

## QUALITY MANAGEMENT SYSTEM AS THE MAIN TOOL OF INTERNATIONAL INTEGRATION OF EDUCATIONAL ORGANIZATIONS

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**Key words and phrases:** cooperation with foreign countries in the field of scientific and educational activities; principles of TQM; quality management system of educational organization.

**Abstract:** Russia's integration into the global educational space makes the recognition of the quality of Russian education abroad a pressing issue. One way to confirm this is the certification of the quality management system of the university.

International activities of the leading universities of the country are determined by the level of cooperation with foreign countries in scientific and educational activities. Today, within the process of integration of Russia into the world educational space the problem of recognition of the quality of Russian education abroad is becoming more important. One way to confirm this is the certification of the quality management system of the university. Many years of foreign experience have shown that the required level of quality and further improvement can be achieved through the introduction of the quality management system in conformance with the requirements of ISO 9000, thus improving the relationships between the suppliers and consumers of educational services, making them more flexible and effective.

Russian higher education is highly valued and has a good reputation worldwide. Russian universities are involved in leading international educational projects. However, there are some difficulties. One of them is that we need to prove that the quality of educational services is reasonably high; it brings us to the need to study how the system of higher education works in foreign countries. For a more detailed understanding we have to analyze the features of national higher education systems of foreign countries in terms of the quality management of educational activities.

In the U.S. education system has close ties with large corporations and small firms, some of which are created by the universities. Compared with the

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government, society plays the main role in the US higher education system. Universities belong to the state, and their activities are regulated by local state law. Society through the labor market demand brings the needs to universities and monitors the quality of graduates training. So, universities have special services, which facilitate the employment of graduates.

A lecturer is responsible for certain discipline. Syllabus is considered by the formal or informal Committee, which consists of colleagues, syllabuses are approved by the Faculty Council, Dean, University Committee on syllabuses, President, the board of trustees. But this consideration is mostly formal. Leading universities have more serious requirements for the syllabuses than the national average.

External control over the quality of education is carried out by the Committee, which consists of the lecturers of other universities, members of the board of trustees, alumni.

So, the U.S. education system has a strong individual orientation. It provides the formation of a specialist as a professional, develops the creative potential of individuals, gives a feeling of confidence.

In the UK, the main document for the university management is the strategic plan, developed over five years and is specified in the current annual two-year term plans. In terms of particularized goals, staffing strategy, the development of information resources, financial units' strategy (planned budgets), the strategy of student support, quality control are developed in the plan. In addition, internal university' activity is regulated by a large number of normative documents: regulations on the exams, regulation on study process during the semester, reporting, rules of attendance, points (credits), monitoring of the quality of education, etc.

There are no National education standards, approved by the government, in England. The content of education is determined by the needs of employers. Universities create the content of education by themselves and are responsible for it. The content of one discipline can differ significantly in various universities. However, there is a common system of external ratings of the quality education in UK universities.

One of the most important aspects of university' quality assessment is accreditation by the professional society or association of training professionals. University accreditation is a prerequisite for employment of its graduates.

In Germany, the Ministry of Culture and Education carries about the quality of education. the Ministry of Culture and Education through the approval of the university professors, and new specialties, offers a number of candidates for each chair' vacant positions. Faculty or the Senate appoints a special commission, which makes a comprehensive analysis of candidates. The Senate proposes to the Ministry three candidates and only one must be approved. Opening of new specialties is approved by the Ministry. Certification of specialist' direction of training is carried out by the Conference of Presidents. The commission studies materials of lecturers' self assessment attends lectures and seminars, interviews with students, lecturers. After checking, the audit report is made, which reflects the strengths and weaknesses of the university.

The Ministry of Education of France holds tight control of the universities. Any new course requires verification and accreditation from the Ministry of

Education. Moreover, accreditation is granted for four years. There is a special Committee, which estimates the educational programs and monitoring the quality of student training. This Committee is under the power of the Ministry of Education. In each department there is a list of courses or disciplines. Which are required for students The freedom of choice includes two aspects: the student's choice between the theoretical and practical aspects, the choice of lecturers' method of training.

The analysis of international experience in the field of quality management training shows that there are special mechanism for combination of university' and additional education abroad. A graduate is distinguished by its good theoretical training. He gets practical skills in practical work in real enterprise or organization.

Fundamental changes in the contemporary economic development of Russia require a significant increase in creativity and competitiveness of graduates. The solution on this global problem is defined by realization of a wide range of measures to improve the system of higher education, including the problem of management effectiveness of the educational organization, which is the most urgent problem. In addition, such organizations are in increasingly competitive conditions and have to reconsider traditional approaches of management of the educational process according to current requirements of the market. And the market makes its own demands, based on the existing or forming consumers' demand.

