HUMAN RESOURCES, STRATEGIC MANAGEMENT AND QUALITY ASSURANCE AND ITS IMPORTANCE IN IMPROVING THE ACADEMIC MANAGEMENT

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Abstract

A university is a dynamic and complex system that depends on several different departments like HR, financial and some specific departments like awareness and training department, communications and teach department, students department, etc. HR department have the role to administrate the most important resources of a university by conducting a plan for a long period to seek a competitive advantage through selecting and training professors with high skills and ability to contribute a successful organization. HRM with a high level of determination lead to a significant contribution of an organizational success by being effective in the community. For an educational system to reach its goal for continuous development and to assure performance, efficiency go through an evaluation mechanism that is recognized internationally by quality assurance. A credible quality assurance system have several different assessment that depends on internal auditing by monitoring the higher educational process and external peer reviewing the process that runs by accreditation committees the provide an annual report at the end of each academic year. The goal of quality is to continuously improve academic and administrative performance for preparing higher educational institutions for accreditation. Therefore it should be assessment at a long term period plan as strategies. To obtain an effective strategic alignment, the strategy have to be integrated and implemented in three different levels of strategies, as the general academic organizational strategy level is the main strategy that goes under it different faculty strategies levels that undertake it several operational and functional strategies levels that fulfill faculties strategy purposes..

Keywords: Strategic management, Human resources management, Quality assurance, Academic management.

1. INTRODUCTION

An organization is dynamic system that works with HR, financial and materials that provide a specific goods or services.

To use HR in the maximum capacity like other resources have to have a management department to manage it and this one is one of the most important department in an organization that increase the value to seek a competitive advantage by selecting employers that have abilities and skills contributing the success of the organization in the working field.

HR department is not only recruiting and selecting employers but also it interferes in all aspects of employer's wages, bonuses, deducting, promotions and training with a high level of determination lead to a significant contribution of an organizational success by being effective in the community (Amstrong, 1996).

The human resource function of the firm, doubled by the effective action of all categories of staff, managers, leaders, people allows the management and leadership to bring new skills, higher competencies, people from different backgrounds and life experiences, even methods, for a proper behavior of the firm and recognized competitiveness in the environment (Trifu and Croitoru, 2013, p. 82).

There are several factors that have to be in consideration in the HRM to develop like social, economic and technical social factors determinate buy the education level, role in society desires and needs, interpersonal relationships and connections, security and suitable environment of the employer in an organization.

Economic factors is influenced by employers desire to work to obtain financial resources In order to conduct increasingly better in life, most powerful economic factor is the increases or decreases in salaries that will influence the productivity of employers, in order to adapted in the economic employers have to be flexible to correlate social needs by the increasing in the economic opportunities in order of developing a level of security.

HRM is being effective by optimizing the correlations between economic and social factors through the process of development in the society role by motivating employers to be effective in productivity to increase their economic level.

2. CONTENT

HRM research create in time many models theoretically to help in the analysing and solve the problems about HR in an organization.

HRM models are representations of an organization system that reveals process and relations that represented in the operation influencing the goals and providing analysed data for the organizations (Ghinea & Moroianu, 2014).

These models are concentrate in explaining the influences and integrations of a specific problems that faces an organization in order of providing criteria that leads to a better understanding of the problem (Wouter & Geert, 2015).

