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Implementation of Strategic management concept in organization

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Acknowledgement

Firstly, I want to express my feeling and thanks to SABAH Center Staff.

Then i would like to state my love and respect to my supervisor who has contributed to me. Thanks to my family and friends for being with me.

Abstract

In this research, I have examined implementation concept of strategic management in organizations. I have focused on primary schools in Azerbaijan and i have taken interview from the school principals, teachers, elementary school principals, assistants of school prinsipals in Baku.

I can sign some conclusions based on the research :

- t has been concluded that teachers in the 31-35 age range in primary schools have a higher level of strategic analysis orientation and strategy formation dimension than the teachers in the age group of 20-25.
- For those who have professional seniority of 16-20 years, who have vocational seniority of 26 to 30 years, the level of strategic implementation and evaluation is applied at a higher level. At a higher level, it was concluded that they were applied. It has been investigated whether school principals, deputy principals, teachers, and provincial education supervisors vary their views on the level of implementation of strategic management in primary schools according to gender, age last graduated school, branch, professional seniority, working time variables at the institution and the following conclusions have been reached.

- There is no significant difference between the views of the strategic management on the level of application in primary schools and the gender variable in all dimensions.
- There is no significant difference between the views of strategic management on the level of application in primary schools.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the professional seniority variable.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the working time variable in the institution.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the gender variable.

I have expressed my recommendations to researchers and about topic at the end too.

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Introduction

In this study, it was aimed to determine the opinions of the principals, deputy principals, teachers and provincial education supervisors about the level of implementation of strategic management in primary schools. The research was carried out in the screening model. The study population consists of 7 primary school principals, 14 assistant principals and 20 teachers working in Baku.

The data collection tool consisting of three dimensions, namely strategic thinking, strategic analysis orientation and strategy formulation, strategic implementation and evaluation, which is called the Scale for the Implementation of Strategic Management in Schools developed by the researcher in order to determine the opinions of the primary school principal, deputy director, teacher and provincial education supervisors. used.

Based on the findings of the study, the following conclusions were reached:

1. Primary school principals, strategic management in primary schools: strategic thinking, strategic analysis guidance and strategy building dimensions at a high level; It is concluded that the strategic implementation and evaluation dimension is applied at a very high level.
2. It has been concluded that the principals and teachers of the primary school are in the opinion that strategic management is at a high level in the primary schools: strategic thinking, strategic analysis, and strategy formulation, strategic implementation, and evaluation.

3. It has been concluded that the strategic thinking dimension of the provincial education supervisors and strategic management in primary schools: low-level strategic analysis orientation and strategy formulation, strategic implementation and evaluation dimensions are applied at medium level.

4. According to the averages of the participants, it is concluded that strategic management is being implemented at a high level in strategic thinking, strategic analysis guidance and strategy formulation, strategic implementation, and evaluation in primary schools.

5. It is concluded that principals in the 36-40 age group in primary schools have a higher level of strategic analysis orientation and strategy formation dimension than the managers in the 26-30 age group.

6. It is concluded that the deputy directors in the 36-40 age group in primary schools think that the strategic thinking dimension is applied at a higher level than the deputy principals in the age group of 26-30.

7. It has been concluded that the deputy directors, who are bachelors in elementary schools, have a higher level of strategic analysis orientation and strategy formation dimension than the deputy principals who are graduate.

CHAPTER 1

1.1 The concept of strategic management and its importance

"Strategic management is the way in which the organization should go in the future and in which direction it should continue in the future and how to reach the long-term organizational goals, the values and management philosophy that are valid for the organization are determined and the organization distinguishes it from the others. The aim is to consolidate the forces for the continuation and growth of the organization in the future". ¹

Aktan defines Strategic management as "the management technique that enables the determination of the goals and targets for the future in the organizations and the determination of the necessary actions to be taken in order to achieve these goals"

Strategic management refers to certain efforts carried out in order to keep the organization as a whole compatible with its environment and to achieve its strategic objectives. It is not a point to be reached or a result to be achieved but an uninterrupted management approach.

As Ertuna Strategic management is a management focused on bringing an organization to its goals.

According to John M. Bryson, "Strategic management is a management technique that sets out what an organization does, the cause of existence and the goals it wants to achieve in the future.

"If a general definition is to be made, it is necessary to carry out the necessary research, examination, and evaluation for the planning of strategic management

¹ Bircan, (2002)

strategies, to take all kinds of structural and motivational measures within the organization in order to implement these strategies, then to implement them before the implementation of their strategies is the total of processes covering the control once again."

It's importance

"Strategic management allows the business to pave the way or choose a specific path in an uncertain, variable and highly risky environment. Strategic management ensures that the qualitative and quantitative data is organized and an insight into the uncertainty of the environment enables the managers to start creating a creative process that increases the creativity and keeps the intuition strong.

In addition, companies can evaluate the external environment through strategic management while they may have the opportunity to be found, they can also determine what to do in the right time and in the right way in order to benefit from the opportunities that may be caused by future changes and to be protected against threats." ²

Ertuna emphasizes that managers need to adopt strategic management practices in order to enable their companies to gain a brand identity to their goods and services and to enable employees to adopt business objectives and to be motivated in line with these targets.

² Akgemci, (2008)

According to Güçlü , in strategic management rather than meeting the future, formulating it as prescribed, having its future becomes the target of the whole organization. Today, all types and sizes of companies' success depend on the strategic management plan.

Strategic management allows enterprises to take advantage of the developments due to the existence of the mission and the vision which it wants to be in the future. ³

The most important result that can be taken regarding the importance of strategic management above is that the strategic management concept reflects a dynamic understanding that can meet the needs of enterprises in today's competitive conditions. Strategic management philosophy, the most important source of enterprises, is to deal with the human factor in a strategic dimension, and also to adapt the human factor to changing conditions and to be prepared for uncertain situations it has the purpose of transforming it into an asset with strategic consciousness. In addition, the strategic management philosophy that deems organizations to be a living organism that people form as a living organism. It reflects a highly dynamic modern management approach based on the logic of adapting the results to the organization. Strategic management means that organizations can adapt to change. They enable them to transform their potential by enabling them to transform change into an institutional identity capable of reducing their uncertainties.

³ Ashgin 2008

1.2 The concept of strategic planning

Shimshek considers planning as an important part of the management process and foresees the planning, actions or activities to be carried out the decision-making process, in other words, by organizations, what, when, where and by whom to be determined as a predetermined definition.

