

# FORMATION OF CORPORATE UNIVERSITIES IN SYSTEM OF INTRA-COMPANY STAFF TRAINING

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**Ключевые слова:** корпоративный университет, внутрифирменное обучение, подготовка персонала.

**Key words:** corporate university, intra-company training, personnel training.

Relevance of the study is a new type of training in the context of globalization, which requires a new paradigm of learning. Constant changes in legislation, the adoption of new laws, decrees and regulations require additional training and sometimes retraining of many employees, the daily "revolution" of software – special courses for system administrators and programmers, expansion and development of business of company in other countries – all sorts of training and business games for employees, courses of foreign languages. Therefore, organizations, firms, companies need systematic efforts for training of personnel subject to the requirements put in today for professional and personal staff qualities. Very successful way of solving this situation is a system of intra-company training, which involves the formation and development of the different kinds of training centers on the base of enterprise (firms, companies) for training and development of its own staff at all levels.

Analysis of the scientific literature allows stating that issues of intra-company and corporate training were studied in the researches by Y. Badaev, O. Bogachev, S. Brodsky, E. Malakhov, Y. Peyganovich, O. Sheina, etc. But the place and role of corporate universities in the system of intra-company training are explored insufficiently.

The purpose of the article is to analyze the process of formation and development of corporate universities of the world's largest companies in order to apply international experience in domestic companies.

Analysis of the practice of preparation and development of the labor potential of leading foreign global corporations allows allocating today the corporate universities as innovative educational paradigm for training staff of a new type for the firms developing. According to the results of research of organizations, specializing in the analysis of data in corporate education, the number of such "internal" corporate universities has increased significantly, and at the further pace of developments will be more than the usual (classical). An attention has to be given to that causes of beginning of those and other are different. Classical universities arose because of the need of learning around the world, organizing all knowledge and the transfer of their descendants, and corporate – because the pace of life, the need to adapt to the constant growth of scientific and technological progress, although the prerogative and the first and second it is a systematic approach to education [1].

Corporate universities have started to develop from mid-twentieth century from business schools that emerged initially in the US, as well as from appearing at this time in other countries different organizations that specialized in training narrow professional specialties. Their purpose was not only training, fully immersed in the current practice, but also the needs of promising practices.

The first corporate university appeared in 1961 in the company McDonalds. It was called "International Centre for training of managers "Hamburger University". Its purpose was to prepare new staff so that the ideology of the firm was present everywhere, in all countries, where the brand is represented. No other business-education, except the corporate university, could not solve this problem [3, p. 204].

Gradually corporate universities appeared in organizations such as Coca-Cola, Motorola, Procter & Gamble, General Electric, Disney, etc. Many corporate universities, created in the seventies and eighties of the last century, won popularity in business circles. Their main growth was in the 90s of the last century. According to the expert, Richard Greenberg, from 1988 to 1998 the number of corporate universities increased by 4 times – from 400 to 1600, and today they covered already small companies with a staff from 500 people [1].

Corporate university in the modern sense is perceived as a system of intra-company development and training for staff, which is inextricably, linked with the development strategies of the organization. The basic idea of the corporate university is to establish intra-company-system of knowledge. Education at the expense of company is an effective means of motivating

employees, which has several advantages: it costs less, allows you to organize training, given the specifics of the company, the scope of company activities, it allows saving time for travel to the place of learning, and also a way to maintain and develop the corporate culture.

In the USA the training and education of staff are paid much attention, usually in large companies. One of the largest corporate universities until recently was Global Learning, created at IBM. It employs 3 400 teachers from 55 countries of the world, who conduct about 10,000 specialized courses. Already more than 126 000 employees of the company have passed professional training, retraining and training at the university [3, p. 204].

