

A Systematic Literature Review: University Strategic Management

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ABSTRACT

The purpose of this research is to get an overview of the strategies management implemented by universities to achieve university goals. Higher education is being modernized to effectively coordinate the education system into the worldwide instructive surroundings. Nevertheless, the lion's share of institutions' administration these days shows a poor degree model of proficiency. This research utilized a systematic literature review approach to explore the concept of university strategic management and identified future research in university strategic management. The results showed that universities were particularly important for studying strategic management methods.

Keywords: *Systematic Literature Review, University, Strategic, Management.*

1. INTRODUCTION

Universities play an important part in the development of economic growth, now that it is the establishment of college maturation [1]. Universities' key role in sustainably transforming society is through their power to teach and produce world leaders and their ability to undertake research activities to enable a sustainable future [2]. To achieve these goals, universities must make strategies to achieve them. As according Chandler, a strategy includes an organization's long-term goals as well as the usage and allocation of all resources necessary to attain these goals. Strategy is closely related to planning and achieving the future (goals). Various countries' theories require colleges to cultivate mental development and administration within the worldwide society.

The advancement and utilization of a vital showcase procedure in college are the basic in accomplishing authority positions in picking up a toehold within the worldwide instruction industry and gaining the best position in scholarly world rankings. Certain institutions' administrations are focused on fixing internal current challenges as a result of fast budgetary reductions, demographic decline, and extended organizational and management managerial reorganization [3]. Other colleges display a lack of capacity for adjustment and a low level of production,

within the shape of onward improvement, imitate an abroad administrative involvement, and the key thoughts appeared by fruitful members in the showcase for instruction.

Due to a serious shortage of successful college key administration innovations and the wastefulness of customary calculations for embracing and executing vital choices pointed at expanding local college competitiveness around the world markets, it reinforces the showcase forms for managing college institutions. The explanations above are the reasons why this existed issue is exceptionally prevalent and noteworthy in current science and industry, and it solicits theoretical and practical comprehension.

By performing a comprehensive review of the existing literature on university strategic management and offering a conceptual framework for university strategic management, this research contributes to the current body of knowledge on university strategic management. The research analyzed the notion of university strategic management using a thorough literature review.

2. METHODS

The purpose of this research was accomplished via the application of the systematic literature review (SLR)

approach developed by [4]. The SLR was divided into four stages, as shown in Table 1.

Table 1. Systematic literature review phases

No	Phase	Objective and methods used
1.	Scope Formulation	Defining the scope of research to be in the bounds of strategic factors and company performance
2.	Locating Studies	To locate studies, the following criteria were defined: Duration: 2012-2020 Electronic databases such as Scopus and Emerald were explored. Keywords: university strategic management.
3.	Study Selection	Published research papers with the university strategic management, were selected.
4.	Analysis & Synthesis	Identifying the result of university strategic management research.

The SLR compiled a list of articles published in peer-reviewed journals between 2012 and 2020. Almost all research publications on university strategic management were accepted. Numerous databases, including Elsevier and Emerald, were utilized to conduct the literature search. This research only analyzed studies that discussed the application of strategic management methods and their use in universities. The original search used the terms strategic management and university. Various combinations of strategic management and university keywords were employed. This search returned 23 documents.

3. RESULTS AND DISCUSSION

Paula Hernandez-Diaz and colleagues [5] described creating a framework for measuring higher education achievement. This article lays the groundwork for the integration of performance indicators and accrediting systems in Latin American colleges. For all items, responses with a very high impression of performance aspect satisfaction predominated.

There were 70 documents involved in the study. Hernandez-Diaz said that The internal assessment user group was evaluated for empirical validation since they intervene for accountability, decision support, and improvement. However, It might be a research constraint. As a result, more study without this choice in the survey might be conducted.

A case study that investigates the role of middle managers at universities and how they see the necessity to become academic leaders. In 'Understanding Governance at University, a group led by Inmaculada [6] reported that The department head's viewpoint clashes with the university's typical features of power struggle, individual model, lack of control mechanisms,

and lack of unity between components. The function of middle managers is portrayed as a management position in which there is frequently little room for action due to a lack of decision-making capacity.

The abilities gathered from participants are connected to departmental leadership as stated by [7], at the university level, with the connotations of the phrase educational leadership. According to the findings of this study, the expectations for the position imply that the department head must strive for more than just management processes. The report, which discusses possible inadequacies, might be used as a reference for the growth of research in other universities and nations. Because the study is a case study focused on a single institution, the results cannot be extended to the university as a whole.