Nowadays, strategic planning still maintains its importance in organizations. There have been changes since the 1980s in strategic planning applications that focused on unpredictable external environmental conditions. In the early periods, while strategic planning was based on shorter term, final targets and more centralized applications and resource allocations, today's strategic planning processes have turned into less centralized and less staffing. Strategic plans are now transformed from a centralized structure to a specific understanding that requires less strategic decisions and ensures the functioning of the units in a mechanical order and based on the performance management practices of business units within the framework of the operating activities control system. Although strategic planning has a successful tool and application understanding in adapting to the unstable and uncertain environmental conditions of the enterprises, the effect on the centralized strategic decisions has been found to be limited.⁴

From this period, the necessity of addressing the business strategies in a much larger scale has revealed the understanding of strategic management and evaluating strategic planning as part of the strategic management process, not independently of the literature. It will become increasingly. Therefore, the strategic environmental analysis (Strategic Analysis = Information Gathering and Appraisal) and the intra-

⁴ (Grant 2003)

business analysis (included in the strategic management approach), the determination of the mission, vision, and objectives (Strategic Orientation), the strategic development process, which includes all the stages of the strategy. It is not wrong to consider the planning practices as an important and indispensable part or tool of the strategic management understanding mechanism and dynamics as it constitutes an important part of the strategic management process. Although there are no implementation, organizing, execution and control stages within the current process of strategic planning, strategic planning process includes all stages of strategic planning but also includes the stages in question. At the same time, strategic management examines strategic planning as well as in-business elements. Nowadays, organizations evaluate the results of the strategies they have implemented within the framework of environmental changes and restore the results obtained from these evaluations.



Table 1

Stages of Strategic Planning Cycle was explained in Table 1.

1.3 The characteristics of strategic management and its importance

The strategic management process should not be considered separately from the general management process. It is a part of general management. It covers a special management area in which organizations are more interested in higher levels. Therefore, the strategic management of the organization covers the diagnosis and analysis of the environment and answers questions about what the organization will be in the long term. In this approach, strategic management can be defined as the planning, organizing, implementation, coordination and control of the activities to be carried out and direction of the relations with the environment.

Strategic management covers the features of general management. However, unlike these features, it has its own characteristics. These can be listed as below.

Strategic management;

- A distant future-dependent scheme. Since strategic elections are related to policies that will be followed by the organization for a long time, it is absolutely different from routine decisions. It aims to increase the future performance of the organization. Activities focusing on long-term activities and final results.
- In order to sustain life in the long term, it is aimed at taking measures by examining the environmental factors that threaten it.

- The strategic management process is an analytical process that involves information gathering, analysis, decision making, and implementation.

- It uses the four functions of management (planning, organizing, executing and controlling) to achieve targeted results.

- Essentially, it is an issue that concerns the top management. Strategic planning by senior management is implemented and monitored by strategists working at lower levels. For the success of strategic management, it is important to identify managers, experts, and consultants who will be involved in the process.

- It aims to create a vision for the future. After the vision is determined, the mission is determined in order to achieve this vision. The vision and mission of the organization are adopted by all employees and accepted as common values are of great importance. Determination of vision and mission organization is not enough for success. Strategies and action plans should be established to achieve the objective.

- It has the ability to analyze the current situation and reach new and original syntheses to achieve the objectives of the organization. It enables the organization to benefit from the economic, technological, political and social aspects of environmental changes, to eliminate the negative effects on the organization and to benefit from them in a timely manner.

- It is a component of strategic goals. The organization's strategy in general, it serves

its purposes and ensures that powers and capabilities are gathered in the realization of these objectives.

- Manages and operates all financial and human resources of the organization in harmony. Thus, the events and decisions taken in the daily life of the organization is the direction of the transmitter.

- The strategy does not eliminate the necessity of management, it determines the rules of the game, reduces uncertainty, clarifies the rules and rules to be followed.

- It identifies the activity areas of the organization in a complex and dynamic environment; it includes how to benefit from available resources and the breakdown of the distribution over a long period of time.

- A tool for encouraging and mobilizing human elements in a complex and dynamic organization. People move in a more pessimistic way in the uncertainty environment. As ambiguous or mitigating information is presented to them about the future and their goals are precisely determined, the work also increases ambitions and courage.

- Emphasizes the importance of the organization's ability to achieve objectives based on teamwork. The determination of strategies is carried out by wide participation in senior management.

- Strategic management is proactive management. It is not a reactive (symbiotic) management that reacts to what is around them. It is a forward-looking administration that aims to change the conditions and build the future.

- It is the best means of making reasoning, predicting the future, improving

management and providing growth and dynamism.

- Sees the organization as a system. In addition to dealing with the organization as a whole. When a decision is taken on the whole or any of the parts, the effects on the other parts are taken into account.
- Integrates the interests of the organization and the interests of the society. It carries social responsibility towards its external environment.⁵

2.1 Establishing the mission and the vision

Vision is a concept or idea, a future designed as an ideology, a concrete future image, close enough to see, but far enough to evoke the admiration of a new reality. Vision is the picture of the future of the organization and why people need to create a future.

Vision is created and expressed in the mind of the leader. The leader demonstrates which types of needs should be done for the organization through the vision and creates guiding ideas. Vision is an image rather than an understandable plan expressed by words and numbers.

The strategic vision is an intuitive view of the future. It is the result of intuitive and cognitive processes of the mind. It is an intuitive function of the mind, not analytical.

⁶

Being successful today: to create a vision that does not ignore the core values , everyone believes by accepting and sharing and which can be affected by changes

⁵ Aktan, 1999; Dinçer, 1994; Eren, 2000; Ertuna, 2008; Ülgen and Mirze, 2010

⁶ Betz, 2001

and developments.

Three elements must be realized for the formation of the vision. They are to determine the values of the organization, to determine the mission and objectives and to reveal the objectives of the organization.

The purpose of an organization is the cause of its existence. It illuminates its path and reveals its values. Determining the values, making them a part of the vision, enables employees to focus on the target despite all kinds of obstacles and changes. Vision is the most desired form created in the mind and in the future. It is a picture of what will be the most recent situation when the objectives and values are fully fulfilled.

A shared vision creates a link between people and the purpose of the organization, giving them the power to work. Moreover, the shared vision brings convenience to the organization in terms of making decisions. As the organizational structure becomes larger and more horizontal, decisions are made increasingly in units, not in the center. In this case, a clear vision acts as a compass. If the vision was properly prepared and put into practice, employees can determine how can they make the decision even if someone doesn't control them. When executives convey their vision of the organization to the employees effectively, they see that job satisfaction, loyalty to the organization, loyalty, organizational spirit, knowledge of the organization's values, pride in the work, efficiency and motivation increase properly.

