

## The Application Of Strategic Management Strategy In Higher Education Management

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**Abstract:** Due to the new development environment and internal and external challenges, strategic management, as a new management method, has been introduced into the field of higher education. The purpose of this paper is to study the application of strategic management strategy in higher education management. This paper summarizes the definition of university strategic management, plans the management strategy, and makes empirical analysis on the basic ability, discipline ability and benefit ability of G college. The experimental results show that the most important one among the first level indexes that affect the core competitiveness of universities is discipline ability, which reaches 0.4325, followed by benefit ability and basic ability. There are 10 second level indexes in the table above, It is not hard to see that the three indicators of the school's faculty, talent training mode and planning ability are important factors affecting the competitiveness of colleges and universities. The weight has reached 51.62% of the overall weight, and the overall evaluation level of G college has reached a good level. The overall level of G college is higher than that of similar colleges in a province (59.8).

### 1. Introduction

China has become a big country of higher education in the world, but it is not a powerful country of higher education. To build a strong country of higher education is a higher demand for higher education after the economic and social development of our country to a certain extent. To be sure, it is necessary to build a number of world-class universities and disciplines. In order to realize the great goal of becoming a powerful country of higher education, it is not enough to have only a few world-class universities and disciplines, but also to improve the level and quality of various types and levels of higher education in China. Only when all kinds of institutions of higher learning in the whole higher education system are well developed and their quality is improved can the goal of building a strong country in higher education be realized.

Azrilah Abd.Aziz emphasized some Saudi universities that have successfully adopted the concept of total quality management and gained competitive advantages in domestic and foreign competitions. In order to effectively adopt and implement the concept of TQM in higher education, a good practice mode of TQM is proposed. The model is based on the previous research, drawing on the experience of total quality management in local colleges and universities, and puts forward suggestions to guide the successful implementation of quality management [1]. Helen Peterson believed that the concept of "glass cliff" can be used to analyze the position of women in higher education management. The metaphor describes the phenomenon that women are more likely to be appointed to unstable leadership roles in volatile and problematic organizational environments. The results show that when women are allowed to enter the senior academic management, the status, merit and reputation of these positions are also declining, becoming more time-consuming and more difficult to combine with a successful academic career [2].

Academic point of view Innovation: defines the concept and connotation of strategic management of colleges and universities, which lays a good theoretical foundation for the follow-up research. Construction system innovation: it puts forward the strategy of optimizing the structure

and operation mechanism of the organization, improving the right of participation of teachers and students, and the strategy of benefit ability planning, and studies the improvement of the strategic management level of G college, which provides some guidance for other colleges and universities. Innovation of research methods: clarify the evaluation factors that affect the core competitiveness of colleges and universities, and put forward empirical analysis on the strategic management of G college to ensure the reliability and authenticity of the initiatives.

## **2. Proposed Method**

### **2.1 Strategic Management of Colleges and Universities**

Referring to the meaning of development strategy in modern management, the definition of university strategy can be described as: in order to form and maintain competitive advantage, seek long-term survival and development, on the basis of systematic analysis of internal and external conditions, adhere to the correct development concept, guiding ideology and principles, for the main goals and tasks of university development, As well as the specific implementation of the way, means, methods, steps and other systematic overall plan [3]. The content of university strategic concept mainly includes the management of university strategic formulation and the management of university strategic implementation, among which the implementation is the most important link, directly related to the success or failure of the whole strategy.

### **2.2 Strategic Planning**

#### **(1) Optimize organization structure and operation mechanism**

Good organizational structure and operation mechanism can guarantee the development and implementation of strategic management in Colleges and universities, and help private colleges and universities get better work efficiency. Scientific organizational structure and efficient operation mechanism are also an important embodiment of management level [4-5]. Therefore, the college should pay attention to the construction of organizational structure and operation mechanism, and constantly optimize its own management structure and operation mechanism based on the actual situation of its own development, especially focusing on the deficiencies in the operation of the management structure and mechanism and solving the existing problems. It is necessary to continuously improve the collaborative management of university teachers and administrators, strengthen the restraint mechanism, realize the clear responsibility and division of labor to people, and strengthen supervision to ensure the effective operation of various management mechanisms [6].

