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**INNOVATIVE  
DEVELOPMENT  
MODEL OF  
INSTITUTIONS OF  
HIGHER EDUCATION  
IN THE SYSTEM OF  
STRATEGIC  
PRIORITIES OF  
COMPETITIVENESS  
MANAGEMENT**

At the current stage of social and economic development of Ukraine, education and science develop in the context of European integration and globalization processes. Their social significance is that these areas are intended to create a basis for the nation development on innovative principles, taking into account the needs of both the country as a whole and each person. The rapid development of information technologies and telecommunication facilities, the integration of education, science and production, the state dependence on the processes taking place in the world and the need for their study and adaptation, on the one hand, and the fierce competition between institutions of higher education (IHEs), on the other hand, need to change the priorities of scientific and educational sphere development. Thus, the competitiveness of the education system should be considered as one of the state priorities in ensuring Ukraine's competitiveness at the international level.

With that in mind, the priority task of the development of the higher education system in Ukraine at the present stage is to increase the competitiveness of institutions of higher education among the world's leading scientific and educational centers.

Analyzing the current trends in the evolution of the educational

system, as part of the social and economic development of Ukraine, it should be noted that the educational space is not an exception to the set of areas that fall under the influence of globalization and integration processes. The mentioned above defines the content and directions of the development of all education levels, encourages the search for new forms and learning technologies. The aggravation of the competitive situation in the market of educational services results in an increase in the requirements for educational and other activities of the IHE.

Investigating the problem of IHE's competitiveness, researchers point out that the situation on the domestic educational service market is becoming more and tenser every year [1], while the IHE management system, given its conservatism and dependence on budget financing, is the most vulnerable link in the practice of managing the competitiveness.

In this regard, the issue of ensuring the viability and creating competitive advantages in both Ukrainian and foreign educational services market are becoming very acute for institutions of higher education in the nearest future. Competition is a driving force that forces participants to compete for development. At the same time, competitiveness is a multi-faceted concept, which in the most general sense can be defined as the object ability to win in a competitive struggle.

It should be noted that the concept "competitiveness of the institution of higher education" is relatively new and has quite a lot of definitions. They include from the ability to outstrip other IHEs in achieving the goals set for the present and potential capabilities of the institution of higher education to provide an adequate level of educational services that meet the needs of society in preparation highly skilled specialists, as well as needs for the development, creation and implementation of scientific and methodological and scientific and technical products, both now and in the future [1].

Competitiveness of institutions of higher education, as a category, in the theory of management of competitiveness should be attributed to the object level of an economic entity (enterprises, organizations), taking into account the features of the educational sphere, as a subject area of research. At the object level of the product of educational activity, the competitiveness of educational service (education direction, specialty, program) should be considered, which is the main component of the competitiveness of the IHE.

The works of such Ukrainian and foreign scientists as O.Yu. Belash, V.I. Lugovoi, I.M. Garayev, S.V. Demin, V.A. Lazarev, I.R. Loshenyuk,

S.A. Moknachev, V.M. Mykhailin, N.I. Pashchenko, T.N. Ryabchenko, Kh. A. Fashiev and others were devoted to the problems of evaluation and ensuring the competitiveness of the IHE, and in particular the quality of higher education.

At the same time, it should be noted that scholars are more concerned with the reform of the educational system, paying insufficient attention to the economic aspects, developing tools and methods for forming a market-oriented strategy for management of IHE. This increases uncertainty in the further development of education institutions, limits the possibilities for increasing the competitiveness of educational services.

In order to ensure and maintain their competitive advantages and positions in the ratings of institutions of higher education, more and more attention should be paid to the creation of such characteristics, which in the long run will allow them to compete successfully both in Ukrainian and foreign markets. This is achieved through a well-considered personnel policy aimed at attracting talented professionals with the key competences of a modern teacher: balanced professional and academic training, teaching experience and the possession of modern teaching methods, and through a well-considered marketing strategy in the field of image management and competitiveness of IHE. Therefore, there is a need for continuous improvement of business processes, which determine the strengths of the IHE and is the basis of its competitive advantages.

