

PR Technology As A Modern Function Of Educational Management

Yelena Kovalenko[†], Olena Kovalchuk^{††}, Alla Hotsalyuk^{†††}, Sergiy Karikov^{††††},
Olena Havrylo^{†††††}, Svitlana Kotlyar^{††††††}

[†] Department of Art Management and Event Technologies, National Academy of Managerial Staff of Culture and Arts, Ukraine

^{††} Department of Public Relations and Journalism, Kyiv National University of Culture and Arts, Ukraine

^{†††} Department of Event Management and the leisure industry, Kyiv National University of Culture and Arts, Ukraine

^{††††} Department of Social and Humanitarian Disciplines, National University of Civil Defence of Ukraine, Ukraine

^{†††††} Department of the preschool and primary education, Sumy State Pedagogical University named after A.S. Makarenko, Ukraine

^{††††††} Department at the Television Journalism and Acting, Kyiv National University of Culture and Arts, Ukraine

Summary

This article is devoted to the consideration of the image strategies of higher education on the example of a comparison of Ukrainian and foreign experience.

The relevance of the chosen topic is as follows. Today, educational institutions need to position, shape and elevate their image. PR helps to solve all these tasks, performing a function that is so necessary for establishing mutual understanding as communication management. The following tasks are solved in the article: originality of definitions was investigated; revealed PR and related concepts; analyzed the role of PR in the information promotion of universities; determined the specifics of information promotion, due to temporary conditions and regional development; considered image materials of Ukrainian and foreign universities; disclosed the specifics of the information promotion of the objects under study; analyzed.

Keywords: *Innovative teaching, Higher education, Teaching technology, Information Technology.*

1. Introduction

PR is a communicative activity aimed at the formation and maintenance of harmonious and friendly relations between the institution and the public on the basis of purposeful, prompt, truthful and sufficient information. PR in education is predominantly PR services. The consumption of a service begins from the moment of its acquisition, that is, from the moment of admission to an educational institution. But competition in the market of educational services is great. To attract an applicant, he needs to provide convincing and truthful information about the high quality of the proposed service, which is in demand in life. In addition to the set of teaching subjects, curricula, organization of the educational process, the psychological climate of the educational institution plays an important and sometimes decisive role. It is possible to convey its originality, quality, value only in the process of PR and interpersonal communications.

In addition, using the communicative aspect of PR, it is possible to increase the prestige of education among young people, to make education a subject of aspirations. Raising

the level of education of individual members of society, we raise the public culture as a whole.

In order to improve the image of higher schools, a necessary condition is the presence of a PR department. It's no secret that the PR service often has to work much more quickly than other parts of the organization [1-3]. This does not mean that other departments perform worse, but PR specialists are required to quickly, and sometimes instantly, respond to requests and changes in the external environment. In this regard, the PR department must have a lot of information about everything that is happening, be aware of new trends and developments, and learn about everything in a very timely manner. One of the main targets of the activities of PR services and the media interacting with them is the formation of a favorable image [4].

Based on the foregoing, we can conclude that higher education institutions need to think about the question: "Is the amount of information that exists today in the educational services market enough for the youth of the 21st century to make every effort to get an education? and worthily pave the way to life?"

The object of the research is Ukrainian and foreign higher schools.

The subject of the research is the conditions and factors of formation and development of positive public relations of Ukrainian and foreign higher schools.

The purpose of the work: to identify patterns and ways of forming a positive image of universities in the eyes of the public, and to prove the need for the development of PR - activities in the educational space [4]. Based on the goal and the designated subject of research, the hypothesis takes the following formulation: it is the procedural PR technologies in education, which are the most important condition for the educational services market, that increase the prestige of education and the culture of society [2].

The methodological basis of the study was the principles of scientific objectivity and a systematic approach to the study of the problems posed, monitoring studies, analysis of

publications in the media, questioning, as well as methods of logical and comparative analysis.

The scientific novelty of the article lies in the view on the provision of educational services as the result of PR activities aimed at attracting applicants to the higher schools under study.