The mission is the purpose or cause of the existence of the organization. In other words, we define what we do as an organization and whom we serve ⁷ .

⁷ Çetin, Akin and Erol, 2001

The mission is the existence of an organization, it expresses questions as "how does it work, for what" itself. The mission also forms the basis for other parts of strategic management. In general, the mission is developed by the top management of the organization.

This mission of the organization is an umbrella concept covering all services and activities offered by the organization. The missions of the lower-level units are developed by other relevant personnel in accordance with the mission of the organization.

Depending on the size and purpose of the organization, there may be one or more mission statements belonging to the organization .

Dinçer briefly summarizes the characteristics of an organization mission as follows:

- The mission is a long-term objective. Sometimes it doesn't change the progression of an organization.
- The mission never disappears and cannot be reached. For this reason, it leads to better and higher achievements. However, the mission should be realistic in determining the organization and should not lead the organization away from its ability.
- Shared values and beliefs. The mission of the organization is not about quantity but about quality.
- It is unique and specific to the organization because it distinguishes it from other

organizations.

When vision and mission are taken together, it reflects a common decision on which direction the whole organization is going. This orientation, highlighted in vision and mission, can provide the basis for making daily decisions.

2.2 The Stage of Strategic Analysis

In the literature, the strategic management process is indicated by some differences. Strategic management definitions and models of different authors are given below.

Dinçer defined strategic management as a special decision making or problem-solving process. Therefore, strategic management: planning of strategies, implementation and evaluation are indicated as three phases.

According to Ülgen and Mirza, the strategic management process defines all of the information gathering, analysis, selection, decision, and implementation activities to ensure the long-term survival of the organization and to ensure a sustainable competitive advantage.

Strategic analysis is a procedure that includes exploring an association's business condition inside which it works. Strategic analysis is basic to figure key making arrangements for basic leadership and smooth working of this organization. With the assistance of strategic planning, the goal or objectives that are set by the organization can be satisfied.

In a consistent endeavor to improve, organizations should occasionally direct a strategic analysis which will, thus, help them figure out what regions need improvement and zones that are as of now progressing admirably. For an organization to work effectively, it is essential to consider how positive changes should be implemented.

Strategic analysis is basic if an organization has an objective and a mission for themselves. Whole leading companies who are notable for their accomplishments have years of key arranging being actualized at different stages. Strategic planning is a long term task including nonstop and orderly planning and asset venture. The primary inquiry that an organization ought to think about when playing out a strategic analysis is: How is the market established? How are the dynamic customers in this part? While directing strategic analysis, associations must know their rivals and hence have the capacity to characterize a methodology that will help them an amazing player in that showcase. A standout amongst the most significant elements of strategic planning is to anticipate future occasions and reason elective procedures if a specific arrangement doesn't work out not surprisingly.

Internal strategic analysis: Through this analysis companies look inwards or inside the company and recognize the positive and negative focuses, and build up the arrangement of assets that can be utilized to improve the organization's image inside the market. The internal analysis begins by assessing the execution of the organization. This incorporates assessing the capability of an organization and its ability to develop.

The analysis of the qualities of the organization ought to be arranged to the market, concentrating on the customer. The qualities possibly make sense when they support

the organization to satisfy customer's needs. While completing an internal strategic analysis one ought to know the disadvantages and impediments that an organization faces later.

SWOT analysis generally reflects a matrix based on the evaluation of the results of the external environmental analysis and in-house analysis. A SWOT analysis, the analysis of the external environment enables the identification of potential opportunities and threats that may arise from the external environment. The internal analysis includes the analysis of all elements of the organization such as personnel structure, basic capabilities, all material means, goods, and services.

It includes analysis of all elements of the organization, such as equipment, building, etc., of goods and services. The external environment analysis includes the analysis of variables such as political, economic, sociological and competitive environment .

4 elements include to SWOT matrix. They are following below:

-Strengths

-Weaknesses

-Opportunities

-Threats

In the SWOT matrix shown in the figure (in the status determination matrix), first of all, strengths and weaknesses of the enterprise determined by SWOT analysis, the opportunities and threats in the external environment are listed and the insignificant ones are summarized and evaluated. In the preparation and evaluation of the matrix

of these elements; some techniques such as nominal group technique, performance force technique and balance analysis are used .

Briefly; the nominal group technique is carried out by a group that expresses opinions independently, without the necessity of a consensus.

With the help of this technique, the advantages and threats are listed in order of importance and the SWOT matrix is created.

In the analysis of performance forces, which is a more advanced and more preferred technique compared to the nominal group technique, weaknesses, opportunities, threats determined by SWOT analysis are listed according to their importance and then these factors are analyzed according to the general or specific performance power of the company. In other words, the balance factors (the existing or improved superior aspects = opportunities or threats) that will enable them to meet each other.

Based on the results obtained from SWOT analysis, there are four basic questions that need to be answered at the point of ensuring the above-mentioned balance.

1. What are the best ways to benefit from opportunities? Which skills can be developed for the organization?
2. What superiorities can be avoided by potential hazards?
3. Which weaknesses can be destroyed by taking advantage of possible opportunities?
4. What are the things to be done to avoid the combination of the hazards and the weaknesses?

Organizations can improve their weaknesses by improving their superiority and weaknesses through in-company analysis carried out within the scope of SWOT

analysis. With the external environment analysis, they can benefit from the opportunities set by highlighting their superior aspects . In addition, companies can turn these threats into opportunities .

It refers to SWOT analysis activities based on intra-business analysis and external environment analysis process included in the strategic management process. The analyzed elements are evaluated with a holistic approach in SWOT matrix and business strategies are determined. Therefore, SWOT analysis is understanding as dynamic implementation process that is at the core of strategic management.

The organization should determine its strengths and weaknesses against its competitors and carefully consider how prepared it is for opportunities and threats. The main purpose of SWOT analysis is to improve the weaknesses by evaluating the current situation of the enterprise and to identify the best practices and adapt it to its own structure. In addition, the purpose of SWOT analysis is to ensure that businesses are prepared to see possible threats take necessary measures to assess potential opportunities and turn threats into opportunities.

2.3 The Stage of Strategy Formulation

Stage of the strategic formulation is the stage that bringing varies people to the same environment and can take a long time in order to complete stage duration.

