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## CULTURAL ECONOMICS: THE ROLE OF HIGHER EDUCATION INSTITUTION IN SHAPING THE VALUE SYSTEMS

**Purpose.** To examine the mechanism of managing changes resulting from the promotion of a new value system by higher education institutions.

**Methodology.** The research is based on the methods and tools of cultural economics, which allow the authors to comprehensively reveal the relationship between the value system and behavior, on the one hand, and the changes caused by values and behavior, on the other hand. The authors used the methods of modeling, comparative analysis, strategic and systematic approaches to the analysis of economic and managerial organization of the cultural sector and the behavior of producers and consumers.

**Findings.** The study proved that: 1) the value system and its manifestations in practice signal the readiness of city residents to accept or reject changes; 2) the success of promoting a new value system depends on the alignment of the initiative to change the existing value system with the values of the change recipients; 3) the inconsistency between the value system that is being promoted and the recipients' values shall be eliminated by means of communication with the change recipients. Communication aims to remove anxiety from expected changes and make the changes attractive to the recipients; 4) anxiety shall be remedied by the messages convincing the change recipients of the positive effects of changes on their value system and of the negative consequences if the recipients reject changes.

**Originality.** The application of Schwartz's Theory of Basic Values and the model of Långstedt and Manninen allowed the authors to explore the mechanism of managing changes resulting from the promotion of a new value system by a higher education institution.

**Practical value.** The obtained results allow for the effective use of the methods and tools of cultural economics in the formation and promotion of a new system of values by a higher education institution.

**Keywords:** *cultural economics, Kyiv, value systems, university, change management, value-behavior relation*

**Introduction.** Economics is a social science that brings together various "economic sciences", including cultural economics and economic culture. The number of scientific publications on cultural economics significantly exceeds the number of publications on economic culture for one simple reason. Cultural economics reveals the influence of culture on economic results. Considering that the term "culture" generalizes the social behavior and norms of micro and macrosocial groups, as well as knowledge, beliefs, arts, laws, customs, capabilities and habits of the individuals that form these groups, we can say that cultural economics studies how the formed value system and systems thinking determine the needs and tastes of the population at the regional, state and global levels [1].

Cultural economics as a branch of economics is intensively developing in Ukraine. The analysis of publications of Ukrainian scientists reveals a disappointing tendency so far. Namely, the studies on economic culture are in higher priority than the studies in the field of cultural economics.

The purpose of this study is to prove the effectiveness of the methods and tools of cultural economics in solving practi-

cal problems. The authors considered the examples of solving the problems that were posed to the researchers of Borys Grinchenko Kyiv University.

**Presentation of the main research.** Currently, the main ideas of cultural economics are generated by The Journal of Cultural Economics. The journal has been published since 1973 and is included in all leading scientometric databases. At present, the journal belongs to the Springer publishing house, and is an official journal of the Association for Cultural Economics International, ACEI [2].

Cultural economics has different definitions. However, the Association for Cultural Economics International, which pioneered the advancement of this research area, defines cultural economics as the application of economic analysis to creativity and performing arts, heritage and cultural industries either publicly or privately funded [2].

Cultural economics is developing in many directions, influencing the evaluation and development of social capital management models, social networks and social learning. Modern learning theories [3] and educational management models [4] necessarily correlate with the research results in the field of cultural economics, since behavioral models promoted by education take into account the economic reasoning of the set goals.

David Throsby, one of the leading modern researchers in the field of cultural economics, proved the decisive influence of cultural economics on the sustainable development of micro and macrosocial groups. In the UN-sponsored study *Culture Urban Future: Global Report on Culture for Sustainable Urban Development*, Throsby formulated a problem that became the starting point for organizing research in the field of cultural economics at Borys Grinchenko Kyiv University. Throsby proved that the restoration and development of the “historic core” of cities, and the formation of a specific value system on its basis, ensures the cultural identity of the nation and the country’s sustainable development [5].

Throsby’s research, funded by the United Nations, has formed the basis for several research projects carried out at Borys Grinchenko Kyiv University. The University is a higher education institution of Kyiv communal property. Its mission is to serve people, both Kyiv residents and the Ukrainian society, promoting a specific value system. The work by Throsby and his research group attracted the attention of the University community for the reason that they directly answer the question faced by the residents of Kyiv and the community in any other settlement. The point at issue is the attitude towards the heritage, or rather, towards the city “historic core”.

