

SERGII GARMASH**EXPERIENCE OF PARTICIPATION IN INTERNATIONAL PROJECTS IN THE ASPECT OF INTERCONNECTED PROCESSES (PROBLEMS AND PROSPECTS) – SIGNIFICANCE OF THE HUMAN FACTOR**

The purpose of the work is to highlight the situation that has developed in higher educational institutions of Ukraine in terms of finding partners for participation in international projects; dynamic changes in the internal and external environments, which are components of the reasons for the decline of this direction; possible development prospects under certain conditions; the influence of the human factor on these processes.

National Technical University “Kharkiv Polytechnic Institute” has sufficient experience of working in international projects. For its efficient international cooperation NTU “KhPI” was repeatedly recognized as one of the best universities both in the region and in Ukraine on the whole. The situation in finding partners to participate in international projects of general departments is difficult. That’s why, cooperation of general departments with special departments is necessary to involve the former in international projects. If earlier partnership proposals mostly came from foreign institutions, now the responsibilities of finding foreign partners for the institute’s (department’s) participation in international projects have been shifted to the shoulders of teachers. The direct officials subconsciously learned one of Andrew Carnegie’s famous quotes: “The secret of success lies not in doing your own work, but in recognizing the right man to do it”. The unification of the higher education system with the standards of Western countries in recent years has led to the appearance of a whole wave of paper waste that increasingly fills the teacher’s living space. But this is unlikely to trouble officials from education, who mainly pay attention to artificial ratings and redistribution of financial flows in this area.

Obviously, at all levels, the phenomenon of “negative selection of power” is gaining momentum in all structural subdivisions of any organization, as it has already become an integral trend in Ukraine during the years of its independence, on a par with corruption, personal preferences and nepotism. In the conditions of modern challenges that the question of the competence of human resources is becoming increasingly acute. The ability to make informed decisions, to take responsibility, even simply to remain a decent person become guidelines in times of trials, when real leaders emerge and the real elite of society crystallizes.

Keywords: international projects; key performance indicators; *cooperation of departments*; negative selection of power; corruption; nepotism; the real elite of society

С. В. ГАРМАШ**ДОСВІД УЧАСТІ У МІЖНАРОДНИХ ПРОЕКТАХ В АСПЕКТІ ВЗАЄМОПОВ’ЯЗАНИХ ПРОЦЕСІВ (ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ) – ЗНАЧЕННЯ ЛЮДСЬКОГО ЧИННИКА**

Метою роботи є висвітлення ситуація, яка склалася у вищих навчальних закладах України з пошуку партнерів для участі у міжнародних проектах; динамічних змін у внутрішньому та зовнішньому середовищах, які є складовими елементами причини занепаду цього напрямку; можливих перспектив розвитку за певних умов; впливу людського чинника на зазначені процеси.

Національний технічний університет «Харківський політехнічний інститут» має достатній досвід роботи в міжнародних проектах. За ефективну міжнародну співпрацю НТУ «ХПІ» неодноразово визнавався одним з кращих університетів як регіону, так і України в цілому. Складною є ситуація з пошуку партнерів для участі у міжнародних проектах загальних кафедр. Ось чому необхідна кооперація загальних кафедр зі спеціальними кафедрами для залучення перших до участі у міжнародних проектах. Якщо раніше пропозиції партнерства здебільшого надходили від зарубіжних інституцій, то зараз обов’язки з пошуку іноземних партнерів для участі інституту (кафедри) у міжнародних проектах перекладено на плечі викладачів. Безпосередні керівники на підсвідомості засвоїли один з висловів Ендрю Карнегі: «Секрет успіху полягає не в тому, щоб робити свою власну роботу, а в тому, щоб знайти кращу людину, яка зробить це краще за вас». Уніфікація системи вищої освіти зі стандартами західних країн за останні роки призвела до появи цілого валу паперового непотрібу, який все більше і більше заповнює життєвий простір викладача. Але це навряд чи бентежить функціонерів від освіти, які основну свою увагу приділяють штучним рейтингам та перерозподілу фінансових потоків у цій сфері.

Вочевидь, що на всіх рівнях набирає обертів феномен «негативної селекції влади» в усіх структурних підрозділах будь-якої організації, оскільки це вже стало невід’ємним трендом в Україні за роки незалежності на рівні з корупцією, власними кишеньковими перевагами та непотизмом. В умовах сучасних викликів все гостріше постають питання компетентності людського ресурсу. Вміння приймати обгрунтовані рішення, брати на себе відповідальність, навіть просто залишатися порядною людиною становляться орієнтирами у часи випробувань, коли з’являються справжні лідери та викристалізовується справжня еліта суспільства.

