

Terminology of such concepts as «strategy», «strategic management» and «strategic planning»

Abstract. Education in Kazakhstan has experienced a lot of changes and transformations in the beginning of the XXI century. Recently, domestic education in Kazakhstan has been transformed from human and material resources to strategic management. The main goal of education should be to improve competitiveness and quality of education. There are disclosed content and correlation of several terms used in strategic management, a comparative analysis of their interpretation in domestic and foreign publications is carried out. There are considered ways of translation terms from English to Russian? language as well as the difference of the terms "strategy", "strategic planning" and "strategic management", which became part of Kazakhstani science and practice in the 1990s. We made a comparative analysis of the terms "strategy", "strategic management" and "strategic planning" in domestic and foreign publications.

Keywords: strategy, management, strategy of the management, strategic planning, strategic management.

DOI: <https://doi.org/10.32523/2616-6895-2021-134-1-18-25>

Received: 12.06.20 / Accepted: 26.06.20

Introduction

In the modern conditions of the development of education, the main goal of educational organizations should be to increase the competitiveness of education and the development of human capital by ensuring the affordable quality of education. For the economic growth and sustainable development of education we need to pay attention to the requirements which need new approaches to managing the educational sector, including various categories of teachers and clients of the services in the sphere of education and the management activities.

In the modern world, education is a key factor in the development of strategic resources of the contemporary world, and great attention we should pay to the globalization and internationalization of modern society. In the

strategic management of the Eurasian National University named after L.N. Gumilyov was considered that the phenomenon of globalization affects the economy, politics, culture, the media, has a significant impact on education, including higher education [1]. Educational organizations in our case universities the aim should be international collaboration in the field of vocational training and scientific research and also the development of research activities at the universities.

The internationalization and globalization of higher education decide such crucial stages as:

- the use of modern teaching methods (Information and Communication technologies);
- the basic stage of the development a higher education is the cooperation of education and science for further development;
- the process of awarding independence to the higher education goes through changes in

the management at the university and spread the academic freedom;

- the provision of services to implement the concept of «lifelong learning».

Strategic management is a modern modification of management at the organization aimed to develop a long-term strategy for winning the competition, creating management instruments to turn this strategy into current production and business plans [2].

Problem statement

A comprehensive analysis of the research area has shown that today in pedagogical science there is a significant amount of work that expanding our understanding of the essence of management in education. There is a huge amount of factual, statistical and economic material in modern management, which allows us to draw specific conclusions and recommendations for specialists in the field of management. Management has become a structural unit in organizations of various types (education, healthcare, economics, social security, administrative management and etc.) that implements the management of vital areas of society. However, due to the fact that the socio-pedagogical specialization is relatively new in the educational system of the Republic of Kazakhstan, the development of a strategy for the management of socio-pedagogical education is still not sufficiently developed. Thus, there is a contradiction between the need for active collaboration and coordination among all units of all departments of the higher education system is to achieve a common goal - high-quality managerial experience in education in the context of the globalization of modern society and the insufficiency of the problem of developing a strategy for the management of socio-pedagogical education.

Methodology

In preparing the article have been used theoretical analysis and a comparative analysis of domestic and foreign experience in management, analysis and generalization of scientific research

and normative documents related to the problem of research were used.

The essence of the terms «strategy», «management» and «strategic planning»

Kazakhstan's modern education system is transforming. Education is a priority for Kazakhstan and in accordance with Paragraph 2, Article 30, of the Constitution of the Republic of Kazakhstan in 1995, has been written: «All citizens have the right to free general secondary, technical and vocational education, as well as free higher, higher and postgraduate education on a competitive basis, provided that education at these levels has been received for the first time» [3].

This leads to the development of new strategies that give government and universities to develop science, introduce innovative technologies that increase the capacity and appeal of national education systems [4] [5].

The main human development indicators are the development of education in the country. The main purpose of Kazakh education is the people of the new education and the transformation of Kazakhstan into a country with competitive human capital. Kazakhstan has firmly consolidated into the European educational space, thus ensuring the entry into the Bologna process.