In addition, one of the main factors of competitiveness is the ability of institutions of higher education to provide the community with highly skilled professionals, competitive both in the domestic and foreign labor market. This expresses in the ability of graduates to apply in practice the knowledge and skills they acquired, their professional success, teamwork skills, career growth, and wage levels.

Consequently, the IHE competitiveness is a complex feature, determined on the one hand by its potential for providing competitive educational services, on the other hand, by the perception of the labor market of IHE graduates, as well as by the rating of IHE, which depends on the visibility and importance of the university's online presence and the citation of its staff. At the same time, in assessing the competitiveness of IHE, it is necessary to take into account the fact that the quality of education is the main competitive advantage of education institutions at the present stage, along with the price. The latter refers to a set of consumer characteristics of educational services, which provide

the opportunity to meet the complex needs for comprehensive development of personality [2].

It should be noted that the IHE competitiveness depends on the impact of various external and internal factors that shape the competitive environment and competitive advantages of institutions of higher education, the main of which is the education quality. At the same time, it must be taken into account that both the market for educational services and the competitive environment of IHE have their own specifics. Thus, in particular, the competitive environment is determined by the parameters of the market of educational services and the degree of the social and economic sphere of a particular region influence on it. Considering the regional aspect, scientists have been able to identify some characteristics of the competitive environment of IHE. They include [3] increasing dependence on demographic and migration processes; the presence of disproportions between the volume, quality of training of qualified specialists and the demands of the social and economic environment; the lack of information transparency that would allow consumers to receive reliable data on the quality of educational services provided by education institutions; the intensification of state intervention, which is expressed, above all, in measures to harmonize resource provision of IHE with the results of their activities and to strengthen entry barriers to the educational services market (accreditation and licensing).

One of the most important factors in ensuring Ukraine's competitiveness in the global economy, on the one hand, and facilitating its transition to the principles of real (and not declarative) innovation and investment modernization, on the other hand, is the effective use of the intellectual property potential in general and of teachers and employees of institutions of higher education in particular [4].

An innovative development model implies the systematic introduction of science achievements into the real economy, as well as the activation of innovative activities of organizations and business structures. It is evident that the most important role in this process must be played by the innovative activity of IHE. In this context, innovation-oriented, forward-looking and progressive development aimed at creating changes in the education system and maintaining their positive outcomes becomes an important component of the competitiveness of institutions of higher education. In addition, education institutions that pay attention to innovation activities are more likely to adapt to changes in the external environment, which creates additional competitive

advantages for them.

Under such conditions, an important priority of the state innovation policy of Ukraine should be the creation of a favorable innovation climate and the provision of comprehensive support for existing small and medium-sized enterprises, technology parks and business incubators, which already exist and are established on the basis of state-owned IHEs. This is especially important for technical and technological universities, since in the real sector of the economy of Ukraine, in spite of the huge resource potential of the state, the possibilities of increasing production are largely exhausted due to extensive factors. One of the factors of the country's innovation development is the innovation business as a whole, as well as its important components – small innovative enterprises, technology parks and business incubators affiliated with IHE. The solution of these and other issues in the context of increasing the competitiveness of IHE requires the restructuring of universities activities with the identification of the innovation component as a priority.

Effective forms of collaboration between IHEs and business entities in the field of innovation should include the creation of an appropriate infrastructure tailored to encourage and support applied research in science and technology in collaboration with outside researchers, institutions, government agencies and private companies. Such infrastructure has been called the technological cluster (technopolis). Technopolis is “a legal entity or association on the basis of the agreement on joint activity of legal entities (participants), the main task of which is the implementation of investment and innovation projects, the implementation of science-intensive development, high technology and the production of competitive in the world markets of products” [5].

The experience of foreign universities has shown that the creation of small innovative enterprises on their basis provides advantages to institutions of higher education. Among them are additional sources of financing for IHE; realization of scientific innovative projects of IHE; stimulation of scientific activity; providing practical knowledge to students; increasing the graduates competitiveness in the labor market; enhancing the image of institutions of higher education.

