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The impact of success factors on the strategic management in an educational complex

Abstract. The most important topics that have received attention in the last decades were the changes and transformations in education. This research work will investigate the strategic management factors in the education. During the last two decades Kazakhstan education system has been reorganized from educational management to a strategic management which is directed for the future. In integrated dynamic global market place, which we need educational transformations and changes. Education is a key factor of economic growth which contains a major investment into human capital. We need to pay great attention to interacting elements of the system (for example assessment, curriculum and teacher training) as they are developed and integrated throughout the education system. The strategic management should be proposed in productive and commercial institutes and enterprises for the implementation of strategic management. Strategic management needs to be considered as a driving force for innovation programs in education. In general, the most important strategic management success factor in any educational complex is its human resources which make it possible to achieve a successful school. Strategic management influences on their planning, predicting changes and managing. Also strategic management can change the risks of the educational organizations and turn them into opportunities to solve the issues.

Keywords: strategic management, strategic planning, educational complex, effective transformation management, organizational success factors.

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Introduction

The Department of “Education and Training”, it is an institution that pays attention to transforming ordinary man into perfect man and promotes cultural, social and political developments [1]. Nowadays the main training centers for students are educational organizations, so there they learn correct way of life and the correct way of looking at the world and environment. Most of people who work in the sphere of education and training know that we must transform these fields. In the fast changing world the old patterns of education and management lost their effectiveness and don’t meet the requirements of today’s society. The minor changes cannot make transformation in the educational system for instance adding or removing a lesson in the curriculum or putting one or more courses cannot meet the competitiveness needs of the workforce in today’s turbulent world [2]. Training characteristics such as labor discipline, self-sufficiency and citizenship education need curriculum planning and strategic educational planning from strategic perspective [3]. The graduate students as future managers don’t learn social, cultural skills and not learn the basic principles of management in their educational organizations. Strategic management in the educational organizations helps to clarify the future direction [4].

Throughout the history the educational organizations create strategies to help them define goals and achieve their objectives in the sphere of education. All the types of educational organizations try to use detail and tactical level of strategies to achieve the goal. The main tasks of the organizations are developing teaching staff, the improvement learning process and student’s development as identity through this we could achieve success. Currently, organizations such as school, college or university are facing serious problems in the sphere of management and strate-

gic management should play an important role for solving obstacles.

At the present time when educational organizations, are facing serious problems in the field of management, the strategic system of management should play an important role in helping to meet these challenges.

Problems of strategic management, its role and the results were studied by many foreign and Kazakh scientists. Issues in the field of strategic management in education are considered by scholars, such as Ch. Cheng [5], M. Cheung [5], Maria-Jose Latorre-Medina [5], P. Pozner [14], J.J. Rendon [15], and Kazakh scholars E. Kozybayev, G. Minzhayeva, Zh. Umirbekova. At the same time the problems of strategic management education and its contribution to the Republic of Kazakhstan are studied insufficiently and require further focused attention.

A review of academic literature related to management in education reveals that quality plays an important role in modern education. As said by Cheng and Cheung educational reforms that have been implemented throughout the world since 1990s are all aimed at improving educational quality [5]. Nowadays a lot of educational organizations not only in Kazakhstan but also European countries are faced with big problems related to the quality of their educational services. We should have to become more customer-oriented to stay competitive. To work out an effective strategic plan to improve the education quality we should identify who the customers are and what they actually need. After we identify the valuable information, we can transform this feedback into strategies aimed at customer's satisfaction by the quality of education.

The use of strategic management will play an effective role in the solving the problems of the institutions and centers. According to Fardar, Ghaffarian and Zavareh demonstrated that how strategic decisions can lead to excel in a competitive environment [6] [7].

Methodology

The methods of identifying the theoretical basis of the research work are mastering and analyzing the philosophical, historical, pedagogical and professional pedagogical research studies. Due to the nature of the research, theoretical analysis of the sources of information, monitoring, professional training of teachers, and pedagogical analysis of foreign and domestic experience in management technologies, strategic management in education, theoretical analysis of literary sources, scientific and normative materials will be carried out.