Management in the sphere of education is the functioning of all educational institutions and administrative structures of national and regional significance in order to ensure the high quality of education in the real economy through the implementation of ideas of continuous education and effective monitoring. A great amount of attention should be paid to improving the quality of education, taking advantage of advanced technology and foreign experience, enhancing the quality of educational services, updating the content of educational programs and training specialists in accordance with the needs of modern society.

Management is one of the most important topics in education; therefore, many studies have been carried out to develop strategic management in educational institutions. The impact of strategic management on higher education includes the content, capacity of

teachers, teaching methods, evaluation of academic achievements, academic resources and the physical environment of the universities. William Coleman noted that if educational institutions work productively, they would be more effective in providing higher education for students [7]. The success of developing countries, such as Japan, is that its learning enables even the slowest learners to achieve a relatively high level of efficiency. According to Bloom 98% of students can progress as well as 25% of well-performing students at the top of the pyramid [8]. Scientists believe that there is a direct correlation between student performance and the quality of the education system at the university. It is therefore the responsibility of management to understand the different levels of the educational system with all their complexity.

The aim of the study is educational management theory which helps to improve the quality and effectiveness of management in higher education. The first work about «Educational Management theory» was published in 1913. The starting point for discipline «Educational Management theory» was to consider the work of the University of Chicago, which firstly was applied to the urban school systems in United States of America. Make a significant contribution to the problem of applying classical management theories to the managing of educational organizations abroad has been made by T. Bush, J. Koopman, M. Johnson, P. Silver, J. Dini, R. Blatchford, N. Adams and others [9] [11].

In the 1990s, there were works in which the authors began to apply the theories of modern management to the management of organizations, to consider the educational organization as a social system. Among the researches of this period, we can note the works of M.I. Kondakova, E.S. Bereznyak, Y.V. Vasiliev, Y.A. Konarzhevsky, T.I. Shamova, P.I. Tretyakov, M.M. Potashnik [10] [11]. Today, education management theory in Kazakhstan is an intensively developing field of scientific knowledge. The works of V.A. Yasvin, K.M. Ushakov, M.L. Agranovich, E.M. Khrapavitskaya, V.N. Vyavsky and others are devoted to the introduction of modern management concepts into the management of educational organizations.

Problems of strategic management, their role and results were studied by many foreign and Kazakh scientists. Strategic management problems in education are studied by scientists such as Ch. Cheng, M. Cheung [12], Maria-Jose Latorre-Medina [13], P. Pozner [14], J.J. Rendon [15] and native scientists E. Kozybayev, G. Minzhayeva, Zh. Umirbekova. The issues of strategic management at education in the Republic of Kazakhstan have not been sufficiently studied and require further targeted development.

The scan of scholarly work in the sphere of management in education shows that management quality contributes significantly in a new generation world. Educational reforms that started from the beginning of the 1990s at the end of XX century are directed to make better the quality, value and management of the education. For the time being, multiple organizations like schools, colleges and universities in all parts of the world be confronted with a difficulty in the field of the quality of the training department. We must become more client-oriented in order to remain number one in a fast-changing world. In order to develop an impressive working plan of the educational organization the main goal is to improve the quality of education. Therefore, we must divide the client's desire and create the content what they need in future. From the customers desire we should identify useful information, and from there commentary and point of view we must create strategy which are directed to satisfying the clients need and the quality of education.

Since independence and the transition to a democratic society and a market economy, Kazakhstan's education system has made significant progress in reforming the quality of education. Changes have also been made to the principles and content of higher education. A favorable environment has been created for the formation of an education market in Kazakhstan. Higher education institutions play an important role in the economic growth and development of countries.

The term «strategy» defines the position of the company, makes compromises and leads to inactivity. A strategy is a template or plan that integrates the main objectives, policies and

sequencing of an organization into a coherent whole. Strategic planning is defined as the process of developing and maintaining strategic harmonization between an organization and its evolving marketing capabilities.