The concept of “historic core” is used in relation to the city quite often, but it does not have a clear definition. For example, M. Prepotenska and S. Lose studied the phenomenon of “megapolis” in the anthropocosmic aspect [6]. According to their proposed approach, the “historic core” is determined by the three criteria: a) anthropic time, i. e., the lifetime of objects on a specific territory; b) anthropic space, i. e., the value of objects and their location in the development of people (nation, state); c) complication of the city fractal nature, i. e., the degree of influence of objects and their location on the development of the city structure and the value system of citizens [6].

Throsby D., Zednik A., Araña J. E. interpret the city “historic core” as certain classes of cultural heritage, including the city historical buildings, monuments, sights, and others [7]. Consequently, economic calculations in relation to the city “historic core” and economic models associated with the restoration and development of the “historic core” are to be carried out not for individual buildings and objects, but for the class of cultural heritage, i. e., by means of cumulative impact on the city identity and the value system of its inhabitants [7].

The study by H. Bott [8] deserves special attention. In the paper “City and University – An Architect’s Notes on an Intriguing Spatial Relationship”, Bott pointed to the generic relationship that exists between the university and the meanings that unite the concept of the city “historic core”. The first universities in Europe were created and developed in the central parts of wealthy cities, growing into whole university quarters. Bott revealed the spatial relationship between the university and the city, which has been determining the strategy of urban development up to the present day [8]. On the one hand, universities have integrated into the centers of wealthy cities, forming the city’s “historic core” and stimulating its development. Universities have ensured that cutting-edge ideas in the field of science and art are combined with the city history and economy. They formed the economic potential of the “historic core”. Universities satisfied the city needs for highly qualified personnel, who, in their turn, promoted in the city a specific value system formed in the university environment. The university and the city were united by a common strategy of economic development, which expanded the possibilities of the university, the city and its inhabitants. On the other hand, universities retained the identity of the internal academic life with its rules and rituals, reflected in the courtyard and internal organization of the collegium [8]. The attitude of the university administration to the university traditions was an example for the city administrations in their attitude to the “historic core” around which and together with which the university traditions developed. The unity of the development strategies of the municipal

university and the city was ensured by the meanings that are now united by the concept of “cultural economics”.

Thus, the notion of the city’s “historic core” brings together the heritage in which universities play an important role and the value systems that universities have shaped and are shaping in their graduates. Therefore, the attitude to the city “historic core” on the part of the city administration directly affects the interests of the universities located in the city, and also correlates with the strategy of their development.

The first studies in the field of cultural economics, carried out by the staff of Borys Grinchenko Kyiv University, were aimed at researching the development strategy of the “historic core” of the city of Kyiv in order to combine the development strategies developed by Kyiv City State Administration and the University Administration. The study found that after the collapse of the Soviet Union, the development strategy of Kyiv was aimed at the reconstruction of its historical center and restoration of its historical monuments and heritage. Leonid Kosakivskyi, the first mayor of the city of Kyiv (1993–1996), promoted an adaptive strategy for reusing the housing stock in the city center, which prohibited demolishing historical buildings and constructing modern and high-rise buildings in the city’s historical areas. The administration of Kosakivskyi concluded cooperation agreements with universities located within the city in order to attract highly qualified personnel to the development of the city’s economy and its heritage. The development strategy of the “historic core” of Kyiv was aimed at raising the class of cultural heritage and its significance in the system of values of Kyiv inhabitants, as well as at restoring the historical connection of Kyiv with key periods in the development of the city and the nation.

Oleksandr Omelchenko, the second mayor of Kyiv (1996–2006), and the new City State Administration promoted an opposite strategy for the city development. Omelchenko positioned himself as an “experienced business executive” who provided the capital with “European look”. The new Kyiv city administration initiated the reconstruction of Kyiv central square – Maidan, allowed the construction of high-rise buildings in the city center instead of low-rise historical buildings, sold the land plots located in the historical city districts to private ownership. The strategy of the Omelchenko administration changed the “cultural core” of Kyiv, giving it recognizable features of postmodernity. All subsequent administrations in Kyiv have continued to adhere to the strategy chosen by the Omelchenko administration.

