

STRATEGIC MANAGEMENT IN BASIC EDUCATION INSTITUTIONS IN MEXICO

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ABSTRACT

The following work is to determine the benefits of implementing strategic management in basic education institutions in Mexico from the viewpoint of the theory based on the resources and capabilities of the company. The analysis is based on the following question: What are the strategic management issues affecting basic education institutions in Mexico?, This essay is to investigate how this theory applies as it applies in education. The analysis concludes that the implementation of a strategic management approach in education can lead institutions to achieve continuous quality education.

Key words: Teaching, education, knowledge management, strategic management, institution.

RESUMEN

El siguiente trabajo intenta determinar los beneficios de implementar la gestión estratégica en las instituciones de educación básica en México desde el enfoque de la teoría basada en los recursos y las capacidades de la empresa. El análisis parte de la siguiente pregunta: ¿Cuales son los aspectos de la gestión estratégica que repercuten en las instituciones de educación básica en México?, este ensayo se centra en investigar de qué manera se aplica esta teoría y como se aplica en la educación. El análisis finaliza con que la aplicación de un método de gestión estratégica en la educación puede llevar a las instituciones a alcanzar una educación de calidad continua.

Palabras clave: Docente, educación, gestión del conocimiento, gestión estratégica, Institución.

1. INTRODUCTION

These days, teachers of basic education level institutions in Mexico have been severely criticized. They are accused of wear in the education system, but only teachers can know what they face every day. Education is work not only of teachers, it is also needed the support of parents, the union leadership, educational policy approving or disapproving, all they have to do in this circle that makes education a success or a failure.

It is clear that teachers and parents have responsibility for the education of children. Parents are the ones who must take sides as to put into practice the values, norms, values, while teachers can only make mention of it. Teachers are faced with unknowns in their training. It is very different real life that can oppose to different situations in which the teacher must implement the institutions and complement with the knowledge learned in school.

The training of teachers is a very important issue and also worrying because in their hands lies the responsibility to issue the customs, values, norms, teach the child to be independent, to express their emotions, and their commitment to family. Ongoing training guesses the probability of changing educational practices in promoting student learning. It is important for teachers to be trained with diplomas, courses, workshops, etc., with which they are given the essential elements to design their learning strategies and improve student learning.

Currently there are some tests to check how good is the knowledge of teachers or what is the percentage the teachers dominate the knowledge. Through these tests teachers can meet their academic level and know the percentage that dominates different continue training programs. There is a program that helps teachers, and staff working in primary schools to improve their job performance considering the problems they have in their school or group. This program is known as the "PRONAP" (Programa Nacional de Actualización Permanente or National program update permanent) which is beneficial and helps both teachers and students because both learn in the classroom.

It has been created a program for the development of a methodology proposal, the Proyecto Educativo Escolar (PEE) or Educational Project School (EDS). The School Education Project (EEP), which was built with the aim of creating conditions that enhance or transform benefit and strategic thinking of teachers, managers, etc. The purpose of this program (PPE) is implementing a strategic management in education. This program allows each institution to conduct basic education desired for the future, which is to achieve a quality education and be competitive. By identifying the living problems may be possible to propose improvements to meet quality schools stereotypes, whether in teaching, both administratively and socially and thus each school can become competitive.

The research problem is delimited in terms of what are the strategic management issues affecting basic education institutions in Mexico?

Knowledge over time has become the source of social development in many pragmatic ways of society. This leads to along with life we need to learn. A very useful tool in the growth of organizations is "the theory of resources and capabilities". This

theory is the application of skills as an important quality in the success of any enterprise.

An important feature of any organization is the knowledge such as information, skills, abilities to channel information, etc. Knowledge is a significant and critical mean (Winter, 1987, Hall, 1992; Liebeskind, 1996). Knowledge is the beginning of the key to change, is classified into two types of knowledge, explicit and tacit. Explicit knowledge is easily transferred and can be expressed by numbers, words, etc. On the other hand the tacit knowledge is more difficult to transmit and that is very personal and difficult to express them through formal language (Nonaka and Tekeuchi, 1999). Much of the knowledge is tacit, so it is difficult to transmit from person to person, but this kind of knowledge is one of the best because the individual learns from experience. It is more difficult to forget the knowledge acquired through experiences and personal practices.