According to Peter Drucker the strategic planning is connected operations which are directed to make a threat in a business decisions when we know the future development of the organization. Systematic organization of the universities Educational reforms includes efforts needed for comparing the results of these decisions with expectations through organized systematic feedback [16] [18].

Strategic management is a system of thinking and managing the organizations which are directed to coordination of the goals, possibilities, and interests of the state, owners and managers.

The dynamism of environmental changes and changes in the education sphere increased the importance of strategic management:

- increasing competition in the sphere of education;
- globalization of business processes;
- growing requirements of the customers and meet their needs;
- development of information technologies that allow instant teaching process and receipt of information;
- wide availability of modern technologies;
- the changing role of human resources and a variety of other reasons.

There is no single universal management for organizations and consequently no common strategy for all of them. Every educational organization has its characteristics; consequently, the process of formulating a strategy for each organization is unique, as it is related to its market position, depends on the dynamics of development and competitiveness of the industry [17]. Strategic management plays an important role in organizations social, political, technological and many other environmental factors. And the competitiveness of products or services produced by an educational organization for example teaching staff, other competitions where the students take a part plays a significant role on the image of the university. If we want to develop an organization's strategy we

should draw attention to approaches, rules and procedures.

The term «strategy» has an enormous number of related terms and functional meanings in different situations have various explanations in a dictionary. The main goal of the organization is to achieve the main objective that represents a competitive advantage, principles.

According to Kuntz the strategy of management need a common direction in the sphere of managing. The organization requires the main objectives and the main ways to achieve the strategy of management at the educational organization. Strategic management is a decision-making process, a systematic approach to managing strategic change in an educational organization. Also, strategic management is a positioning an organization through strategy and capacity planning in a real-time. To attain the realization of strategy organization should do a systematic monitoring to solve the problem of management.

At the same time, strategic management can be regarded as the art and science of designing, realization and evaluating cross-functional solutions to achieve goals and solve problems of managing.

Often the term «strategic management» is replaced by the words «strategic planning» or «strategy of the management». Overview the foreign and domestic literature shows that strategic planning is a part of strategic management.

Strategic management, as opposed to strategic planning, is a real-time management system that emphasizes changes. Strategic management is an essential area of the process of realization, evaluation and monitoring the strategies of the educational organizations.

According to experts in the field of strategic management the basic difference between strategic planning and strategic management is as follows:

- the weak information, changes in the external environment in strategic management leads to falling the management system we should develop information systems to improve strategic management;

- changes in the external environment requires quick responses in a fast-changing world;

- the changes in the external environment in the strategic management divided into: long-term and operational;

- the response to the environmental changes is clearly shown in strategic plans and is used rapidly in real-time;

- the external environment in the strategic management considers the methods and strategies of change in the environment;

- the management system includes the budget, stable factors, elements of strategic planning and improvements needed to solve strategic issues and to adapt to the changes in the external environment.

Strategic management is the collaboration of strategic analysis, forecasting, planning and realization in a far changing world in the external environment. The most important task of the strategic management in the long term is to ensure the sustainability and high competitiveness of the organization, the most efficient use of all its resources and above all its human potential.

Conclusion

In conclusion, we want to say that we analyzed terminological aspects of «strategy», «strategic management» and «strategic planning» concepts.

Strategy is a tool that play an important role in a developing of the organization, which helps to the universities adapted their conditions to the external changes in the world.

Strategic planning is a process which helps educational organizations to survive in a competitive world, in a fast changing world and comply with the requirements of the clients (in our case students and their parents) and universities, colleges and schools.

Strategic management is essential for the long-term development of an organization (in our case, an educational institution) as well as for adapting to the changes in the external environment. Strategic management is being considered to solve problems and adjust the direction of the organization, and strategic management allows for us to quickly respond to changes in the

external environment and adjust the course of the educational organization.