This process requires a participatory approach. The interaction of organization

employees is critical for creating a strong strategy by organizations. Employees of all levels should be involved in the process starting from the top manager in organizations. Strategies are decisions that how to achieve the goals and objectives of the company. It is impossible without effective strategies, goals, and objectives. When determining strategy, should pay attention to the mutual harmony of strategies with vision, mission, goals, and objectives. After the analysis of the internal and external environment of the company by means of strategic analysis, defining the opportunities and threats created by the company's external environment as well as strengths and weaknesses created by company's internal environment.

At this stage, the company is taking into consideration the advantages and weaknesses of its own assets and capabilities against environmental opportunities and threats.

After the analysis is made and the objectives are determined, the most important thing of the stage of the strategy formulation is choosing a relevant strategy. CEO is responsible for choosing the best strategy for achieving the essential aim of the company.

In general, at the stage of strategic formulation, companies should pay attention to 3 topics, they are following below:

- Identify alternative strategies that can be realized through the facilities of the companies and that can meet environmental opportunities and threats,
- Determination of the criteria to be used in the selection of alternative strategies
- Making the most appropriate strategic selection among alternatives

There are several techniques that can help in the matter which strategies will be selected. Strategies are evaluated and appropriate selection is made by using portfolio analysis techniques and other strategic decision techniques .

When determining organizational strategies, changes in the environment of the organization should be taken into consideration.

Research shows that successful organizations use different strategies in the same environmental conditions. Therefore, when determining strategies, companies should determine their own strategies considering both environmental changes and organizational skills.

Porter discussed the key points that organizations should take into consideration when determining their strategies in six chapters. These are summarized below:

- Start with the right target group.
- The selected strategies should add value to the organization or provide the opportunity to offer a range of benefits.
- Strategies should have a distinctive feature. The sustainable competitive advantage of organization must have a different activity or perform the same activity in a different way.
- Effective strategies require comparison of options. To make an organization distinguishable, to compare the choices in its outputs and value chain.

For the organization, trying to be everything for all its customers, it means that the organization does not have any superiority.

- The strategy should ensure that the activities of an organization are compatible with each other. All activities of the organization should reinforce each other

mutually.

- The strategy requires continuity in the maintained direction. The frequent re-creation attempt in the organization is the sign of weakness and mediocrity in strategic thinking. Therefore, continuous improvement in the organization is a necessity.

In addition, organizational skills need to be developed in order to implement the decisions taken in organizations successfully. Unless developing the organization skills, strategy determination and implementation process cannot consider meaningful .

In the SWOT analysis, the following strategies can be identified using the strengths and weaknesses of the organization in order to produce strategies and opportunities arising from the external environment.

WT Strategies: It aims to minimize the negative effects of weaknesses and threats. To this end, strategies are developed to overcome these weaknesses and threats.

WO Strategies: while minimizing the negative effects of the company's weaknesses are intended to maximize the potential positive effects of the opportunities. Strategies can be created to eliminate existing weaknesses by using external opportunities.

ST Strategies: It aims to minimize the negative effects of external threats by using the strengths of the company.

SO Strategies: Strategies developed to maximize both the strengths of the company and the positive effects of the opportunities offered by the external environment.

The choice of the strategy involves the selection of the most appropriate from the main alternative strategies to the objectives of the organization. This stage is both the

evaluation and the decision-making phase .

The company should select the most appropriate strategies within the aims of its own resources and capabilities among the alternative strategies. The most important responsibility for selecting strategies is management. Because the person who will be responsible for the success or failure of the applied strategies, he/she would be only management .

Management should focus on the following questions when creating and selecting strategies :

- What can be done to achieve the goals and objectives of the school?
- What are the possible problems and how can we overcome these problems?
- What are the alternative ways and methods for achieving the goals and objectives?
- What are the costs, positive and negative aspects of alternatives?
- Which strategies do make the company more effective and different from other companies?
- Should we expand our business?

Strategic leadership features of management stand out when creating strategies. Management should take into consideration the demands of the external environment, especially the change, growth, shrinkage, preserving the current situation, determining basic strategies, can make the changes that will make a

difference to other companies .

2.4 Implementing and controlling the strategic process

Strategic management is focused on implementation and action. The implementation process can be defined as any activity that the management will perform in order to realize the prepared plans. This process covers all management functions. The strategic management process does not finish with the selection and planning of the strategies, and the necessary arrangements for the implementation, primarily the organizational structure requires adjustment. A successful strategy will not be successful without an effective implementation .

Success in the implementation of strategies shows its success in strategic management. In this respect, it requires more attention than the selection of strategies. If all employees of the organization are focused on selecting the best strategy, or if there are no analysis techniques for this, the best strategy is chosen though it will not work .

The process of implementing strategies is the most difficult phase of the strategic management process.

In a dynamic environment, companies need to make fundamental changes and innovations in order to maintain their effectiveness and effectiveness in a changing environment, to compete and become better. It increases the importance of the management responsible for the implementation of the identified strategies. In the process of implementation of the strategies, the management has the responsibility of establishing organizational structure in accordance with the strategies, working in

the organizational structure, developing the human resources to realize the strategies, and creating the school culture that will enable the implementation of strategic practices .

The successful implementation of strategies can be achieved through well-planned process management. Once the strategies are determined, the processes that will help to implement the strategies are defined. Then, all these processes .

In order for the company to take full advantage of the process management and well-defined processes, all activities must be carried out in accordance with the defined processes, and those who implement the processes should understand, adopt these processes. Employees also need to fully understand their role in the process in order to embrace and adopt processes and at the same time ensure that processes are continuously improved. To define a process is to document the input of the process, its output, the start and end of the process, the sub-processes or processes involved in the process, the participants, the indicators to measure the process performance and the indicators .

Although the implementation of strategies is the responsibility of the top management, success depends on more the middle and lower level managers. Strategists involved in the formulation of strategies should be involved in the implementation phase.

Because they help to solve the problems that will arise because they create resources for the application phase. With the start of the implementation process, there are many activities and preferences related to each other. These can be summarized as follows:

- Once the strategy has been defined, it is made into measurable goals at all levels of the organization as a whole,
- Central duty locations are determined,
- If necessary, the organizational structure is rearranged and staffed
- Methods and procedures for coordination are established and delegated
- Resource allocation is made to organizational departments,
- Policies to guide activities are identified,
- Describe the objectives of each of the managers,
- Determining the methods and techniques used to measure success,
- Establish a management information system to gather information and evaluate the organization,
- Explain the incentive and reward system used to reinforce the desired behavior,
- Training on organizational style and values and managerial capabilities are developed,
- Adequacy of control mechanisms are reviewed,
- The results are identified and to define differences between the expected situation are determined and corrective measures are taken by providing feedback.