2.1. The performance value model

One of the important models of HRM is the individual contribution performance value at work. Next figure represents the components of human resources plan and operational activities.
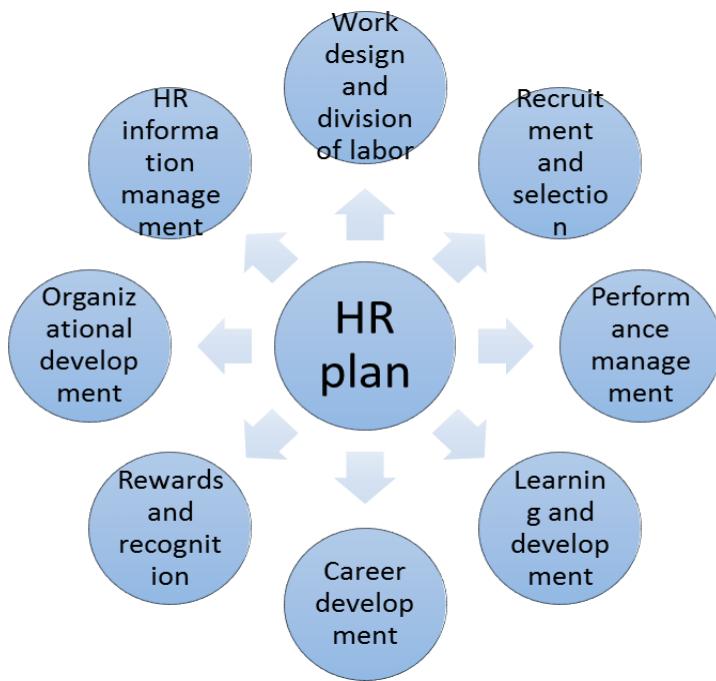
FIGURE 1– COMPONENTS OF HUMAN RESOURCES PLAN

First step is represented by work design and classification which refer at the involvement of people in developing elements of their work systems to achieve the dual objectives of more productive and more satisfying work. Ideally, there is feedback on these outcomes for continuous improvement. In concept, work design addresses both technical and social aspects of work. "Technical" refers to the Processes (sets of tasks) that must be performed and the means (Technology, procedures and tools). "Social" refers to People (skills and attitudes), and the Structures which define their roles and responsibilities.1. Both aspects are deemed vital to performance, and as interdependent elements of a "system", improving their overall "fit" is considered more critical than optimizing one or the other. Work design need to divide the work in omogen parts called jobs with connection between them. Although it is historically the earliest influence on job design, division of labour is arguably still the most important. If it were not all of us would do everything. The fact that we specialise is a tacit recognition of the advantages to be gained from division of labour. The main issue is the extent to which jobs are divided up. Although there are still some highly divided and very repetitive jobs, there has been a general trend in many jobs for division of labour to be reversed somewhat. But not totally eliminated, that is the

important point, there is still some degree of specialisation in almost every job. The important objective is to balance the flexibility and increased job satisfaction which less divided jobs give most of us, against the degree of efficiency and learning which often goes with some degree of division of labour.

The second step of plan refer at recruitment and selection which means the process of identifying that the organisation needs to employ someone up to the point at which application forms for the post have arrived at the organization and then consists of the processes involved in choosing from applicants a suitable candidate to fill a post (Rothaermel, 2012).

While also it's aim is to create a climate in which productive and harmonious relation- ships can be maintained through partnerships between management and employees and their trade unions. HRM aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations, and the provision of equal opportunities for all.

Another important part of a HR plan is represented by performance management which includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product of service, as well as many other areas. Performance management is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities (Raymond, Hollenbeck, Gerhart & Wright, 2010). Excellence in management may be achieved through integration and competition (Corbos, 2011).

Learning and development refer to the process of acquiring and developing knowledge, skills capabilities, behaviours and attitudes through experience, events and programmes provided by the organization, guidance and coaching provided by line managers and others, and self-directed or self-managed learning activities. It is concerned with ensuring that the organization has the knowledgeable, skilled and engaged workforce it needs. There are growing demands for highly skilled and educated people, which may influence the development of the organization (Muscalu and Muntean, 2012; Plumb and Zamfir, 2011; Zamfir, 2010, 2011).

2.2. The hieratical model

Career development (as part of HR plan) refer to the ongoing process of managing your life, learning and work. It involves developing the skills and knowledge that enable you to plan and make informed decisions about your education, training and career choices. In figure 2 we represent the most important

steps of career development in according with HR plan steps in an organization.

