



# 7<sup>th</sup> International Conference on New Ideas in MANAGEMENT, ECONOMICS & ACCOUNTING

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## Management Of The School Organization By The Implementation Of Innovative And Entrepreneurship Strategies

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### Abstract.

In the organizational context, innovation and entrepreneurship refer to the assimilation of new strategies and policies in order to increase performance and quality. In a knowledge-based society, innovative strategies are one of the main tools used to streamline school organization management. These include the continuous flow of news, through processes, activities and projects in order to implement new practices for efficient management. The study on this topic reflects the evolution of the innovation implementation mode by proposing successive activities, which will lead to new purchases for direct and indirect beneficiaries, as well as to the collaboration of the school organization with other institutions and organizations providing educational services. From a performance perspective, the organizational management must be based on a thorough analysis of the environment, on the elaboration of the strategic instruments that will be in accordance with the proposed objectives, on a constructive communication on internal and external level, as well as on a well defined relationship with the local community. Innovation reflects the quality and adaptation of the school organization to the new requirements.

**Keywords:** education; innovation; management strategic; performance.

### Introduction

In a period marked by accelerated and complex changes in all fields of activity, there is an increase of innovation within organizations. At the level of the institutions, the innovative actions directed towards the managerial and organizational instruments in order to increase the competitive advantage are increasingly evident. According to Iosifescu. Ș., Prodan. A and Gavrilovici O. "Strategic educational management is one of the modern forms of management, focused on anticipating the changes and changes that must be made within the school organization and in its interactions with the environment in which it operates, in order to avoid producing situations in which the services offered of the organization, the entire



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activity carried out becomes obsolete, in chronic disagreement with the proposed changes.”<sup>1</sup> Management is an operational function, a process that focuses its attention on meeting the objectives of the organization, having as working tools the planning and organization of the strategy. The organizational strategy represents a set of objectives set for a period of time, the proposed activities and the resources allocated in relation to its mission and vision. An organization becomes effective if innovative strategies are used in accordance with the internal and external environment. The strategy is the main instrument for the implementation of the management and it is based on the analysis and the combination of the procedural and structural components of the organization. The innovative strategy aims to maximize the educational products and services that the school organization offers to the beneficiaries in order to use them. The organizational strategy involves establishing long-term strategic goals, the modalities of achievement and the resources involved in order to achieve the assumed objectives, is based on a corroborative approach, reflects the stakeholders' interests, engages in competitive activities and is operationalized through strategic decisions. The first element of the strategy is the mission of the organization which, in terms of statement, expresses how it differs from the other organizations, followed by the fundamental objectives that represent the operational component supported by the interaction between the result of the analysis and the environment in which it operates, the modes of action respectively the activities of the organization leading to the fulfillment of the strategic objectives, the resources that provide the necessary support for the operationalization of the strategic options, the time component marking the beginning period, the intermediate and final period of the strategic approaches and the achievement of competitive educational products and services.

## 1.1 Strategic management

The organizational strategy plays an essential role in establishing the course of the organization, in exploiting opportunities and reducing risks, in adopting and applying decisions, in developing the organizational culture and in obtaining superior results. Strategic management represents a set of decisions and actions materialized in the formulation and implementation of plans established to achieve the objectives of an organization. There are a variety of tools that the school organization manager can use to optimize the strategy: tools that support diagnosis, design tools, organizational tools, tools that support influence, control, and administrative tools. School management focuses on several components: action carried out through analysis and diagnosis of internal and external environment, organization, design, implementation of programs, final evaluation. For an objective analysis, the managerial activity has in the foreground the analysis of the resources correlated with the final evaluations. The managerial design consists of the elaboration of the diagnosis and the forecast, in the setting of the strategic targets, of the objectives, the directions of action and

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<sup>1</sup> Iosifescu, Ș., Prodan, A., Gavrilovici O., (2000), *Management educațional*. Editura CDRMO, Iași, pp. 58-59.