2. Theoretical Consideration

When analyzing this topic, the following terms are used: image strategy, higher education, education, public relations, advertising, image, information.

The generalization of image approaches gives grounds to offer two working definitions: image strategy and higher education.

Image strategy is defined as a strategy aimed at the formation and development of a positive image of the organization. The image strategy is based on the establishment, expansion and deepening of partnerships, includes a set of measures to bring the conditions of the organization's functioning in line with its management culture. The image strategy, developed taking into account the goals and objectives of the organization, allows you to make the company stronger against the background of competitors. Creating an image of a reliable partner, an enterprise with a high management culture is very important for any company, but this image is especially important for enterprises operating in the domestic market and making a lot of efforts to enter international markets.

A higher school is defined as a higher educational institution that, on the basis of secondary (general or special) education, trains highly qualified specialists for practical, pedagogical or scientific activities in various industries, construction, transport, communications, agriculture, health, culture, science, etc.

According to the definition of UNESCO, a Higher School is any educational institution that trains specialists on the basis of complete secondary education, regardless of the amount of knowledge and skill level that it gives to students. Therefore, in a number of countries, Higher Schools include not only higher schools (such as universities and foreign universities), but also such educational institutions that train personnel at the level of technical schools and other secondary specialized educational institutions.

One of the related concepts of research is education.

The fantastic achievements of scientific and technological progress, which greatly increased the power of man, elevated him above nature and his own nature, and at the same time caused an unexpected decline in general culture and morality. This forces us to rethink the role, place and historical purpose of the oldest system in the structure of the social division of labor, denoted by the word "education" [4-6]. Taking into account all this, the following definition is proposed: "Education is a relatively independent system, the function of which is the systematic training and education of members of society, focused on mastering certain knowledge (primarily

scientific), ideological and moral values, skills, habits, norms of behavior, the content of which, ultimately, is determined by the socio-economic and political system of a given society and the level of its material and technical development.

When analyzing the study, such a PR concept as Public Relations is used.

In the mid-90s, a new field of activity appeared in Ukraine - public relations, called in the West public relations (public relations or PR). Initially, Ukrainian PR was limited to placing advertisements of the enterprise in the media, for which special organizations and divisions were created. Currently, public relations departments or groups have appeared in many large organizations and firms.

Of course, public relations is a new activity for Ukraine, at least it has never been identified as an activity. However, in fact, such activities were regularly carried out. The reasons for the low assessment of its importance can be explained by the fact that there was no need to speak to the public, advertise and explain certain steps of the enterprise. Everything was centralized - orders and instructions regulating the activities of the organization came from above. Everything was explained through the state media.

Based on the foregoing, it is necessary to understand what is Public Relations.

As a variant of the definition of discipline, the following interpretation is proposed: "Public relations is the creation of a systemic information space for managerial purposes, the formation of favorable and pragmatic models of social behavior, interpreted by individuals as independent and rationally justified acts, as well as the creation and maintenance of the reputation of subjects of the public and private spheres of activity, strategic corporate management. Now it is necessary to consider the following PR concept: advertising.

In the modern world, advertising is a part of our life. We face it every minute, it surrounds us everywhere. Until recently, advertising was an innovation for the Ukrainian consumer. Today, advertising is no longer only a means of effectively selling a product, but to a greater extent the art of shaping the tastes and preferences of the audience.

What is advertising?

"Advertising is only one of the factors helping to shape the market. The market is a much broader concept and is formed due to many factors. Advertising can help stimulate the development of a market, but it should generally be a market that already exists to some extent or has hidden potential." In general, advertising fails in adverse market conditions and when other elements of marketing do not function. It can convey to the consumer only what is possible to convey.

The Comprehensive Dictionary of the Ukrainian Language interprets advertising as follows: "Advertising is an announcement, a message about someone - something. in order to attract attention to it, create popularity, as well as the means (posters, print, radio, television, etc.) that are used for this.