Strategic decisions are the foundation of strategic management, which include:

- structural transformation of the educational organization;

- introduction of new or modern methods;

- changes in the world requires interaction with clients (customers) and demand the transformation of the educational organization;

- creating and developing new horizons in a strategic management.

We can also distinguish strategic management subjects, such as: fundamental, basic stages of the educational organization, external principles, continuity and effectiveness of an organization:

- for decision-making attention should be paid to forecasting the changes that are the basis for decision-making;

- the forecasting of changes in the external environment should be taken into account;

- focus on the future of the educational organization;

- it should be noted that the result of the strategic management in an educational organization depends on the quality of the decision rather than the speed at which it is made.

Strategic management over the XXI century has seen tremendous changes in education.

Thus, strategic management is the adaptation to the external environment of the systemic element

of any strategy that provides all the actions that can effectively adapt an organization to change. Environmental conditions, taking into

account its strengths and weaknesses, as well as the opportunities and threats posed by these

conditions. For the successful transformation of the educational organization, the educational

institution needs to pay great attention to strategic management.

Over the past two decades, the Kazakh education system has been transformed from an educational management to a strategic

management that is oriented towards the future. In an integrated, dynamic global market, we

need educational transformation and change. Education is the key to economic growth, which

contains enormous investments in human capital.

Generally strategic management and strategic planning influence the future of any educational organization, quality of the planning and management will help universities, colleges and schools to avoid mistakes and problems in managing and hide weakness, disadvantages, and create a condition which will meet the client's needs.

References

1. Стратегия развития Евразийского национального университета имени Л.Н. Гумилева до 2020 [Электронный ресурс]. - URL: <http://www.enu.kz/downloads/materials/str-enu.pdf> (дата обращения: 10.05.20).
2. Лукшинов А.Н. Стратегический менеджмент: учебное пособие для вузов. – М.: ЮНИТИ-ДАНА, 2000. – 375с.
3. Конституция Республики Казахстан [Электронный ресурс]. - URL: http://www.akorda.kz/ru/official_documents/constitution (дата обращения: 10.05.20).
4. Bush T. Preparing new principals: Professional and organizational Socialization. *Educational Management Administration & Leadership*. 2016, vol. 44, issue 1, p. 3–5. [Electronic resource]. - URL: <http://doi.org/10.1177/1741143215620317> (Accessed: 10.05.20).
5. Frederiksen L. F., Hemlin S., Husted K. The role of knowledge management in R&D: a survey of Danish R&D leaders' perceptions and beliefs. *International Journal of Technology Management*. 2004, vol. 28, issue 7-8, p. 820–839. [Electronic resource]. - URL: <http://dx.doi.org/10.1504/IJTM.2004.005785> (Accessed: 10.05.20).
6. Kubeyev Y., Shkutkina L., Karstina S. (2017). Development of management education in Kazakhstan at the present stage. Vol. 7, No. 4,
7. Coleman, T. (2004). Theories of leadership. In M. Thurlow, T. Bush & M. Coleman (Eds.), *Leadership and strategic management in South African schools*. London: Commonwealth Secretariat.
8. Bloom B.S. (1968). Learning for mastery. *Evaluation Comment*, 1 (2), 1-5.
9. T. Bush, M. Coleman (2000). *Leadership and strategic management in education*. London: SAGE.
10. С.В. Воробьева. Управление образовательными системами. Учебник и практикум для бакалавриата и магистратуры, второе издание. - М.: Издательство Юрайт, 2018.
11. С.А. Михеева. Управление образованием и педагогический менеджмент: терминологический аспект. *Методология и теория управления образованием: теория и практика*. - 2018. - №2 - 11-12 с.
12. Cheng Ch. Y., Cheung M. W. (2003). Profiles of multi-level self-management in schools. *International Journal of educational Management*, 17 (3), 100-115.
13. Latorre M.J., Blanco F.J. (2013). Strategic management as key to improve the quality of education. *Procedia – Social and Behavioral Sciences*, 81, 270-274.
14. Pozner P. (2000). *Gestion educativa estrategica*. Buenos Aires.IIPE.
15. Rendon J.J. (2009). *Modelo de Gestion Educativa Estrategica*. Mexico, DF. Secretaria de Educacion Publica.
16. Друкер П.Ф. Практика менеджмента. Перевод с английского И. Веригина. - М.: Манн, Иванов и Фербер, 2015, 873 с.
17. Царегородцев Д.В., Лозик Н.Ф., Кузина М.Н. Стратегический менеджмент. *Деловая/бизнес литература, экономика, малый бизнес*. – Москва: Русайнс, 2015.
18. Н.Н. Симоненко, Н.В. Симоненко. Стратегическое планирование и типы принимаемых стратегий. *Международный журнал прикладных и фундаментальных исследований*. – 2013. - №10 (2 часть) – 310-313 с.