Ключові слова: міжнародні проекти; ключові показники ефективності; кооперація кафедр; негативна селекція влади; корупція; непотизм; справжня еліта суспільства

Introduction. «It’s known that KPI (Key Performance Indicators) are measurable (numerical) indicators of activity that help to clearly display and evaluate the degree of goals’ achievement or optimality of the process, its effectiveness and efficiency.

One of these indicators is the participation of the department (the institute) in international projects» [1, p. 128]. For example, «... NTU «KhPI» became one of the first universities in Ukraine to participate in the global international business consulting project «X-Culture». NTU “KhPI” was represented by the students of the Institute of Education and Science in Economics, Management and International Business. They acted as

online consultants and developed a business plan aimed at increasing the number of consumers for various foreign companies.

The advantage of participating in the «X-Culture» project is the formation of students’ practical skills necessary for a full-fledged study of disciplines in the field of international business, carrying out scientific research and further professional activities in this direction» [2].

The purpose of the article. The purpose of the work is to highlight the situation that has developed in higher educational institutions of Ukraine in terms of finding partners for participation in international projects; dynamic changes in the internal and external environments, which

are components of the reasons for the decline of this direction; possible development prospects under certain conditions; the influence of the human factor on these processes.

Results of the research. National Technical University “Kharkiv Polytechnic Institute” has sufficient experience of working in international projects.

«At the present time NTU “KPI” continues to work towards the strengthening and developing of the relations with 168 foreign partners from 38 countries of the world (Austria, Bulgaria, Hungary, Great Britain, Greece, Georgia, Estonia, Spain, Italy, China, Korea, Latvia, Lithuania, Netherlands, Germany, Poland, Russia, Rumania, Slovakia, Slovenia, the USA, France, Czech Republic, Switzerland, Tajikistan, etc.). Today the University realizes 150 immediate contracts with Institution of higher education and other organizations.

The relations are developed very dynamically and effectively with the Otto von Guericke University Magdeburg (Germany), University of Klagenfurt (Austria), Central Lyon Higher Senior School (France), University of Miskolc (Hungary), Humboldt University of Berlin (Germany), Dresden University of Technology (Germany), Cracow University of Technology and The Warsaw University of Technology (Poland), Sofia University St. Kliment Ohridski (Bulgaria), Hamburg University of Technology (TUHH) (Germany), etc.

An important milestone in the life of University was the signing of Magna Charta Universitatum by NTU “KhPI” in the ancient Institution of Higher Education in Europe University of Bologna (Italy) in September 2005. In March 2007 NTU “KhPI” became a full individual member of the European Association of Universities. On March 10, 2009 the University became a full member of the Eurasia Association of Universities. Starting from November 2009 NTU “KhPI” has been the member of The Black Sea Universities Network. These events were one more step to the integration of the University into the common European and International Educational Space.

A number of grants obtained by the University from international funds and programs are the evidence of the international recognition of NTU “KhPI”. The objective of these activities is to integrate into the worldwide economic system, and form foreign investments for the education sphere in Ukraine. According to the data of the National TEMPUS Office in Ukraine NTU “KhPI” ranks first among the Ukrainian Institutions of Higher Education participating in the realization of TEMPUS large-scale and the most substantial educational projects.

In the academic year of 2016 -2017 NTU “KhPI” participated in the realization of 37 international projects, including European Tempus Program Projects (3 projects), Erasmus –K2 (2 projects), Erasmus –K1 (14 projects on mobility), the 7th Framework Program, DAAD programs, Humboldt Foundation projects, and scientific-&-engineering projects as part of intergovernmental agreements.

To provide assistance in the prearrangement of educational and scientific projects including the search of partners the International Relations Department of the University set up the Coordination Bureau as part of the Tempus project “Setting up the Universities’ Consortium “EU-Ukraine” on initiative of the TU Hamburg-Harburg. The collaborators of the Consortium created appropriate conditions for participation of the teaching staff and students in international programs and projects, in particular the information-&-consulting center was set up that includes the database of international programs, whose web-site is regularly updated and includes the webcast list» [3].

