



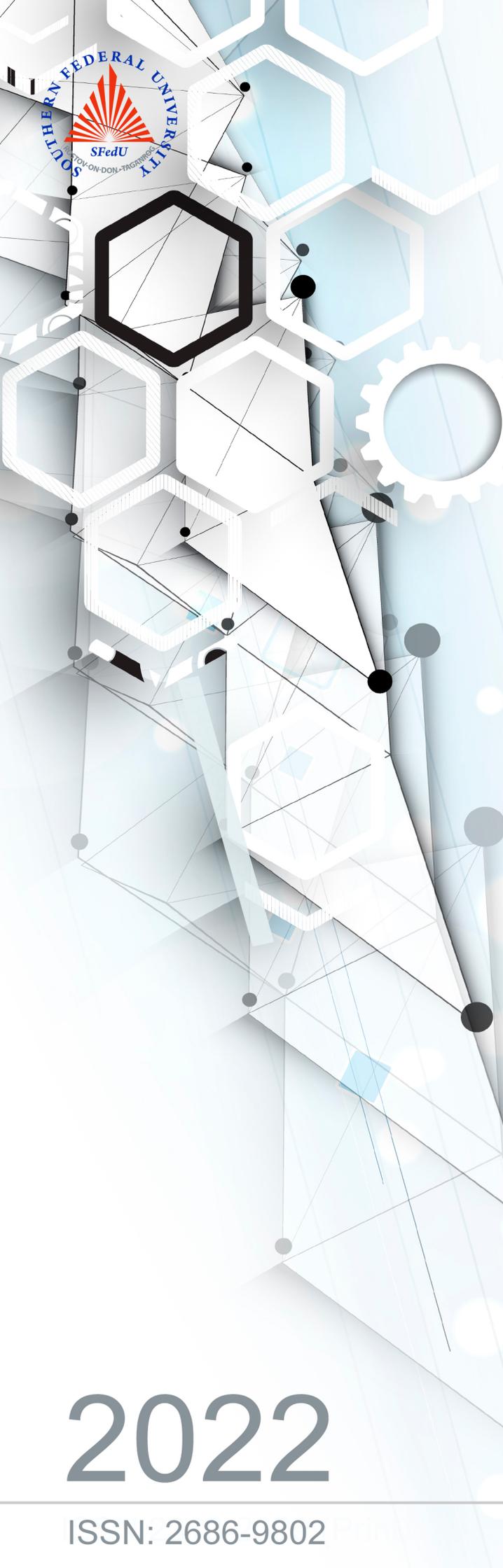
Электронный научный журнал  
Южного федерального  
университета

# УПРАВЛЕНИЕ В ЭКОНОМИЧЕСКИХ И СОЦИАЛЬНЫХ СИСТЕМАХ

2022

№1(11)

ISSN 2686-9802



Online scientific journal  
Southern Federal University

MANAGEMENT IN  
ECONOMIC AND  
SOCIAL SYSTEMS

2022

No 1(11)

ISSN: 2686-9802



Институт управления в экономических,  
экологических и социальных системах

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Электронный научный журнал

№ 1 (11), 2022

<http://journal-mes.ru>

Издание зарегистрировано Федеральной службой по надзору в сфере связи,  
информационных технологий и массовых коммуникаций (Роскомнадзор)

Свидетельство о регистрации: Эл № ФС 77-74261 от 23.11.2018 г.

Учредитель: Федеральное государственное автономное образовательное  
учреждение высшего образования “Южный федеральный университет”

ISSN 2686-9802

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Периодичность выпуска: 4 раза в год.

Языки: русский, английский.

Посвящен исследованиям: экономики и управления,  
права и общества.

Основное содержание: результаты оригинальных  
научных исследований и аналитические обзоры.

