



## Features of Strategic Management in the System of Higher Education

<sup>1</sup>Sh. Muratbayeva, <sup>2</sup>Sh. Janzakova, <sup>3</sup>L. Ilimkhanova, <sup>4</sup>E. Abdol, <sup>4</sup>D. Lepeshev and <sup>4</sup>M. Korlasbay

<sup>1</sup>*Pedagogy of the Faculty of Innovative Education of Kh. Dosmukhamedov Atyrau State University, Atyrau, Kazakhstan*

<sup>2</sup>*Member of Council For Innovative Research (USA), Department of Education (Central University of Nicaragua), Mexico University of Azteca, Chalco de Díaz Covarrubias, Mexico*

<sup>3</sup>*Methods of Foreign Languages of Faculty of Polylingual Education of Kh. Dosmukhamedov Atyrau State University, Atyrau, Kazakhstan*

<sup>4</sup>*School of Finance and Technology, Department of Computer Science and Software Narxoz University, Almaty, Kazakhstan*

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### Corresponding Author:

L. Ilimkhanova

*Member of Council For Innovative Research (USA)  
Department of Education (Central University of Nicaragua), Mexico University of Azteca, Chalco de Díaz Covarrubias, Mexico*

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**Abstract:** This study is devoted to the introduction of strategic management in the structure of higher education. The study considers strategic management as a set of measures aimed at improving the organization of the educational organization and increasing its effectiveness. Strategic planning will help higher education institutions structure and organize their activities and increase the effectiveness of education. In this study, we pay special attention to the issues of the stages of implementing strategic management in the system of higher education. Also, the most promising and tailored models of the strategic management model were examined, their distinctive features were analyzed. We analyzed the advantages and disadvantages of implementing strategic management in the system of higher education.

## INTRODUCTION

In this study, the distinctive features of strategic management are considered. At the moment, universities need to implement strategic planning in the structure of higher education in order to predict long-term results, to determine the mission and goals of higher education. But this implementation should be carried out gradually, conducting a thorough analysis of the state of the university and the environment, the quality of education, the goals being realized. The steps and stages of

implementing strategic management are described. Also, the advantages and disadvantages of strategic management in the structure of higher education were analyzed (Russian researchers).

The modern education system differs from the preceding by a series of moments. One of the main differences is the introduction of strategic management in the system of higher education. Strategic management is a set of measures and actions aimed at managing the organization<sup>[1]</sup>. Management in education is built on the principle of planning long-term goals and their

achievement which will lead to stabilization of the university<sup>[2]</sup>. We can distinguish the following components of effective strategic management in the system of higher education:

- Analysis of the environment in which the business operates
- Development of the mission, strategy and objectives of the organization
- Re-engineering the existing organizational structure and adapting it to new realities
- Management of the complex “strategy-structure-control”
- Definition of internal policy of the university, development of the Charter and code of conduct for teachers and students
- Creation of the possibility of feedback between the participants in pedagogical interaction in the university
- Improving the strategy, structure, management<sup>[3]</sup>

Analyzing the described content components, it can be concluded that strategic management is aimed at forming the image of the university, developing its strategy, setting long-term goals. To achieve the set goals within the framework of strategic management, it is necessary to go through a number of stages<sup>[4]</sup>. Let us describe them in more detail:

- The first stage is the definition of the scope of the organization, i.e., activity of the university. This stage is the beginning of the development of the strategy of the university. Here, goals and tasks are formed, the mission of the university
- The second stage is responsible for the transformation of private and short-term goals into long-term ones
- The third stage determines the strategy for achieving the goals of the university's activities and the solution of the tasks
- At the fourth stage, the strategy of the university activity is developed and implemented
- The last, the fifth stage, is responsible for assessing activities, monitoring the situation and introducing corrective actions<sup>[5]</sup>

Thus, strategic management is introduced into the activities of higher education in stages<sup>[6]</sup>. Foreign researchers Fred M. Hayward, Daniel J. Nkaiyana and M.V. Peterson believes that the main goal of strategic planning in the system of higher education is to provide a continuous process of analyzing and evaluating the strengths of the institution, determining the need for resources and setting out a sequence of actions for building more effective activities<sup>[7]</sup>. There are several points of view on the functioning of strategic management

in the system of higher education. From one point of view, it is a tool in the field of education which helps to choose the maximum number of fundamental goals. Due to this, attention is focused on the implementation process, rather than on achieving the set goals<sup>[8]</sup>.