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responsibilities, the alternatives of the organization, the comparison of the strategic alternatives, the strategic evaluation and the control. The implementation of plans and programs is directly influenced by the internal and external elements of the school organization. The elaboration of the global strategy ensures the combination of the procedural and structural components of the school organization in order to print it. If change is required, it is essential to consider that it is continuous and represents a dynamic strategic planning process. The factors that influence the unique decision are: the type of change envisaged, the information held by the manager, the capacity for analysis and the ability to synthesize data about the internal and external environment of the school held at the time of decision, the objectives of the change, the interests of the change and the degree of influence of the change that occurred following the decision, the risks that may arise, the degree of certainty of obtaining the anticipated results. The change involves several stages: the preliminary stage that gives a decisive role to the manager and the management team in detecting dysfunctions in the structure and life of the organization, materialized in the reduced functionality and the low efficiency of the organizational activity; the data collection stage, analysis and diagnosis, which means accepting the idea of change, firstly by the entire management team, opens a field of work for the change agent who, using questionnaires and observation sheets, collects information about the state of the organization, the final diagnosis showing "what is" the organization and what are the consequences of the state observed on various aspects, structures, people, actions; the stage of confronting the members of the organization with the diagnosis and the elaboration of the action plan. Innovative strategies

In the organizational context, innovation involves the change of services and products that lead the organization in the area of competitiveness and sustainability. Innovation involves various processes, actions and resources to achieve it. In an organization, innovation management focuses on specific tools that tend to ensure the change and engagement of the human resource to the new system. Open, collaborative innovation generates expected results for both the organization and the society. The conceptual framework for innovation follows certain stages: specifying the conditions for achieving innovation; identifying the problem for which the change is desired; identifying opportunities and establishing ideas; experimenting and capitalizing on solutions; disclosure of the results obtained. The school organization can be a model of evolution in terms of how to develop and implement models for integrating creativity, innovation and entrepreneurial education. The introduction of innovative elements in the school organization aims to create experiential learning environments for the direct beneficiaries. Gherguț A. specifies that "achieving a performance management emphasizes the role and importance of the rule of the 4 C. According to this rule, the common characteristics of any performance management are: coherence, courage, clarity and consideration."<sup>2</sup>

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<sup>2</sup> Gherguț, A., (2007), *Management general și strategic în educație*. Polirom, Iași, pp. 17.



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## 1. Research

### *Introduction*

The model has studied a certain objective: to be able to take care of making a conceptual framework for the beneficiaries in order to capitalize on the creation and the entrepreneurship; offers advertising educational offer for the introduction of the options referring to entrepreneurial education; selection of the modalities for the realization of the experiential activation. Țoca Ioan appreciates that "The change aims to connect the educational system to that of European and world values, to anchor educational institutions in the community reality and to individualize and streamline the educational act, according to the offer of each institution."<sup>3</sup> At the level of the school organizations, by applying innovative strategies the following aims are:

- achieving a formative educational approach that will put the direct beneficiaries in the center of attention;
- a new direction of management based on objectives, competences and performance (results);
- creating an incentive climate in which open communication is promoted and the initiative and creativity are encouraged.

At the managerial process level, innovation aims:

- applying innovative strategies that lead to the diversification of the educational offer;
- ensuring the quality of education by developing the skills needed for the knowledge society;
- opening the learning environment by increasing the attractiveness of learning;
- development of the entrepreneurial spirit;
- maximum use of resources;
- the involvement of all educational actors, including the local community.

The importance of entrepreneurship at the level of training of the beneficiaries can be justified by the impact it can have at the level of the organization because it represents a source of innovation and change, leads to obtaining quality services and products and stimulates the increase of competitiveness in the environment in which the organization operates.