This paper aims to analyze which aspects of strategic management affect basic education institutions in Mexico, because the education system is on the edge of the pressure to be transformed. Society every time demands quality education as the only way the country will grow more in all areas. In this globalized world, competition is the daily bread. Competencies of different peculiarities in creative skills of knowledge and facilities are present and are accepted by society as "areas of knowledge" (Castells, 2006).

Schools have a requirement to enter the new information technologies in educational exercise, but this is not enough as an institution can have the best technology in their classrooms, the best educational tools, the best furniture but no use is made of a good knowledge management. All this is being in vain so it can become a knowledge society.

Through strategic management looking each institution of basic education is looking to achieve its independence to improve educational quality. Worldwide each government is providing more benefits and funding for education every time, particularly to improve the level of education and the quality of its country. Administrative decentralization is a tactic that is being taken to achieve quality, through the establishment of a series of combination of principals, teachers, students, parents and the community as principal leaders in decision-making.

Then there is a table showing a relationship between the dimensions of strategic management in education and improving the quality of education in basic education institutions in Mexico, with their respective indicators, dimensions of strategic management implemented in the education that involve an impact on improving the quality of education, curriculum pedagogy relates to pedagogy, with the institutional and organizational and finally administrative and social participation has to do with school (See figure one in the next page).

The aim of this paper is to analyze and determine the impact on basic education institutions in Mexico framed on the dimensions of strategic management in education.

VARIABLE	DESCRIPTION	INDICATOR
X	Dimensions of strategic management in education.	-Curricular pedagogy -Organizational -Administrative and Social participation
Y	And improving the quality of education in basic education institutions in Mexico. -Institutional.	-Institutional -Scholar -Pedagogy

Figure 1: Description of variables

Source: Own elaboration

2. Conceptual and theoretical framework

The resource-based theory of the firm is a theory that talks about the intrinsic characteristics and resources of a company. The main proponents of this theory are Barney (1991), Grant (1991) and Peteraf (1993). The latest contributions to this theory and dynamic capabilities in the area of business about strategic management from 1983 to 2003 have been from Foss and Langlois (1997), Heene and Sanchez (1997) and Volberda and Elfring (2001).

Companies who succeed are those who know how best to use the resources at their disposal. Resources can be both tangible and intangible. Tangible resources are those that can be seen and easily quantified, and intangibles are difficult to see and quantify. Tangible resources and capabilities can be divided into four categories which are: Financial resources and capabilities, physical, technological and organizational resources and capabilities. The intangible resources and capabilities are classified as human resources and capabilities, innovation and reputation. Economic theory will continue to have a major role in the creation of economic value and sustainable competitive advantages.

Strategic management is the one that takes the whole enterprise to achieve your goal, success, studies concerning the management of the organization and how to address the functional areas of a company, as the company is reflected and how it links with around the environment. Rumelt, Schendel and Teece (1994) refer to strategic management as an academic area most current than the real application. Departing from the certainty that strategic management competes with itself; while at the same time is a meta competence implying integrating skills competition.

Management is referred by Tedesco (1999), as a phase that is more than the administrative changes, including educational processes encompassing the administrative, social, labor and pedagogy. Institutions are defined by North (1995) as the rules of the game given by the interaction with society that defines economic output and performance. It is emphasized the fact of reducing uncertainty to define the type of organization that exists in society and the disparities in institutions and organizations. The organizations play first run within institutions. Institutions have consequences on the costs of an economy. A formal institutional framework is personified by laws,

regulations and rules, whereas the informal institutional framework is represented by means of rules, culture and ethics.

UNICEF (2000) defines education as a right of children and adolescents to have an education that meets the quality standards. Mexico has achieved good results in recent years. Basic education is reaching the most marginalized locations. These results have been achieved through the education system data and test application ENLACE, which measures the performance of students.

Kant (1991) refers to education as "the institution that is a characteristic of the human species" and that education is unique to humans (Ak. IX: 439). Education is what leads a man to achieve his human condition. It is through the individual education that an individual can be a human being. Individuals are the reflection of their education. Education is a decisive challenge to reach and develop the powers and capabilities of human beings. The human being acquires its status along a learning process.