For the implementation and control of the selected strategies, first of all, a detailed plan should be prepared, including the objectives, activities, responsibilities, and

resources of each manager and employee.

This study makes it necessary to identify functional strategies and policies, to prepare important projects and programs and to turn them into money. Briefly, the objectives and strategies prepared at the upper level are planned separately for each level of the organization and the responsibilities are defined. Necessary authorizations and responsibilities for future activities, projects and programs should be distributed among managers and organizational units. If necessary, the organizational structure is rearranged.

When there are strategic changes, making the organizational structure suitable is an important problem of the implementation process. To getting success of the implementation process, clear, effective cooperation between the top management and the functional management and implementation units is required. The effectiveness of strategic management in organizations depends on it. The process of defining functional strategies and policies is similar to the process of defining an organizational strategy. However, there are some differences between them. Section strategies and policies are shorter than organizational strategy, they are narrower, they are activity oriented and require more participation of managers in lower levels. Organizational culture is an important element in the formation of an organizational environment in accordance with the strategies. There is a need for an environment to support and reinforce the changes in the organizational structure and policies. In other words, the organization should be taken as a whole system and the organizational culture must be fully aligned with the strategy. For this purpose, it is necessary to identify the key people, groups, units, and processes that will define this organization as a cultural system. If all of these items are directed towards the same direction and can implement in co-operation, the organization is strategically

organized. Otherwise, each unit and process will be directed towards different directions and the problems that will occur from the differentiating units will be encountered.

Ensuring strategic cohesion: The identified strategies often include general expressions and express general orientations. In order to realize them, they must be transformed into the form of implementation plans that will guide the employees' behaviors in the organization. Therefore, department strategies, tactics, and plans should be prepared. These will create a framework for the activities that need to do and facilitate the harmonious management of the organization as a whole. In other words, departmental strategies and policies are the mechanisms of integration and coordination of activities. Since the strategies will not work spontaneously, implementation plans and tactics need to be determined. At this point, we should answer the questions such as how we reach our goals, how much time we do, whom we can do with and how effective we should be.

The impact of department strategies and policies on organization activities and the benefits that it provides are as follows:

- Establish general rules for special decision situations and activities.
- Ensure that activities are directed towards a common outcome.
- They control the results of the strategic practices and provide corrective measures
- Strategy and structure: The first activity to do after the strategy is developed and strategic plans are prepared is to organize the organization .

In organizations, structure follows the strategy and provides the best service to the implementation. For this purpose, organizational structure, authority, and responsibilities of managers should be arranged according to the chosen strategy .

Each strategy is implemented within an organization. Therefore, there is a very close relationship between organizational structure and strategy .

No matter how well the strategy is planned and selected, the workforce will not be successful unless it is well organized to implement this strategy. As Cannon says, "Neither structure can be strategy-free and cannot be defined separately" ⁸.

In other words, the structure and the characteristics, expectations, values , and skills of the people in that structure are effective in the choice of strategy.

But making a structural change is not as easy as it seems. The manager needs time to do it. Because the organizational relations with the duties, powers, and responsibilities, and the newly changing staff react to this situation. Especially those who have decreased their authority and jurisdiction, whose status is falling, who have changed their relations of work and friendship with the former working team, and who are in solidarity with those who lost their jobs, wear out the manager who will implement the new strategy. The following results have emerged from the studies on this subject :

- The strategy chosen and chosen by the management reshapes the organizational structure.

⁸ Cannon 2010

- The structure to be chosen to achieve organizational goals should be compatible and appropriate to the strategy.
- When determining the strategy, the organizational structure, the managers and employees who make up this structure, their personal and professional characteristics and skills must be taken into account. In other words, the organizational structure affects or even restricts the strategy.
- An organization cannot succeed in implementing a new strategy without making changes to the organizational structure.

As the strategy changes, the reason for changing the organizational structure is to redistribute or determine the tasks and powers so that the administration can control it properly. The authority is the organizational resources to be used by whom and which extent.

Using resources brings to it the responsibility of accountability for use of those who use them for purposes. No one who is responsible can act arbitrarily when using authority. It has to act in accordance with objectives, strategies, plans, and policies. Powers and responsibilities are gradually decreasing from the highest level of the organization to the lower levels. In this distribution, every strategy and policy change is effective, while increasing some powers, decreasing some of them and eliminating some of them at the same time .

Thus, every part or department that constitutes the organization will provide a greater profit than the sum of their team or individual works.

For this reason, working in harmony with each other and to complement each other, organizational units or parts to work together in these units to complement each other to complement the harmonious, creative and innovative work to create a reason to create an organization should form one of the main objectives of the officials to create a new strategy .

One of the reasons for developing or changing the organizational structure and adapting it to the new strategy is to facilitate the communication system between the departments of the organization which has different functions. The establishment of the channels of horizontal and cross-information channels as well as the command and information systems and channels will communicate effectively between the different managers, employees, and groups within the organization. In addition, the official authority and management relations for the organization's effectiveness, horizontal and cross management information and reporting system should be developed. In the form of committees, formal group work systems and voluntary quality circles should be taken into consideration in the strategy changes of organizations. These changes are necessary for the recognition and perception of the strategy in the organization, as well as the formal and non-formal organizational forms and communication forms for the employees to recognize and understand the strategy. So, the strategy will be better adopted by the members of the organization and will be easier to implement .

The following questions should be sought in order to investigate the compliance of the organizational structure with the strategy and establish an organizational structure appropriate for the strategy.

- Is the structure appropriate to the organization's field of activity and strategy?

- Is the organizational structure of the senior management level of the organization sufficient for the effectiveness of the units?
- Does the organization have the tools and elements to ensure the coordination between the close environment and the units that constitute it?
- Are the form of authority and responsibility distribution appropriate to the qualifications and philosophies of managers and subordinates according to the nature of their duties.
- Has the structure of the organization been established in such a way as to enable the grouping of activities? .

The answers to these questions will help to identify existing shortcomings in the organizational structure according to the new strategy. While the strategy practices have an impact on the organizational structure, the existing organizational structure on the choice of strategy and the managers and staff involved in this structure have an impact. Because of the existing structure, habits, relations between the staff, the knowledge, skills, experience and especially personalities of the managers and staff will affect the strategic choices.

