to assess the current state of the system and its trend of development, uncertainty or regression, and, consequently, the state of the system as a process of birth, uncertainty or death;
3. Carrying out the calculation of stationary probability distributions of the University system States and calculate the average number of processing orders, prescriptions, etc., its throughput.

THANK YOU!



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**WE ARE VERY SORRY THAT THE EVENT WAS CANCELED .
WE ARE READY FOR OFFERS OF COLLABORATION AND SCIENTIFIC COOPERATION.**

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