

# Strategic Management of Educational Institutions Enabling Transformation to Excellent Education Innovative Centers in India

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# Strategic Management of Educational Institutions Enabling Transformation to Excellent Education Innovative Centers in India

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## ABSTRACT

Over the last two decades, India has transformed its higher education hub which has led to widespread access to low cost high quality university education for students of all levels. With well-planned expansion and a student -centric learning-driven model of application with highly competent faculty, Mangalore has over taken other mega cities and is climbing the ladder of success in imparting world class education. With the number of private universities on the rise, there is a need to have a distinct strategic objective which will enable the universities to build on their strengths and cater across different categories of educational needs. With the effective use of technologies, educational institution will be able to resolve the long-standing tension between excellence and equality. Strategic management of educational institutions enables the transformation of institutions to practice educational innovations. To achieve this goal there is a need to undertake large scale reforms to better faculty-student ratios by making teaching and attractive career path, expanding capacity for doctoral students at research universities and delinking educational qualifications from teaching eligibility.

**Keywords:** Higher education, Education hub, Educational institutions, Strategic management.

## 1. INTRODUCTION :

Strategic Management in a complex knowledge based interpretive educational institute is a challenging task in all perspectives, as it is essential for educational institutions success. Good academic management is most important but it is not the same as great business management which most often harms the colleges and universities if applied to them. "Education is the most powerful weapon we can use to change the world ". That being said Medical system of Education plays a major role in it, both in terms of modernization and globalization. With newer scientific advancements each day, it is essential to keep the sources of knowledge in check and updated. In which the Medical Institutes play a vital role. An overview of an ideal system of Education and various attributes to aid for overall development and to achieve efficient yet

detailed Modern system of Education using various innovations. The ideal systems in various fields and their attributes and possibility of realization of them are discussed including ideal education system [1-12]. But here the main goal is to discuss some basic principles of strategy making in the customer driven context of a complicated educational environment of a higher educational institute.

## 2. THE CHALLENGES & OPPORTUNITIES IN EDUCATIONAL SECTOR :

Education-global public spending is more than Rs. 50,00,000 crores and there are more than,100 crore customers, five crore teachers, a product with perennial demand & now a part of GATS-WTO. The current trend of educating students scenario is to deal with changing customers and their unreasonable expectations.

Mangalore has overtaken few mega cities as a favored student destination. Presently in India, it is noticed that student expectations change rapidly. In Institutions teaching learning facilities are not easily developed, and maintenance is a key issue to be dealt with. To face the challenges of an institution the technical training, up to date knowledge on effective teaching techniques, efficient management of logistics required for excellence are the vitals. We here at Srinivas institutions aim at doing so, helping our students to excel by providing higher education with an objective of enhancing the knowledge, skills, experience, attitude and confidence [13-24].

### 2.1 MANAGING LEARNERS WITH UNREASONABLE EXPECTATIONS

A good number of learners believe learning is easy and, requires no efforts to access to information it is well known that acquisition of knowledge, acquisition of skills and knowledge leads to experience. Students demand instant knowledge like instant food. They prefer shortcuts to hard work and sacrifice. This puts tremendous pressure on the teacher whose role is to be collaborator rather than a boss. The two way interactions are necessary between management and faculty to ensure innovations in education [25-47].

### 2.2 PRESSURE FOR CHANGE IN EDUCATION

There are many factors which pressurize for educational reform. These include: Demands by parents for quality education & work for all children, and the increased push for accountability from education officials. An important factor is Changing employment patterns in a global economy. Thus the quality of education must be well balanced for students to achieve their full potential.

### 2.3 THE VALUE CHAIN FOR EDUCATIONAL INSTITUTIONS TO IMPLEMENT STRATEGIC MANAGEMENT

This is the value chain which exists in professionally managed institutes are as following hierarchically :

- General Administration.
- Staff Management.

- Infrastructure and Systems Development.
- Relationship with Statutory bodies.
- There are interrelationships between student intake, curriculum.
- Education delivery, Placement or Further studies, Alumni services.
- This value chain when strategically managed objectively ultimately leads to SUCCESS of the institutional innovative schemata [25, 48-49].

### 3. THINKING STRATEGICALLY: THE THREE BIG STRATEGIC QUESTIONS :

When strategic management is being formulated the following questions are to be thought about.