In such a partnership, an institution of higher education should help enterprises make the right choices at each stage of their innovation development, act as a consultant and assistant, promote innovation potential and increase the efficiency of their activities. At the same time, the IHE has to perform an educational function by developing and

implementing interactive educational products. This will promote the innovative approach in the activities of both business structures and educational products, acting as factors of their competitiveness. According to the monitoring of the state institution “Center for Research and Statistics of Science” Ministry of Education of Russia, at the beginning of 2011, 725 business companies were registered, of which 708 were created in 176 universities and 17 in the research institutes. In the form of limited liability companies, 683 organizations (97.34%) were created in the form of closed joint stock companies, 19 (2.66%) [6].

German universities set up their own small business support centers. The four largest German research organizations – the Max Planck Society, the Fraunhofer Society, the Leibniz Society, and the Society. Helmholtz – have the relevant units, whose function is to support scientists in the field of the implementation of scientific results at universities and research institutions. Services provided by such units include counseling, assistance in creating an innovative enterprise, preparation of a business plan, financing and industrial introduction of inventions.

The principle of functioning of small innovative enterprises at US universities is a triad: from fundamental knowledge through national laboratories to technology commercialization. Therefore, in the United States, most of the long-term innovation research is carried out at universities.

There is a similar experience in Ukrainian IHE. Therefore, the Innovation Center was opened at V. N. Karazin Kharkiv National University. It was created with the purpose of effective commercialization of scientific, technical and technological developments [7]. Its structure includes the department of transfer and commercialization of scientific, technical and technological developments; department for certification, patenting, licensing and intellectual property; department for the development of international relations and grant activities; analytical department. The Innovation Center’s strategic tasks include creating the environment, oriented at the effective use of scientific, scientific and technical and technological potential of IHE with the purpose of development, introduction and industrial development of new technology, technologies and products of intellectual activity of scientific and pedagogical workers, students and postgraduates; engaging in active research activity in the field of high and innovative technologies of scientific and pedagogical workers, postgraduate students and university students; developing and

introducing innovative approaches and methods in the educational process; as well as forming a base of innovative developments of the university, national and world funds and programs for financing innovative projects, various grants.

The main activities aimed at activating the scientific and innovative activities of IHE in Ukraine as well as promoting its implementation include development of the State target scientific and technical and social program “Science in universities”; making amendments to the Law of Ukraine “On State Procurement”, which enable institutions of higher education and scientific institutions to procure purchases without the passing of a tender procedure at the expense of the state budget special fund; renewal of the agreement between Ukraine and the European Community on scientific and technological cooperation, which provides financial support for scientific projects of institutions of higher education, scientific institutions through exemption from import duties and VAT when importing scientific equipment, machinery, components to the customs territory of Ukraine; implementation of complex inter-university scientific projects, which is planned starting in 2013, which will enable to concentrate financial and human resources on the priority directions of science and technology development and solve important scientific, economic and public problems, avoid duplication of subjects, unite efforts of several scientific schools to solve urgent problems.

Taking into account the importance of the effective selection of scientific projects for the coming years in order to obtain competitive scientific results, the introduction of which will be able to influence effectively the development of the economy on an innovative basis, government decisions on the initiative of the Ministry of Education and Science of Ukraine approved changes to the tasks and activities of the State Target Scientific, Technical and Social Program “Science at universities”. [8]. This will enable the activation of scientific activity in institutions of higher education and deepen its interaction with the educational process through the development of research activities; increase financing for updating the material and technical base of IHE; attraction of young specialists into the domestic sector of scientific research and development, development of leading scientific schools, etc.

The realization of this target program will help to solve the most important tasks, the main of which are [8]:

- updating the material and technical base of the scientific and

educational centers of institutions of higher education: for example, during the period of implementation of nine IHE projects, equipment was purchased for the amount of 7312 thousand UAH, which is 50% of the amount of funds, which was proved to meet the objectives of the Program;

- executing research and development works on their basis and obtaining specific scientific results aimed at the innovative development of the national economy;

- forming a network of scientific and educational centers and in the further centers of collective use of equipment.

