

Strategic Management according to the Vuddhidhamma IV Principles for Schools in the VUCA World Era

Muthita Angkurasi

Mahachulalongkornrajavidyalaya University, Thailand

E-mail: muthita1629@mail.com

ABSTRACT

This article is a presentation of strategic management according to the Vuddhidhamma IV Principles for schools in the VUCA World era, which is a school administration path that is aware of the changes. The progress of the world of volatility, uncertainly, complexity and ambiguity caused by rapid changes of technology and environment that affect the way of life, society, economy, politics and education. If the educational institutions understand the changes whether in crisis situation or not, especially in crisis, it is the more sustainable education development opportunities due to the birth of many new knowledges and sciences that can be used for solving problems appropriately and effectively based on morality and ethics by the process of strategic management on 4 important steps that consists of: 1) Plan, 2) DO, 3) Check, and 4) Act, that can be integrated with a Buddhism principle, namely the Vuddhidhamma IV Principles (virtues conducive to growth) that consists of: 1) Sappurisaṃseva: associating with the literati, 2) Saddhammassavana: listening to the good teaching, 3) Yonisomanasikāra : considering and pondering ingeniously, 4) Dhammānuddhammapaṭipatti : Practicing in perfect conformity to the Dhamma or to the principles: practice correctly and appropriately for the development of the educational institutions, adjust and change the learning management methods to bring prosperity and create students to have important and necessary skills and capabilities for adapting themselves to the global society that changes rapidly, being volatility, uncertainly, complexity and ambiguity, and to be ready to confront with the current and the future changes.

Keywords

Strategic Management; Vuddhidhamma IV; VUCA World Era

I. INTRODUCTION

With the Constitution of the Kingdom of Thailand, 2017, Section 258; comprehensive for children to develop physically, mentally, discipline, emotionally, socially and intellectually according to their age and develop teachers and instructors to get people who have the spirit of being a teacher have real knowledge. [1] Educational institutions are agencies responsible for providing education and performing various tasks to promote teaching and learning, consisting of personnel from many departments. The school administrators are responsible for school administration and teachers are responsible for teaching and learning and promote the learning of learners. Therefore, education management to develop educational institutions to prosperity today is very important. It is important to accelerate the development of education management to keep up with the changes of the new world. The important thing in managing change in educational institutions is a good educational administration and management system with quality, standards, efficiency and effectiveness will lead to the development of quality Thai children have a higher standard equivalent to or close to civilized countries change and development of learning management of the entire educational institution system to be ready to cope with various situations that can happen according to the VUCA world era and requires innovation in education management. School management adjustment teaching management upgrading education to meet

international quality standards, including developing educational institutions in all aspects. [2]

Working in the VUCA world era results in educational management of educational institutions in the new normal education era with 4 trends: 1) the use of digital technology to be more learning materials both presentations, worksheets, knowledge sheets, including the use of applications for activities, 2) Learning is not limited to educational institutions, whether the content, activities that take into account the context and environment of the learners or bringing the community as a base for learning more, 3) learning based on specific needs taking into account the aptitude, and 4) Holistic assessment to develop students, it is an integration that aims to develop the ability/performance of the learners by combining various indicators, which allow teachers to assess different learners as well as being more in line with the differences of learners [3], which is the basis of the work of educational personnel in today's volatile era, if integrated with the Buddhist principles, using the four Vuddhidhamma principles, they are: 1) Sappurisaṃseva: associating with the faithful and knowledgeable; 2) Saddhammasavana: listening to the Dhamma and learning; 3) Yonisomanasikāra: analytical reflection; 4) Dhammānuddhammapaṭipatti: practice virtue worthy of virtue or performing duties properly will be able to raise the quality of education to meet international standards and reasonable appropriate to the situation and context, help raise the level of

educational institute development in all aspects, both in the development of teacher's school administrators including the development of school administration systems related to strategic planning and quality system management, develop learners to have the potential to be global citizens to meet international standards.

This article presents the strategic administration according to the four virtues for educational institutions in the VUCA World Era. It consists of 4 qualities according to the Dhamma (principles): 1) Sappurisañseva: associating with the faithful and knowledgeable; 2) Saddhammasavana: listening to the Dhamma and learning; 3) Yonisomanasikāra: analytical reflection; 4) Dhammānudhammapaṭipatti: practice virtue worthy of virtue or performing duties properly to be used as a guideline for the development of educational institutions towards the prosperity of their full potential, create maximum benefits for education, society, communities and the nation in the midst of the volatile global trend in the VUCA World era.