В журнале публикуются статьи проблемного и  
научно-практического характера по следующим  
научным направлениям:

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# MANAGEMENT IN ECONOMIC AND SOCIAL SYSTEMS

Online scientific journal

No 1 (11), 2022

<http://journal-mes.ru>

The journal is registered by the Federal Service for Supervision of Communications,  
Information Technology and Mass Communications (Roskomnadzor)

Registration certificate: ЭЛ № ФС 77-74261 from 23.11.2018

Founder: Federal State Education Institution of Higher Education  
“Southern Federal University”

ISSN 2686-9802

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Release frequency: 4 issues per year

Languages: Russian, English.

Dedicated to research: economics and management,  
rights and societies.

Main content: original results research and analytical  
reviews. The journal publishes articles of problem and  
scientific and practical nature of the following  
scientific areas:

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information (by industry);

08.00.00 Economic Sciences;

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# СОДЕРЖАНИЕ

Безземельная Ю. А.	Анализ российского и зарубежного опыта создания и функционирования особых экономических зон применительно к авиационной промышленности	5
Bezzemel'maya Yu. A.	Analysis of russian and foreign experience in creating and functioning of special economic zones in relation to the aviation industry	
—●—		
Варакса А. М.	Город как объект социологического и культурологического исследования	11
Varaksa A. M.	City as an object of sociological and culturalogical research	
—●—		
Кетова Н. П., Токарева Ю. Е.	Инструменты интернет-маркетинга как способ повышения эффективности коммерческой деятельности организации: управленческие аспекты	16
Ketova N. P., Tokareva Yu. E.	Tools of internet marketing as a way to increase the efficiency of the organization's commercial	
—●—		
Линченко М. Г.	Проблемы стратегического управления в современных условиях	23
Linchenko M. G.	Problems of strategic management in new reality	
—●—		
Dul'skaya O. A.	Tools of internet marketing as a way to increase the efficiency of the organization's commercial	29
Дульская О. А.	Виртуальный менеджмент в образовательных учреждениях, практикующих дистанционное образование	
—●—		
Hussein Jamal Hussein	Prospects of ICT adaptation in tourism sector in Tanzania	35
Хуссейн Джамал Хуссейн	Перспективы внедрения информационных технологий в туристическом секторе в Танзании	
—●—		
Letova A. V.	Prospects for business cooperation between Russia and Arabic countries	39
Летова А. В.	Перспективы делового сотрудничества России и Арабских стран	
—●—		
Lkhoumsi Driss	The origin of product in the international virgin olive oil trade	44
Лхумси Дрисс	Происхождение продукции в международной торговле первичным оливковым маслом	
—●—		
Vitchenko M. A.	Problems of efficiency of remote work	51
Витченко М. А.	Проблемы эффективности удаленной работы	

## VIRTUAL MANAGEMENT AT EDUCATIONAL ORGANIZATIONS PRACTICING DISTANT EDUCATION

Dulskaya O. A.

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Master's degree student*

The article discusses business goals and a strategy for achieving them in educational institutions practicing distance education. The features of the promotion of educational institutions through advertising and the use of virtual management are determined, with a description of its advantages, disadvantages, features and requirements for managers and employees.

*Keywords: virtual management; distance education; information technology.*

Научная статья  
УДК 339

## ВИРТУАЛЬНЫЙ МЕНЕДЖМЕНТ В ОБРАЗОВАТЕЛЬНЫХ УЧРЕЖДЕНИЯХ, ПРАКТИКУЮЩИХ ДИСТАНЦИОННОЕ ОБРАЗОВАНИЕ

Дульская О. А.

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В статье рассматриваются бизнес-цели и стратегия их достижения в образовательных учреждениях, практикующих дистанционное обучение. Определены особенности продвижения образовательных учреждений с помощью рекламы и использования виртуального менеджмента, с описанием его преимуществ, недостатков, особенностей и требований к руководителям и сотрудникам.