The system of quality management of educational organization is the system of management to direct and control an organization with regard to quality and according to the ISO 8402:94 it is a set of: the organizational structure of educational organizations (EO), techniques (of rules execution of documented and undocumented procedures, guidelines, regulations, official and work instructions), processes, resources needed to implement total quality management.

One of the key places in the system should take the work on employees training at all levels of university of modern and perspective methods of quality improvement, and finding motivation for creating a quality management system, both by managers and staff. One of the founders of modern philosophy of quality E. Deming said: «It is not necessary to implement quality system, survival – is voluntary» [1].

The quality management system cannot be brought from outside the university. The participation of all team is necessary for the implementation and practical application of quality management in educational organizations. Currently, many successful organizations, which supply products and/or educational services on the domestic Russian market and on foreign markets, design, implement and provide certification of their quality management systems according to requirements of ISO 9001:2008. At present Russian universities are three main models of quality management training based on these methods and approaches:

- evaluation method of quality management activities of the university;
- a concept based on the principles of Total Quality Management (TQM);
- an approach based on the requirements of the international quality standard ISO 9000.

Implementation of quality management system has practical use for:

- management of the university: determines the network of university' processes, a clear division of responsibilities, powers, interactions; the quality policy, development strategy and goals of the university are projected at the lower levels of university' management, which are the basis of the foundation of system of indicators and criteria to estimate the results of processes, departments, their managers and staff; internal audits can identify areas for improvement and intensify the activities of department' heads and staff to raise the image of the university, and the competitiveness of its educational services;

- employees of the university: the efficiency of search of all kinds and work to create its new forms is increased; it can be much faster to get information about new procedure; the ability to participate in the process of improving operations and university' activity by e-mailed internal auditors using information system model of quality; raising of satisfaction of consumers, because the quality management system clearly identify staff' initiative and encourage it;

- consumers (students, applicants, companies, etc.): their demands to the results of the educational process are satisfied; the image of the university and as a result the image of the degree is increased.

The analysis of universities' experience distinguishes the following positive trends:

- the growing spread in the country's universities work on the creation, implementation and certification of quality management systems according to the requirements and recommendations of the Russian Standard for Quality Management and the principles of TQM;

- carrying out universities' self assessment to identify key areas for improvement in training, research, as well as in administrative, financial, economic and business activities;

- creation of the systems of strategic partnership, providing feedback from the users of their university graduates;

- the participation of universities in the competition for Russian Federation award in the field of quality;

- increase in the number of universities participating in the annual competition «Internal University systems of quality management of professional training», organized by Russian Ministry of Education in 2000.

Special structural units of quality management training are created in many universities. In some universities there is a post of Quality Management Vice-rector. However, according to the experience of the development and implementation of universities' internal quality management systems there is a number of problems that makes it difficult to create such systems and use them effectively:

- the absence of clearly defined legal framework for clear and consistent organization of the work to create the systems of quality management of university education;

- lack of necessary methodological textbook and guidelines on implementation of quality management principles in educational organizations;

- loss of relationships between educational organization EO and production as a result of isolation of educational activity from today's needs;
- lack of qualified managers at the middle level of universities' management;
- rejection of management principles by professors and training staff;
- insufficient government' promotion in the implementation of quality management principles;
- insufficient financial resources for effective implementation of changes and improvement of their activities.

Quality is the strategy of many educational organizations and it is considered as the basic component of competitive advantage. Today, educational organizations are actively discussing the importance of quality in reforming system of education. Especially for EOs, which contact with the real sector of the economy.

Opportunities of using the concepts of quality management, in production sphere are considered by EO' staff. In particular, we are talking about applying the principles of TQM and the requirements of international standards ISO 9000 for the construction of universities' internal quality management systems (QMS).

Such a system, based on the process approach to management, allows us to achieve continuous improvement of training process, to reach the current level of their knowledge by providing the quality of the educational process and more efficient use of available personnel, logistical, informational and financial potential of educational institutions.

However, the process of creating such systems in the Russian EO is extremely slow against the background of rapidly developing labor market and educational services. Problems, which stop the implementation of quality management systems, are: absence of a unified methodical approach of its creation, the duality of the organizational structure, intensive self-isolation of employees, lack of skilled developers, lack of financial resources and knowledge of the theory of quality management and the underestimation of the practical impact of the introduction of quality management systems. Therefore, the solution on these problems requires research. The development of theoretical, methodological and practical recommendations in the field of a EO' quality management system is urgent and current topic.

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**Система менеджмента качества как основной инструмент интеграции образовательной организации на международном уровне**

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**Ключевые слова и фразы:** система менеджмента качества образовательной организации; сотрудничество с зарубежными странами в области научной и образовательной деятельности; принципы TQM.

**Аннотация:** На сегодняшний момент в рамках интеграции России с мировым образовательным пространством актуальным становится вопрос признания качества российского образования за рубежом. Одним из способов подтверждения этого является сертификация системы менеджмента качества вуза.

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