Organizational culture and climate: An important aspect of successful implementation of strategies is organizational culture. In the literature, organizational culture is defined as a system of norms, behaviors, values, beliefs, and habits that direct the behavior of people within an organization .

Organizational culture refers to values shared among people⁹ (Crimea; 2009: 59). The combination of values, beliefs and assumptions and the culture forming the behavior patterns emerge. All strategies are formed according to the assumptions.

⁹Crimea; 2009: page 59

Strategies appear to be based on knowledge, but the interpretation of information is possible with the help of beliefs, values , and assumptions.

Organizational culture reflects the recognition, value, social standards of the organization in the environment the forms and levels of the relationship with other organizations and individuals in the environment. With this function, culture is one of the most important tools that determine the place, importance and even success of the society that connects the organization with society ¹⁰.

Culture gives people emotions and intuitions about what they have to do and how they should behave. Therefore, developing and developing an organizational culture in line with the strategies developed, creating common values in line with new targets will increase success by mobilizing the organization as a whole. The strategy of an organization can be an important force if supported by appropriate culture. For a cultural change, organizational structure, employees' thoughts, and behaviors, control and evaluation systems, reward methods, leadership styles, goals, and plans should be reviewed completely .

A corporate culture that can keep up with the rapid change environment is explained in two aspects. First, the management level values the elements that affect the organization sincerely and honestly, not only to themselves but stakeholders, customers, employees, and shareholders. In other words, it is a management culture that does not only have an internal view of the interior but can also look outside. Secondly, taking the initiative and taking the lead into consideration within the framework of the whole institution.

¹⁰ Eren 2010

The management approach that can look not only inward but also outside, can better see the opportunities and threats in the environment. Therefore, when people, opportunities, and problems arise, common leadership and initiative they do not just wait for the top management, they also start taking the initiative themselves. They increase the speed of adaptation to opportunities and problems .

The organizational climate is closely related to the organizational culture and measures the harmony between the values of employees and the organizational culture.

The organizational climate is a general climate at the end of people's expectations of how the work within the organization should be, the extent to which these expectations are realized. If employees adopt the culture of the organization, the organizational climate is good; otherwise, it is bad or weak. An organizational culture which dominates the employees, their motivation, morale, and success significantly affect to them. The organization can be damaged by the organizational environment .

In order to make organizations more competitive with the surrounding organizations, it is necessary to take into account that each of the companies is influenced by different cultural environments, so each company should be considered as a separate unit and value when developing the strategy . While organizations are similar from the outside as people, each organization has its own values and norms. Organizational culture shows the identity of the organization, what it does, what it can do and the difference of the organization from other organizations. Especially ineffective company research, it is seen that special importance is given to organizational culture and it is emphasized that organizational culture increases the effectiveness of companies.

The main strategy to be followed in the companies environment is the development of organizational culture. Because without the development of organizational culture, other features of the organization cannot be developed.

A positive and appropriate organizational culture is necessary for the successful implementation of the strategies for the development of the companies.

If the culture of the company does not have these characteristics, it must be realized, even if it is difficult to create or change .

According to Ülgen and Mirza , the following issues are focused on the implementation of strategies :

Distribution of resources: In order to achieve strategic goals, the distribution of organizational resources to the units operating in an efficient manner in line with the strategies chosen constitutes one of the important rings of strategic management. Resource distribution is to make decisions about where, how, what amount and when to make monetary, material, physical, human, financial, organizational and technological resources in the hands of the activity plans and programs. Strategists in which section how many decisions regarding the resources to be allocated, which financial facilities and which managerial positions will be related to resource allocation. In every strategy change in organizations, it is necessary to carry out resource allocation as required by the new strategy. For this reason, the strategic selection is made first and resource allocation follows. Just as the structure follows the strategy.

Leadership form: People who form groups and organizations have the knowledge and skills they have acquired from different environments with different opinions and tendencies. This results in different purposes, beliefs and attitudes. It requires leadership knowledge and skills to keep individuals who have these differences together within specific organizations, norms, values , and cultural environment and to operate efficiently in line with strategy.

Control is the process of comparing planned activities, performed correcting the deviations . This function also plays an important role in the strategic management process. Whether or not the management functions accomplish the objectives of the organization, or if the results have yet to be achieved, the control function, in which the actions are made to achieve the correct objectives, emerge. Therefore, one of the indispensable functions of the manager is the control function. Strategic management is focused on the outcome. It is to survive for an organization and to achieve competitive advantage. Therefore, the organization will carry out its strategic controls and evaluations as long as it continues. If any, errors will be corrected and thus it will be possible to reach the targeted results.

3.1 Control of predictions

Nowadays, managers must manage the change by predicting. The prediction in strategic control should require an approach that is more oriented towards the future, which is forced to change and should aim at eliminating the challenges that prevent such control. Thus, those who control the important changes and trends to change the target, standards, and strategies to change the time helps. A feedforward feed-in control system, as in the traditional control system, includes feedback control for the

correction and control of the executive, as well as two modern control functions, such as forecast control and strategic surveillance .

In the process of determination of strategy, the estimation and development of various variables is an important element. As much as the formation of the strategy, it is imperative to check the estimates to determine whether it is effective and to apply over time, to monitor the important environmental factors with systematic and continuous environmental analyzes. In this way, it is decided in time to make changes in target strategies by anticipating the big changes that may occur. The future trends of key factors that will lead to success in the control process should be monitored. Therefore, in the event of changes in these estimates, the changes and the validity and validity of the aims, targets, standards, and strategies of the organization will be lost, necessary changes will be made, updated and validated, and strategies and policies may be changed if it is necessary .

3.2. Strategic surveillance

Any change or trend that has a significant impact on organizations may not be determined by managers during the formulation of the strategy. Strategic oversight is more flexible than controlling estimates. With this supervision, instead of observing the predictions of some preselected variables as in the control of the estimates, the environmental elements that provide opportunities for the organization or which constitute danger and threat are monitored. Any unforeseen critical events missed opportunities, or developments that can create serious hazards are identified.

It does not only oversees the external events that may threaten the organization's strategy but also makes it aware of new opportunities that may arise. It ensures that competitors are constantly under control in environmental screening and investigations, and the impacts of threats to the organization's strategy on goals, strategies, and policies and if some corrections are necessary .