*Ключевые слова: виртуальный менеджмент; дистанционное образование; информационные технологии.*

International business faced many obstacles when Covid-19 pandemic started in March, 2019. For example, many cafes and hotels for international tourists had to be closed during the lockdown. The sphere of education is absolutely different, as it can be performed in completely distant mode. E-learning is acceptable and is becoming more and more popular. People stopped being afraid of low quality and understood the convenience of this form of learning. In fact, the Internet does not have any borders providing with an opportunity to export education to any country of the world.

Only 27% of the Russian population have high level ICT skills, which produces a vast niche for development. From the point of view of Network Readiness Index, which points to the degree of ICT implementation in the economy of a country with the purpose of raising its competition, Russia occupied the 41<sup>st</sup> place in 2017 and the 48<sup>th</sup> place in 2020. It demonstrates that ICT infrastructure in different countries is developing, which gives wide opportunities for online education, including development of international business in the sphere of distant education at the level of higher education, professional and language courses [1].

Digitalization is anticipated to prevail in all spheres of knowledge. Knowledge walls are expected to be placed everywhere, which will provide with access to all kinds of knowledge and to consulting with experts in different fields of science. Students will have an opportunity to use 3-D glasses with Internet access, but in the form of contact lenses. It will enable them to obtain information at any time and place. It promises huge convenience for e-learning [2].

Educational entities develop their strategies depending on their goals. Among the most spread business goals are: to increase profit margin, to increase efficiency, to capture a bigger market share. For international schools and higher education institutions providing international educational services the most common goal is to increase profit margin. It means that it is required to enlarge the

number of consumers. Educational entities develop their services depending on orientation to different target groups.

For instance, Skyeng Company provides its services in the segment of tutoring. Their target groups are school pupils, students and adults who need to improve their command of English. IDMET (Rus. ИПСОТ) (Institute of Development of Modern Educational Technologies) is developing its strategies spanning several target groups. The institute offers professional seminars, courses, business classes, corporate learning, broadcasting, library of video lectures and other materials. The institute is considered to be one of the leading Russian companies in the sphere of short term studies, up-skilling and professional retraining. The subjects offered at IDMET include Accountancy, Taxation, Law, Personnel, Finance, Management. Target groups of the institute can be school leavers, who need to familiarize themselves with a profession they are interested in; young specialists, who wish to take a course of professional development or to change their profession in order to be a specialist of high demand; managers, who want to improve their skills of planning, organizing other people's work and monitoring the work of other specialists; businessmen, who need to advance their knowledge and skills of running a business; retired or aged people who need to change their qualification and keep up-to-date with the demands of the time. The institute can also be part of the system of training a world class specialist, which supposes obtaining basic education at a higher educational institution in one country and continuing education in another country.

In order to gain customers' respect and trust, the company received the state License for educational activity [3].

One of the main factors in attracting customers is promotion of a product or service. Website of the institute contains information on the educational services with the use of traditional advertising methods. For example, the company offers the best experts as teachers, 30-year reputation, constantly improved educational products created by the institute, system approach to learning.

Besides its website, the company promotes its services in social networks, like Facebook. There are five pages of the institute in Facebook, introducing the head office and its regional branches, as well as pages of some of its employees, where the institute is also mentioned. The pages are interactive, so perspective customers can receive answers to their questions. IDMET is developing its channel on YouTube: downloads advertisement clips with the participation of experts of the institutes, also issues regularly Accountancy Digest with latest news and changes in Accounting Laws. The site of the institute informs about different events, including webinars, master classes, weeks of accounting, conferences. Such methods make the site interesting, attract attention and cause the desire to become a student or a participant of the events of IDMET. They attract new customers and keep interest of those, who have already used the IDMET services before [7].

Alongside with the centralized management, the institute performs virtual management, which allows to develop the company in regions and to attract experts from various places. Practical solutions realized for teaching branch students can be effectively applied for remote management over the personnel and remote management over branches, taking into account specific features of the employees.