Many researchers of the modern Ukrainian language speak of the language of advertising as a functional underlay. As a result of the study of the concept, we found that advertising helps to resist the competition and compete with competitors with dignity by persuading the consumer or creating a counter offer. In a world where competition is gaining momentum every day, the supplier must resort to advertising to protect himself from direct competition, as well as from indirect competition with other product categories. The next PR concept is image.

The concept of "image" comes from the Latin *imago*, associated with the Latin word, meaning "to imitate". At present, it is impossible to imagine any organization without purposeful PR. Public relations is usually seen as a way to create a public image of an organization before the situation, competitors, "well-wishers" do it for it. It is much easier to create the desired image than to deal with the negative consequences of a spontaneous image. The main goal of conducting activities by a PR organization is the creation of an external and internal socio-political and psychological environment in relation to the organization. Public relations activities in an organization can be carried out in several directions, focused on various groups of the public or on achieving specific goals (shaping the image of the organization, overcoming the crisis, etc.).

Public relations (PR) in education is an attempt to satisfy interest in an educational institution and its educational services by transmitting available information through various channels, mostly free of charge. It is also the organization of public opinion with a view to the most successful work of the educational institution and increasing its reputation (an incidental task is the material benefit of the educational institution). Public relations in the education system is also one of the functions of managing an educational institution, contributing to the establishment and maintenance of communication, mutual understanding, location and cooperation between the organization (educational institution) and society.

The peculiarity of educational institutions lies in their combination of the characteristics of a non-profit (budgetary) and a commercial organization in such a situation, the university is faced with the need for additional funds to conduct large-scale public relations activities in a competitive environment. Any educational institution faces the issue of self-sufficiency and competition.

Public relations is important for a higher education institution as the most "social" organization. After all, its structure includes both management and departments, without which there is no organization, and teachers, and students. The university is a structural unit of the institution of education in general and exists in a complex social context. And not only the well-being of the employees of this institution, but also the attitude to higher education in the country, to the professional qualities of graduates depends on how society perceives this university, on the fact that future applicants choose the

specialties of this university.

Accordingly, the main target audiences of the university PR are: consumers and customers of the educational services market (applicants, their parents who wish to receive additional education, undergo retraining and advanced training, etc.); representatives of the labor market (employers, recruitment agencies, other educational institutions, etc.); representatives of the university (students, faculty, administration and other employees); Mass media, state structures of the region and the city; public organizations; cultural institutions.

Thus, the main tasks of PR in a university include: positioning of educational services, formation and maintenance of a stable positive image, formation and maintenance of a corporate culture, fundraising, interaction with the media, monitoring the structure of preferences and decision-making factors of consumers of educational services, a set of internal PR tasks, lobbying the interests of the university, detuning from competitors, work in crisis situations [7].

The standard way to implement internal PR is to define the "organizational mission", develop mutually agreed images of management, employees, the organization as a whole and its products / services, organize corporate events, predict crises and plan anti-crisis measures, participate in creating a budget for PR, evaluate intangible resources organization, participation in recruitment, hiring and dismissal, in effective communication trainings, in preventing false rumors, in the development and implementation of "company standards", in holding intra-organizational competitions, in improving the efficiency of intra-corporate communication, collecting and storing materials on the "history organizations." The internal environment of the university should include all of the above PR-works.

Internal PR should be built not only on the "stereotypes" inherent in higher education in our country, but also based on the concepts of "two-stage communication" and "opinion leaders", and the university consists of interconnected interacting and social groups. In such cases, it is difficult to predict the effect of PR exposure. Due to the mediated perception of information, it is not always possible to predict the necessary reaction. Impact on "opinion leaders" increases the effect of exposure.

Thus, the range of public relations tasks in modern Ukrainian higher educational institutions is quite wide, which indicates the prospects for the development of PR in the university. It is necessary to have a public relations department in the structure of the university, the set of works of which, aimed at internal and external PR, should be based on all of the above factors. Only in this case the university will be successful in the market of educational services.