Research from 70 Spanish colleges showed that the accessibility and utilization of IT arrangements for vital information administration gave an impact on the universities' execution in terms of scientific production. A group led by [8] reported that the creators created a conceptual system for investigating the impact of vital information administration built upon data innovation on an institution's execution. They contend that how the express information is put away, utilized, and transmitted through the IT for strategic knowledge management put human capital acquisition, influencing, in turn, the universities' performance.

450 employees were involved in the research. Some of their findings claim to confirm previous work on this topic: This impact is positive within the case of IT arrangements alluded to the framework of information gathering. These discoveries are reliable with those founded by [9], [10], and [11]. It was discovered that a few parameters that approximated the SKM based on IT devices capture access to IT assets rather than how the assets are used. Upcoming inquiries about may advantage from collecting data almost the employments of the IT arrangements for SKM. They suggest that examining this issue in the context of colleges using an authorized conceptual approach might pave the way for future research. Based on the comes about, they advise a few arrangements to make strides in the SKM within the colleges.

According to [12] reported on knowledge management in universities. Developing requests, cost increases, and constrained access make the community of college graduates consistent and basic. Universities with an applied epistemology may manage knowledge environments, resources, and socio-cognitive processes strategically. It is generally not suggested that community colleges be converted to state four-year institutions. It is worth noting that the North Central Association of Colleges and Schools has established a Task Force on Baccalaureate Education at Community Colleges.

According to [13] reported on variables affecting key administration of college trade hatcheries with analytic network process. New technology enterprises contributed greatly to economic progress by creating employment, profiting, developing new markets, and facilitating technical development. This study offered a decision-making strategy based on an analytic network process that may assist university business incubators management in understanding which elements have a substantial influence on university business incubators' strategic management.

Future research should use fuzzy sets theory to study the interrelationships among criteria, as well as a fuzzy decision-making trial and evaluation laboratory and a fuzzy analytic network method to rank the criteria and sub-criteria. This is the first research of its type to evaluate the organizational capacities of academic schools/departments at all 39 Australian public institutions.

According to [14] reported on measuring organizational capabilities in the higher education sector. The higher education market has grown increasingly competitive for students, faculty, and research dollars. This is owing to improvements adopted by governments under the auspices of modern public administration, which emphasizes efficiency, effectiveness, and economy. According to the resource-based perspective, capabilities can provide potential sources of long-term competitive advantage.

The research involved 166 respondents. The findings potentially diverge from prior findings in this area: The findings are likely to support what most university administrators already know: excellent administration and coordination of research, teaching, and networking with key stakeholders are critical to success. However, the logical character of their results contradicts previous findings [15], who identified five general talents, some of which were cross-functional. The researchers admit that the instrument's use of self-rated replies to closed questions may have resulted in respondent inaccuracy or biases owing to weariness, acquiescence, partitioning, or halo effects. Future research might potentially aim to improve the instrument developed in this study. It is proposed that future research might aim to improve the instrument developed in this study. Further study might address the challenge of managing university resources for the development of talents that create a persistent competitive advantage.

According to [16] noted that the term entrepreneurial college has been embraced by scholastics and people who set the plan to be pursued by the government to depict colleges that viably convey on their third mission contributing to the territorial economy at the same time. The Entrepreneurial College speaks to a specific inquiry about setting because of diverse levels of

representativeness, responsibility, and responsiveness of diverse partners.

The research looked at 13 articles. The editors say that they wish to stimulate further growth of knowledge management research in the innovative environment of Entrepreneurial University, which is involved in teaching, research, and academic entrepreneurship. The special issue is the first attempt to give a full assessment and comprehensive overview of the current discussion. After creating and implementing a methodology to improve the visualization of strategic intellectual capital aspects, the function of intellectual capital in university hospital strategic management is highlighted.

According to [17] reported on examining components of intellectual capital to improve the accomplishment of key objectives in a college clinic setting. This paper is based on an action study about venture centering on the advancement of intellectual capital to hone for vital purposes in a real-life setting. Activity inquiries about intellectual capital inquiries have been seen as a bookkeeping commitment to unfurling a vital issue. The writing calls for extra in-depth case ponders.