II. STRATEGIC MANAGEMENT

Strategic management is a process that integrates the vision and mission of the organization, defining the objectives of the organization, analysis of the external environment and capacity within analysis and strategy selection, strategy implementation that contains target implementation, operational planning, strategic support, structure, culture, personnel, information technology and a process including strategic control and evaluation, which consists of performance reviews and monitoring of situations and conditions, in which educators have discussed the various meanings of strategic management; It's a way of linking battles together. There are terms and conditions of combat and suitability for combat as a strategic issue which is part of the war (warfare) 4 levels, including political or strategic objectives, strategic operations and tactics by defining strategy, as a comprehensive way of trying to act for the sake of the political end including intimidation or actual use of force in a dialectic of will, which necessitates at least two parties to a conflict; these parties interact. Subsequently, the use of strategy outside of the military has been transformed into business, economics, and other fields [4] or how organizations plan which is expected to lead to success and the results meet the objectives set by the organization [5], or it can be said that strategies are defined as guidelines or courses of action, taking into account the circumstances that have been carefully analysed. It is a behavioural pattern of the worker, take into account consistency with practices that have worked in the past, emphasizing flexibility that the practitioner can adjust the plan to correspond with the changing situation, [6] conceptualization or the common goodwill of the organization. It determines the status of the work in accordance with the nature of the needs of the service recipients for operators to adhere to as a practical guideline. It also determines the way to achieve the objectives of the organization which requires positive persuasion as well as creating pressure to raise awareness of organizational analysis, to drive the organization towards achieving its goals by having a complex decision-making process linking end points with ways and means or means to achieve that objective. [7]

It can be concluded that strategic management, the formulation of operational guidelines or techniques for continuous implementation of the formulation and implementation of the plan or as a way of working, it is a method that has been properly selected, through thinking and careful consideration in operating to the desired destination to achieve the goal which helps the organization achieve its mission and strategic goals.

Strategic Process

Strategic Management Process consists of 3 consistent processes, namely strategy formulation, strategy implementation, and strategy evaluation. [8]

1. Strategic planning (strategy formulation) is an open perspective to determine the direction of the organization's operations to achieve the goals set by the organization. It consists of important processes: (1) vision of the organization, (2) mission, (3) organizational structure (the Institutional structure), (4) Competitive positioning, and (5) The strategic agenda.

2. Implementation of strategies is the implementation of strategic plans that are jointly defined in the organization into practice with practice, evaluation and improvements to maintain operations. It consists of processes: (1) Define action plans, which is the process of taking the specified strategy into a project/activity plan; (2) Link measurement system to objectives, which is an evaluation plan, implementation of the action plan which must be consistent with the objectives of the action plan; and (3) Execute the action plan.

3. Strategic Evaluation is a very difficult and complex process that step one which is related to the implementation of the strategy, which must have a concrete, systematic, clear, concrete evaluation guideline by defining the strategic evaluation guideline, consisting of: (1) Reviewing the plan according to the cycle (annual renewal). It is a process for evaluating performance according to a specified period of time to assess the progress of the work and the efficiency of the work may be assessed every 3 months, 6 months, 1 year or according to the academic year. It depends on the project/activity plan that is set. (2) Improve the strategic management process is a process in which the evaluation results obtained from the cycle plan review are used to improve the process, strategic management follow the cycle continuously.

It can be concluded that the strategic management process. It is a process that helps the management of educational institutions to be effective which is a quality control management process for the Deming Cycle. Each step of this process is (1) Plan; to analyse the problem and find the cause, both the major cause and the minor cause of the problem by relying on the brainstorming of personnel in the organization to determine the best solution and development. (2) Do; the implementation or implementation of the plan that has been set. The person responsible for the implementation of each project and activity must be clearly defined. (3) Check; analyse problems and causes found in the process, and find ways to improve. (4) Act; results of problem analysis. The cause found in the process along with solutions to be used as guidelines for planning and further operations by

establishing a new standard of performance which is regarded as the basis for enhancing quality.

III. PRINCIPLES OF VUDDHIDHAMMA IV

The word “Vuddhi”, which appears in the Vuddhisutta on the Dhamma that leads to the prosperity of the seven factors.[9] In this sutra, there are 3 aspects of Vuddhi described: Saddhāvuddhi, Sīlavuddhi, and Paññāvuddhi; the principles conducive to the growth of wisdom and the reasons making it a patron of wisdom. It appears in the Paññāvuddhisutta on the growth of wisdom [10] in the Pahukārasutta on the Dhamma with great support and in the Mahapanya Sutra on Dharma that leads to Great Wisdom. [11] The Vuddhidhamma IV consist of the Dhamma as a means of growth. Dhamma is the cause of prosperity [12] or the word Vuddhi (or Vuḍhi in Thai) means prosperity, increase, “Vuddhi” is one of the topics of the Dhamma called “Vuddhidhamma”, that is, the Dhamma is the cause of prosperity [13] or means the Dhamma that leads to wisdom (Paññāvuddhi) is for the growth of wisdom or as we know this section of the Dhamma in a short name, Vuddhi IV, and explains its meaning by focusing on the general public to understand and apply it in their daily lives [14] or means prosperity and prosperity cause prosperity. It is a cause for the growth of wisdom. Dhamma has support for basic practices, used to create prosperity in all ways, both in the worldly and in the Dhamma way suitable for practice [15] or Dhamma is the cause of prosperity and prosperity. It is fair to do good deeds and make merit being the basic Dhamma in creating prosperity for oneself both in the world and in the Dhamma and also a virtue that leads to prosperity for oneself and society. [16]