Modern dialogue in education is changing not only in content and form, but also acquiring new functions in society. Despite the traditional conservatism of the educational system, it cannot successfully develop in a society where market

mechanisms of exchange subordinate all spheres of the economy, politics, and social life to their laws. In the conditions of competition of author's programs, concepts, state and non-state schools, universities, the advantages of such a resource for increasing the effectiveness of educational activities as PR are becoming more and more obvious.

Educational institutions and program authors need positioning, shaping and elevating their image, advertising and setting themselves apart from competitors. PR helps to solve all these tasks, performing a function that is so necessary for establishing mutual understanding as communication management. Public relations reflect the emergence of new subjects of dialogue in education. These are not only specialists, but also the general public, which is not always competent, but is absolutely interested in controlling the forecasting of the immediate and long-term consequences of innovative processes in the educational system. By ensuring the transparency of the proposed projects and concepts of education reform, PR can help relieve tension and society's distrust of officials and reformers [4-6].

By stimulating the development of dialogue in education, public relations activities help to find strategic partners, interest in a joint project, involve the teaching staff in the work on long-term projects, and ensure the effectiveness of managing the external and internal environment of the organization. And finally, with a shortage of time, to do all this not at the expense, but for the benefit of the quality of education.

Already, many educational institutions have stable and promising partnerships with enterprises, firms, universities, as well as with politicians, deputies, public organizations, i.e. everyone who is interested in maintaining their socially significant image. Many leaders of educational institutions have creatively assessed the fact that for companies to succeed, it becomes insufficient to demonstrate only the high quality of goods and services. Charity, participation in social, cultural, educational projects creates a business environment that is no less important for prosperity than advertising. PR helps to use this new opportunity.

In the modern dialogue of subjects of educational activity, the creative role of PR is realized. Public relations help to analyze the current situation, study consumer demand for educational services, form a team of performers, adjust curricula and find information and intellectual resources to open popular areas of study.

At the stage of creating an educational institution, when the goals are not clear enough, and planning is subordinated to survival in the market, the organization faces two main tasks: access to the necessary resources and mastering the mechanisms of competition. A talented public relations specialist, or the manager himself who performs this function, easily achieves from invited teachers the creation, practically without additional payment, of an intellectual product in the form of author's training programs, manuals, methodological materials.

At the growth stage of the organization, innovative processes develop, the mission and philosophy of the educational institution are formed, the foundations of its own image and reputation are laid, conditions are created for economic growth and ensuring high quality education. The problem arises of long-term strategic planning and the choice of a type of management that would ensure the maintenance of a stable balance between the constancy of the staff and creative innovation processes: the creation of new educational programs, experimental activities and the development of alternative development strategies.

Public relations specialists are involved in joint activities with managers aimed at solving the social problems of the team, ensuring a balance between current and innovative activities, introducing new educational information technologies, creating a favorable external environment and developing long-term partnerships based on joint projects.

The maturity stage of the organization poses new challenges for the public relations specialist, caused by a sharp increase in competition, which is a consequence of the complication of the process of attracting new consumers of educational services. The creative possibilities for the development of an organization depend on the creation of a system that ensures its strategic viability. It becomes urgent to monitor the behavior of competitors and make changes to their own long-term plans, create and implement an organization's social responsibility policy, and ensure its publicity as an effective organizational resource [2-4].

The timely introduction of new areas of educational activity, strengthening the intellectual potential of the organization, the creation of temporary targeted creative teams and the effective management of their own human resources - all this allows educational institutions to offer society a new type of professional service - social counseling. Consultations on legal, economic, financial issues, personnel audit, personnel training are carried out today not only by specialized consulting firms, but also by university departments or individual scientific consultants, management specialists, lecturers, professors.

Symptoms of the decline stage in the life cycle of an educational institution are a decrease in the quality of student training, high turnover and increasing conflicts both within the organization and in its external relations. Public relations specialists involved with the organization at this stage often act as organizers of the anti-crisis program of action. Together with managers, they assess available resources, develop a program to save them, explore the possibility of merging with other educational institutions or joining large non-profit associations, promoting changes in the management of the organization and establishing links with new consumer markets for educational services.