1. Where are we now?
2. Where do we want to go?
3. How do we get there?

Once the answers to these questions are brainstormed, the pattern for strategic management process involves organization analysis as in its strength and weakness, analysis of opportunity and threats. The other factors involving strategic management will be the use of strategic options arising due to strategic decisions, operationalization and implementation, these will aid for smooth strategic controlling of the issues which are to be considered in solutions required [49, 50].

#### 3.1 DEVELOPING A STRATEGIC VISION

First Task of Strategic Management :

This involves *thinking strategically* about:

1. Institute's future plans
2. Where to "go" to acquire ACHIEVEMENT

The tasks include:

1. Creating a *roadmap* of the future and laying out groundwork for fixed outcome
2. Deciding *future position* to stake out and having a broader perspective
3. Providing *long-term direction*
4. Giving the institute a *strong identity by means of modern and social media projection*

Second Task of Strategic Management

Strategic Objectives:

- When formulating strategic objectives outcomes focused on improving long-term, *competitive* position in terms of education innovation are considered.

Financial Objectives

- This objective is an important outcome focused on improving financial performance providing freedom to pursue education innovation.

### 3.2 EXAMPLES OF STRATEGIC OBJECTIVES

One of the strategic objectives will be to take the Institute to a top 10 in teaching learning innovative programs & overtake other institutions in the region on teaching quality by learning innovations or program variety. Another objective is boosting the institute's reputation with students and parents of future students. It would be ideal for the Institute to attain National level AND INTERNATIONAL LEVELS. Get ISO\ NAAC\NABL, NABH Accreditation (desired level), where modernization is highlighted which invariably raises the standard of the institution [51-53].

### 3.3 EXAMPLES OF FINANCIAL OBJECTIVES

In order to sustain the survival of the institution enhancing tuition fee Collections by 10% annually will be in order. To aid the establishment of the institution increasing consultancy revenue from 15% to 20% within three years. In view of institutional progress increase annual revenues from extension programs by 20%. To maintain constant institutional growth strive for new course revenues of at least 50% over 3 years. For the institution to function survive smoothly it is essential to maintain a positive cash flow every year. Being financially free can help an easy transformation to an excellent educational hub, thereby making a gradual progress of the institution in a broader perspective.

### 3.4 CRAFTING A STRATEGY

#### Third Task of Strategic Management :

The task of strategy involves determining whether to concentrate on a single program or several programs (diversification). This aids to cater to a wider range of students or focus on a particular niche (local students). The decision is whether to develop a wide or narrow program line. It is ideal to pursue a competitive advantage- based on low fees, scholarships, program superiority. The task of crafting unique organizational capabilities will further help in

shedding light to various aspects of an institute which will ultimately aid in immediate resolving of the various hindrances to progress of the institution.

### 3.5 IMPLEMENTING AND EXECUTING STRATEGY

#### Fourth Task of Strategic Management :

Management decisions regarding implementing actions to put a freshly-chosen strategy into place and supervising the ongoing pursuit of that strategy. Executing of the new strategy to improve the competence and efficiency in implementation of decisions, meanwhile showing measurable progress in achieving the targeted results and objectives are essential. This process includes monitoring, evaluating and taking corrective actions as needed.

#### Fifth Task of Strategic Management :

The *tasks* of crafting, *implementing*, and executing a strategy are *not* a one-time exercise. This has to be a consistent and involves constant effort in bringing out the desired outcome. The factors to be considered are as follows:

1. Student expectations change with time so, strategy needs to be flexible.
2. New management team with different ideas take over and that will produce new and efficient outcomes.
3. Strategy to deal with International environment changes towards global educational and employment opportunities.
4. Approaches to solve Government/ statutory bodies' policies change overtime for smooth and efficient running of the institute in a global context.

The personnel involved in performing these five strategic management tasks are as follows:

The top Management, Principal/Director, Departmental heads [25, 54].

### 3.6 METHODS OF STRATEGY

#### Defining Strategy

The following are a few extensions used to define strategy :

AD Frontinus defined strategy as "everything achieved by a commander be it characterized by foresight, advantage, enterprise or resolution".

Xenophon defined strategy as 'knowing the business which you propose to carry out' (Cummings, 1993).

Porter (1996) sees strategy as ‘...defining a company’s position, making trade-offs, and forging fit among activities’.

Mintzberg (1987) from the creative perspective identifies strategy as ‘...both plans for the future and patterns from the past’.