References

1. Startegyа razvitiya Evraziskogo nazionalnogo universiteta imeni L.N. Gumilyova do 2020 year [The development strategy of the L.N. Gumilyov Eurasian National University]. Available at: <http://www.enu.kz/downloads/materials/str-enu.pdf> (Accessed: 10.05.20).
2. Lukshinov A.N. Strategicheskii menegement: uchebnoe posobie dlya vuzov [Strategic management: Manual for higher education] (UNITI-DANA, Moscow, 2000, 375 p.).

3. Constituziya Respubliki Kazakhstan [Constitution of the Republic of Kazakhstan]. Available at: http://www.akorda.kz/ru/official_documents/constitution (Accessed: 10.05.20).
4. Bush T. Preparing new principals: Professional and organizational socialization. *Educational Management Administration & Leadership*, 44 (1), 3-5 (2016). Available at: <http://doi.org/10.1177/1741143215620317> (Accessed: 10.05.20).
5. Frederiksen L. F., Hemlin S., Husted K. The role of knowledge management in R&D: a survey of Danish R&D leaders' perceptions and beliefs. *International Journal of Technology Management*, 28 (7-8), 820-839 (2004). Available at: <http://dx.doi.org/10.1504/IJTM.2004.005785> (Accessed: 10.05.20).
6. Kubeyev Y., Shkutkina L., Karstina S. Development of management education in Kazakhstan at the present stage, 7 (4), 2017.
7. Coleman T. Theories of leadership. In M. Thurlow, T. Bush & M. Coleman (Eds.), *Leadership and strategic management in South African schools*. London: Commonwealth Secretariat, 2004.
8. Bloom B.S. Learning for mastery. *Evaluation Comment*, 1 (2), 1-5, 1968.
9. Bush T., Coleman M. *Leadership and strategic management in education*. London: SAGE, 2000.
10. Vorobyeva S.V. *Upravlenie obrazovatel'nimi sistemami [Management of educational systems] The book for bachelor and master degree (Urait, Seriya obrazovatel'nii prozess, 2018)*.
11. Miheeva S.A. *Upravlenie obrazovaniem i pedagogicheskii menegement: terminologicheskii aspect [Management of education and pedagogical management: terminological aspect]. Metodologiya i teoriya upravleniya obrazovaniem: teoriya i praktika [Methodology and theory of education management: theory and practice], year, 2, 11-12 (2018)*.
12. Cheng Ch. Y., Cheung M. W., 2003. Profiles of multi-level self-management in schools. *International Journal of educational Management*, 17 (3), 100-115.
13. Latorre M.J., Blanco F.J. Strategic management as key to improve the quality of education. *Procedia – Social and Behavioral Sciences*, 81, 270-274 (2013).
14. Pozner, P. (2000). *Gestion educativa estrategica*. Buenos Aires. IIPE.
15. Rendon J.J. *Modelo de Gestion Educativa Estrategica*. Mexico, DF. Secretaria de Educacion Publica (2009).
16. Drucker P.F. *Praktika menegmenta [The practice of management]*. Translated from by English. I. Verigina (Mann, Ivanov i Ferber, Moscow, 2015, 873 p.
17. Zaregorodcev D.V., Lozik N.F., Kuzina M.N. *Strategicheskii menegment. Delovaya / biznes literatura, ekonomika, maliy biznes. [Strategic management. Business / business literature, economics, small business] (Moscow, Rusains, 2015)*.
18. Simonenko N.N., Simonenko N.V. *Strategicheskoe planirovanie i tipy prinimaemykh strategii [Strategic planning and the types of adopted strategies], Mejdunarodnyi jurnal prikladnih i fundamentalnyh issledivaniy [International Journal of Applied and Fundamental Research]*, 10 (2), 310-313 (2013).