At present, marked by such trends as: "globalization, mergers and reductions, e-commerce, the desire to be close to the customer base, the growth of work from home and more flexible working conditions, the increasing complexity of communication technologies, the need to effectively manage people at a distance", is becoming a necessity for a large number of organizations [2]. When interacting between the head office and branches, it is necessary to carry out interaction at the level of top management, and the training itself should include close contact between the tutor and the student, including completing assignments, receiving feedback and peer-assessment technologies, and participating in video conferences.

In order for such an activity to be successful, it is necessary to conduct training in the organization on working in a virtual environment in relation to this specific area of the enterprise. This is important not only for the organization of training, but also for the implementation of remote work technologies, since currently there are often cases of employees working remotely. In this case, traditional management mechanisms stop working and team building in a virtual environment comes to the fore

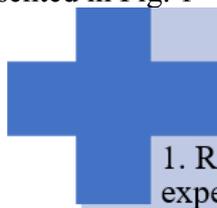
to the fore to maintain labor productivity and organize employee control technologies.

Despite all the benefits, virtual management can be a problem for organizations that do not have prior training and building virtual teams. So, with remote management, the old models cease to work, and many companies even need to carry out serious structural changes in order to free up the necessary managerial resource. So, when embedding virtual control models in branched branch networks of an organization, you need to remember the following basic rules:

1. Regional leaders must provide a high level of service and coordinated actions for many customers around the world, taking into account the characteristics of the region and having close contacts with all participants in the supply chains.

2. To implement the distributed strategy of the company, it is necessary to form a standard of interaction between the company and its customers, which includes the necessary regulations, instructions and approaches.

Despite the obvious advantages of virtual management, it is possible to highlight its disadvantages, presented in Fig. 1

 <ol style="list-style-type: none"> <li>1. Reduction of economic expenses for premises rental.</li> <li>2. Speed of information exchange is growing.</li> <li>3. Employees feel that they are trusted, which enlarges their motivation.</li> <li>4. Faster interaction with clients or customers.</li> <li>5. Reduction of personnel flow, as constant employees live and work in their region.</li> </ol>	 <ol style="list-style-type: none"> <li>1. Some employees don't have enough space for full-fledged work at home.</li> <li>2. Offline contacts and friendly communication are practically absent.</li> <li>3. Strict selection of those employees who can work at home by criteria of experience and trust.</li> <li>4. Complicated process of planning work and learning of the employees.</li> <li>5. Increase of load for managers who must control distant employees.</li> <li>6. Increase of expenses for communication equipment.</li> <li>7. Complicated formation of corporative culture for distant employees.</li> <li>8. Complicated document processing with the use of IT as compared with direct paper documents exchange.</li> <li>9. Increase of total working time, because work is done at home.</li> <li>10. Complicated psychological problems for employees who work in office.</li> </ol>
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*Figure 1 – Advantages and disadvantages of virtual management [5]*

The main problem of virtual management remains the organization of control over employees, although the experience of virtual work has long been widespread in the United States. So, more than 11 million people have long been working out of the office and appear there only when absolutely necessary. At the same time, this style of work requires great efforts from managers and changes in management approaches, as well as accounting for labor productivity. Leadership issues are more acute than ever, as top managers must not only organize work and determine tasks and deadlines, but also check progress reports without seeing employees live. Thus, when building virtual management technologies, the following basic steps must be observed:

1. Effective organization of the work of remote employees, including taking into account the necessary IT tools (including the creation of a communicative environment);
2. Determination of methods of interaction and creation of a formal scenario;
3. Implementation of mechanisms for monitoring and evaluating the performance of employees (including the generation of reports)

Such a management style is very similar to the work of a tutor when organizing distance learning with his students, when the overall work is based not only on leadership, but also on interdependence, as well as constant adaptation to external conditions and the emergence of new inputs, which requires, among other things, a great creative approach. Therefore, leadership skills are of great importance for a manager and it needs to be trained separately. At the same time, it is important for a manager to learn to understand the real goal and be able to convey it to his subordinates, and remote employees must have electronic communication skills, as well as tough self-organization and the ability to make decisions independently.