The discipline, care, training (cf., Ak. IX: 439), among others comprise the educational process. A portion of education is linked to the development of human capacities that are aimed at that the fact that any human being can meet his needs. The other party that is the training is linked with the civic and moral values (Kant, 1991) which refer to the goal of all education. Kant (1991) states that education is a training and development series aimed at an intrinsic critical building that can be awarded to rational and independent position on the grounds that social institutions are supported.

Education has its history linked to the progress of human being. In any society exists education throughout the transferring of knowledge from generation to generation and that's how they have become habits and customs that have shaped society, religious customs, ideologies, etc..., which combine and give sense of ownership to the educational activity. The origin of education comes from the primitive communities when the individual goes from being nomadic to sedentary, to find it necessary to have a stable place where to live and provide for their community. It was only then that knowledge began airing and sharing the first pedagogical ideas that gave life, different social classes began to stand and this was the pick for the framework of education.

The origins of pedagogy came from France in the seventeenth and eighteenth centuries. There were the Jesuits who began appearing in the schools that were created by San Ignacio de Loyola. In its institutions the student was separated from the real world and was the first social institution committed education to with all layers of society. Some great writers who influenced pedagogy in the XVII Century were Galileo Galilei, Rene Descartes, Isaac Newton and Jean Jacques Rousseau (1712-1778).

Steiner (1861-1925) defines pedagogy considering that individuals are composed of spirit, soul and body, which in turn are divided into the three stages of development of all individuals that are: Infancy, childhood and adolescence. The Spanish language dictionary refers to pedagogy as the science of education and teaching. Its purpose is to provide guidelines to carry out the processes of learning and teaching using different sciences, i.e. psychology, philosophy, history, medicine and sociology. The word comes from the Greek pedagogy (gogos-drive) and is the science that studies the training and development phases of human beings.

The International Institute for Educational Planning (IIEP) of UNESCO (2000) defines educational management as a group of theoretical and practical processes that are incorporated and listed vertically and horizontally in an educational system and implement social demands in education. Educational management involves knowledge, action, ethics, effectiveness, policy, process management in order that educational work have continuous improvement, setting systematic process improvement and take advantage of opportunities that arise.

Strategic management in education must be pointed in cycles of continuous improvement of procedures and results to extend the application of assessment and planning practices. Pozner (2000) defines strategic educational management as a novelty to understand how to organize and conduct an educational system and school organization. When the strategic situation is admitted as a pillar in the way that goes above and leads educational activities, it must be achieved a process that produces decisions and decisive communication.

The characteristics of educational management are:

- Centrality in the pedagogic. The key organizational entity of educational systems is the production of learning for all students.
- Reconfiguration, new skills and professionalism. Thus, students should have what they need to understand the new techniques of the time and solutions to various conditions presented to them.
- Teamwork. Educational institutions must know what are the goals and principles that are to drive, there must exist a facility to design schedules and what actions will be.
- Openness to learning and innovation. Thus, teachers have the ability to find fresh ideas and implement them to achieve their goal, an organization open to learning of new things and can resolve adverse situations, learn from other organizations and creating knowledge themselves.
- Advice and guidance for professionalization. Expand the power of knowledge, training circles and find areas of opportunity swapping experiences.
- Cohesive organizational cultures united by a vision. Outline different situations based on specific objectives and top anchor in phases. There must be a good creativity that encourages participation, to have more commitment and responsibility.
- Systemic and strategic intervention. From the circumstances producing the strategy and joint actions to achieve the desired goals and objectives, which is self-regulated planning.

Knowledge management is defined as the organizational effort designed to: knowledge capture, convert personal knowledge into group knowledge, to associate persons with others, people with knowledge, and knowledge with people, knowledge with knowledge, and measure knowledge to speed resource management and understand its evolution (O'Leary, 1998). When referring to knowledge management there are mixed three meanings:

- Knowhow of the company's intellectual capital.
- An organization culture aimed at sharing work and knowledge in an organizational culture.
- Mechanisms favoring production to make the organization knowledge in information technologies.

Knowledge management is a group of activities that share and manage knowledge of an organization to achieve its goals routed. Knowledge management is a tool that provides assistance to organizations to enable them to select and transfer information that may be important, change the information and assets difficult to quantify in constant values. The objectives of knowledge management are to institute knowledge repositories, that knowledge inputs are good, build an atmosphere for the exchange of knowledge and finally to direct knowledge as an asset.