Discussion

Education it is the most important issues and with the help of management we could implement and optimize the strategic plans for the future. According to Shahab Fard, Arab Mokhtari and Rajae Pour the impact of the strategic management on higher education system includes content, teachers, and capabilities, teaching methods, assessment of academic achievement, academic resources and physical environment of universities [8]. We should to spread effectively management in educational organizations to improve the educational process and help to optimize, implement the strategic management at the centers and organizations. The strategic management is a predicting the future and we should adapt these obstacles to improve and implement the educational organization.

Strategy it is an adaptation to the external conditions in a fast changing world taking into account strengths, weaknesses and threats. Strategy it is a leading mechanism of adaptation to external conditions, to create a high quality education which meet the requirements of the consumer. For effective management system at the educational organization should broaden the competence to develop new actions and innovations in order to improve the quality of education.

The higher education institutions play a significant role in the economic growth and development of countries. An important development in higher and postgraduate education of the Republic of Kazakhstan is its approach to international standards by joining of domestic undergraduate and postgraduate education to the Bologna Process.

The documents underscore the need of country to modernize the education system from preschool to high education, increase the better understanding needs of the economy, society and

individuals, in this competitive environment.

The key objective of the strategy is preparing high qualified specialists which could play a significant role in the economic growth and development of the country. In technical and vocational education and higher education there will be a transition to a system that meets the requirements of the modern labor market, and educational programmes will be formed based on professional standards through the national qualifications system.

Strategic management from our point of view will be a solution of the organizational issues. Strategic management depends on managers of the educational organizations which could understand domestic outputs and inputs and these factors will affect on the future of the organization in today's rapidly changing world. If the managers will use strategic thinking this will lead educational organization to face and adapt their management to future conditions. Strategic plan it is a process of achieving goal from existing situation to a desirable situation which is shown in the future plan. The global environment requires from our education remove the borders and trade barriers and will be more competitive, correspond to the requirements of the fast-changing environment because it is one of the most important characteristics of higher education institutions.

A period of independence and pre-transition in the Republic of Kazakhstan from democratic society to a market economy in education system achieved significant changes in the principles and contents of education system. As we know the educational organizations play an important role in the economic growth and development of the country.

As stated in the Strategy «Kazakhstan 2030» and «Kazakhstan 2050» we should modernize the educational system from preschool to high education system, increase the better understanding of the society, individuals and economy in this competitive environment [9].

The strategic management will create conditions for obtaining new knowledge, skills and professional development throughout life. The strategic management wills currently amending for all levels of education system started from kindergarten to high educational organizations.

The educational organizations should need the management systems which lead the universities, colleges and schools to strategic outcomes effectively and efficiently. As in a business sector the education field should use structured methods for ensuring strategic support. The current educational management in different countries requires undergoing series of changes. We need new management model which based on leadership which is not only concentrated on single leader but also has been shared among whole educational institution. Educational managers should have the capacity to motivate students and teachers, to have authority, build the team and productive relationships which support the improvement of education. Strategic management needs to be considered as a driving force for innovation programs in education. In general, the most important strategic management success factor in any educational complex is its human resources which make it possible to achieve a successful educational organization.

Nowadays a lot amount of educational organizations supply their resources from the external sources because to attract top students and create the competitive market. Higher education institutions play an important role in the development of countries and with the help of strategic planning they could adapt their organizations to the environmental and educational policies to achieve the better results in future. As stated by I Lembe and Were desire for survival in this competitive environment, make these organizations turn on to strategic management and planning to increase their ability to adapt to change in a rapidly changing environment and their ability to meet customers' expectations and satisfy them [10]. In this changing environment our main goal is to build an intelligent organization that will be open and ready for learning new things and introduce new innovations in the field of education. The main task of the strategic management in education is to look to the future and faces the challenges which appeared before the organization and solve these problems.

Strategic planning is a tool that makes a clear vision of the situation and meets the needs of educational organizations. According to Toorani one of the 14 general principles of manage-

ment to improve the quality of higher education institution is to embed the strategic planning in organizations because we cannot manage the changes in educational process, unless has created a strategic plan for itself [11].