One of the most important areas of dialogue in education is the area of project management. It has its own unique field of application in management and reflects the specifics of organizational activities aimed at achieving a goal in the face

of a shortage of resources and time. PR is an integrating factor in project management as it focuses on change management. Where there is no change, there is no need to develop social relations. The use of public relations at the stage of project modeling, resource and time planning, search for project customers, formation of a team of performers, organization of expertise, management of information exchange and project environment is provided by the PR dialogue function.

It is obvious that in order to achieve the set goals, any organization needs the expenditure of resources. Resources are an essential part of the organization's internal environment. One of the resources is organizational culture - a system of values, beliefs, rules, and norms of behavior generally accepted in the organization and shared by employees. The formation of organizational culture is influenced by the mission and goals of the organization, development strategy, assessment of the content and results of work, education, qualifications, the general level of development of employees, the personality of the leader. Public relations specialists help managers to convey the meaning of these requirements to each employee.

In the modern information society, a higher educational institution solves the problem of providing every citizen with an opportunity for intellectual, cultural and moral development, obtaining higher education and qualifications in accordance with his abilities, knowledge and desires, ensuring the breadth and quality of education that increases professional mobility and social security of the individual in market economy conditions. At the same time, the university must be recognizable, have a reputation as a solid and reliable organization, as well as maintain and develop a positive image in the eyes of the internal and external public. In this process, a huge role is given to public relations as a field of activity and profession.

The organization and holding of a special event makes it possible, firstly, to preserve and develop the traditions of the university, secondly, to identify students and creative individuals capable of business activity, thirdly, to strengthen the socio-psychological climate of the organization, that is, in general, to preserve and develop a positive image of the university.

Special PR events solve various problems: provide the management of the organization with information about public opinion and assist it in developing response measures; provide management activities in the public interest; keep it in a state of readiness for various changes by anticipating trends in advance; use research and open communication as their main means of action.

The essence of PR technologies is to inform the consumer about the degree of quality of the services provided and the qualifications of the personnel serving a certain market segment.

The main methods and means of PR used to promote educational services are the press, television, radio, advertising, presentations, charity events, oral media, political

events, BTL (below-the-line). For a public organization, the simultaneous use of all technologies is mandatory to provide consumers with correct and timely information, on which the demand for the services provided by the organization depends.

When organizing PR - activities, it is necessary to take into account the specifics of regional, regional and district organizations, the area of interest of which in a potential consumer and the area of distribution of services and / or goods is different. It is necessary to differentiate organizations that provide paid and partially free services, the degree of attraction of resources and promotion of services of which is no lower than that of commercial organizations.

The reforms carried out in the field of education are also reflected in the sphere of activity of educational institutions aimed at working with parents. There is a tendency to improve the quality of educational services. New methods of teaching, computerization of educational institutions, improvement of the ergonomics of the premises imply new methods of social interaction within the institution.

To date, the problem of financing public educational institutions remains unresolved. The possibility of conducting high-quality, effective sociological research that would contribute to the study of the consumer market is not always carried out at the proper level.

Educational institutions that apply PR technologies in practice, conduct high-quality sociological research to determine, for example, which media most fully and reliably cover events in the field of education, are more likely to be in demand in the market and provide thanks to research on the demand for educational services higher quality product [7].

There are several most used information dissemination channels among educational institutions:

Radio, as the cheapest way to disseminate information, covering a large part of the audience, especially at the district level.

Television - as a medium of communication that allows the use of the printed word, the spoken word, moving images, color, music, animation and sound effects - all combined in one message - has truly limitless potential. It provides a wide range of presentation options for anything from a short 60-second video in a TV news bulletin to a half-hour to an hour-long documentary about an educational institution.

Newspapers are a means of satisfying the constant interest and informing readers. Newspapers are the most convenient means of gradual formation of publicity and that is why they are of particular value for conducting propaganda campaigns. The convenience of newspapers compared to radio and television lies in the fact that a newspaper can be read at a convenient time without missing any important information (having missed the desired program on radio or television, you can irretrievably lose the opportunity to read it).

