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**MANAGEMENT vs LEADERSHIP: MODEL OF ADMINISTRATION STYLE AT A PROGRESSIVE AND INNOVATIVE UNIVERSITY**

The development of educational and research management at a university fosters innovation. The incorporation of such innovations attracts more and more arguments on academic systems. Nevertheless European and American researchers [1-4] provide their unique approaches towards the administration of a university, shape their sole best practice, we face numerous challenges in education and research administration related to the adaptation of best practice from varieties administration systems and from diverse socio-cultural contexts among proposed by OECD countries. In present paper we acknowledge the need for findings the best model of up-to-date administration and argues that the development of conceptual models is imperative in building a competitive higher educational institution.

The research hypothesis holds that the combination of manager and leadership administration style at a university in favor of changing world leads to the best outcomes and many successes. This hypothesis has been tested at the Ternopil V. Hnatiuk National Pedagogical University.

Total Quality Management is a philosophy grounded on numerous statements and highlights management's commitment and leadership as defining factors for the successful implementation of this management model and the principal precondition in order to reach Business Excellence. The main point in a well-organized university management model keep in a smart combination of a few great leaders and some first-class managers [1]. Managers are the people to whom management tasks are assigned, and it is generally thought that they achieve the desired goals through the key functions of planning and budgeting, organizing and staffing, problem solving and controlling. Leaders on the other hand set a direction, align people, motivate and inspire [1]. Recently we have started to implement the level 5 hierarchy proposed by Jim Collins (twrcc.co.za, paper has been cited 1011 times) and up-to-date is very popular in US and European institutions. It bases on the active and functional interaction of five blocks of persons with different roles and responsibilities namely 1) Highly Capable hardworking Individuals who make valuable contributions in the final anticipated result and performance of the university; 2) Contributing Team Members who promote the group objectives; 3) Competent and qualified Manager (Rector), who arranges staff and resources toward resolving of predetermined tasks as well as unpredictable challenges; 4) Effective and creative Leader who has decision-making capabilities, initiates ideas and innovations and vigorous pursuit of a clear and compelling vision; inspires faculty and staff to high performance standards; 5) Executive group (vice-rectors and deans) who builds enduring greatness through a paradoxical combination of personal humility plus professional will (Collins, 2001). Indeed, leaders develop innovative mission, vision and they translate stakeholders' (both internal and external) demands and needs into individual business and unit objectives. Managers organize short-term targets when leaders determine long term goals of growth, outcomes and market position. Meanwhile, stakeholders serve as a bridge between managers and leaders, because their wants and demands have to be take into account first. The backgrounds of the administration style model at the Ternopil V. Hnatiuk National Pedagogical University should be displayed as follows (Fig.1).

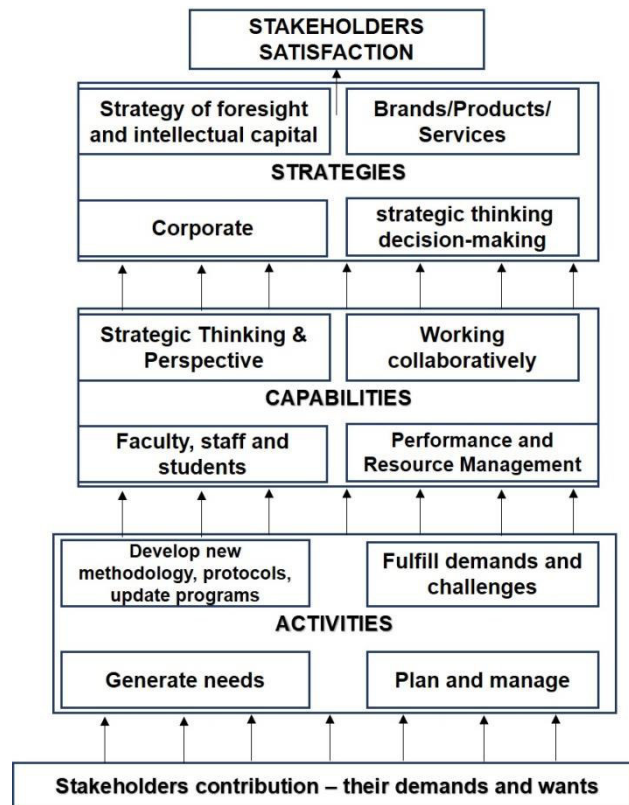


Fig.1. The principals and backgrounds of the university performance and success.

We are on the tranches with the construction of e-questionnaire for evaluation of students, faculty and staff opinion about rate of performance at the university, satisfaction, flexibility and productivity. It will be based on Google platform and served to improve the administration vector at the university. We have considered to include in the questionnaire form principal blocks that relate to: i) a progress of the executive team and leader in developing of mission and vision; ii) achievement of persons from level 3-5 of the level 5 hierarchy in the university manage, develop and release the full potential of their people

at a different level; iii) how university is designed, managed and improves the processes intending to satisfy its stakeholder.

The results of the study contribute to the understanding of the perspectives of integral manager-leadership administration style at a university, but further investigations in this way is urgently needed.

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### МОДЕРНІЗОВАНІ ФУНКЦІЇ КЕРІВНИКА ЗАКЛАДУ ОСВІТИ У КОНТЕКСТІ ЦИВІЛІЗАЦІЙНИХ ТА ОСВІТНІХ ВИКЛИКІВ

Науково-технічний прогрес зумовив перегляд класичних основ функціонування держаних інституцій та суспільного