«NTU “KhPI” efficiently supports and promotes already available programs on exchange of students, post-graduate students, teaching staff and scientific workers, the “dual diploma” programs, international academic exchange programs, grants and scholarships, training on contractual basis at the Partner Universities of NTU “KhPI”, international projects, summer schools and language courses and different international events (conferences, forums, workshops, etc.).

At the present time NTU “KhPI” realizes 14 “dual diploma” programs in cooperation with the Universities in Germany, Austria, France, Poland, Korea, Switzerland, etc. “Dual diploma” programs give an opportunity to the students studying at the national university to obtain the second diploma issued by the foreign University.

Every year the University holds more than 30 international scientific and engineering conferences, a number of large-scale international forums, presentations and exhibitions. The university continuously participates in international exhibitions abroad.

Annually, more than 400 scientific workers, teachers, students and post-graduate students go abroad to do research and get training, or participate in the conferences, symposiums and/or take the language courses. During the year the University welcomes more than 200 foreign specialists, students and post-graduate students.

For its efficient international cooperation NTU “KhPI” was repeatedly recognized as one of the best universities both in the region and in Ukraine on the whole» [3].

First of all, it is necessary to note the proactive role of those teachers who contributed to the search for partners for participation in international projects. In particular, Savchenko Olga, Professor of the Department of Business Economics and International Economic Relations of NTU “KhPI”, who heads the direction of international activity of the department, and many other teachers.

«The situation in finding partners to participate in international projects of general departments, for example, the department of foreign languages, is more difficult. In a technical higher education institution, a foreign language is a communication tool, not a subject of study that could interest potential foreign partners. Therefore, cooperation of general departments with special departments is necessary to involve the former in international projects.

The initiative group of the Department of Foreign Languages of NTU "KhPI" (Garmash Sergii, Sadkovska Valeriia) sent letters of proposals regarding cooperation to educational institutions; private individuals responsible for international contacts; and non-governmental educational organizations, but without feedback.

Unfortunately, all of our letters of proposal went unanswered» [1, p. 128]. And this was understood, because «... the systemic crisis has become a phenomenon inherent in Ukrainian society, which is reflected in its well-being and moral state» [4, p. 104]. The deplorable situation in the systems of education and medicine is the result of successful and purposeful «reformation» from the outside, aimed at destroying these spheres, and the spread of nepotism only accelerated these destructive processes from the inside. «... the clan system of government has deeply planted its destructive roots both in an individual and in the society as a whole; both horizontally and vertically...» [5, p. 86]. «And in such a system of relations, professionalism and decency are no longer key guidelines» [6, p. 76].

«In this situation, the decline of Ukraine's education system, which has been going on for decades, should be emphasized, and the purposeful destructive «reforming» of the system itself aims not so much to reduce its operating costs and gradual decline, but to instill in young people «clip thinking» far from critical thinking. (It is very convenient to manipulate such consciousness in one's own interests). And in this aspect, distance learning is being presented and introduced more and more persistently, the bureaucracy of science is gaining momentum, and artificial «achievements» are declarative in nature» [7, p. 362].

Worthy of attention is the educational project of the British Council «English for Universities».

It's well-known that «... the English for Universities project was initiated by the British Council Ukraine in December 2013 after the Ukrainian Ministry of Education had identified the improvement in levels of English in Ukraine's universities as a priority. The project aims to make a commitment to helping Ukraine make a transformational change in the level of English among both university teaching staff and students at which they can fully participate on the international stage. The project objective is to help Ukraine create its own sustainable EL teaching capacity to take students to B2 or C1 CEFR levels; introduce standards» [8].

The author of this article was a participant from the National Technical University "Kharkiv Polytechnic Institute" who took part in the work of various events organized by the British Council Ukraine and who shares his knowledge and experience in training during the process of learning English for specific purposes and teaching academic disciplines in English.

It should be mentioned that «... the British Council is a British organisation specialising in international cultural and educational opportunities. It works in over 100 countries: promoting a wider knowledge of the United Kingdom and the English language; encouraging cultural,

scientific, technological and educational co-operation with the United Kingdom; and changing people's lives through access to education, skills, qualifications, culture and society» [9].

The British Council «... strengthens ties between Ukraine and the United Kingdom in the Arts, English, Higher Education and Society, provides educational opportunities to Ukrainians in English for individual and professional development, and administer examinations and tests from the UK.