Scientific communities of institutions of higher education of Ukraine do not remain aside these processes. Thus, the Resolution of the International Scientific and Practical Forum “Science and Business is the basis of economic development”, which took place on October 11-12, 2012 in Dnipro, has been defined [10]: the strategic priority direction of the IHE and research institutions of Ukraine is the commercialization of scientific research; in the formation of scientific parks, the feasibility of uniting scientific schools and the material and technical base of scientific research, taking into account the demand of the real sector of the economy; the need to accelerate the work of the IHE on the entry of Ukrainian-Russian inter-university network of technology transfer and its integration into the European EEN network; expediency of coverage in the mass media of the experience of joint basic and applied scientific developments of the IHE and business structures in order to spread the best ones and their commercialization.

In order to achieve theoretical, methodological and technological breakthroughs in all spheres of activity of institutions of higher education, without which it is impossible to overcome economic and technological crises, to form a new vision of prospects and to achieve the goals of higher education, it is necessary to create and maintain an effective management system for innovative activity of IHE as a basis for ensuring its competitiveness.

The importance and priority of the innovative development of the IHE necessitates the development of methodical and methodological foundations, practical tools and normative support, and the formation of an adequate level of innovative management tasks for the strategic management system. At the same time, one should take into account the problems faced by institutions of higher education at the stage of innovation transformations. Among these problems the first priority is to be solved: the issues of lease of premises and scientific equipment; the

problem of personnel supply due to the influence of a number of factors, namely: lack of staff and their low professional training, lack of opportunities for young people to implement creative abilities in the face of financial deficits, reluctance of young people to link their lives with science; improvement of the information support system for small innovative enterprises in IHE (there is a shortage of information about state support, lending and leasing services, potential investors, new technologies and equipment). There is a question of financial support in the absence of real financial and lending mechanisms for providing such support (it is necessary to intensively involve sources of external financing of small innovative enterprises in IHE, developing modifications of venture financing schemes for innovative projects, business network, stimulating small innovative enterprises with IHE for participation in international projects).

The solution to these and other problems requires the formulation of development strategy of a modern institution of higher education, the definition of a strategic vision as a benchmark in the innovative transformations in IHE. In this context, the strategic vision in this context is understood as "... a clear, well thought-out direction of development that allows the optimal allocation of resources in time and create (select) a unique strategy, methods and models for its achievement. The Strategic Vision of IHE should answer the question "What will the institution be after 30-50 years and what needs to be done?" [11].

Developing a strategic vision and appropriate strategy it is advisable to take into account the following features:

- need for the creation and use of a data bank of social, economic, political indicators in order to forecast trends in the educational industry in the region, Ukraine;
- taking into account the results of objective monitoring of the University's performance in preparing the strategy and in processing its implementation;
- defining the university's market niche in the educational and research sphere;
- emphasizing the increase in the efficiency of the university's work organization, including the increase in the effectiveness of students' academic and scientific activities, teaching and methodological and research work of academic staff;
- attracting foreign investments in the research and innovation work development, material and technical base of the university.

The implementation of an innovation strategy is impossible without the formation of appropriate policies in the field of innovation and research. In the course of the research, the authors determined that the IHE innovative development model should be based on some principles and requirements. They include the integrity of the scientific and educational processes and their focus on the society's economic and social development; the concentration of scientific and financial resources in the priority areas of the research, the full cycle of research and development ending with the creation of finished products; support of leading scientific schools and collectives, individual scientists capable of providing a high level of scientific research and education; support of entrepreneurship in the scientific and technical sphere; the integration of science and education into the international community.

The success of the innovation policy implementation aimed at achieving competitive advantages requires the restructuring of the organizational structure of universities in order to transition to a new, innovative structure.

The advantages of forming an innovative management structure in the IHE are the science and technology transfer development; increase in IHE personnel motivation level; scientific schools and collectives development; increase of the IHE graduates competitiveness level in the labor market; more attractive educational offer. The above-mentioned issues form the positive image of the innovation-oriented education institution. In particular, research shows that European universities are increasingly focusing on technology transfer. First of all, this contributes not only to obtaining additional profits, but also to create the image of an education institution, whose graduates and scientific workers not only have a high education level, but are also the founders and beneficiaries of economic success associated with the technology commercialization. The restructuring object must be all IHE structural units but above all, the basic units of the "operating level".