#### **(2) Improve the right of teachers and students to participate**

In the field of university management, the right of teachers and students to participate is an important form of University democratic management, and it is also the goal of University democratic construction. Through the participation of teachers and students in university management, we can provide more good suggestions for the development of the University and help the university to build a scientific management system. Through effective participation in the management and decision-making of the school, it can supervise the effective exercise of executive power and decision-making power at the same time, and realize the theater of power operation [7-8]. Therefore, the college should innovate management methods, improve relevant institutions, further strengthen the system of School Affairs Committee, Faculty Congress, student congress, etc., further enhance the right of teachers and students to participate in relevant affairs of the school, especially listen to the opinions of teachers and students in teaching, scientific research, logistics support, etc, To make ordinary teachers and students truly become the masters of the development of the school, to make the system of strategic management more democratic, especially in the decision-making of major issues, to fully achieve the principle of people-oriented, open and fair, multi-party recommendation, and actively absorb the correct opinions of teachers, staff and students [9].

#### **(3) Benefit capacity planning**

As the core competitiveness of the college, the benefit ability has strong comprehensiveness. In the process of strategic management, the college should also pay attention to the improvement of benefit ability [10]. First, constantly improve the management team's understanding of the college's core competitiveness and strategic management, establish a more perfect strategic management mechanism, improve the college's rules and regulations in strategic management, and lay a good foundation for the development and implementation of the college's strategic management. Second, we will continue to promote the construction of campus civilization, put the employment rate of graduates in the important position of the development of the college, and ensure the improvement of the comprehensive efficiency of the college. Third, promote the strategic planning ability of the college, stimulate everyone's enthusiasm to participate in the strategic planning, actively think about and make suggestions for the strategic development issues, and work together to implement the strategic planning to ensure the improvement of the strategic planning ability of the college. Fourth, strengthen the initiative of school enterprise cooperation and enhance the employment quality of students [11-12].

### **3. Experiments**

#### **3.1 Data Acquisition**

In this survey, 100 questionnaires were distributed in G college, but due to various reasons, the recovery rate was 90%, only 90 questionnaires were received. Five of them are invalid, so 85 of them are valid, accounting for 94.4% of the total questionnaire. This time, the questionnaire was distributed and recovered online, which expanded the investigated group to a certain extent. It also makes the attribute classification of the respondents become diverse, and the respondents of different occupations and education levels have. Among them, there are three first level indicators, 10 second level indicators and 29 third level indicators that can affect the core competitiveness of Chinese universities. The scale is used to measure the indicators, and the measurement level of indicators is divided into good, good, general and bad, which is determined by semantics.

#### **3.2 AHP**

The qualitative and quantitative evaluation of the core competitiveness of colleges and universities needs a large number of indicators to describe. In the whole evaluation process, it is difficult to unify the dimensions of a large number of indicators and quantify the qualitative issues. In order to solve this problem, the analytic hierarchy process (AHP) is used to analyze the competitiveness of G college.

#### **3.3 Expert Scoring Method**

Relevant experts give their opinions based on their own experience and professional judgment. The process of sorting and summarizing these opinions is the process of sorting and summarizing the experience and professional judgment of most experts. The results of sorting and summarizing provide the basis for quantitative analysis of indicators. Because the expert scoring method itself is not objective, it must be repeatedly consulted, sorted out and summarized to eliminate its subjectivity, and the result can be used as a theoretical basis.

### **4. Discussion**

#### **4.1 Evaluation Index Weight**

By using AHP software and according to the evaluation index system of core competitiveness of colleges and universities, this paper establishes a hierarchical structure model for G College: the evaluation index system of G college adopts three first-class indexes, ten second-class indexes and 29 third-class indexes to comprehensively evaluate its core competitiveness.

Each index is very important to the core competitiveness, but their importance to the core competitiveness is different. Therefore, it is necessary to quantitatively analyze the importance of

each index to the core competitiveness. In order to achieve this kind of quantitative analysis, we need to give different weight values to each index to build the model. The influence of each index on the core competitiveness is relative, and the weight value given by the index is also relative, that is, one index corresponds to one weight value. If the weight values given by the same level of indicators are different, then the evaluation results will be different.

In order to analyze the following judgment matrix simply and conveniently, some special symbols are introduced to replace the evaluation index system and each index in the system. For example, S represents the evaluation index system of the core competitiveness of colleges and universities; A, B and C represent the basic ability, discipline ability and benefit ability of the first level index respectively; thus, the representative symbols of each index are deduced.