Urban development strategies, including strategies developed by the administrations of Kosakivskyi and Omelchenko, have been and continue to be based primarily on economic calculations. The calculations of the city development strategy, carried out by the Omelchenko administration, were based on the theoretical basis of the traditional economy. At the same time, as modern research shows, historical heritage, creativity and cultural industries require specific methods of economic analysis, which are developed in the field of cultural economics [9, 10].

Any strategy for the city development should be based on the development of “historic core” and on the formation of citizens’ value systems on its basis. The “historic core” forms the cultural value of the city and its infrastructure. Historical buildings, archeological sites, landscapes, and others in their total, form the class of the city’s cultural heritage and its attractiveness for public and private investments. The assessment of the city’s cultural value differs from the traditional economic value of its infrastructure. Not always, newly created cities with modern infrastructure can compete with cities with the early “historic core”.

The choice of a city development strategy is always based on the existing value of its “historic core”. It is necessary to take into account the dual value nature of the buildings and objects that form the class of “historic core”. On the one hand, the class of the city “historic core” forms cultural capital. Therefore, the buildings and objects that are part of the “historic core” and are defined as capital assets, embody or bring cultural value in addition to the economic value that they pos-

sess [7]. On the other hand, the economic value of the city “historic core” class, measured as a direct use value or willingness to pay for unused demand, is expressed in monetary terms, while the cultural value of the “historic core” class is multidimensional and does not have a single unit of account. The latter characteristic takes cultural value beyond the monetary value inherent in neoclassical economics [5, 7].

The works by Throsby and the research by the staff members of Borys Grinchenko Kyiv University indicate at least three reasons to consider the adaptive strategy of the city “historic core” development to be preferable to the strategy of its modernization [4, 6].

First, the adaptive strategy for the city “historic core” development is the most attractive proposal from a purely financial point of view. This result can be demonstrated through a comprehensive economic assessment of the market and non-market benefits and costs associated with alternative urban development projects. Modern economists will find it trivial to ask: “Is it economically feasible to reconstruct old historical buildings in the city or to demolish and replace them with “modern” high-rise buildings?” Numerous studies prove the obvious benefits of reconstruction and preservation of the cultural value of buildings [7, 10]. For instance, D. Throsby, A. Zednik, J. E. Araña confirmed that the driving factors of people’s preferences are the fundamental internal qualities of heritage objects, i. e., their cultural value. It has been established that the most important factors in the “willingness-to-pay (WTP)” are the architectural and social significance of the city “historic core”, while its “beautiful” and “modern” appearance ranked only third in terms of importance [7].

Throsby D., Zednik A., Araña J. E. found that respondents prefer to visit and pay for visits to historical buildings and sites, while urban centers with modern architecture are significantly less interesting to visit. A similar situation is observed with regard to public and private investment. The following pattern has been established: the more buildings and objects related to the early historical periods the city “historic core” includes, the higher is the “willingness-to-pay (WTP)” [6, 8].

Second, the city “historic core” is usually a certain number of local areas, where local creative industries are concentrated supplying cultural goods and services to both local people and city visitors, including tourists. The reconstruction and development of the city “historic core” stimulate the development of creative and cultural industries, providing income and jobs for local people and businesses.

Finally, third, the city “historic core” is the aggregate of tangible and intangible assets of the city cultural capital. The preservation and development of the city “historic core” is necessary to maintain the social and cultural structure of the city. Social cohesion, community participation and the development of social capital are greatly enhanced in an urban environment that reflects traditional cultural values and encourages creative participation of local people [5].

Throsby developed the criteria for evaluating culturally sustainable development, which allows modern economists to assess the effectiveness of any strategy for the development of a city, region, or state [5]. The evaluation criteria suggested by Throsby are promoted by the United Nations and are used around the world. These criteria are the following [5]:

1. Improving material and non-material well-being: implies the balance between economic, social and cultural forces.
2. Equality between generations and preservation of cultural capital: the current generation must be aware of its responsibility to future generations.
3. Fairness within the current generation: the distribution of cultural resources must be fair.
4. Recognition of interdependence: politics has to admit the relationships among economic, cultural and other variables within the overall system.