This is the main difference between the functioning of strategic management in the education system from the business environment where strategic management is the main means for achieving the result, i.e., profit. In the education system, the main goal is the implementation of pedagogical interaction between the teacher and students, the acquisition of education<sup>[9]</sup>. Education does not develop as an autonomous system but under the influence of various factors. The most significant of them. The largest impact on the development of the higher education system are the following:

- Globalization is the process of integration and unification of practically all spheres of human life. With globalization, a single world network market economy is formed, cultures of peoples merge<sup>[10]</sup>
- Liberalization-the process of freeing from tight restrictions and state regulation of various spheres of human life (economics, education, ideology, etc.) mitigation of existing control<sup>[11]</sup>
- Internationalization is the process by which the adaptation of a product (material, software or cultural) to the linguistic and cultural features of a particular region, the mentality of which differs from the mentality of product development, is simplified<sup>[12]</sup>

It is precisely these factors that contributed to the expansion of new information technologies, the improvement of communicative interaction in society and the formation of a society in which knowledge occupies one of the main places. If earlier strategic planning was carried out within the region or the country, now it has expanded to the world level which greatly increased the capabilities of the individual, in particular, students and teachers. Subjects of the higher education system have access to knowledge and technology outside the country<sup>[13]</sup>. The introduction of strategic management in the education system is a very important and innovative step. This implementation is carried out by analogy with the market mechanism of planning. But this is not the correct approach, since, the education system, in particular higher education, differs significantly from the market<sup>[14]</sup>.

First, the system of higher education is characterized by weak centralization. This is manifested in the fact that each faculty of the university has its own independence and is practically independent of the center (rector's office)<sup>[15]</sup>. The second important difference is the value system. The main value of the activities of universities is professional cadres and students, knowledge. The concept

of “consumer” which is one of the key for the market and strategic management is practically inapplicable. In the system of higher education, consumers are understood by students and employers, society<sup>[16]</sup>. Thirdly, the roles of managers differ. In business, the director of the company dominates, in the system of higher education the rector. And their roles are not identical. The main difference is that the director can independently choose the development strategy of the company while the rector of the university does not have such authority<sup>[17]</sup>. Its activities are regulated by the state education policy, the Education Act. When implementing strategic management in the system of higher education, this feature must be taken into account<sup>[18]</sup>.

Fourthly, strategic planning was developed as a tool for business. In this regard, existing methods of strategic planning that function effectively in the world economy may not work in the sphere of education. To improve the situation, it is necessary to establish the relationship between goals, indicators and means of achieving them<sup>[19]</sup>. In the modern world, the demands of interested parties are rapidly changing: students and employers, society. It should be noted that these requirements change faster than the education system. It is necessary to reduce this gap, to encourage higher education institutions to develop. This will help the introduction of strategic management<sup>[19]</sup>. Many foreign specialists note that it is necessary to implement strategic management as soon as possible in the system of higher education. Otherwise, universities will find themselves in a difficult situation<sup>[20]</sup>.

## MATERIALS AND METHODS

Adaptation and implementation of strategic planning in the structure of higher education requires the development of appropriate methods. The key are the development of European scientists. For example, the model of strategic management in the university, developed by A.L. Lerner. The essence of this method of implementing strategic management in the activities of the university is the use of unintended unexpected strategies and tools such as SWOT and GAP analysis, bench-marking. Another important method of implementing strategic planning in higher education is the method of Kenneth P. A distinctive feature of this technique is the need for careful analysis before each stage. Russian researchers point to the need to adapt existing models of strategic management in the system of higher education to the conditions of regional universities. The main method of implementing strategic planning is to analyze, formulate the mission and goals of the university, develop the most promising measures to improve the quality of the educational organization.