Ж.Б. Балтабаева

Л.Н. Гумилев атындағы Еуразия ұлттық университеті, Нұр-Сұлтан, Қазақстан

**«Стратегия», «стратегиялық менеджмент» және «стратегиялық жоспарлау»
сөздерінің терминологиялық аспектісі**

Аңдатпа. ХХІ ғасырдың басында қазақстандық білім саласы көптеген өзгерістер мен қайта құруларға ие болды. Жақында Қазақстандағы отандық білім беру адами және материалдық ресурстардан стратегиялық басқаруға ауыстырылды. Білім берудің басты мақсаты білім берудің бәсекеге қабілеттілігін және сапа кепілдігін арттыру болуы керек.

Стратегиялық басқаруда қолданылатын бірқатар терминдердің мазмұны мен арақатынасы ашылды, отандық және шетелдік басылымдарда олардың интерпретациясына салыстырмалы талдау жасалды. Терминдерді ағылшын тілінен аударудың тәсілдері қарастырылып, 90-жылдары қазақстандық ғылым мен практиканың құрамына енген «стратегия», «стратегиялық жоспарлау» және «стратегиялық менеджмент» терминдерінің айырмашылығы дәлелденді. Біз отандық және шетелдік басылымдарда «стратегия», «стратегиялық менеджмент» және «стратегиялық жоспарлау» терминдеріне салыстырмалы талдау жасадық.

Түйінді сөздер: стратегия, менеджмент, менеджмент стратегиясы, стратегиялық жоспарлау, стратегиялық менеджмент.

Ж.Б. Балтабаева

Евразийский национальный университет им. Л.Н. Гумилева, Нур-Султан, Казахстан

Терминологический аспект слов «стратегия», «стратегический менеджмент» и «стратегическое планирование»

Аннотация. В начале XXI века в казахстанском образовании произошло много изменений и преобразований. В последнее время отечественное образование в Казахстане было преобразовано из людских и материальных ресурсов в стратегическое управление. Основной целью образования должно быть повышение конкурентоспособности и обеспечение качества образования.

Раскрыто содержание и соотношение ряда терминов, используемых в стратегическом управлении, проведен сравнительный анализ их интерпретации в отечественных и зарубежных изданиях. Рассмотрены способы перевода терминов с английского языка и доказана разница терминов «стратегия», «стратегическое планирование» и «стратегический менеджмент», которые стали частью казахстанской науки и практики в 1990-х годах. Мы провели сравнительный анализ терминов «стратегия», «стратегический менеджмент» и «стратегическое планирование» в отечественных и зарубежных изданиях.

Ключевые слова: стратегия, управление, стратегия управления, стратегическое планирование, стратегическое управление.

Information about authors:

Балтабаева Ж.Б. – әлеуметтік педагогика және өзін-өзі тану кафедрасының PhD докторанты, Л.Н.Гумилев атындағы Еуразия ұлттық университеті, Янушкевич көшесі, 6, Нұр-Сұлтан, Қазақстан.

Baltabayeva Zh.B. – PhD student of the Department of Social Pedagogy and Self-Knowledge, L.N. Gumilyov Eurasian National University, 6 Yanushkevich str., Nur-Sultan, Kazakhstan.