The criteria for evaluating culturally sustainable city development suggested by Throsby prove the economic efficiency

of an adaptive strategy for the development of the city “historic core”. An adaptive strategy for the development of the “historic core” includes reusing buildings in historic centers, as well as restoration of previously destroyed heritage sites. Such a strategy for the development of the “historic core” was chosen by the administrations of many Ukrainian cities and towns. It made Lviv, Chernihiv, Odesa, and so on recognizable and attractive on the scale of “willingness to pay”. This strategy ensures the sustainable development of the city and the local population, and also forms the attractiveness of the city and its infrastructure for public and private investments.

Public and private investments in the restoration and development of the “historic core” of large and small cities can be interpreted as a process linking the economic, social and cultural development of an urban complex in accordance with the principles of sustainable development and prosperity of the society. Many cities around the world have followed this development path, which has brought significant benefits to their residents and future generations [5].

The modern economic organization of the cultural sector and the behavior of producers, consumers and governments in the cultural sector are based on carefully developed and proven theories and models. Economic analysis and econometrics in the domain of culture make it possible to calculate the effectiveness of any chosen strategy for the development of culture and cultural industries on the scale of a city, region, or state. Currently, the researchers of Borys Grinchenko Kyiv University are working on studying the possibilities of a higher education institution to form a specific value system, or, in Martin Heidegger’s terminology, “correctness of the view” [11]. Of particular interest is the study on the relationship between the goal of a higher education institution “to form a specific value system” and the changes making this “formation of a value system” more dynamic and more structured. The possibility of managing the changes that arise when promoting a new system of values is investigated.

The interest is due to the fact that Borys Grinchenko Kyiv University is a higher education institution of Kyiv communal property. The connection between the University and the city is not only territorial, but also organizational. The University must fulfill its historical mission – to form a system of values, in which the “historic core” of Kyiv occupies an important place. For the effective fulfillment of the mission, the University administration has completed some amount of work, i. e.: a) developed a strategy for the formation of a specific value system at the University and ensured its funding; b) carried out the necessary organizational work with the personnel and developed behavior models; c) created conditions for the students to test the prescribed roles; d) organized the control over the quality of the strategy implementation, and so on. The University administration considers the promotion of the strategy for restoration and development of Kyiv “historic core” as a long-term perspective that determines the value-behavior relations between the University graduates and the University location. The strategy is aimed primarily at promoting a “specific” value system, which is based on the early class of Kyiv “historic core”, and not on its modern postmodern appearance.

An additional incentive for studying this issue is the emerging interest on the part of Kyiv City State Administration to increasing the significance of the heritage or “historic core” of Kyiv in the existing value system of Kyiv residents. However, the new legislative framework of Ukraine provides for the support of citizens in cases of changing the city development strategy [12]. Therefore, the Kyiv city administration is interested in updating the value system based on the significance of the “historic core” of Kyiv.

Therefore, Borys Grinchenko Kyiv University is focused on promoting a “specific value system” among students, in which their attitude to the “historic core” of Kyiv occupies an important place. The formed value system is coordinated and supported by the Kyiv City State Administration. However, value system formation causes changes that oppose and influence the process

of formation of a “specific value system”. The researchers of Borys Grinchenko Kyiv University were tasked with developing a mechanism for change management, and in such a way that the changes do not oppose the fulfillment of the mission entrusted to the University, but, on the contrary, favor its implementation.

To solve this problem, the authors of the proposed study used the methods and tools of the cultural economics. Namely:

The Theory of Basic Human values [1], which was developed by S. Schwartz on the basis of Geert Hofstede’s Cultural Dimensions Theory [10].

The model of Långstedt and Manninen, which removes possible inconsistencies between the change recipients’ values and the changes themselves by incorporating core values in their relation to changes. The model was developed on the basis of management reports, thus, it focuses exclusively on practical implementation [13].

The formed value system and the changes that it causes are closely interrelated. This relationship is explained by the nature of the value, which in itself tends to openness (i.e., to manifestation), thereby by motivating an individual to change [10, 14]. Values are cognitive representations of basic needs that are used to evaluate situations [1]. The importance of basic needs is different for different people and groups, which leads to various interpretations of situations.