Among the main theories of the firm are:

- a.-Theory of firm´s behavior
- b.-Theory of transaction costs.
- c.- Theory of property rights.
- d.- Agency theory, and
- e.- Theory based on the resources and capabilities of the company.

For purposes of this paper, it will work with the theory based on the resources and capabilities of the company, which appears in the strategic direction under the assumption that there is a mix of business with regard to resources and capabilities. It also will make use of the strategic management in education together with knowledge management as a competitive advantage in the business (Peng, 2006). The strategy states that when there is a difference between the capabilities and resources that impact on a company performance. There are two types of assets, which are tangible and intangible. Tangible resources are the ones that can be perceived, easily quantified and are divided into four classes:

- a.- Financial resources and capacities.
- b.- Resource and physical abilities.
- c.- Resources and technological capabilities, and
- 4.- Resources and Organizational skills.

Intangible resources are those difficult to quantify, they are not seen by the naked eye, and are classified as:

- a.- Resources.
- b.- Human capacity.
- c.- Innovation, and
- d.- Reputation

Peng 2006) mentioned that a value chain is the goods and services created by a chain of activities that provide value. Competency standards use SWOT analysis to figure out whether a company has the capacity and resources to carry out activities that exceed those of their adversaries. Within this theory is also under VRIO (Value, Rarity, Imitation and Organization) resources and capabilities. Companies can hardly copy to other firms. Due to the indeterminacy of other firms, it is difficult to know which causes the success of a company, what are these factors that are helping them to achieve their goals.

Three factors of a shrewd strategy are that companies compete in resources and capabilities are common, the VRIO is a good tool along with the SWOT analysis. The second is that companies copy from other firms and this helps them to improve their singular skills. The third is that competitive advantages are not eternal. It is necessarily to be constantly changing and providing for future needs, because what works for the firms now in considerable time will be obsolete.

Before we talk about strategic management in education is important to clarify some concepts as everyone has different qualities such as respect for basic rights, equality and the importance. The two components of an active character are: Efficiency and effectiveness (OREALC-UNESCO Santiago, 2007). Strategic management in education is a tool to support quality improvement in basic education institutions in Mexico. Strategic management is carried out through skills of staff working in educational institutions for the practice of leadership, by joining working forces, responsible social participation, strategic planning and assessment to improve, which are all of them a challenge for the firms in this competitive and globalized world.

Buried in the theory of resources and capacities, it is found the theory of knowledge, which is a very useful tool in the institution of the value of firms. This theory is divided into three branches are:

1. - The ability to shift resources and capabilities of a firm.
2. - That individuals prepare or focus more on certain areas.
3. - The implementation by individuals is the result of preparation, having knowledge (Grant 1991).

Knowledge is a key requirement (Winter, 1987; Hall, 1992; and Liebeskind, 1996). All knowledge involves a process that includes information, skills, and abilities to process information. Knowledge is divided into tacit and explicit knowledge. Explicit knowledge is that which can be transferred easily and the unspoken is very difficult to express (Nonaka and Tekehuichi, 1999). Knowledge is more abundant on the tacit, while is the best because it is based on the experience gained by the knowledge.

Knowledge management is defined as the organizational effort designed to: knowledge capture, convert personal knowledge group, associate persons within each other, people with knowledge, and knowledge with people, knowledge with knowledge, and measure knowledge to speed resource management and understand its evolution (O'Leary, 1998). Knowledge management is a tool that helps companies to select relevant information and experience. It gives a turn around and makes information assets that are difficult to palpate or quantify in strong values. The objectives of knowledge management are to establish reservoir of knowledge, facilitate entry to

knowledge, and foster an environment for knowledge sharing and managing knowledge as an asset.

3. Research methods

In this paper we apply the exploratory method since it opened an scenario stage to what strategic management in education concerns through various sources. Among this sources, using the theory based on the resources and capabilities of the company, taking knowledge management in the company, taking valuable information from the Secretariat for Basic Education Development Directorate of Educational Management and Innovation at the National Coordination of quality Schools Program (Subsecretaría de Educación Básica de la Dirección de Desarrollo de la Gestión e Innovación Educativa en la Coordinación Nacional del Programa Escuelas de Calidad), as well as quality schools program presented by the Secretary of Public Education (Secretaría de Educación Pública or SEP) and various items more related to the subject of basic education in Mexico.