### *Methods*

The purpose of the research: In the presented context, the purpose of the paper is to promote an efficient management at the school organization level by using innovative strategies, strategic and entrepreneurial programs. The main objective of the present research is to measure the impact that strategic instruments have on the school organization, namely to measure the efficiency of innovative and entrepreneurial programs from the perspective of the direct beneficiaries. In this sense, the objectives pursued by this research are:

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<sup>3</sup> Țoca I., (2008), *Management educațional*. Editura Didactică și Pedagogică, București, pp. 118.



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1. evaluation of the existing programs regarding the educational offer of the institution;
2. improving the management of the curriculum and the management of human resources by carrying out educational projects and programs at the school organization level;
3. evaluation of the efficiency of the training through the programs;
4. determining the level at which the new skills contributed to enriching the knowledge bag of the beneficiaries;
5. increasing the competitiveness of the organization in the competitive environment.

The data collected for the study was collected using the questionnaire-based survey. The questions were structured in such a way as to provide effective and relevant information in accordance with the proposed objectives. The questionnaire was structured into 20 questions with answers to the choice or the type in which the respondent chooses the most important answer in accordance with his expectations. The questionnaire was designed to:

- identify priorities related to the implementation of educational and entrepreneurship projects;
- identify the degree of satisfaction of the direct and indirect beneficiaries regarding the educational offer of the school;
- identifies the benefits of innovative strategies applied at the level of curriculum management.

## ***Results***

The research was conducted at the Ş level. G. I. H. From Bucharest, Romania, during two school years, respectively between September 20, 2018 - September 20, 2020. 100 questionnaires were applied, and for choosing the sample it was considered to ensure the multidimensional representativeness of the group by including both the teachers and the direct and indirect beneficiaries of the training programs. The sample consisted of 50 teachers, 30 students in the 7th grade and 20 parents.

With questions:

- the importance of implementing innovative and entrepreneurial strategies at management level was highlighted;
- the areas where possible improvements were agreed;
- the degree of increasing the competitiveness of the school organization and promoting its image in the environment in which it is active was appreciated.



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*Table 1: Data processing from the questionnaire*

<b>Needs identified</b>	<b>Areas that can be improved</b>
Improving the educational offer of the school	Implementation of innovative and entrepreneurial strategies at the level of the curriculum manager
The thematic approach	Financial education, entrepreneurial education
Project-based learning	Partnerships with institutions providing educational services, NGOs, Junior Achievement, ERASMUS projects
Improving the image of the school	Increasing the competitiveness of the school organization and promoting the image of the school by implementing innovative strategies at the level of educational management

*Source: made by the author*

In the elaboration of the questionnaire it was taken into account that the scientific value of the collected data is conditioned by the quality of the answers of the subjects, and the latter is in turn is conditioned by the quality of the items. The questionnaire was oriented towards identifying the way in which the respondents perceive the implementation of the components of the management system, respectively the innovative strategies that lead to the competitiveness of the organization. All the identified aspects were carefully analyzed in order to intervene effectively with innovative strategies at management level to improve the internal activity of the organization. Thus followed a period of application of the new strategies on the component of the educational offer, by approaching the topics of interest and implementing some educational projects. These steps have redefined the organization both in the internal environment and in the external environment, as evidenced by the responses of the target group, in the second stage of applying the investigation instrument.

For most of the participants, all the identified needs were explicitly addressed by implementing innovative strategies at the management level. Thus, 97% of the teachers, 95% of the students and 98% of the parents mention, as needs identified, the improvement of the educational offer; Regarding the thematic approach, 90% of the teachers, 98% of the students and 95% of the parents consider its improvement by introducing the optional disciplines of financial education and entrepreneurship education; in the project-based learning series, 96% of the teachers, 99% of the students and 88% of the parents choose to implement this innovative strategy by carrying out educational projects with various educational partners; on the axis of improving the image of the school organization, 92% of the teachers, 84% of the students and 94% of the parents consider that it is necessary to increase the competitiveness of the organization.