HR department should implement the plan and for this is necessary to aplly all steps like in next figure (Mathis & Jackson, 2011).
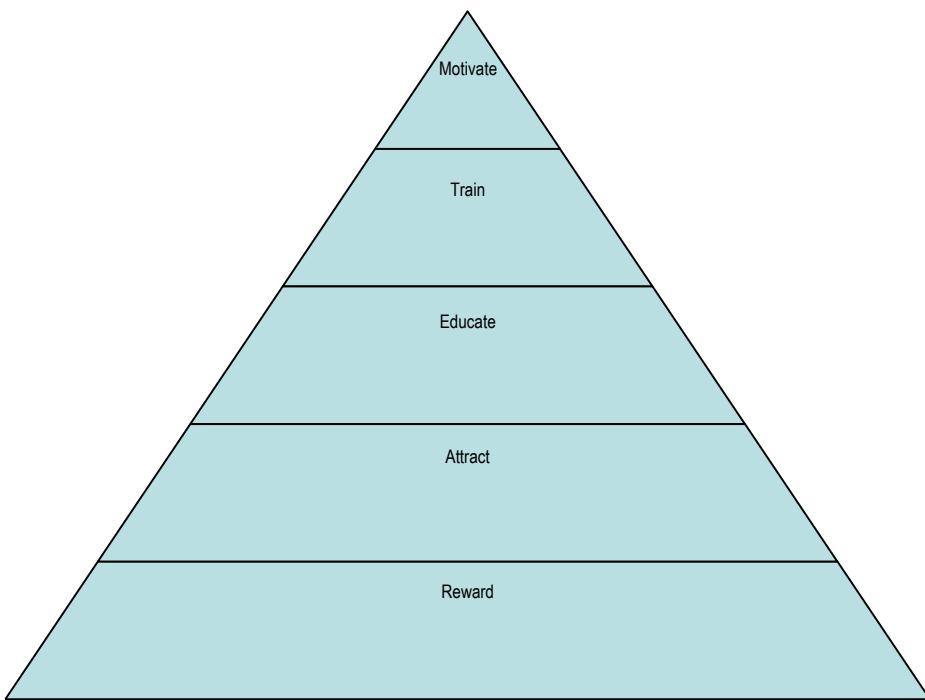

FIGURE 2 – STEPS OF A CAREER INSIDE OF ORGANIZATION

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people that allow firms to learn and capitalize new opportunities. HRM is concerned with achieving objectives. HRM strategies aim to support programmes for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating a great place to work. Which can be concerned with the development of continuous improvement and customer relations policies. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival and growth of the organization. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employ- ability – by

providing learning and continuous development opportunities (Manmohan, 2012). The performance of organizations directly depends on the individual competence, because the relationship between the organization, team and individual is based on the connection between competence and performance (Corbos, 2005).

It involves the operation of recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business. As it aims to support the development of firm-specific knowledge and skills that are the result of organizational learning processes, HRM also aims to enhance motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve, and for the levels of skill and competence they reach.

While also it's aim is to create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees and their trade unions. HRM aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations, and the provision of equal opportunities for all (Dessler, 2011).

Economic and socially interfere in the quality aspects of educational system results (Crainer, 2002).

Egyptian educational system reach its goal for continuous development and to ensure performance efficiency through an independent evaluation mechanism that is well recognized internationally.

For quality assurance in educational system to be internationally recognized, it is necessary to have standardized indicators covers aspects of quality regulation, evaluation and structured those frameworks all the components of higher educational activity domain.

Quality assurance system results through several different assessment that review and describes all quality components, higher educational processes for providing an annual report the end of each academic year.

For a credible quality, assessment depends on internal auditing and external peer reviewing process runs by accreditation committees, which is mandatory for HR instituting to be reapplied every five years.

The goal of quality is to continuously improve academic and administrative performance for preparing higher educational institutions for accreditation.

For a university to maintain a high level of quality assurance it have to go through an assessment study

to make sure that awareness is informed by presenting the strategic planning through the specifies quality concepts that are provided by the quality assurance board of directors (Keenan, 2015).

The assessment study is structured by collecting the required data measuring the activity performance it starts spreading workshops through the university departments provide to top management, staff members administrative employers and the most important is the students through questionnaires the measures the quality performances and activities of the university and for the university to be provide by participants points of view and suggestions or recommendations, so it could be analyzed by the SWOT analysis model to result the final feedback for the performance of the quality to the respective of that quality concepts that were provided by the quality assurance board of directors (Carpenter & Sanders, 2009) .

2.3. SWOT analysis

Strengths:

1. Reasonable number of high caliber of human resources by maintain both quality and diversity to be capable of leading development and improvement activities performance for implementing quality assurance standards, policies and procedures in improvement.

