

The aim is to bring new, useful knowledge of daily activities of every person. One, however, also meets with the occasional, non-systematic or random learning which is characterized by unevenness and randomness, which is based on the life situation resulting from the various debates, civic activities, professional, communication with colleagues, reflects thus, in everyday activities. This „incidental learning“ the elemental form, is not coordinated, just a coincidence, our life experience forced to familiarize themselves with the content rule (for example, claim the goods - OBC. Code, the Law on Consumer Protection,...).

The operation is the result of teaching and scholarship mainlines including the ability to navigate in most areas of life. The successful manager must combine all the learning opportunities, whether accidental, but especially those intentional. Focused learning time necessity. Every manager feels the need to learn not only in the field, but also in a broader range of issues that constitute the external environment of its operation.

Literature:

1. Č/Č, M.: Komentár k ustave SR. *Martin : Matica slovenska, 1997.*
2. Dudinská, Elvira; Novotný, Luboslava, DROPPA, Milan. : Customer relationship management in the global economy. *Chemistry: Publishing M. VaSek 2006, ISBN 80-7165-50-3.*
3. M/KUŠ, P. The knowledge capital in the process of change. In. : *Proceedings of the International Scientific Conference : Organization of knowledge-based society in the era of globalization and internationalization. KU PF editorial center in Ruzomberok 2009, ISBN 978-80-8084-470-7.*
4. MI KUŠ, R. Teoria procesu zmeny a jeho riadenie. *Edičné stredisko Pedagogickej fakulty Katolíckej univerzity, Ruzomberok, 2008,*
5. OBERUC, J. : Psychologia osobnosti. *Liptovský Mikuláš, Vojenská akadémia, 1998.*
6. SVOBODA, J.: Občiansky zákonník. *Bratislava : EUROUNION, 1996.*
7. SVEC, Š.: Základné pojmy v pedagogike a andragogike. *Bratislava : IRIS, 1995*
8. ZELINEK, M.: *Etos a utváranie mravnej identity osobnosti. Bratislava : IRIS, 1997.*

MIKUŠ PAVEL

THE COMPETITIVE ENVIRONMENT OF HIGH SCHOOL

Annotation. The author in her article discusses the problem of management environment and its impact on the teacher. This problem is outlined to reader from the perspective of the management and competitive position of the school. Establishment of a competitive university environment is the creator of new factors that affect the structure, processes and results of the school.

Keywords: Managerial environment of teachers, marketing approach, the competitive environment, internal and external school environment, customers, competition, human resources of school, direct and indirect effects.

Daily we are the witnesses of the ongoing changes in the world. The external environment of human is being changed, of the teacher as well. The globalization process as the fundamental direction of these changes also intervenes in education. The teacher must increasingly adapt to external impact and they must adapt their activities to social needs caused by global changes. Social changes are reflected in the concept of the content of particular subjects, there are structural changes in the composition of subjects, new branch of studies are created. The working environment of teacher is changed, as well as the environment of every man.

"Achievement of the goal and thus the success requests creation of innovative ideas, usage of human potential, their approaches and capabilities."

"The colleges are top educational, scientific and artistic institutions..." (act no. 131/2002 about the universities). Colleges have the irreplaceable status. They have a great impact on personal development, university-educated citizen, they increase their knowledge level, develop wisdom and creativity. By every graduate of college the circuit of the people in society with high professional knowledge and moral qualities is extended.

Modern society requests university-educated man with wide human cognition of universe, with the ability to understand themselves and others as well as changes in modern society.

Work career, development of their interests, as well as social and employer's interests in many cases requests university-educated person.

High quality and highly regarded college educational institution is the result of efforts of good management of school, because also college must behave as market requires.

Each college must have their own marketing plan as the necessity of complex systemic approach to education in society. Marketing approach must be based on strategy of market needs and demand for graduates, successful communication with partners and possible employers of college graduates. These verities have got a great impact on good name of school, its status in society, they impact on the image of the college and finally they influence the attractiveness of school.

The main activity of each organization, including the higher educational institutions today is marketing. The task of marketing management is to find the best possible and the most effective ways to enforce the college on a wide range of social services offered in the field of education.

For optimal college's mission in terms of management, better and closer cooperation with potential buyers of the college product - graduate is required, a qualified worker. Close cooperation should lead to social order in an effort to bring as closely as possible the complex of graduate's personality to customer's requests.

By emerging of new and by development of existing colleges the competitive environment of high education provision is growing. Students can choose from the wide range of courses offered by available colleges. In the competitive environment, it is necessary that the university tries to gain a competitive advantage by increase of the quality of the teaching process, professional development of teaching staff, arranging of a facilities of school and teaching activities. These factors greatly enhance the status of higher education in the social and vocational school rankings and are important in determining of high school graduates.