The strategic level there is a university administration and academic council, defining a strategy for innovation development, policy in innovation, science and other fields of activity. At the functional level, there are functional units that provide the vital functions of IHE in all spheres (educational, scientific, financial, economic, cultural, commercial, etc.) and the so-called techno structure, which represents a combination of functional innovation units and centers.

Restructuring of the management organizational structure in the context of ensuring its innovation development and competitiveness

should be carried out taking into account the following:

1. Separation of strategically important training directions on the basis of: the university profile; the real leadership chance in these areas in the region; restrictions on the number of such areas (5-6 recommendations of experts); the stable association formation of these training areas with a specific potential university.

2. Construction of the organizational structure of the institutes (faculties) with obligatory reflection of the selected areas in their names. In this case, it is necessary to determine the optimal number of institutes (faculties, departments, and average staff of departments).

Another approach to solving the problems of providing innovative development of the IHE is to create a unit responsible for innovation activity. A striking example of such an innovative structure is the structure of innovation policy management and the innovation activity organization of Lomonosov Moscow State University. Such a unit serves as the focus of the University's innovative thinking, allows the accumulation of scientific experience and its practical implementation through the transfer of technology, science parks and incubators [9]. The choice of the university's innovation structure should be done taking into account the number of specialists training areas, the breadth of scientific topics and the IHE size. The need for the transfer of innovations to practical activities, in particular, in the educational process, remains common to all types of innovative organizational structures.

An innovative model for organizing the activities of Ukrainian institutions of higher education needs to be developed taking into account global trends, namely, focusing on continuous improvement of the higher education quality, updating its content and organization forms of the educational process; optimization of the system of higher education, its differentiation; integration, globalization of educational and scientific systems; cooperation of business, education and science; capitalization of educational services and scientific developments; formation of multi-vector investment support system of university education, development of public-private partnership in this sphere; development of small innovative enterprises in the structure of IHE.

In order to implement an effective national modernization policy, it is necessary to state assistance in solving the issues of expanding the innovation sector of the economy, stimulating the innovation activity of small innovative enterprises affiliated with IHE, which will promote both the competitiveness and the formation of a positive image of the

IHE, as well as the innovative progress of society as a whole.

Investments in the IHE competitive potential cause an increase in the level of its separate elements, in particular the level of IHE being equipped by the necessary basic means, the intensity of their physical and moral upgrading; compliance of marketing resources with the tasks of IHE development and positioning.

They also include the issues of informational support of educational process, scientific, technical activity and management, availability of intangible assets; the adequacy of financing innovative activities, social and environmental programs and activities, as well as the activities of the IHE in general. It is important to mention staff training and development; managerial staff development, the organizational structure compliance, technology and management system for the IHE development, marketing and management of the interaction with the stakeholders.

At the same time, the investment system formation in the IHE competitive potential involves taking into account the specifics of the research subject area, due to the need to ensure the IHE effectiveness.

Thus, the IHE economical efficiency is the cost-effectiveness ratio of results and costs. The high level of IHE economical efficiency is ensured by the preservation of labor, material and natural resources and provides an opportunity to expand the institution activity.

It should be noted that the economy of the institution of higher education depends to a large extent on its management, the key tasks of which are to identify the strengths and weaknesses of the internal environment of the IHE, the assessment of each structural unit contribution to the development of the university and activities. These activities include educational, research, innovation, financial economic issues, monitoring of services markets and employers, analysis of possible threats from the external environment, forecasting and selection of activity strategic directions.

In addition, taking into account the specifics of the IHE activities, the scientific and technical efficiency as a set of indicators such as patent, inventive, publishing, design and innovative activity, should be considered as an important part of its economical efficiency. The scientific and technical activities of the IHE provide the opportunity to implement projects on the principles of economic calculation, which is one of the most effective methods of establishing economic relations in order to increase income, the effective use of living and settled labor in commercial and budgetary organizations.

Commercial (economic) calculation is a management method, which involves a comparison of costs and performance in monetary form. It is a mechanism that can ensure the IHE effectiveness in a market economy. The economic calculation is based on the following basic principles:

- comparison of results and expenses in monetary form;
- self-repayment and ensuring excess revenues over expenses;
- material interest and material liability of employees and the collective as a whole.