2. Large number of stuff members that obtains PHD from internationally distinguished universities that are advisory expert consultants nationally and internationally with the ability of innovation and development acquired latest advances in information technology.

Weaknesses:

1. A lot of students not conforming with quality standards using inadequate learning resources and not conform with the actual capacity of the university facilities due to a limited budget

2. Inadequate financial funding and excessive bureaucracy.

Opportunities:

1. Use of the scientific research to solve the problems of society and economy domains;

2. Collaborations of the business and social communities in programs and projects.

Threats:

1. Lack of interest for educations development due to absence of relevant cultural qualities;

2. Increasing number of staff members with remarkable competence leaving the domain in order to join the new private companies.

After analyzing the SWOT analysis, it is better to maintain an effectively interact with the strengths and opportunities and avoid the weaknesses and threats to collaborate a successfully strategic plan for increasing the effectiveness of performances in an academic management (Daft, 2011).
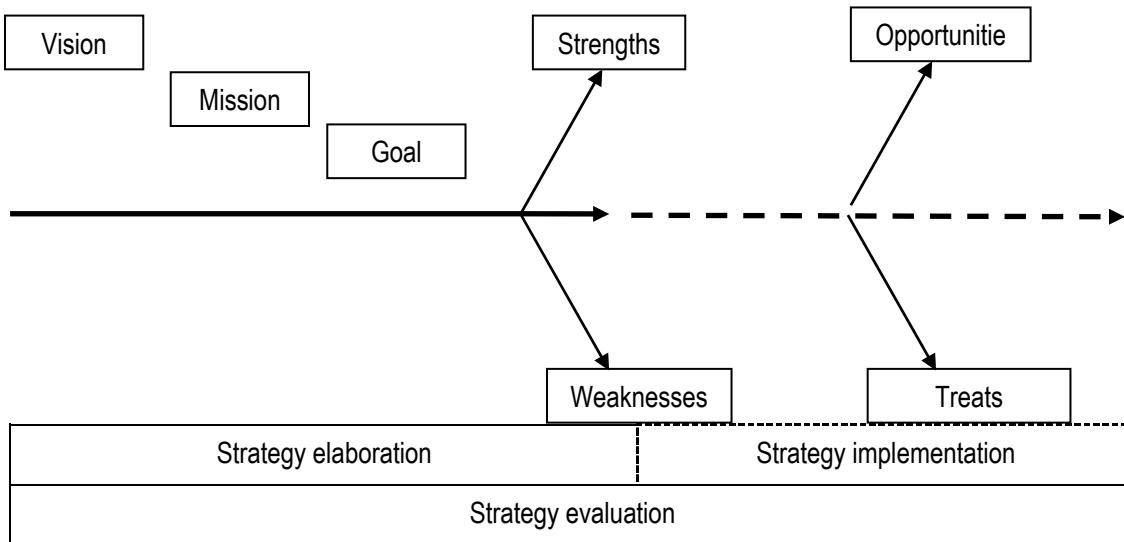

FIGURE 3 – ACADEMIC STRATEGY MODEL
Source: Ghinea and Moroianu, 2014, p. 12

For emphasizing and diagnosing the SWOT analysis with its relation to strategic process, presented in the following diagram.

To obtain an effective strategic alignment, the strategy have to be integrated and implemented in three different levels of strategies like: academic organization strategy level, faculty domain strategy level, operational and functional strategy level.