In 2016 more than 110,000 people took part in the programmes or activities with a further 2,800,000 using the digital services, including English language resources and more than 5,1 ml using the publications and broadcast products.

In English, the British Council works with the Ministry of Education and in-service colleges to provide continuous professional development for 37,000 English language teachers and the support to the Year of English in Ukraine brought more than 2,1 ml audiences in Ukraine. The British Council teaches around 3,000 students a year through the Kyiv English School and administer more than 13,700 examinations or tests.

In Higher Education, the British Council builds links between the UK and Ukraine's higher education sector, in areas such as industry/university links and the internationalisation of higher education quality assurance; builds capacity of university leadership and contribute to students' self-governance. The British Council worked with more than 125 universities through different programmes during the year» [10].

It should be stressed that «... in changing world from the point view of globalization process the internationalization of higher education causes arising new problems and searching new ways of solving them because of theory and practice differ very often. It deals with the educational (training) process as well» [11, p. 127].

«Since 1980 the university has the International Relations Department. The activities of the department are focused on the development and strengthening of the international cooperation of the University.

Basic activities of the Department:

- 1) coordinating international activities of the departments and other subdivisions of the University;
- 2) developing and realizing international projects;
- 3) doing work on the contracts concluded with Institutions of Higher Education and Companies abroad;
- 4) contributing to the programs of international exchange of the teachers, scientists, post-graduate students and students;
- 5) providing information and consulting services;
- 6) exchanging the delegations;
- 7) providing customs services;
- 8) drawing up traveling documents;
- 9) organizing summer language courses;
- 10) organizing summer training for Ukrainian students abroad;

11) solving other problems related to international activities» [3].

If earlier partnership proposals mostly came from foreign institutions, now the responsibilities of finding foreign partners for the institute's (department's) participation in international projects have been shifted to the shoulders of teachers. It is obvious that direct officials subconsciously learned one of Andrew Carnegie's [12] famous quotes: "The secret of success lies not in doing your own work, but in recognizing the right man to do it" [13].

But another famous quote was ignored: "Take away my people, but leave my factories and soon grass will grow on the factory floors. Take away my factories, but leave my people and soon we will have a new and better factory" [14].

Conclusions. Thus, at all levels, the phenomenon of «negative selection of power» is gaining momentum in all structural subdivisions of any organization, as it has already become an integral trend in Ukraine during the years of its independence, on a par with corruption, personal preferences and nepotism.

«It is obvious that there is a direct relationship between the situation that developed in Ukraine during the years of its independence, when the country with the sixth economy in the world was transformed into a beggar country after the collapse of the Soviet Union, with changes in the education system, in particular, in higher education» [15, p. 125].

«... in the conditions of modern challenges that the question of the competence of human resources is becoming increasingly acute. The ability to make informed decisions, to take responsibility, even simply to remain a decent person become guidelines in times of trials, when real leaders emerge and the real elite of society crystallizes» [16, p. 261].

It should be noted that «... the excess of professional incompetence and obvious stupidity of "new faces" without a professional past, but with a developed grabbing reflex, only accelerate the degradation of power, the degradation of management at all levels and devalue the degree of people's trusting in this power. The majority of Ukraine's population understood long ago that relying in such situation remains only on itself, and the imitation of reforms in the country is aimed only the redirecting financial flows, freeing the territory of Ukraine from its population, rapidly enriching the officials and targeted destroying of statehood» [17, p. 15].

If we consider the search for potential partners for participation in international projects, then we should proceed from the postulate that in a technical higher educational institution potential foreign partners prefer specialized technical departments, rather than general departments; as well as the exchange of students from technical departments, since no one canceled the outflow of intellectual potential. During hostilities on the territory of a potential international project partner, the successful implementation of such projects is highly doubtful.

It should be added that «... the unification of the higher education system with the standards of Western countries

in recent years has led to the appearance of a whole wave of paper waste that increasingly fills the teacher's living space. But this is unlikely to trouble officials from education, who mainly pay attention to artificial ratings and redistribution of financial flows in this area» [18, p. 1457].

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Відомості про авторів / About the Authors

Гармаш Сергій Володимирович (Garmash Sergii) – Національний технічний університет «Харківський політехнічний інститут», доцент кафедри економіки бізнесу і міжнародних економічних відносин; м. Харків, Україна; ORCID: <https://orcid.org/0000-0002-5471-379X>; e-mail: sv_garmash@ukr.net