## RESULTS AND DISCUSSION

The need to introduce strategic management in the system of higher education leaves no doubt. There are

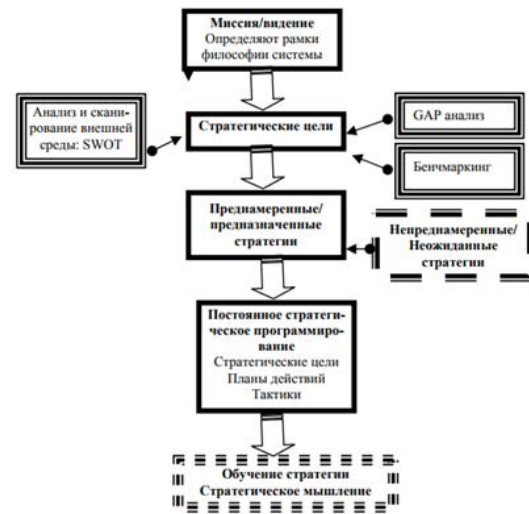


Fig. 1: Schematic model of the strategic planning process A.L. Lerner

several models of strategic planning in the structure of higher education. Let us analyze the main of them. The first model was proposed by A.L. Lerner. A distinctive feature of this model is the use of unintended unexpected strategies. Undoubted dignity is the formation of strategic thinking. The toolkit used: SWOT analysis, benchmarking and GAP-analysis<sup>[21]</sup>. Figure 1 shows the scheme of the strategic planning process A.L. Lerner:

The second model analyzed by us is the Kenneth P. model. He will identify the 10 main stages of strategic planning in the higher education system: planning initiation, scheduling, analysis, formulation, assumptions, strategy development, functional analysis, implementation, evaluation and revision. A distinctive feature and merit of the work is the existence of a stage of functional analysis which is responsible for clarifying the strategy, the availability of feedback and periodic review. Kenneth P. asserts that each stage must be preceded by an analysis<sup>[22]</sup>. For example before formulating a mission, it is necessary to analyze, scan the environment and draw appropriate conclusions. This model also has a number of shortcomings. For example, there is no stage in formulating measurable indicators and visualizing the levels of strategic planning.

This model is the most suitable for the introduction of strategic management in the system of higher education. The third model of strategic planning in the system of higher education was developed by Gwang Chol Chang. The essence of this model is the presence of mandatory setting goals and actions to achieve them. Figure 2 shows a diagram of this model: To effectively implement strategic management in the system of higher education, the planning strategy should contain the basic steps:

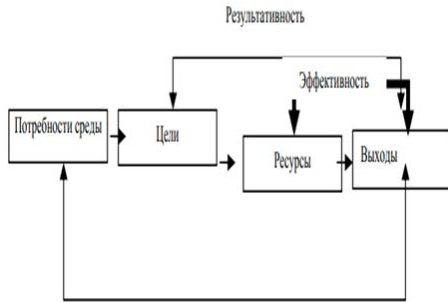


Fig. 2: The strategic planning model of Gwang Chol Chang

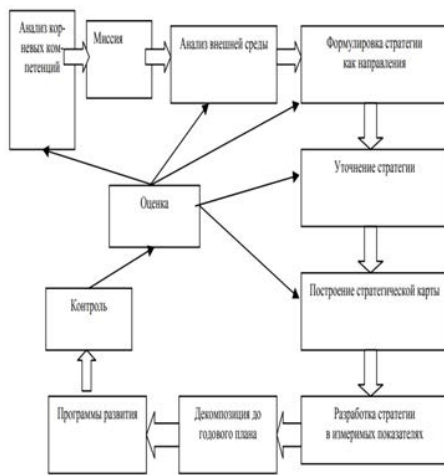


Fig. 3: Stages of introduction of strategic management in the higher school

- Formulation of the mission, its awareness
- Analysis of the external environment using the tools PEST and SWOT for the formulation of the strategy. This step will help achieve the mission of the university
- Refinement of the strategy using portfolio technologies based on industry analysis
- Development of a strategic map for the implementation of the strategy
- Formation of targets that need to be systematized as a plan. This plan must be decomposed to the annual plan<sup>[23]</sup>

The introduction of the above steps will help make the activity of the institution more transparent, systematize it and improve management<sup>[24]</sup>. It is necessary to analyze the interaction of these steps and the sequence of their implementation for effective implementation of strategic planning in higher education. Figure 3 shows the scheme of the content of strategic management of the structure of higher education. As can be seen from the

above diagram, each of the stages is related to the assessment of the situation. The introduction of strategic planning in the system of higher education should be based on specific principles. The main ones are:

- Continuity
- Flexibility and adaptability
- Availability of measurable indicators
- Taking into account the interests of all stakeholders<sup>[25]</sup>

The described principles contribute to the effective implementation of strategic management in the management of the university. Strategic planning when properly used will be an effective tool for coordinating the efforts of HEIs and governments at all levels of government<sup>[26]</sup>. Analyzing the above models of strategic management in the system of higher education, we can conclude that the management structure of the university consists of three components: the subject of management-the type of management activity-the object of management. Under the management subject means the Ministry of Education, high-status higher educational institutions. The type of management is determined by strategic planning. The more the management model is adapted, the more effective the activity of the university, its structure is organized. The object of management is a multi-profile university, a university complex, a specialized university.