Strategic management implemented in basic education institutions in Mexico is an issue that is currently very fashionable as well as being of great importance to see the status of basic education institutions in the country. However, it has not more options but to do an effort to improve the quality of education in a society that demands more every day, but can go much deeper into this topic because it is very broad application that can be given in basic education institutions in Mexico.

Strategic management implemented in basic education institutions in Mexico is an issue that is currently very fashionable as well as being of great importance to see the status of basic education institutions in the country and not have more options to do effort to improve the quality of education in a society that demands more every day, but can go much deeper into this topic because it is very broad application that can be given in basic education institutions in Mexico.

The secretary of public education through its strategic management model in education is trying to expose widely the benefits of implementing this model. The goal of using a model of strategic management in education is that every teacher, every manager and staff working in basic education institutions in Mexico is committed to quality education. At the core of this model of strategic management is the commitment to have continually advances in the way it is carrying out the administration, to encourage achievement of excellent results exist in education, and that skills and pedagogy, have a practice of administration of renewed institutions. All this in order that basic education graduates are favored to take the skills required to leave on in a globalized world.

4. Application of the theory to the case

A strategic management model in education leads to continuous improvement using a method knowing how to lead and adding direct efforts. Education is not easy and implement a strategic management model in education makes it easier for those who

implement a true commitment to their educative institution and school, brings a renewed organizational environment, adequate fresh for the demands of these times. Management in basic education institutions comprises several factors of ordinary life, as how various issues facing the community, parents in a context that includes rules and norms that create ordinary life in institutions of education and giving rise to the environment and circumstances for learning, assessment is used as the foundation for continuous improvement and the school is changed to a more active institution causing differentiated opportunities.

The following points outline the ways that teachers and staff working in basic education institutions should consider for continuous improvement.

- a.- Leadership
- b.- Collaborative work
- c.- Strategic planning
- d.- Responsible social participation
- e.- Evaluation for continuous improvement

These points mentioned above are leading the way how teachers will implement the model in practice. The principles of educational management are:

- a. - Responsible autonomy.
- b. – Stewardship
- c. - Transparency and accountability
- d. - Flexibility of practices and relationships

According to the IIPE-UNESCO (2000), a strategic approach begins with observing the technique that will take place. It should be taking the primary objective to define what strategies will be those that will achieve the desired objectives. Education includes the existence of participation, the duty on the part of society to cooperate, help to achieve the objectives.

Strategic planning involves the deployment of various forms of thought such as: holistic thinking that Senge (1994) mentioned that each person sees the reality in different ways. When someone else can see that reality and vice versa, may discover something had never seen from a particular viewpoint, which in education is very important because with the help of all, it can find better strategies for improved education. The teacher who no longer has the main authority, he stops being the one who knows everything to give opportunity to the entire community to participate, students and other staff working in the school.

The other thought is systems thinking. Bertalanffy (2004) says that a system is a sequence of components that are linked to achieve a goal. Senge (1994) stated that this thought helps improve situations through the creation of strategies for solving. Finally strategic thinking that Senge (1994) described as something that notices that should happen. For this type of thinking, a person should have an open mind, take advantage of future changes, please what the student community and society demand, giving rise to become involved. Management performance is added to the process and makes the foundation for strategic culture in basic education institutions can grow.

6. Conclusions and recommendations

The implementation of strategic management in basic education institutions is definitely a practice that will be very useful, because in these times what it is needed is a change in education to see the changes globally. Every time the competences are more and the only way they can go on out, meet the goals of improved educational quality is changing or implementing new strategies in education.

The situation in basic education in Mexico is sad, because gaps are very large. To apply a strategic management model suitable to education should prompt Mexico to improve education. The teachers and staff working in education institutions must be motivated to rescue education and to develop an organizational culture. A strategic educational management model helps the faculty to be obliged to train, to work and work harder. Applying strategic educational management contributes to basic education and favors to re organize the organization of educational institutions.

The development of a country depends on its education and its people. The recommendation is that society jointly collaborates with education; get involved in it and especially to help support the education of children. Educational institutions are the center where the children acquire knowledge but at home are where the real education begins, which reinforce the values, morals, etc. If there is no support from parents, society in general, institutions do not meet the objective of achieving quality education in Mexico. The mere fact of having a model that ensures success in improving education is not enough, teachers, students and staff working in these institutions requires the support of society.

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