Values are based on social, psychological and biological needs and correspond to the needs of the society to be organized [1, 7].

Initially, the connection between the value system formed in the society and the changes in the society behavior was proved by Hofstede’s Cultural Dimensions Theory [10]. Hofstede developed the model based on factor analysis. The Hofstede model has been modernized several times and its capabilities have attracted the attention of specialists in the field of intercultural psychology research, international management and intercultural communication. Several decades later, Schwartz used Hofstede’s theory to create the Theory of Basic Human Values [1]. Without going into details, it can be noted that the Schwartz Theory of Basic Values allows calculating, for example, the reaction of consumers to advertising calls aimed at changing the city development strategy. The reaction of consumers is determined by the value system that dominates the local population.

According to the Schwartz theory, value systems form a circular motivational continuum that determines the behavior of producers and consumers. Values in a value system are structured according to their relative importance and organized in a value hierarchy. This means that some values prevail over other values and are guiding in the value system [1, 5].

However, the Schwartz theory of basic values explains only the relationship between the value system and the process of change. The theoretical rationale for why and when value priorities in relation to change lead to negative or positive attitudes toward change is provided in the Långstedt and Manninen model [13]. The Långstedt and Manninen model details the relationship between the value formation and the goal of change, shifting the focus from the process of change to the goal of change.

According to the Långstedt and Manninen model, if the formation of a “specific value system” or “correctness of view” in the city development strategy and its “historic core” does not correspond to the formed prioritized values of the citizens (their guiding principles), then the change recipients (citizens) will most likely negatively respond to the promoted new city strategy and the value system. Negative attitudes are explained by the fact that people always seek to align their actions with their value system, and feel comfortable in an environment that is consistent with their governing values [1, 13].

However, values are not an established social product. It is a complex neurobiological process that is subject to change [14]. Values can be actualized or activated. Modern technology makes it possible to purposefully and selectively influence the existing hierarchy of values, simulating positive or negative consequences for their manifestation [1, 13, 14]. Depending

on the consequences of the impact of technology, values can enhance their persistence of manifestations, or, conversely, they can change or even be replaced with new values. The hierarchy of the value system among the change recipients is flexible, so values can not only be moved in the hierarchy, but also be replaced with new values [15].

The model of Långstedt and Manninen reveals the relationship of the necessity to form a “specific value system” to: a) the need of citizens to change the value system; b) the choice of methods to change the existing value system; c) creating attractiveness of the new value system. In general, the Långstedt and Manninen model helps to establish the willingness of citizens to change the structure of their value system.

The research into the relationship between changes and the value system shows that different values are associated with a positive attitude towards different types of changes [13, 15]. N. Sverdlik and S. Oreg measured the values of university employees and their identification with the university before and several months after the forced relocation of the University campus [15]. The results of the study show that changes in the value system and identification of the University employees with the team depend on the degree of anxiety caused by changes and on the specific combination of personal values and the type of changes. Personal values of people (preservation and openness to change) interact with the type of change (imposed or voluntary). The more anxiety the change causes, the more resilience and rejection of change people have. In the study by N. Sverdlik and S. Oreg, anxiety reduced the identification of a personal value system with the University [15].

The research by N. Sverdlik and S. Oreg reveals the way to effectively promote a new value system. The study points to the important role of change managers, who determine and influence the relationship between the formed value system and the changes that are caused by the formation of a new value system. The challenge for change managers is to reduce anxiety about upcoming changes and their consequences for the change recipients. The social construction of associations between values and situations implies that change managers eliminate, or at least reduce, a mismatch between values and change by means of their actions during and after change initiatives [13]. Thus, communication between changes and change recipients, or “change messages”, can mitigate inconsistencies and reduce anxiety. Change managers must organize the promotion of change as a useful and necessary product for the value system of the change recipients.

The study, *Social construction of the value-behavior relation*, presents three experiments in which the authors demonstrate the plasticity of the relationship of value to behavior under the influence of constructing certain behavior forms [16]. The authors of the study proved that although personal values are universal principles that determine behavior, modeling of cultural and historical context influences the ways of values embodiment. The proposed conceptualization reveals the capabilities of change managers. It points to the social basis of value behavior and the role of public discourse in the management of value-expressive behavior [16].