As for the European region, the large corporations also create their own training centers, institutes and universities, where their staff are trained. For example, concern ENVY M (Germany), and the company "Lufthansa" (Germany) have a number of training centers. In those centers, along with professional training, also further support of development of staff of the company is provided. Mostly, this is done through extension courses, advices of managers and professionals, various trainings. Currently in Europe more often and intensively exactly small companies train their employees. This is due to that programs of staff training are supported by government. Interaction between the state and enterprises involves the use of different tools: financing, tax policy, regulation of social insurance and ensuring the establishment of informative and legal infrastructure. As for the primary professional training of young people, state agencies primarily stimulate the activity of enterprises through direct financing systems intra-company training. So, for example, with hiring and training of young people aged 16-18, which does not yet have a complete secondary education, public authorities the UK, Italy, Sweden cover up to 80% of the costs of enterprises. So-called alternative form of training that covers youth up to 25 years became object of direct financing by public authorities in Germany, France, Italy, and Sweden. It is about the alternation of process of theoretical training in school with a part-time work. Methods of direct financing complemented indirect stimulation of intra-company training by the state through the differentiation of tax policy. This tool is especially widely used in the U.S.A., where the funds allocated for the training of young workers are fully exempt from tax. It should be noted that in Western European countries one of the sources of funds of public bodies for professional training is cash enterprises payments. In the USA., by contrast, the employers finance training-programs for staff considerably weaker, because of the high competition, invested in the training investment with high mobility of staff may be lost or

go to a competitor [2, p. 125].

Intra-company training of staff is carried by using both internal and external training on the post-Soviet space. In large Russian corporations such as United Energy Companies, "Gazprom", "Severstal", "MTS", "Vimpelcom" and others, planning of staff education for one year is carried through functional units, plans are consolidated by the Department of Personnel Management, which subsequently enters into contracts with contractors for training. Besides, it is possible unscheduled training of employee at company expense.

In our country, this trend is just beginning to develop. As practice shows, in Ukraine this problem needs careful study. Disadvantages of practice of formation and development of corporate universities domestic corporations related to the fact that they are in their infancy. In addition, domestic companies often use the Western experience, excluding national specifics and the specifics of the company. It is expedient to develop own training programs in corporate universities, which can build on existing norms and traditions. We should not abandon the old effective methods, which may have been formed in an earlier period, because corporations emerge on the basis of long-established enterprises of industry or services and it is painful impact on older employees who have valuable experience and knowledge.

We agree with scientists that distance learning will soon replace traditional form in all spheres of education. Namely corporate universities picked up this idea as first, once again proved its flexibility and superiority over traditional training institutions. Corporate universities namely picked up this idea as first, once again proved its flexibility and superiority over traditional training institutions. In 2000, 92% of American corporations have launched projects to web-learning, and according to a survey Corporate University X change part of classes to 2003 decreased from 80% to 60% [1]. Corporate virtual education allows reducing the cost of renting space, travel and accommodation of students. Workers of many companies can participate in workshops, listen to lectures and make out practical tasks directly into own workplace or after work in the evening at home. The "virtual" student gets more attention from the instructor and spends more time working with task than the average visitor of the traditional seminar or lecture. At training in virtual mode employees gain knowledge instantly and this established system education aims really to give the knowledge and skills needed in the current situation in the company and the market.

In addition, possible in the future cooperation between corporate universities of

companies, operating in different areas of business, which would lead to the transfer and implementation of mutually interesting educational formats used for the training of different categories of staff, system of assessment of learning results. Also, at the conclusion of a cooperation agreement will be possible to exchange specialists for traineeships.

Thus, we can conclude that the corporate university – a system of intra-company training, united through single concept and methodology developed for all levels of managers and specialists within the ideology and strategy of the company, as well as the challenges facing to its individual structural departments.

Given the backlog of our country in the field of information technology, we have to recognize that our goal in the coming years is not "distill" other countries, but to select breakout strategy on relatively few, but the most important areas, which include, primarily, the scope of intra-company staff training [2, p. 123].

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### **Формирование корпоративных университетов в системе внутрифирменной подготовки персонала**

Система внутрифирменного обучения предполагает формирование и развитие на

базе предприятий (фирм, компаний) разного рода учебных центров для подготовки и повышения квалификации собственного персонала всех уровней. Анализ практики подготовки и развития трудового потенциала ведущими зарубежными глобальными корпорациями позволяет выделить сегодня корпоративные университеты как инновационную учебную парадигму подготовки персонала нового типа. Автор анализирует процесс формирования и развития корпоративных университетов крупнейших компаний США и Европы с целью применения зарубежного опыта в отечественных компаниях.