Chandler (1962) defines Organizational Strategy “as the determination of the basic long term goals and objectives of an enterprise and the adoption of course of action and allocation of resources necessary for carrying out goals”[55]. Various strategies like Competitive or red ocean strategy [56], Monopoly of blue ocean strategy [57], Sustainability or green ocean strategy [58], Survival or black ocean strategy [59-61], Ideal or white ocean mixed strategy [6], and Alternative strategy to achieve the goal [62] are identified in the literature for handling the organizational problems.

### 3.7 STRATEGY DIMENSIONS

Process, Content and Context :

1. The strategy *process* involves the how, who and when of strategy, the way strategies come about through the proper channels.
2. In view of strategy *content*, the product of the strategy process are as follows ; what is and should be the strategy of the institution and its maximum efficacy to aid in the progress of the institution .
3. In determining Strategy *context*- the set of circumstances under which strategy process and strategy content are clearly defined; where, i.e. in which firm, in which environment. This should also aid in the projection of the global outlook of the institute [63].

### 3.8 DELIBERATE STRATEGIZING

The following are some of factors to be considered during deliberate strategizing.

1. Pressures
2. Direction
3. Commitment
4. Coordination
5. Optimization
6. Programming
7. Without deliberate strategizing there would be a drift away from the establishment of the goals.

### 3.9 PLANS AND OBJECTIVES

Plans enable early commitment to a course of action & have the benefit of coordinating all

Strategic initiatives within a firm to cohesive pattern. Plans are also a means for programming all organizational activities in advance & facilitate optimal resource allocation. The importance of good plans helps to set up the execution of the strategy and to ultimately get success.

The required plans of action are to be considered as per the below mentioned details:

1. AWARENESS: define strengths and weaknesses to improve in.
2. CLARITY: This helps to have a clear perspective of what is to be done and achieved.
3. ENTHUSIASM: nourish THE WHOLE INSTITUTION enthusiasm, setting no boundaries for dreams and paying attention to everything THE INSTITUTION wishes to do, to be, share, learn and achieve.
4. FOCUS: among all your goals, which are your priorities?
5. COMMITMENT: what are the reasons that - at all costs - will move the institution toward goals? And system goals?
6. STRATEGY: verify the consistency of actions, in relation with the goals you’ve defined.
7. MOMENTUM: discover the power of NOW !

### 3.10 SUGGESTED PRACTICES FOR DEVELOPING OBJECTIVES AND STRATEGIC MANAGEMENT

#### 1. CONCEPTUAL PLANNING FOR THE NEXT FIFTEEN YEARS.

This includes long term assessment of the strategy required to keep the institute progressing and achieving top standards.

#### 2. MICROPLANNING IN AREAS OF EXPECTED CRISIS.

This looks into all the small aspects of the expected crisis in detail and the operationalization strategies.

#### 3. BRAINSTORMING

This form of thinking process helps to have creative strategies to optimize the smooth execution of plans which have been decided.

#### 4. INNOVATIVE MANAGEMENT-KAIZEN

This is a way of thinking which improves execution and maintains transparency in planning a action and continuous improvement in the strategy control.

#### 5. LATERAL THINKING

Lateral thinking is another thinking strategy which will help whenever there is a crisis or if any creative solution has to be found for any problem. Six thinking hats technique is one of the many lateral thinking techniques [64-70].

#### 4. EDUCATION INNOVATION STRATEGIC MANAGEMENT PRACTICES :

The following are the modes of executing innovations in educational institutes.

1. Personalized learning environments development : This helps in the Individual's cognitive and analytical skills, development of their other intelligences, create responsible citizens. It also enables eight different intelligences whose development is essential for success in a variety of today's professions.

2. Small Learning Communities : In these communities students need to identify clearly with their smaller community and they feel a sense of belonging, common purpose and loyalty to the smaller unit.

3. Career academies : To support the growing number of career academies developing around the country, fostering their growth and improvement.

4. Problem based learning – opportunities : Examine what you know, discover what you need to learn, develop your people skills for achieving higher performance in teams by improving your communications skills, become more flexible in processing information and meeting obligations, argue with evidence, practice skills that are needed after your education. The problem must motivate students to seek out a deeper understanding of concepts & should require students to make reasoned decisions and to defend them. The problem should incorporate the content objectives in such a way as to connect it to previous courses/knowledge. If used for a group project, the problem needs a level of complexity to ensure that the students must work together to solve it. If used for a multistage project, the initial steps of the problem should be open-ended and engaging to draw students into the problem.

5. Evidence Based Learning : Evidence-based education is an approach to all aspects of education—from policy-making to classroom practice—where the methods used are based on significant and reliable evidence derived from experiments [49, 51, 71-72].