Strategic planning is actively being introduced into the system of higher education in developed and developing countries. It can be noted that the Republic of Kazakhstan was one of the first countries in the Asian region to introduce strategic planning into the domestic education. If we analyze the experience of countries that have already implemented strategic planning in the system of higher education, we can single out the following points:

- Most universities use scenario models of organization of university management
- Most of the implemented strategies lack specificity, there is no clear vision of the mission of the organization
- Use of measurable indicators
- Development of a unified strategy, its decomposition into management levels
- The strategy is detailed in the annual plans of the university activity<sup>[27]</sup>

Also, when implementing strategic management, it is necessary to take into account the regional peculiarities of the university activity, the distinctive features of the university activity, the features of the national and

regional education, the potential, the capabilities and the material and technical base of the university. Unfortunately, in most cases when implementing strategic management, the above characteristics are not taken into account. This is especially true for regional universities and universities in developing countries. When strategic management is introduced into regional universities, the implementation is most often done “on the model”, on the finished model. The model takes the experience of implementing strategic planning of another university and is applied by another university. At the same time, the differences in the activity of higher education institutions, the characteristics of this institution, its level of preparedness for the introduction of strategic management are often not taken into account<sup>[28]</sup>.

According to the researchers before introducing the institution into the organizational structure of the university, it is necessary to analyze the features of the university’s activity, identify strengths and weaknesses, think over the purpose and mission of the university, its concept, analyze the current state of the institution and predict short-term and long-term results<sup>[29]</sup>. Strategic planning in the system of higher education has both a number of advantages and a number of shortcomings. Let us analyze the shortcomings of strategic planning in the system of higher education:

- State policy that restricts and regulates the education system
- Merging in the educational environment the components of the market and educational spheres. Unadapted use of market mechanisms of strategic planning in training reduces their effectiveness, can lead to deterioration in the quality of education<sup>[30]</sup>
- For education, it is difficult to assess the current state and predict the expected results
- The existence of a strategy for the activity of the university can instill a false sense of security, since, management can count on the success of the strategy and not conduct regular analysis and monitoring of the environment and the real state of affairs
- It may happen that the implemented strategy will prevail over the organization, not giving the opportunity for the development of new ideas
- The approach to defining an organization through analysis of its activities is rather simplified, promotes stereotyped thinking

These shortcomings are critical and do not discredit strategic management as a tool for planning the activities of the university. The described disadvantages should be treated with special attention, trying not to allow their appearance in the activities of the organization. In addition to the shortcomings, there are a number of advantages of strategic planning in higher education:

- Strategic planning of the university’s activities will help to develop the most promising course of development in the existing conditions
- Strategic management develops coordination of the university activity. If the organization does not have a well-defined and well-defined strategy, then in its activities there is disorganization, chaos, untenability of the actions of employees
- The selected model of strategic management is a reflection of the activity of the university and its features
- A well-chosen planning strategy will help to bring order to the organization of the university. In other words, strategic management brings logic and consistency to the activity of the university
- The existence of a long-term strategy gives the leadership and staff of the university a sense of security and stability<sup>[31]</sup>
- Strategic management teaches to think globally and set long-term goals which will improve the results of the university’s activities and improve the quality of education

## CONCLUSION

The above advantages of strategic management make it possible to conclude that strategic planning is one of the most effective management technologies in the system of higher education. This is due to the fact that strategic management makes it possible to prepare a scientific base for implementing the process of long-term harmonization of the higher education system with the external environment that surrounds it. According to leading European experts, strategic management will make higher education institutions an independent and self-developing system that will effectively interact with the environment. The introduction of strategic management in the system of higher education will allow higher educational institutions to reach a new level of development and outstrip universities that operate without a strategy, since planning mobilizes all existing resources. Also, the widespread introduction of strategic management in education will strengthen existing links between regional and foreign universities.

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