Changes in education system are continuous process. The activities of efficient management by Cummings and Worli divided into five main activities which help to improve the management in the educational organizations which is presented in Figure 1 [12] [13].

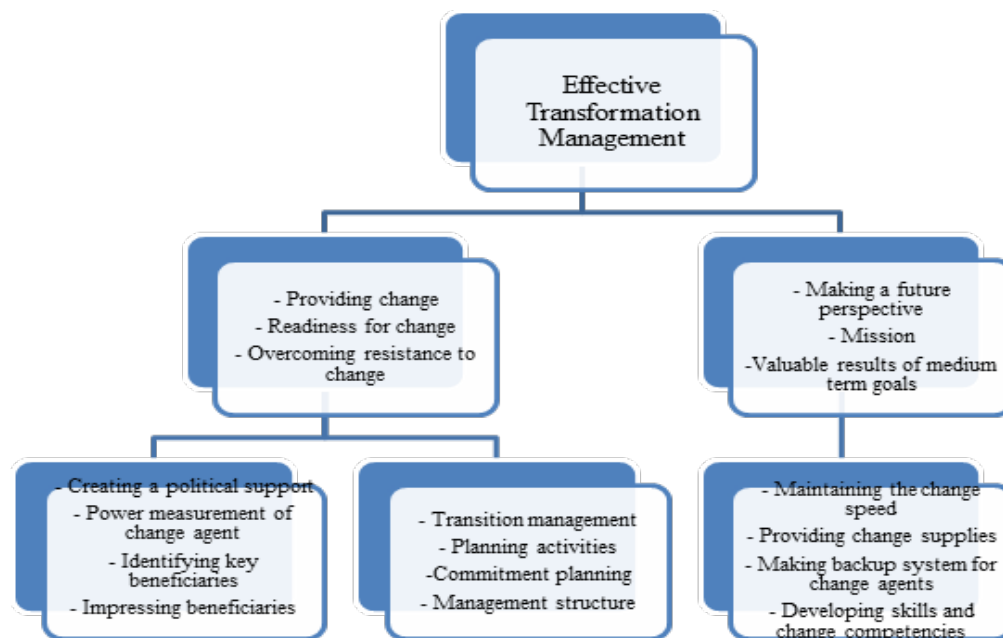


Fig.1 The activities of efficient management

The main key of effective transformation change is a strategic management. As you can see in Figure 1 the basic elements of strategic management are mission, long-term and short-term perspectives, making future predictions to avoid possible risks.

The effective factors to improve the organizational growth of the higher education system divided into three categories which are presented in Table 1.

Table 1

Three different organizational success factors

Human Resources Field	Organizational Culture Field	Implementation and Exploitation of Modern Technologies
Managers group: existence of senior management serious and continuous support	Existence of strategic management	Paying attention to information technology in process design
Other working groups: existence of change culture an unwillingness to return to the first step	Existence of a correct image of reengineering affairs	Exploiting specific methodology for projects
	Lack of organized resistance against the presented results implementation in study design	Absence of being idealistic and making proposed designs and improvements applicable suitable timing

According to Figure 1 and Table 1 we should pay attention to factors as create independent students, raising workable and well-educated students, also paying attention to courses, exercises, health and studying, reading, practical and laboratory activities and factors in human resources field and avoiding politics. These factors help us to create and modernize the education system in a positive direction.

We should pay more attention to the strategic management if we want to achieve success in educational transformation. Only changes in education system will bring the education to progress, because the management faces many problems like quality, equality and professionalism in teaching.

The success of an educational organization depends on senior manager's abilities like communication, relationship and negotiation skills. The management team should become more flexible and better communicate with teaching staff, parents, and students and with all persons they get in touch with for improvement the quality of education.

Educational managers should have the capacity to motivate students and teachers, to have authority, build the team and productive relationships which support the improvement of education. Strategic management needs to be considered as a driving force for innovation programs in education.