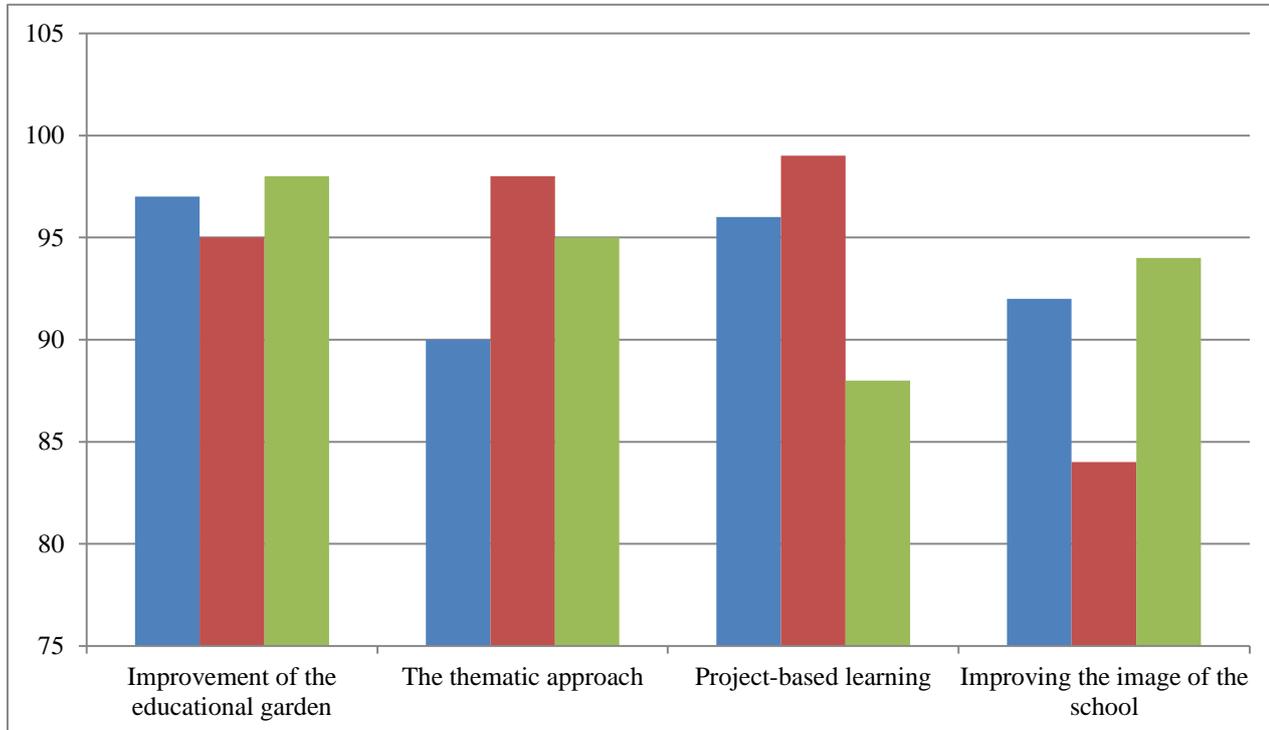


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Figure 1: Data on the need to implement innovative strategies



Source: made by the author

## Conclusion

The study was conducted in order to establish the quality level of the educational services offered by the school organization. At the level of the entire sample, the quality of the programs offered by the beneficiary is below expectations. Respondents' opinions outlined a clear direction regarding improving the educational offer of the school by calling for innovative strategies. Thus, in the following school year, new optional disciplines were introduced to the gymnasium classes, respectively financial education and entrepreneurship education, two ERASMUS projects were implemented, different activities were carried out based on the partnerships concluded with educational service providers, approaching a varied themes. Through the implementation of new strategies, the instigation process has proven to be more efficient, more attractive, contributing to the training of students' skills in various fields. Therefore, after the improvement stage of the services through the implementation of the new instruments, a questionnaire was applied, on the same sample, in order to determine the degree of satisfaction and the level of coverage of the identified needs.