Among the problems of virtual management, one should highlight the growing discontent among employees, since not everyone in the organization is happy with the presence of remote employees and perceives their absence as a paid vacation, in which others are forced to work overtime. To avoid such conflict situations, it is necessary to maintain equality of requirements, carefully plan the day of remote employees and build them into groups with employees who are “physically” present in the organization.

Thus, the need for distance continuous learning comes to the fore when introducing virtual management, which makes it possible to build the same learning model as in offline learning. When organizing remote work, it is fundamentally important to train those employees who will work remotely, first of all, in order to train them to comply with the information exchange regulations.

When building a remote work, an important skill for a manager is also the formation of clear written instructions, which differ significantly from the instructions given in real communication, when you can formulate instructions and make clarifications in the process of work and various forms of virtual management (Figure 2).

Virtual management can acquire various forms:	Recommendations for work of a virtual manager:
<ul style="list-style-type: none"> <li>• Teams of top-managers who are remote from each other.</li> <li>• Representatives of call-center of services working with clients.</li> <li>• Teams of sellers.</li> <li>• Researchers.</li> <li>• Technicians working on trips.</li> <li>• Coaches and many others.</li> </ul>	<ul style="list-style-type: none"> <li>• To select for distant work such employees, who have skills of work in correspondent spheres and can control their activity independently.</li> <li>• To organize close communication of distant and office employees.</li> <li>• To check the gain which is obtained by releasing office premises.</li> <li>• To teach distant employees how to use instrumental communication tools, as well as combining work and personal life.</li> <li>• To control their behavior by the signals of feedback from distant employees with appropriate changes in the corporative culture.</li> </ul>

Figure 2 – Forms of virtual management and recommendations for work of a virtual manager [6]

So, when working remotely, the need to control the final result, rather than the intermediate results obtained, becomes much more important for the manager. Therefore, project management skills come to the fore, and the restructuring of the general style of work, in which it becomes important to competently connect employees working remotely with the rest of the team.

In this case, it is important for a top manager not to manage the team, but to instruct and psychologically accompany it, organize trainings to unite the team and develop the necessary skills, including: assessment, holding virtual meetings, the ability to work in real situations and monitor the dynamics of the team. In order for everyone to see the results of the work of employees, it is necessary to inform all employees about the results achieved in the course of work and the merits of each team member using IT tools. Undoubtedly, such activities will vary depending on the scope of the organization.

All the tips of virtual management can be applied to an international company or international educational entities with branches or customers in various countries of the world.

In conclusion we can say that companies and educational entities practice virtual management to reach different objectives. In accordance with these objectives they formulate the regulations of interaction: release of office premises, development of sales and services in regions, attraction of qualified experts for solving complicated issues.

It is necessary to control over outcomes, precise evaluation of labor intensity of the stated objectives. Virtual management opens vast opportunities for developing international business at the level of secondary and higher education, allowing to build a worldwide net of regional and foreign branches

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#### For citation:

Dulskaya O. A. Virtual management at educational organizations practicing distant education // Online scientific journal «Management in economic and social systems». 2022. no. 1 (11). URL: <http://www.journal-mes.ru>

#### Для цитирования:

Дульская О.А. Виртуальный менеджмент в образовательных учреждениях, практикующих дистанционное образование // Электронный научный журнал «Управление в экономических и социальных системах». 2022. № 1 (11). URL: <http://www.journal-mes.ru>

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*The article was submitted 02.02.2022; approved after reviewing 03.03.2022; accepted for publication 16.03.2022.*

*Статья поступила в редакцию 02.02.2022; одобрена после рецензирования 03.03.2022; принята к публикации 16.03.2022.*



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