Conclusion

The aim of the educational organization should be instruction for each student. The effective learning should be based on common goals and values, productive relationships should be founded on encourage the team to work and understand each other. The success of any educational organization (school, college, university) depends on senior manager's abilities like communication, relationship and negotiation skills. The management team should become more flexible and better communicate with teaching staff, parents, and students and with all persons they get in touch with for improvement the quality of education.

The success at the educational organizations depends on strategic management and planning. The educational institutions need management systems for controlling the strategies effectively and efficiently. As in a business sector the education field should use structured methods for ensuring strategic support. We need new management model which based on leadership which is not only concentrated on single leader but also has been shared among whole educational institution. We also need strategic management to look the future and adapt problems and solve them in fast changing environment. Generally, the success of the strategic management in any educational complex relies on the human resources.

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Табыс факторларының оқу кешеніндегі стратегиялық басқаруына әсері

Аңдатпа. Соңғы онжылдықта назар аударған маңызды тақырыптар - бұл білім беру саласындағы өзгерістер мен қайта құру. Бұл зерттеу жұмысы білім берудегі стратегиялық менеджмент факторларын зерттейді. Соңғы екі онжылдықта қазақстандық білім беру жүйесі менеджменттен болашаққа бағытталған стратегиялық басқаруға қайта құрылды. Интеграцияланған динамикалық жаһандық нарықта бізге білім беру саласындағы өзгерістер қажет. Білім адам капиталына үлкен инвестицияларды қамтитын экономикалық өсудің негізгі факторы болып табылады. Біз жүйенің өзара әрекеттесетін элементтеріне (мысалы, бағалау, оқу жоспары және мұғалімдердің дайындығы) үлкен назар аударуымыз керек. Өйткені олар бүкіл білім беру жүйесінде жасалып, біріктірілген. Стратегиялық менеджмент стратегиялық басқаруды жүзеге асыру үшін өндірістік және коммерциялық институттар мен кәсіпорындарда ұсынылуы керек. Стратегиялық менеджмент білім берудегі инновациялық бағдарламалардың қозғаушы күші ретінде қарастырылуы керек. Жалпы алғанда, кез келген білім беру кешеніндегі менеджменттің маңызды стратегиялық факторы - бұл сәтті мектепке жетуге мүмкіндік беретін кадрлық ресурстар. Стратегиялық басқару оларды жоспарлауға, өзгерістерді болжауға және басқаруға әсер етеді. Сондай-ақ, стратегиялық менеджмент білім беру ұйымдарының қауіп-қатерін өзгерте алады және оларды мәселелерді шешу мүмкіндігіне айналдырады.

Түйін сөздер: стратегиялық менеджмент, стратегиялық жоспарлау, білім беру кешені, трансформацияны тиімді басқару, ұйымдастырушылық жетістік факторлары.

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Влияние факторов успеха на стратегическое управление в образовательном комплексе

Аннотация. Наиболее важные темы, которые привлекли внимание в последние десятилетия, - изменения и преобразования в образовании. Эта исследовательская работа посвящена факторам стратегического управления в образовании. За последние два десятилетия казахстанская система образования была преобразована из управления образованием в стратегическое управление, которое ориентировано на будущее. В интегрированном динамичном глобальном рынке нам необходим образовательный трансформирующий фактор экономического роста, который содержит крупные инвестиции в человеческий капитал. Нам необходимо уделять больше внимания взаимодействующим элементам системы, например, оценке, учебным планам и подготовке преподавателей, так как они разработаны и интегрированы в систему образования. Стратегическое управление должно предлагаться в производственных и коммерческих институтах и на предприятиях для осуществления стратегического управления. Стратегическое управление должно рассматриваться как движущая сила инновационных программ в образовании. В целом, важнейшим фактором успеха стратегического управления в любом образовательном комплексе являются его человеческие ресурсы, которые позволяют добиться успешного образования. Стратегическое управление

влияет на планирование, прогнозирование изменений. Также стратегическое управление может изменить риски образовательных организаций и превратить их в возможности и изменения. Образование является ключевым фактором для решения проблем.

Ключевые слова: стратегическое управление, стратегическое планирование, образовательный комплекс, эффективное управление, факторы успеха организации.

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