The information obtained provided data on the real effects of the new programs, the usefulness of the activities that contributed to the development of the financial and entrepreneurial culture of the direct beneficiaries, the opportunities of development of the school organization in the competitive environment by promoting quality educational services.



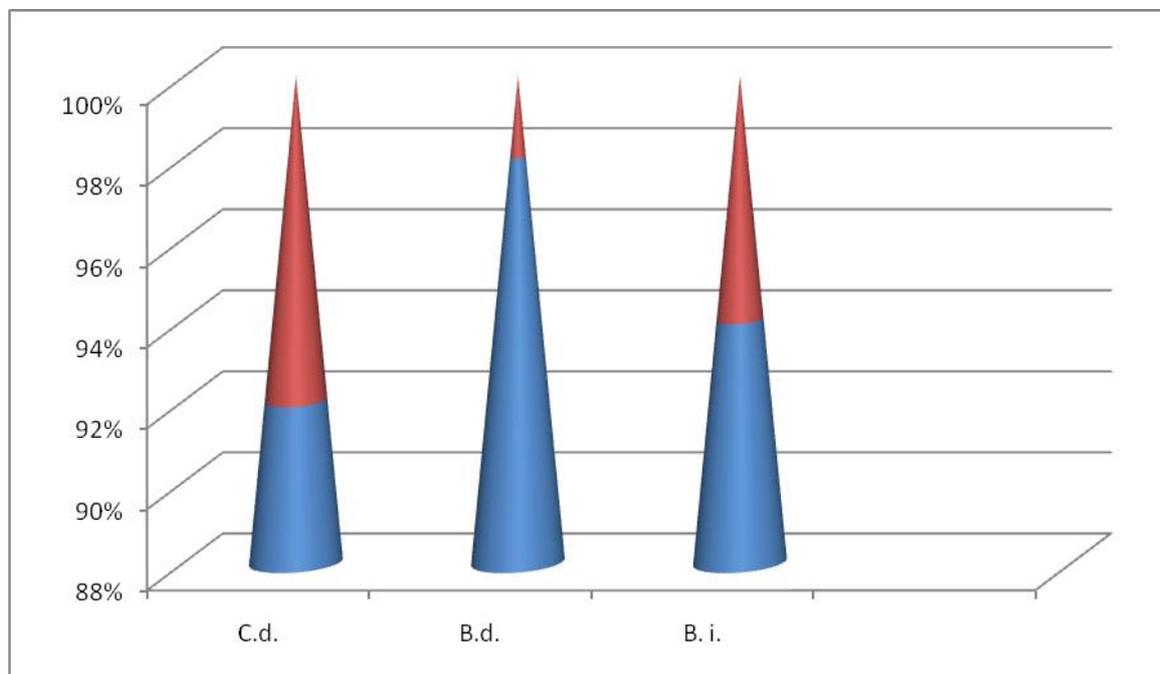
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The development of the two research stages and the information obtained in the pursuit of the proposed objectives allowed to draw conclusions with theoretical and practical value regarding the evaluation of the impact of the new strategies implemented at the school management level.

Figure 2: *The degree of satisfaction regarding the agreement between the innovative strategies applied and the identified needs*



Source: made by the author

Legend: C.d. – Professors; B. d. - Direct beneficiaries; B. i. - Indirect beneficiaries

## **Acknowledgment (TNR 12pt. bold)**

At present, all the actors involved in the education system want both the organizational management and the training process to be useful, effective and efficient, according to the needs of the beneficiaries. This process is achieved through the consistent use of innovative strategies that allow to approach a performance management in accordance with the requirements of quality standards in pre-university education. Today's society is a competitive one, so ensuring and maintaining the quality of educational services is an imperative requirement of time, which can only be achieved by implementing innovative and entrepreneurial strategies that are in line with the needs of the stakeholders.



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