In current competitive market environment of society, besides public and state colleges, also private and others educational institutions which may have external grants promote their educational services and activities. Such institutions are e.g. Academy of education, which cannot substitute college institutions. Many times it happens that they offer extension of knowledge in the form of short courses, which are attended and lead by academics. We know that there is nothing wrong, but apart

¹ MIKUŠ, P.: *Manažment zmien-konkurencieschonosť organizácie*. VERBUM - vydavateľstvo Katolíckej univerzity, Ružomberok, 2010, str. 10.

from the cases when the prominent experts are lecturing, shouldn't the colleges organize similar courses and thereby state the direction of the society in such field? This misleads to idea that the colleges are not one step ahead, but one step behind the social practice.

Demands on the public college management in such defined market environment are high. In the competition we cannot underestimate mentioned academies of education.

From already mentioned it is clear, that college education is greatly influenced by the environment. This environment can be divided into internal and external environment.

1. External environment

External environment - includes all effects affecting the college educational institution from the whole surrounding.

Development of every college and its results are subject of a wide spectrum of factors which affect its structure, processes and results.

These factors are divided to:

- a) direct - affect the school activity, and
- b) indirect - affect the climate in which school carries out its activities.

Direct and indirect impacts largely affect the environment and results of school. But nevertheless their appearance is in some rate unpredictable.

a) Direct impacts

Among the most important external direct impacts, which specify activity of college and which requirements school must fulfil, we can list:

- Customers (society, students)
- Competitive colleges

■ Human resources

- *Customers:* college educational institution enters to social competitive market offering degree programs based on social needs of the labour market and which should approach potential students.

Customer can be the individual, high school graduate, who meets the requirements for admission to higher education and chooses the courses proposed by college in terms of perspective in the labour market.

Customer can be the organization as well, which in terms of qualification enhancement of already employed worker will send the person to study the field passing which employee can contribute to quality improvement and effectiveness of work. Second possibility is that the employers already during the studies choose the potential employee, observe their studies, contribute them, and motivate them. Unfortunately, both these cases are not preferred here yet. Mostly graduates search for the job by themselves.

Students as customers represent the most important direct impact, which influence the activity of college.

High interest of potential college students largely depends on good offer of accredited study courses that responds to social needs and demand.

Specialization of the college and its offer of accredited programs depend on research and analysis of demographic conditions and on identification of potential students as customers. In this point college is investigating also the education needs depending on regional demand for graduate, thus facilitating its assertion to the labour market.

Such approach of school to students can have also highly positive implication to society, such as removing regional differences.

The interest in studies from the student's side depends on their assertion on the labour market. Colleges cannot forget this. They must provide high quality, attractive and useful education. Flexible reaction of accreditations of customer's requested study programs can be considered as high advantage of college.

- *Competition*: competitors of every college are other colleges, but also other extracurricular educational institutions. School competition should be free, without any direct impacts. Main competition trump of any college should be the presented interest from the side of high school graduates and of course, also in teacher's potential.

The interest of potential students depends on social status of college on the market of the education, assertion of its graduates on the labour market in the practice, teacher's potential and science base.

High importance in the competitive efforts of high school plays also the fact that convergence of college to students by creating of detached offices, thereby shortening the distance college - student, which may have significant implication for students in spending on transport or accommodation.

Competitive environment of college is dependent on how can college meet the needs of its students and needs of society. Every college should have the analysis of graduate's assertion in real life. Such analysis should be as a base for flexible reactions and creating the changes in content preparation of students as a response to needs of labour market and society. "At present it is not possible to rely on spontaneous initiative of teacher in lodging complaints, it is not possible to rely on spontaneous development either external or internal environment."²

If college wants to succeed in competitive relation with other colleges, it must have clearly defined philosophy, which comes out from the balance between school's objects and its options. Fundamental principles of pedagogical workers must lead to objective reality and high quality of educational process.

If college wants to succeed, it must be active in development and in offering of attractive study programs; it must have better quality of teacher's potential and better in acquisition of students.

In the order to succeed college has to be able to answer these basic questions:

- What kind of school is it, or wants to be, high quality and why.
- Difference of college from other also extracurricular institutions in provision of high quality educational services
- Teacher's potential, workers and school management composition
- Scientific and material potential
- Satisfaction of students and their assertion in practice
- Knowledge growth of students and usage in practice
- *Human resources*: in general they present wide range of potential workers from external environment, from which organization can choose employers meeting qualification conditions. In education, particularly in higher education, basic and the largest source are school-leavers, high school graduates, who expressed the interest in studies in the college. These young people represent the most important human

² MIKUŠ, P. Manažment zmien-konkurencieschonosť organizácie. VERBUM - vydavateľstvo Katolíckej univerzity, Ružomberok, 2010, str. 119.

source of every college. Increased interest in college studies must be reflected also in increasing of educational attainment of society, in its prosperity and progress.

In the process of new students acquisition we cannot forget also the acquiring and educating of new scientific staff for better quality and continual education. The largest human source for new teacher's staff acquiring are the college graduates. Therefore, the pedagogue must see the current students as future colleague and must substitute them step by step. The process of new teacher's acquisition is the task of every college. This process is known as process of personal management, human resource management or personal management. In college it represents the part of school management, which focuses on acquisition of human resources, thus the issue of human - teacher in educational process.