#### 4.1 TEACHING STRATEGIES

Be clear about what you want your students to learn. Tell your students what they need to know and show them what they need to be able to do. Use questions to check that your students understand things. Have students summarize new information in a graphical way. Give your students plenty of practice spaced out over time. Provide your students with feedback so they can refine their efforts. Allow time for every student to succeed. Encourage students working together in productive ways. Teach students strategies as well as content. Nurture metacognition [49].

##### 1. Peer instruction : Mazur's technique :

Teacher asks a question to the class. First, each student is given a moment to think about the question and formulate their own answers. Then, the teacher asks students to discuss their answers with whoever is sitting next to them. After which each student is asked to give his or her answer to the question once again. Discussion with another student even if only a few of them had the correct answer prior to the peer-to-peer discussion.

##### 2. Global connections

Using the distance learning capacities, they are installing as part of their technology infrastructure to reach national and international experts. Internship programs are designed to prepare students for the world outside while exposing them to career choices. Laptops and Wireless Technology for Anytime, Anywhere Learning, are essential where the technology itself becomes subordinate to the task of learning. Parent influences can be significant even when the traditional, government-sponsored or private models especially in Indian-Academic "Life Skills" Curricula, recently emotional intelligence, life skills, soft skills. The great thing about performance student based education is that it can be used to teach just about anything, with little or no infrastructure, many internal tweaks are

required. Careful policy making and planning strategic management of educational institutions are required to enable the establishment of world renowned centers in India.

#### **4.2 TEACHER WORKROOMS**

Convenient places must be provided for teacher's research, collaborative work, and student meetings that treat teachers like the professionals with online information access facilities.

A Place to Think - Students have to be provided places and facilities where they can enjoy a moment of solitude, where they will be alone.

Student profiling - Profiling is like unraveling knots, in which the student's personality is studied and ideal courses are Suggested at the time of entry into higher education : define strengths and weaknesses to improve in [49].

#### **4.3 NEWER METHODOLOGIES**

##### **E-LEARNING AND VIRTUAL REALITY:**

Most of the Higher Education Institutions play a major role in taking up the new courses to the requirements of society and the world of work. Information and Communication Technology expand the potential uses, at a moderately low cost; therefore, additional methods need to be taken in terms of methodologies to execute flexible learning processes, at their own unique pace. The likelihood of performing virtual experiments is required to unite concepts taught in academic classes of scientific and technical curricular units. Genuine labs are often available, posing limitations to learning and experimentation. Recent internet-based advancements could be implied to perk up the access to these experiences by means of laboratories with replicate experiments. This enables at presenting the progress of a trial product using tools to create virtual learning environments. It uses virtual experimentation to carry out laboratory practices and as an optional tool to meet the requirements of access to a Measurement and Instrumentation laboratory. The basis of the project was the creation of a 3D laboratory with all the tools and its components may be evaluated and manipulated and virtual experimentation was preferred to aid all laboratory practices. A resourceful tool or authoring tool was used for the development of

the program called "VEMA" - Virtual Electric Manual [63, 72].

#### **4.4 HOW TO ACHIEVE**

Once basic foundational teaching learning skills are achieved by the new or relearning faculty. These skills have to be executed and used in daily teaching in order to provide effective learning. New teachers have to be trained and inculcate good teaching learning skills. These skills have to be achieved earlier in the career as once promoted the need for improvement will be redundant. The organization has to inculcate all the above in their operational management and execute the strategies by strategy controlling techniques [26].

#### **5. CONCLUSIONS :**

All the above methodologies will enable strategic management and ensure transformation into Institutions inculcating innovative educational practices. This will improve teaching learning and student's performance and thereby careers of students will be built step by step. Even Rousseau in the era of Enlightenment derived the notion of a NATURE education, an education based on the development of the student's natural abilities. Such education system in which the teacher follows the student where his activity is primarily to diagnosis and then to educate is essential. Only such an education can enable transformation into a full-fledged personality. And this rule is completely omitted in modern education. Why? Yes, because the original purpose of such education was completely different.

1) Elimination of illiteracy.

2) Education of an exemplary citizen who honours the leader.

When the ideological basis of this approach was laid, the free realized personality was not needed by the system. And when such individuals are recruited a critical mass - the old-world order begins to crumble. Even, elitist education seldom follows the path of naturalness. So, basically, nothing changes. By building a strategy of education and learning and managing institutions strategically to use innovations for ideal student centric learning the careers of many students will be established.

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