Printed products - leaflets, booklets, calendars, student guides, advertising in print media.

The frequency of emerging information about a product or service, with the help of which they become known to a wide audience of potential consumers, i.e. publicity, is an important factor in the rapidly changing flow of information that attacks the consumer every day. There are active and passive users for whom a strict classification of the methods of influence on the part of the addresser is necessary. Ways of influencing the consumer depend on many factors, in the presence or absence of which the choice of PR technologies is made: using oral means, presentation activities, "soft" or "hard" advertising. The use of PR technologies in education and in commercial activities is similar [5].

Thus, special events allow you to broadcast the desired image of the university, values, traditions directly at the time of the special event. With the help of a special event, direct contact of the target audience is carried out not only with the external visual attributes of the university, but also with the internal environment of the university, culture, spirit, and teachers. Theatrical performances of university students allow us to conclude not only about the mastery of genres, but also about the richness of student life.

Special events may have a different format, but in one they are the same: they are intended for certain target groups, take place at a certain time, in a certain place, pursue certain goals, form a certain attitude, belief. Within universities, special events are not a huge success, and they are not held as part of an event, but rather like the usual annual events. Funds are needed to organize them, and the university, as a rule, does not have the funds for this. To give a small example, in Western universities, in particular in the USA and Canada, there are groups of student volunteers who organize many events themselves, including finding sponsors for the event themselves, for which they are strongly encouraged by the management. Everything is a little different, the public is not yet ready for sponsorship in such areas. However, time does not stand still, changes for the better are coming and special events can become a good tool for establishing harmonious relations with the internal and external public. Currently, most educational institutions have their own Internet representations. Sites perform many functions, such as informational, collecting opinions and assessments, entertaining, epistemological, cultural, social and others.

Conclusions

The situation in the market of educational services is characterized by an increased level of competition among higher education institutions, which arises as a result of a number of modern trends. Among them, first of all, it is necessary to single out the emergence of new universities in the educational services market and an increase in the number of branches of the largest universities in Ukraine, while many of them offer similar or similar specialties. Secondly, the deterioration of the demographic situation, and, consequently, the decreasing number of applicants from year to year. Thirdly,

the reform of higher education is the transition to a two-level system of education (the Bologna process). At the same time, the situation is complicated by the conditions of economic instability, which directly affect both applicants (their behavior when choosing an educational institution) and universities. Under these conditions, the importance of the intangible assets of a particular university in the competitive struggle increases. Among them, the image of the university is of particular importance.

In this thesis work, we examined the general and specific characteristics of the image materials of foreign higher schools. In the first chapter, in accordance with the first task, the main terms of the study were considered - both PR and related ones. When analyzing this topic, the following definitions were used: image strategy, higher education, education, public relations, advertising, image, information.

In accordance with the second task, we analyzed the role of PR in the information promotion of universities, determined the specifics of information promotion, due to temporary conditions and regional development.

In the second chapter, we examined the image materials of Ukrainian and foreign universities on the example of state universities and the University of Toronto, revealed the specifics of the information promotion of the objects under study [8].

In the process of studying the problem posed, the topics of the importance of higher education in the modern educational space and the role of PR in the information promotion of universities were touched upon. We found out that the organization and conduct of PR - events at the university makes it possible, firstly, to preserve and develop the traditions of the university, secondly, to identify students and creative individuals capable of business activity, thirdly, to strengthen the socio-psychological climate of the organization, that is, in general, to maintain and develop a positive image of the university

In the context of this problem, it was important to study the specifics of the information promotion of the university, due to the regional originality of educational systems. So we found out that both in Ukraine and Canada, public relations activities in the education system are also one of the functions of managing an educational institution, contributing to the establishment and maintenance of communication, mutual understanding, location and cooperation between an organization (educational institution) and society.

The monitoring of the press showed that today both universities are actively interacting with the media. A large-scale information campaign is being conducted, especially at a time when applicants especially need not only additional information about the university.