Thus, the consequences that changes have on the formed system of values are malleable and socially constructed. The connection between the formed system of values and the changes that this formation causes is not deterministic. In practice, this means that a change manager can influence the fact that the values triggered by the change are not alarming. In fact, the recipients of changes are open for communication with change managers. They can be persuaded of the positive effect of change on the prioritized values and thereby anxiety and resistance to change reduce.

The Schwartz Theory of Basic Values proves that people are emotionally motivated to align their actions with their values [1]. Therefore, a new strategy of Kyiv and the attitude towards its “historic core” should be maximally consistent with the dominant system of values of Kyiv residents. Reconciliation, i.e., clarification and communication with the people of Kyiv, actu-

alizes the goal of change, and not the process of change itself. Change managers shift focus to the goal of change and reduce anxiety about the change process itself. They determine to what extent the change recipients (Kyiv residents) are ready to accept the new strategy, i. e., to what extent the formed system of values correlates with the changing system of values and, using the system of messages, reduce anxiety from upcoming changes.

**Conclusions.** Thus, the methods and tools of cultural economics make it possible to manage the changes that are caused by the promotion of a new system of values by a higher education institution. The results obtained are used in the practice of Borys Grinchenko Kyiv University.

The study revealed the relationship between the value system and behavior, on the one hand, and the changes that values and behavior cause, on the other hand. In particular, the Schwartz Theory of Basic Values and Långstedt and Manninen model allowed the authors to prove the following:

1. The system of values and its manifestations in practice signal the readiness of the city residents to accept or reject changes.

2. The success of promoting a new value system depends on the alignment of the initiative to change the existing value system with the values of change recipients.

3. In cases where a mismatch is found between the promoted value system and the values of the recipients, it is necessary to establish close communication with the change recipients in order to remove anxiety from the expected changes and make the changes attractive.

4. Anxiety is eliminated by messages that convince the change recipients of positive consequences of change for their value system and the negative consequences if they reject changes.

The research results and literature review show that a mismatch between personal values and change goals negatively affects readiness for change. The results obtained prove that when planning change initiatives, managers should be aware of the value priorities of the change recipients and understand how changes affect the alignment of their value priorities with the upcoming changes. Managers should assess the degree of anxiety the change will cause and provide adequate communication to address potential inconsistencies between the result of changes and the change recipients' values.

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## Економіка культури: роль вищого навчального закладу у формуванні системи цінностей

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**Мета.** Дослідити механізм управління змінами, що заподіюються в результаті просування нової системи цінностей вищим навчальним закладом.

**Методика.** Дослідження авторів ґрунтувалося на методах і інструментах економіки культури, що дозволяють у повній мірі розкрити зв'язок між системою цінностей і поведінкою, з одного боку, і змінами, що цінності і поведінка завдає, з іншого боку. Автори використовували метод моделювання, порівняльного аналізу, стратегічний і системний підходи до аналізу економічної та управлінської організації сектора культури й поведінкою виробників і споживачів.

**Результати.** Дослідження довело, що: 1) система цінностей і її прояви на практиці сигналізують про готовність мешканців міста приймати або відхилити зміни; 2) успішність просування нової системи цінностей залежить від узгодження ініціативи щодо зміни існуючої системи цінностей з цінностями одержувачів змін; 3) неузгодженість між системою цінностей, що просувається й цінностями одержувачів усувається комунікацією з одержувачами змін. Комунікація спрямована на усунення тривоги від очікуваних змін і робить зміни привабливими для одержувачів; 4) тривога усувається повідомленнями, що переконають одержувача змін щодо позитивних наслідків змін для його системи цінностей і щодо негативних наслідків, у разі, якщо одержувач відмовляється від змін.

**Наукова новизна.** Застосування теорії основних цінностей Шварца й моделі Långstedt і Manninen дозволило авторам дослідити механізм управління змінами, що заподіюються в результаті просування нової системи цінностей вищим навчальним закладом.

**Практична значимість.** Отримані результати дозволяють ефективно використовувати методи та інструменти економіки культури при формуванні та просуванні нової системи цінностей вищим навчальним закладом.

**Ключові слова:** економіка культури, Київ, система цінностей, університет, управління змінами, ціннісно-поведінкові відносини

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