In addition, strategic oversight requires an organization to identify its strengths and weaknesses compared to its competitors. For this, a group of managers should identify the main strengths that the organization will direct the future of the organization. The weak points of the organization are also determined. The effects of changing conditions on the strengths and weaknesses of the organization and how they affect strategic control elements are determined. Corrections are made by taking necessary decisions.

3.3 Control of implementation

Two important elements that make the implementation control, they are process control and strategic implementation control. Process control is the classical control system. It is about whether an organization strategy is carried out as planned. The following questions are important .

- Have short-term objectives been achieved?
- Our sources regularly provided?
- Does the organization carry out the works within the budget and program?

Strategic implementation control concerns broader issues. It deals with the consequences of events and trends in the internal and external environment. The following questions are important :

- Should the organization's strategy change in light of emerging events and trends?

If a deviation is seen in the plans, does this point to a crisis or failure?

Organizational levels in strategic control: Hierarchical levels have an important place in strategic control applications. In organizations, administrative and budgetary controls are carried out at functional levels in terms of achieving functional standards. In addition, at the lowest organizational levels, individual status is checked for each person to reach standards and productivity norms. If there is more than one strategic part of the organization, the highest level of strategic control is made in order to reach the general goals and objectives of the organization. In addition, the success of each section is evaluated separately. The benchmarking of the units connected to the organization is made. It is evaluated that the managers of the department have compatible working qualities . The second hierarchical level of strategic control is the strategic unit level. At this level, the top managers at the level of the success of the unit they meet in the general objectives and objectives, the achievement of the targets and standards expected in terms of the success of the unit, the establishment of a system of success valuation appropriate to the characteristics and requirements of each department, staff morale and motivation in terms of providing the necessary assistance and support for the development of organizational culture is done in terms of examination.

At the level of individual achievement, first of all, what the individual does is looked at and what is expected from him for an hour, a day, a week or a month is

evaluated according to the standards or standards that have been developed. As a result, achievement control reports are prepared by comparing the activities performed with the achievement standards determined for the responsible managers at all levels.

Success assessment criteria for strategic control :

The first task the management has to do for strategic control is to select the strategies of success, the functional policies, the success standards according to the methods to be used, the measures of productivity and the limits of tolerance in the objectives.

Thus, the application will be clarified according to what will be evaluated .

Objective (objective) and subjective (non-objective) criteria can be established for evaluation of success. Since these criteria are important for strategic management, the scope of the strategy, implementation of the methods, and the content of the strategy are taken into consideration. These include protection of intra-organizational stability, compliance with the environment, compliance with the resources of the organization, acceptance of the degree of risk involved, inclusion of appropriate time targets, workability in terms of achieving the objectives of the organization, the situation of reducing the weaknesses of the organization, evaluating the environmental great opportunities, such as the ability to mitigate threats and threats, can be considered as strategic control measures. These criteria are examined after a certain period of implementation of strategic management.

The importance of motivation for control: In general, in strategic management, the motivation and reward system in the implementation and control of strategies in a more specific sense shapes the behaviors of employees. With effective implementation, they will ensure integration between the individual and the strategic

objectives.

People tend to their goals and behave according to success measures. Success will ultimately determine the place of the person who made it. Therefore, if people are asked to include their own enthusiasm in the realization of the planned strategies, they cannot be a more important tool than effective motivation. If the objectives are supported by a fair and adequate rewarding system, both employees can be made more effective for their purposes. It can be made willing to evaluate the results .

3. 4 Evaluation and control of results

In the assessment, standards are compared to the actual situation and feedback is given to the relevant managers. In terms of long-term strategy, the time of evaluation is very important. If the measurement is performed over long periods of time, it may be too late to take action to correct deviations. On the other hand, if evaluations are made too early, attitudes and responses to the use of opportunities for the plan may arise. Medium-term targets are prepared and measured to achieve long-term goals. Thus, the course is controlled by the intermediate control measurements and feedback provided. Measurements can be carried out in 3 months or once a year depending on the variant .

3.5 Measure of success

Which aspects to measure success depends on goals, objectives, and standards. They are different according to the nature of the organization. It varies in

measurements for different targets and standards. Measurements should include future nutritional control, assessing what will be the future success criteria, as well as future success measures, and updating targets and standards. When performing the controls, the results (outputs) or the activities (behaviors and methods) that give rise to success are evaluated with an emphasis on behavior and methods. Output control determines the compliance of the rules, methods, policies, and processes that have been set for achieving a goal and achieving a goal or behavior control when achieving achievement goals or main goal. While measurements of results or outputs serve as a whole to the control needs of the organization, activity and behavioral metrics serve the control needs of managers who want to achieve success in person. Because there is a cause-effect relationship between activities and behaviors and results .

4.1 Related researches in foreign countries

Nartgün made a research on the applicability of strategic planning in higher education. In this study, the extent to which strategic planning is applied in higher education is discussed in three dimensions. It is determined that the elements of strategic planning, which are the first dimension, are always applied at the level, and the third dimension, which is the second dimension, is frequently and rarely at the level of being connected to the system and structure of the university.

In Erdem's study on strategic management and its applicability to public organizations, strategic planning and development of strategic management, the

development process and its characteristics, the concepts of strategy and planning, the development of strategic planning theory, characteristics, benefits and processes, the strategic management of public administration, the problems and reform studies of public administration, In addition to the benefits to its management, it has also addressed implementation difficulties.

Altinkurt conducted a doctoral study aiming to determine the opinions of teachers on strategic leadership in the educational organizations and the strategic leadership practices of school heads and the factors affecting these practices. According to the findings of the study, it was determined that school principals were successful in strategic leadership applications but these applications should be developed.

According to the opinions of teachers about the strategic leadership practices of school principals (management), there were some differences in terms of managerial experience and school independent variables. The strategic leadership practices of school principals partially restrict the legal-bureaucratic, time and financial resources.

According to the results of the research, strategic management practice is actively implemented in both public and private sector institutions. This application, which has been made compulsory in the framework of legal regulations in recent years for public institutions, has not remained a dysfunctional document and has existed in practice. In addition, another result reached, in both areas, the decision taken in the process of strategy development is dominated by senior management. Although private sector enterprises get benefit from past experiences in their strategies, it is stated that such an experience is not observed since strategic management is newly implemented in public institutions.