The judgment matrix, weight and matrix consistency of the core competitiveness evaluation system S of Chinese universities are shown in Table 1:

**Table 1.** Judgment matrix of core competitiveness evaluation system of G College

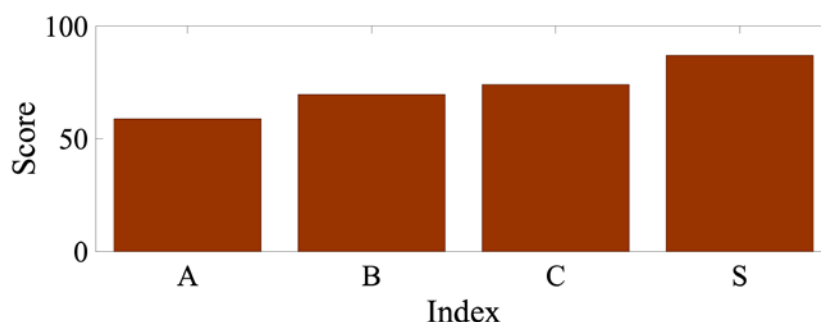
G college core competitiveness (S) judgment matrix consistent proportion: 0.0688 total target weight: 1.0000				
S	A	B	C	I
A	1.0000	0.8187	0.5488	0.2506
B	1.2214	1.0000	1.4918	0.3996
C	1.8221	0.6703	1.0000	0.3498

CR = 0.0688 < 0.1. This value represents three first-class indicators, namely, basic ability, discipline ability and benefit ability.

Among the first level indicators that affect the core competitiveness of colleges and universities, the most important one is subject ability, which has reached 0.4325, followed by benefit ability and basic ability. There are 10 second level indicators in the table above, which is not hard to see. Among them, the three indicators that the colleges and universities have, the faculty strength, the talent cultivation mode and the planning ability are important factors that affect the competitiveness of colleges and universities, The weight has reached 51.62% of the total weight, which can prove its importance; the three-level indicators are more detailed and specific, 29 of which are compared, 11 of which account for a large proportion, including the construction of campus environment, human environment and natural environment as one of the factors for students to consider when choosing schools; and the improvement of internal system, This reflects the management ability of a school. In addition, there are teachers' titles, teachers' education background, number of disciplines, degree of discipline perfection, rules and regulations, professional characteristics, personnel training mode, organizational structure, school positioning, etc. These are the embodiment of the school's teaching strength, as a software condition, and also the embodiment of the school's school running characteristics. This table fully shows which indicators are more important for colleges and universities, and plays a decisive role in the core competitiveness of colleges and universities. Therefore, when evaluating the core competitiveness and strength of G college, we also need to consider these indicators. Of course, if we want to improve its competitiveness, we also need to improve the corresponding factors of these indicators.

## 4.2 Empirical Analysis G College Score

The questionnaire is designed by the analytic hierarchy process. Based on the questionnaire data, the survey data is processed by the method of dimensionless quantification, and the empirical analysis is made on the basic ability, discipline ability and benefit ability of G college respectively. Through calculation, we can see that the score of the column that S represents the core competitiveness of G college is 87, as shown in Figure 1, It shows that the overall evaluation level of G college is good. The overall level of G college is higher than that of similar colleges in a province (59.8).



**Figure 1.** Scores of basic ability, discipline ability, benefit ability and core competitiveness of G College

However, while affirming the advantages, there are also shortcomings. Although the core competitiveness level of G college is higher than that of similar colleges in a province, there is still a distance between G college and the high level. Therefore, G college should continue to pool ideas, plan for the long-term development of the college, actively improve the corresponding management, and enhance the core competitiveness. We should face up to our own shortcomings and make rational use of the advantages of competitiveness to improve the strategic management level of G college.

In this survey, the status of students' needs is an important basis for improving the core competitiveness of the college. Through the survey, it can be found that students maintain a high recognition of the infrastructure construction and subject ability of G college, and can meet the daily learning needs of students, especially in the aspect of infrastructure construction, students give G college a high evaluation, Students have a high evaluation of the building construction, educational facilities, library construction and other factors of G college. Therefore, it also reflects that G college has a strong core competitiveness in infrastructure construction. In addition, in terms of subject ability, students also give good evaluation to G college, which is one of the important reasons to attract students. In terms of efficiency ability, the employment rate of the college is more than 95% every year, with high employment rate and treatment level, and high student satisfaction.

## 5. Conclusions

Firstly, this paper uses AHP to design the questionnaire, and then uses the questionnaire to collect the relevant data. The questionnaire is distributed to scholars and experts related to the research object G college, educators working in G college and students studying in G college. Based on the development status of G college, combined with the core competitiveness of its own management, this paper analyzes the evaluation indicators of G College's core competitiveness from the three aspects of basic capacity, discipline construction and benefit capacity, through the questionnaire and other ways, This paper makes an empirical analysis of the core competitiveness of G college by using the relevant survey data, and obtains the key elements of the core competitiveness of G college.

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