However, the introduction of the economic calculation principles in the IHE activities at the level of faculties, structural units, institutes has certain limitations. As practice shows, introduction of financial accounting, reporting, calculations in the university in order to ensure maximum transparency of the flow of financial resources, and optimizing costs between individual units, require the creation of a significant staff of workers for accounting and control. In addition, a special methodology and financial management computer program are required.

The calculations show that the costs for maintaining such a staff are significant, do not meet the regulatory requirements for the provision of IHE activities and the requirements of staff arrangement. Consequently, the effect ratio of the projects implementation on the terms of economic calculation and the IHE corresponding costs in modern conditions does not provide economical efficiency.

At the same time, an increase in IHE revenues by increasing the tuition payment for contract graduates cannot be justified due to the low solvency of the population of Ukraine and a large number of IHEs, which dump the prices for their survival.

In order to solve the problem of ensuring the IHE economical efficiency in such conditions, it is necessary to stimulate materially the academic and maintenance staff in order to find ways to increase revenues and reduce the costs of an education institution.

It should be noted that, when achieving a positive financial result of the IHE activity, an ecological (energy-efficient) efficiency plays an important role that is, reducing the technogenic burden on the environment and rationalizing the use of nature. Ecological efficiency is an organizational, practical, scientific and innovative result of a value-oriented nature, aimed at the rational and economical use of energy and natural energy resources in the national economy, obtained through the use of technical, economic and legal methods.

Thus, traditional approaches to assessing the IHE effectiveness are usually based on financial indicators. However, in the field of educational activity, the main factors influencing financial results are quality of education, level of educational process, quality of training, level of recruitment of students, number of graduated students, number of students by forms of training, staffing capacity, level of vocational guidance work ( marketing communications), etc. Traditional financial indicators are supplemented by non-financial parameters – satisfying students’ needs, reputation, image, brand, etc., which, as a rule, have a significant impact on the IHE effectiveness.

It should be noted that even entrepreneurial structures nowadays, in strategic planning and managing their business efficiency, apply for not only financial but also non-financial indicators [11]. It is the level of non-financial performance that determines the IHE social effectiveness – meeting the needs of people and society, improving the social sphere, improving the quality of people’s lives, improving the people’s well-being.

According to the authors, in addition to the economical efficiency of investments in the IHE competitive potential, social efficiency is a not less important criterion for their assessment. Its main manifestation is a positive impact on the society development, namely: improving the education quality; provision of the state economy by specialists whose specialization and level of qualification correspond to the labor market’s needs; promotion of personnel development; contribution to the science and technology development.

In order to assess the social efficiency of investments in the IHE competitive potential in the framework of this study, the authors propose conducting a multifactorial analysis of the level of competitive potential dependence on the main factors of its formation, which increase as a result of the implementation of a particular investment project, measure or program.

In addition, when choosing investment directions and evaluating the efficiency of investments made, particular attention should be paid to the limited resources, in particular financial ones. This necessitates the optimal use of available resources in the process of investing in certain components of the competitive potential of institutions of higher education on the basis of the economic and mathematical model of investment optimization, which ensures the choice of the best option in accordance with accepted criteria and existing constraints. The main objective of investment optimization in the IHE competitive potential is

as follows the choice of directions and volumes of investment that would provide the highest possible level of competitive potential of the university when using available financial resources. Achieving a certain goal involves performing the main tasks, namely:

- determination of initial parameters of investment process optimization in the IHE competitive potential and forecasting their possible changes;
- detection of interconnections between initial parameters and restriction formalization in the form of inequalities;
- assessment of the environment influence;
- formalization of the investment optimization main goal in the form of a target function of the economic and mathematical model, which takes into account the actual levels of the competitive potential components and the implementation indices of the CP;
- assessment of investment effectiveness by criteria of economic and social efficiency;
- estimation of the model, changes of the initial parameters and decision on the necessity of the model correction.

Consequently, this approach ensures the rational use of IHE limited financial resources, since they allow them to be directed at financing the programs and measures that are most needed to increase the competitive potential of institutions of higher education. The investment optimization in the competitive potential of an institution of higher education contributes to the implementation of its strategy by achieving relevant strategic goals with a minimum specific cost, and, as a result, leads to higher competitiveness of institutions of higher education.

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