There were 22 colleges and an open college clinic within the Emilia Romagna region individuals included within the consideration of this research. The ponder illustrates the significance of intellectual capital to progress the vital administration of a single organization. Vagnoni claimed that it appears how the organization's pioneers and experts related to the subject, what is called intellectual capital, in hypothesis, is caught on, Talking about conceivable deficiencies, moreover, they noted that attempting to summarize in an analyst numerous distinctive aptitudes required might result in an impediment of the think about. The researchers fight that the demeanor towards intellectual capital innovations from the viewpoint of distinctive experts within the organization ought to be analyzed to recognize obstructions and/or facilitators of the utilize of intellectual capital by accountant/managerial-based occupations.

Reference [17] reported Since the late 1980s, the European university system has experienced dramatic upheaval, owing to structural changes prompted by the Bologna Process. As part of an overall management approach, universities must consider new intellectual capital management methodologies for recognizing, assessing, and valuing intangibles.

However, the intellectual capital maturity model is aligned with the third stage of intellectual capital research because it allows for the application and assessment of how the IC strategy works in practice to produce stakeholder value within the university setting. Instead of a new intellectual capital model, the intellectual capital maturity model might be regarded as

a high-level strategy. They proposed that the intellectual capital maturity model provides a tiered framework for implementing a step-by-step transformation inside a university depending on its existing degree of intellectual capital management maturity and intellectual capital value generation dynamics. Future study should include empirical investigations in universities to generalize the usefulness of the intellectual capital maturity model and implementation guidelines.

According to [18] According to 'Information to Support Strategic Campus Management in Universities,' this study underlined the role of universities of technology in promoting innovation in order to enhance policymakers' attention to campuses. Four stakeholders were involved in the study. These findings, however, are confined to demonstrating congruence in the development of real estate plans rather than in their implementation. The team believes that future study should look at additional measurements that focus on the efficacy rather than the efficiency of this specific campus plan.

According to [19] reported on the adoption of balanced scorecard-based strategic management at a university library The balanced scorecard began as an evaluation mechanism for company efficiency. A balanced scorecard is utilized successfully as a strategic management tool by libraries in many countries, but not in Ukraine. Strategic management based on a balanced scorecard has been effectively applied at the KPI Library, with 18 persons involved in the study.

According to [20] reported that Collaboration methods with various agents participating in the entrepreneurial and inventive ecosystem, for example, can be used to strengthen innovation efforts. The achievements of those innovative activities are important for legitimizing the role of entrepreneurial universities in society and contributing to the reduction of the impact of institutional gaps in emerging economies. The Mexican government has provided incentives to various international corporations in order to attract foreign investment.

There were four Mexican cases in the research. Aspects of the authors' findings claim to corroborate previous studies in this subject: Since the publication of Clarks' book in 1998, there has been a major rise in research on the drivers, results, and main activities of entrepreneurial universities. Guerrero asserted that entrepreneurial colleges made important benefits to society by producing human capital, transferrable and marketable knowledge, and graduate/academic entrepreneurs. It was observed that this study has certain shortcomings that provide new research opportunities. Future study should look into various ways to assess the impact of varied degrees of collaborative/opportunistic behavior on the efficacy of public subsidies and the

efficiency of innovation. Guerrero and colleagues proposed that future study investigate the impact of varied degrees of collaborative/opportunistic behaviors on the efficacy of public subsidies and the efficiency of innovation. The firms examined are located in cities with greater levels of corruption, which may affect the application/selection process for subsidies.

According to [21] reported on University quality management The study sought to determine if university quality management systems address their primary processes, organizational levels, and various quality management concepts. The case studies appear to reflect the literature's emphasis on the integration of quality management in higher education. The study included three archetypal university case studies. Some of the findings were said to be a consolidation of earlier work in this sector. Indeed, this is consistent with earlier research based on an examination of both self-assessment and external assessments of internal quality management systems in Portuguese universities. However, quality management practice appears to convey a different tale, since several found constraints with quality management integration in the investigated universities. The team advised that future research should investigate how other institutions build their quality management systems and if implementation occurs in an integrated manner. Only those who are completely integrated will contribute to the overall improvement of university quality.

According to [22] reported on the application of the many knapsack problem to strategic management at a private Polish institution. The use of portfolio strategic position analysis methodologies in conjunction with the multiple knapsack problem to analyze a university's existing strategic position and potential for improvement was recommended. Even if quantitative evaluation is difficult in some circumstances, it speeds up analysis objectification.