Middlewood and Lumby ¹¹are research named "Strategic Management in Schools and In Colleges", they tried to explain strategic management in schools and colleges by using the theories and researches of strategic management to develop strategic management in educational institutions. The study is basically based on four chapters: In the first chapter, strategic management concepts and approaches are discussed: vision, mission, organizational culture and strategic management concepts; in the second section: under effective strategy practices: autonomy, strategic management resources, effective school plan development and strategic planning for better education; in the third section: under the heading of roles in strategic management:

strategic cooperation, strategic leadership in education, success in organization management. In the fourth chapter, under the heading of reviewing the strategic effectiveness: management of monitoring and evaluation, the formation of external audit and understanding of strategic change are explained.

Bush and Coleman's research named Leadership and Strategic Management in Education , they aimed to provide information that will enable them to understand the strategic management and leadership, to reflect the models and theories of education management, to provide opportunities to develop skills in strategic management and leadership through research, and to contribute to the development of schools and colleges. They have identified two main points for strategic management in education. They are following below :

¹¹ Middlewood and Lumby (2007) are research named "Strategic Management in Schools and In Colleges"

1) A proactive approach is needed as strategic management requires a long-term vision.

2- The main differences of strategic thinking from operational management

a) Long term focus

b) Creativity

c) Examination of the external environment

d) Adopting the viewpoint of the helicopter. Managers should be accountable to government agencies and stakeholders financially supporting the school because the success and future of the students depend on the quality of the education they receive, the training staff should be motivated well. Although strategic management and strategic planning can be used interchangeably from time to time, they state that strategic management is much more advanced than strategic planning and that strategic planning is related to the implementation of the vision within strategic management, and that strategic planning is used to achieve the vision and strategies of management.

4.2 Model of research

Research is quantitative research. The descriptive model was used. This model is a research approach that aims to describe a situation that exists in the past or the present. The subject of the research is tried to be defined in its own conditions and as it is.

Chapter 5: Conclusion

Since a large number of results were obtained in the study, the results were given during the problem and sub-problems and after an explanation of the research process.

Strategic management is examined in the department where strategic management is discussed as 7 dimensions :

- 1- "strategic thinking",
- 2- "Strategic Analysis and Strategy Development",
- 3- "strategic implementation and evaluation" as the three dimensions developed as the research is completed on these three dimensions.

From the opinions of school principals, deputy directors, teachers and provincial education supervisors on the level of implementation of strategic management in primary schools, the following conclusions are reached:

- Primary school principals, strategic management in primary schools:

High levels of strategic thinking, strategic analysis, orientation and strategy building; It is concluded that the strategic implementation and evaluation dimension is applied at a very high level.

- It has been concluded that the primary school principals and their teachers have a high level of strategic thinking, strategic thinking, strategic analysis and strategic strategy, strategic implementation, and evaluation.
- It has been concluded that the strategic thinking dimension of the provincial education supervisors, strategic management in primary schools: low-level

strategic analysis orientation and strategy formulation, strategic implementation and evaluation dimensions are applied at medium level.

- According to the averages of all the participants' opinions, it was concluded that strategic management was applied at a high level in strategic thinking, strategic analysis guidance and strategy formation, strategic implementation and evaluation dimensions in primary schools.
- It is concluded that the deputy principals in the 36-40 age group in primary schools think that the strategic thinking dimension is applied at a higher level than the deputy principals in the age group of 26-30.
- According to the deputy principals who are graduate students in the elementary schools, they have a higher level of strategic analysis and strategy formulation. The results of their opinion have been reached.
- It is concluded that teachers in the 36-40 age group in primary schools think that their strategic thinking dimension is applied at a higher level than the teachers in the 26-30 age group.
- It has been concluded that teachers in the 31-35 age range in primary schools have a higher level of strategic analysis orientation and strategy formation dimension than the teachers in the age group of 20-25.
- For those who have professional seniority of 16-20 years, who have vocational seniority of 26 to 30 years, the level of strategic implementation and evaluation is applied at a higher level. At a higher level, it was concluded that they were applied. It has been investigated whether school principals, deputy principals, teachers, and provincial education supervisors vary their views on the level of implementation of strategic management in primary schools according to

gender, age last graduated school, branch, professional seniority, working time variables at the institution and the following conclusions have been reached.

Primary school directors :

- There is no significant difference between the views of the strategic management on the level of application in primary schools and the gender variable in all dimensions.
- There is no significant difference between the views of strategic management on the level of application in primary schools.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the professional seniority variable.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the working time variable in the institution.

Primary school principals' assistants :

- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the gender variable.
- The views of the level of implementation of strategic management in primary schools vary according to age. Deputy directors of the 36-40 age range, 26 to 30 years of age, assistant directors: strategic thinking, it is concluded that the size is higher.
- The most recent graduation among the views of the level of implementation

of strategic management in primary schools.

- According to the school variable, there was no significant difference in the strategic thinking dimension.
- Among the opinions of the level of implementation of strategic management in primary schools, it was determined that there was no significant difference between the opinions of the last graduating school variable: strategic analysis, orientation, and strategy formation.
- There is no significant difference between the views of the strategic management on the level of implementation in primary schools and the views of the last graduating school variable on the strategic implementation and assessment dimension
- It is determined that there is no significant difference in all dimensions according to the teaching branch variable between the views of the level of implementation of strategic management in primary schools.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the professional seniority variable.
- There is no significant difference between the views of the level of implementation of strategic management in primary schools according to the working time variable in the institution.

Chapter 6: Suggestions and Recommendations

Based on the findings of the research, the measures to be taken in order to improve the level of implementation of strategic management in primary education institutions and the suggestions to be made in this regard are considered below.

6.1 Suggestions for Researchers

- In addition to the school principals, deputy principals, teachers and provincial education supervisors regarding the level of implementation of strategic management in primary schools, studies can be conducted to determine the opinions of the stakeholders.

This research can be done comparatively in different provinces and in different educational institutions.

6.2 Recommendations

Since the principals, deputy principals, teachers and provincial education supervisors within the scope of the research agree that the strategic thinking dimension is not applied at a very high level in the level of application of strategic management in primary schools, it has been given particular importance to in-service training activities that improve this dimension; the understanding and sharing of the concept of strategic thinking should be increased.

- The provincial education supervisors are the only group whose views on the level of implementation of strategic management from the outside of the school organization in primary schools and their opinions differ according to the other groups. In this case, provincial education supervisors should conduct studies to improve the implementation of strategic management.
- The views of the groups within the scope of the research on the level of implementation of strategic management in primary schools differ in the dimensions of strategic management. Therefore, conceptual unity-based in-service training should be conducted on strategic management.
- Ministry of Education should provide institutional support to the researches on strategic management in education in order to enable educational institutions to develop strategic management practices through the Ministry and through national education directorates.

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