From the foregoing, we can conclude that for a higher education institution, the simultaneous use of all technologies is mandatory to provide consumers with correct and timely information, on which the demand for the services provided by the organization depends. In addition, when organizing PR

activities, it is necessary to take into account the specifics of regional and regional organizations whose area of interest is in a potential consumer.

Thanks to the research, it was possible to draw parallels between the development of public relations of a foreign university and a Ukrainian one. Thus, we found out that PR in education is an integral part of the life of a university, which expands the possibilities for forming a benevolent image, regardless of the regional originality of educational systems.

From the foregoing, we can conclude that an effective image of a university is an image in which a set of positive characteristics about the university as a whole contributes to the achievement of the main goals of the university, creates a stable associative link between the holistic image and the PR object.

An effective image increases competitiveness in the market of educational services. It attracts applicants and faculty, the level of teaching increases and, accordingly, the level of graduates increases. This facilitates the organization's access to various resources: financial, informational, human, material. The image should be purposeful and meet the expectations of consumers of educational services.

For well-known universities, the task of building an effective image may seem easy, since the image acquired earlier helps to withstand competition. However, changes in the external environment can drastically change the balance of power and affect the image of the university. To form a positive image of the university and create an effective image, which is one of the components of competitiveness in the educational services market, a system of well-designed PR events is needed.

After analyzing the role of information promotion in creating the image of the university, we came to the conclusion that without competent procedural PR technologies in education, the implementation of the formation and strengthening of the image of the university will be ineffective, and this confirms the hypothesis put forward.

References

- [1] Brookhart, S. M. Évaluer pour faire apprendre. Dans Ménard, L. et St-Pierre, L. *Se former à la pédagogie de l'enseignement supérieur*. Montréal : Chenelière-Éducation, 2010. No available online.
- [2] Cuq, J.P. *Dictionnaire de didactique du français langue étrangère et seconde*. Paris: Clé internationale, 2003. Available at: <https://www.worldcat.org/title/dictionnaire-de-didactique-du-francais-langue-etrangere-et-seconde/oclc/76811758>.
- [3] Remond, M. *Evaluer l'activité de lecture*. Les Journées de l'Observatoire : La lecture de 8 à 11 ans. Paris : Observatoire National de la Lecture, 2001. Available at: http://veille-et-analyses.ens-lyon.fr/DA-Veille/20-september-2006_EN.pdf.
- [4] Vecchi, G. *Evaluer sans dévaluer*. Paris: Hachette, 2014. Available at: <https://dumas.ccsd.cnrs.fr/dumas-01312936/document>
- [5] Vergnaud, G. *Psychologie du développement cognitif et évaluation des compétences. L'activité évaluative réinterrogée. Regards scolaires et socioprofessionnels*. Bruxelles : de Boeck Université, 2001. Available at: <https://www.erudit.org/en/journals/mee/1900-v1-n1-mee025-54/1036765ar/abstract/>.
- [6] Rieger, C. R. How (not) to be rude: Facilitating the acquisition of L2 (im)politeness. *Intercultural Pragmatics*. 2018, V. 15, Issue 5, p. 651–691. Available at: <https://www.degruyter.com/document/doi/10.1515/ip-2018-0023/html>.
- [7] Ogiermann, E. Politeness and in-directness across cultures: A comparison of English, German, Polish requests. *Journal of Politeness Research. Language, Behaviour, Cultur.*, 2009. V. 5. Issue 2. p. 189–216. Available at: https://www.academia.edu/6422196/Ogiermann_E_2009_Politeness_and_indirectness_across_cultures_A_comparison_of_English_German_Polish_requests_Journal_of_Politeness_Research_5_2_189-216.
- [8] Lukianova, T., Donenko, V., Klein, R. 2020. Implementing Building Information Modelling for the Reconstruction Process of Unfinished Building Projects. *IEEE European Technology and Engineering Management Summit, E-TEMS 2020* this link is disabled, 2020, 9111794 <https://ieeexplore.ieee.org/abstract/document/9111794>.