1. Academic organizational strategy level is referring to the general perspectives of the organization in terms of formulation and organizational strategy that capitalize their resources and capabilities to explore and use the opportunities in their competitive environment. That harmonize between the external and internal environment through a continuously monitoring of their activities and performance evaluation creating various scenarios of strategies of sustains competitiveness strategic management criteria (Wheelen & Hunger, 2006).
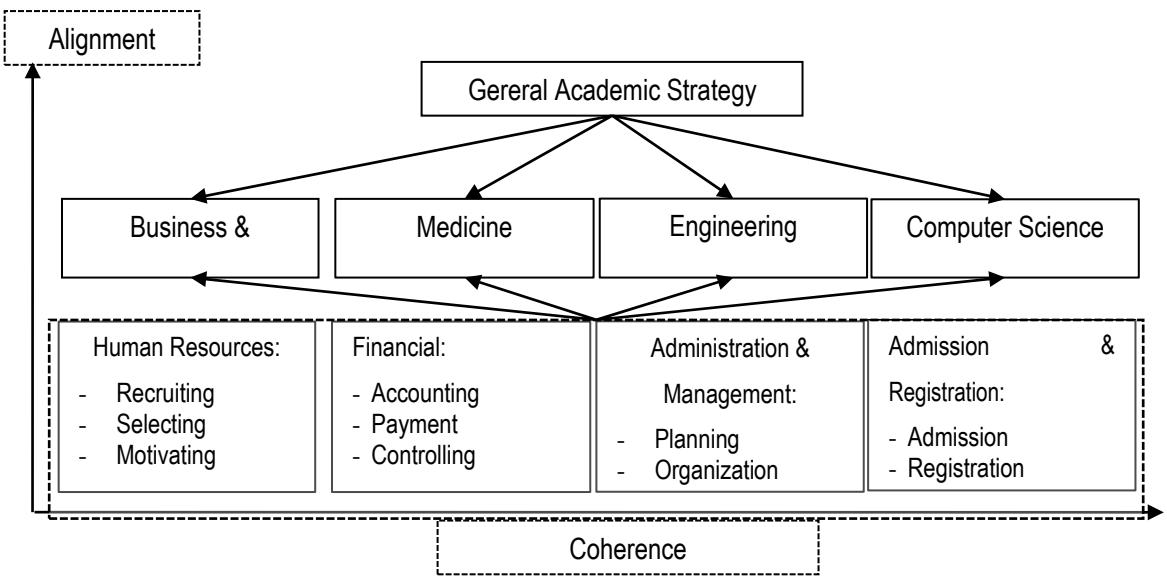
FIGURE 4 – ACADEMIC STRATEGY MODEL

2. To implement academic strategy each faculty should benefit the society fond, different aspects like economic, social, medical, financial, development so it could contribute effectively in the society.

Each faculty will contribute due its specific domain of study in social life as like medicine faculty will contribute effectively in medical life health services. Each faculty engage in social activities through its specific tools and requirement to help increasing the society development.

The aim of each faculty is to generate a well-qualified leaders, inventors, academic, etc.

Any faculty coordinate consistent programs that enables the students to engage and play its part in enhancing economically, culturally, environment to develop welfare for the community.

Each faculty have a separated system with specific activities that meet its domain collaborates with other faculties in the university main system, which contributes in the university global strategy.

3. Operational strategy concerned with coordinating all functional aspects for the faculty in the university's day-to-day operations.

Each faculty contributes to the operational strategy to ensure an efficient use of the resources in according with the faculty and academic strategy (Stevenson, 2005).

The purpose of operational strategy is to achieve a competitive advantage by implementing some tactics that continually monitors the achievement of the faculty's strategy to eliminate the operational

problems and keep improving it.

Functional strategy links between faculty's obtained processes with the university's objectives to create an effective quality system of knowledge that essential for the survival of the university (Heizer & Render, 2013).

For a strategy to be efficient, it should be divided in three levels (general, faculty and operational strategies) to be presented in the graph with two directions: coherence (horizontal) and alignment (vertical) with a correspondence for each level to the other with different parts.

As the general strategy is the main strategy that goes under it different faculty strategies that undertake it as several operational and functional strategies that fulfill faculties strategy purpose

3. CONCLUSIONS

Finally, the customer-oriented management is about creating framework conditions that make it possible to proactively proceed in the service processes of the higher education institution. It is necessary to systematically stimulate customer relationships towards segment specific strategic objectives so that the desired success and an ideal type of relationship can be assured in each stage.

Strategies reflect policy from an operational standpoint, defining a set of aims and associated means. They fix priorities and balances to be respected across different objectives. They determine precise goals, whose achievement can be measured and performances evaluated.

Strategic HRM defines the organization's intentions and plans on how its business goals should be achieved through people. It is based on three propositions: first, that human capital is a major source of competitive advantage; second, that it is people who implement the strategic plan; and, third, that a systematic approach should be adopted to defining where the organization wants to go and how it should get there.

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