The objective of college human resources management is:

- Creation of dynamic harmony between the number and structure of jobs and the number of students taking into account the financial sources and the possibilities of college for optimal indemnity of educational process
- Forming of teacher-working teams, creating healthy interpersonal relationships
- Development of working abilities, career development, qualification increase, satisfaction of material and social needs of teacher

This objective is to satisfy internal needs of teacher, but also to fulfil the interests of college.

Good teacher staff is the guarantee of competitiveness, success and quality of educational process in college. By this also the preconditions of knowledge level increase of its graduates are fulfilled. "Greater knowledge is acquired informally, through processes that are not organized or supported"?

b) Indirect impacts

In external environment different factors exist, which may influence the activity and management of school. In the school surrounding organizations may exist, which can have indirect impact on content school targeting. For example, in the field, where is centric chemical industry, it is logical that college will target to preparation of high school educated graduates, potential workers in this industry. This does not have to be the rule.

There are also factors which can indirectly influence college management. Such factors are for example accreditation of the same study course also for other college, and this can lead to decrease of number of students. There is then a school management importance focusing on acquiring the students for college.

Political decisions and legislative environment of society indirectly impact on school organization. Adopted laws determine the duties and the rights of employees and students, and school must be in line with them. Legislative framework determine e.g. salaries of teachers, what can have the impact on cumulating, keeping or not keeping of good teacher staff, and this can reflect in quality of educational process. High quality material and technical facilities also depend on assigned or acquired financial sources.

Cultural and social impacts can also influence behaviour of every school. Every nation has own cultural and social system built on specific values. So every nation

³ DROPPA, M.: *Riadenie ľudských zdrojov*. Edičné stredisko Pedagogickej fakulty Katolíckej univerzity. Ružomberok, 2008, str. 62.

has got the college which represents this nation abroad. Changing the social situation leads to establishment and development of new colleges based on different principles. Social and international application of such schools largely depends on the school management, the quality of the learning process and the quality of its graduates.

Schools should systematically watch the social and cultural impacts, because those are the external factors that can influence their activity in some ways. "In the long-term isolation from the significant changes to the external environment may become insensitive staff."⁴

2. Internal environment

To get the organization running, managers must perform the activities which are time consuming, require specific eligibilities, abilities and skilfulness necessary of effective functioning inside of organization. Every manager within the organization has an irreplaceable position and takes a specific position in management hierarchy.

Internal environment of school - every college, reflects internal system of college operation from the point of personal, material, financial a organizational, in other words said the management of school.

Management of educational process is specific because the performance of managerial functions is being performed in specific - school environment. Managerial functions are performed by teachers on different levels. The teacher who does not perform control function within the school, it is not possible to speak as of manager.

Conclusions.

Educational institutions are undergoing the transformation changes in which management of these institutions has got the irreplaceable position. The impact of social environment on the education is noticeable and irreversible. Good schools respond to these changes by trying to adapt their range of courses to the needs of society. But even better schools are trying to be one step ahead; they are able to predict the course of social environment, and the social assertion of their graduates.

Literature

1. BUDAJ, P. - FILO, M.: *Manaiment operacii*. Vydavateľ'stvo Michala VaSka, Presov, 2008.
2. DONNELLY, J. H. - GIBSON, G.I. - IVANCEVICH, J. : *Manaiment*. Grada Publishing, Praha, 1997.
3. DROPPA, M. - MIKUŠ, P. : *Teoria riadenia II. Vojenskã akademïa, Liptovsky Mikulãs*, 2003.
4. DROPPA, M.: *Riadenie fudských zdrojov. Edičné stredisko Pedagogickej fakulty Katolickej univerzity. Ruimberok*, 2008
5. KORZENIOWSKI, L.: *Menedzment podstawy zarzadzania*. EAS. Krakow. 2003.
6. KOONTZ, H. - WEIHRICH, H *Manaiment* Victoria Publishing, Praha, 1993.
7. ŁYSA, Ł., MIKUŠ, P. : *Teoreticke vychodiskã zhlukovej analýze a jej aplikãcie v persónalnom manaimente*, In: Zborník zo 4. medzinãrodnã vedeckã konferencia, KRAKOW, 2004
8. MAJTAN, M. : *Manaiment*. Sprint Bratislava, 2003.
9. MIKUŠ, P: *Manaiment zmien-konkurencieschonosorganizãcie*. VERBUM - vydavateľ'stvo Katolickej univerzity, Ruimberok, 2010
10. OBERUČ. J. : *Osobnost" vojenskeho manaiera*. In. SAMO ě 2/2000, Bratislava, MO SR, s2-15.
11. PASTIER, J. a kol. : *Vzdelãvanie dospelych v procese transformãcie ekonomiky a socialneho rozvoja*. In : *Zborník štúdií z priebežnych vystupov grantovej ulohy Ć. 1/1391/94, FF UK Bratislava*, 1994.
12. VELIKANIÖ, J. : *Pedagogika pre pedagogicke fakulty VS*. Bratislava. SPN, 1978.

⁴ BUDAJ, P. - FIDO, M.: *Manažment operacii*. Vydavateľ'stvo Michala Vaska Presov, 2008, str. 14,