1500 students participated in the research. Aspects of their findings were stated to support past work in this sector in which just the university department's attractiveness in the eyes of students was considered. Kuchta provided one technique to measuring the attractiveness of academic departments. The team recommended that its expansion be considered by integrating fuzziness and other types of modeling uncertainty and lack of understanding. More case studies, particularly from larger colleges, are most needed for future study.

According to [1] noted that The secondary school, which is the hub of college education, plays an important role in the organization and progress of the information economy. The creation of a vital college education occurred in the late 1970s, when two methods to vital selection became the most well-known. The study enlisted the participation of 36 pupils. Some of

their findings appear to call into question previous studies in this field: It was fair an audit the particular methodologies of colleges, which portrayed the arranged eagerly but did not provide a total picture of the generally vital improvement of the college. He noted the suggestions given by a bunch of Russian creators.

According to [23] described that the operational level of human resource management forms and operations contained four components: college positioning, resource capabilities, harmonization, and transformation. The open and private divisions and instructive organizing can apply the models of key human resources management for an unused college to the conduct of the translational investigation. 1870 people were involved in the study. Aspects of the researchers' conclusions claim to confirm what was previously known about this field: The committee council of the college HR administration recommended that driving a cutting-edge college in 2015 ought to make the current faculty structure adaptable. The discoveries were too in assertion with the explanation of [24], who proposed that HR organizational structure modifications should take the form of an HR trade collusion.

According to [25] reported that The causal connection between the constructs or latent variables has been established in the second step using structural equation modeling. A survey was done among colleges offering engineering degrees that were associated with various universities in various Indian states. There were 207 participants in the research. When discussing potential changes, the data revealed that the process by which technical colleges create their plans was a significant predictor of a variety of aspects.

According to [26] reported that any organization that expects to stay exceedingly competitive in this progressively competitive time ought to center on the viable execution of its performance management system. The research was to propose an instrument for assessing the usage of key execution performance management strategies in open colleges in Uganda. An observational list of execution performance management was created from writing to encourage the advancement of the assessment instrument. The study had 30 people who participated. The generated tool was found to need testing in private colleges and other industrial groups in both developing and developed countries. Additional performance management exercises that were not included in this apparatus ought to be recognized from the writing to improve the assessment apparatus. Karuhanga claimed that, most crucially, they were driven to engage in the improvement plan, hence enhancing employee understanding of the strategic plan for target attainment. Management should further work towards minimizing

the challenges of performance management implementation.

According to [27] reported on best practices in the conceptual framework of university strategic management. This chapter described an approach for identifying best practices in university strategic management. The Telescope Network has used the European Foundation for Quality Management approach. The study involved 500 participants.

According to [28] reported on strategic quality management in an internationalized university department. Two initiatives launched by Australia's Labour Federal Government in 1990 had a substantial and far-reaching influence on higher education in general. Universities were pushed to become more "entrepreneurial" and less reliant on federal financing. This latter policy approach was bolstered even more by a liberal government that dominated Australia for the preceding decade, only to be deposed in November 2007. In 1995-1996, about half of its total students were enrolled in the Bachelor of Business Studies degree under the Open Learning Project, which permitted open-entry — no prior studies were necessary. In accordance with its quality strategy plan, the Syme School had launched a series of teaching and research activities meant to assure scholarship, relevance, and articulation possibilities by the end of 1992. The study involved ten employees.

According to [12] reported on knowledge management in universities. Developing requests, cost increases, and restrictions get to make the college graduate consistent and basic. Universities with an applied epistemology may manage knowledge environments, resources, and sociocognitive processes strategically. It was generally not advised that community colleges be converted to state four-year schools. It is worth noting that the North Central Association of Colleges and Schools has established a Task Force on Baccalaureate Education at Community Colleges.

There were 18 members included in the research. Their discoveries show up to affirm earlier work in this range: Castells focuses on de Chardin's Noosphere concept, a worldwide rational environment, and Gebser's chronicled direction of social awareness from 'archaic' awareness to "integral" awareness. Both these concepts propose that we live in a rational environment characterized by large-scale support in rational life as argued by Rooney.

4. CONCLUSIONS

Over the past three decades, the positive relationship between management practice and university performance has been generally recognized. Universities are particularly important for studying how

strategic management methods such as performance management, salary and benefits, recruitment, talent management, and leadership development adapt to the evolving environmental context in which multi-stakeholder organizations operate. The impact of environmental factors on strategic adaptation is also recognized at a fairly broad and standard level rather than considering the increasing complexity of this important element.

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