1. Sappurisasamseva (association with the faithful) means being in company with good and capable people, dialogue is to have faith. There is a teacher; Ācariya Kalayaṇamitta or fellowship. The importance of Kalayaṇamitta appears in the Kalayaṇamittasutta as follows: “Monks when the sun is rising there is a first dawn as a vision as a predecessor for the arising of the Noble Eightfold Path” [17] because when there are good friends (Kalayaṇamittasutta) will advise you to continue listening to the Dhamma.

2. Suta or Saddhammasavana is to listen to Dhamma; studying the scriptures as stated in Kitagirisutta that “When sitting near, he would listen with his ears, pay attention and listen to the Dhamma, after listening to the Dhamma, he remembers it” and said in Paññāsutta that “She went in and interrogated inquired of them at a reasonable time”, and “They would reveal the truth that has not yet been revealed to simplify things that have not yet been simplified and alleviate doubts about many doubtful Dhammas...” Listening to the Dhamma and studying the Dhamma is the source of Sutamaya-paññā as the Buddha said, “Listening well brings wisdom, listening well, inquiry is the food of wisdom. [18]

3. Yonisomanasikāra; Mindfulness, thinking and understanding the subjects that have been heard and learned in order to implement it correctly. The importance of the Yonisomanasikāra; appearance in Yonisomanasikāra saṃpadāsutta “Monks, when the sun is rising there will always be the dawn as a predecessor Yonisomanasikārasaṃpadā. [19]

4. Dhammānudhammapaṭipatti; Practicing Dhamma in accordance with Dhamma is giving alms to the layman resulting in alms giving wisdom, keeping the 5 precepts, 8 precepts, 10 precepts, or 227 precepts. The observance of precepts is useful as a basis for the cultivation of Samatha and introspection, the cultivation of Samatha and meditation. It leads to the attainment of the eight treasures, which are divided into the four Jhānas and the four imperfect Jhānas. When one has attained the eight Jhānas, training them to become proficient will lead to the Apīṇṇā 5, which has the power to manifest various powers, etc. The practice of the Dhamma to be in accordance with the scope of meaning and objectives that are consistent with other Dhammas, harmonious in the main principle that is a whole system, living a righteous life.

It can be concluded that the Vuddhidhamma IV is virtues that lead to prosperity. It is primarily for the development and promotion of process knowledge is to have good friends knowledgeable, capable, moral, ethical (Sappurisaṃseva), listen to those people with intention (Saddhammasavana) and accept the teachings, advice and knowledge to be thoughtfully considered (Yonisomanasikāra) and lead to proper practice through careful inspection cause benefits to both oneself and others (Dhammānudhammapaṭipatti).

IV. STRATEGIC MANAGEMENT ACCORDING TO THE VUDDHIDHAMMA IV FOR SCHOOLS IN THE VUCA WORLD ERA

VUCA stands for VUCA World; Volatility, Uncertainty, Complexity and Ambiguity. That has already appeared since the change of technology and the impact of the COVID-19 virus spread all over the world. It lasted for many years, the type that no one could avoid, but it might be a bit heavy for people who are supervisors or executives who have to take on the role of commander, keep building morale for members to wake up to these four phenomena. [20] Therefore, Thai education has to change from giving importance to knowledge, came to focus on the thinking process of the learners, one of the skills that have been raised in the development of the student's thinking process is learning and innovation skills information skills technology media, life skills and careers. Teachers are important people who prepare young people for life in this changing world, encourage children to think, analyse and synthesize a variety of information to be useful in the future. In addition to teachers must have knowledge about the curriculum, teaching and learning process, learners and evaluation results. Teachers must have the ability to manage teaching and learning by integrating technology appropriately [21] brought to be integrated with the principles of Buddhism, namely the 4 Vuddhidhammas principles, consisting of

1. Strategic management according to the 4 principles of wisdom for educational institutions in the VUCA world era in the aspect of Sappurisaṃseva (faithful fellowship), associating with intellectuals is an important fundamental factor that will lead to prosperity. When a person has a relationship with a good person with knowledge and ability as well as gathering knowledge, brainstorm from people inside and outside the organization. There will be a transfer of knowledge, ideas, right attitudes, generate knowledge, good

planning skills (Plan), lead to cooperation with knowledgeable people who are able to perform effectively (Do) through careful examination with accurate information (Check) and bring information from analysis, synthesize after practice to improve, correct, develop the next operation. The result is a new performance standard with more quality (Act) for the strategic management of educational institutions to be able to drive success according to the goals set by the organization and be prepared to cope with the changing and volatile situations of the world in the VUCA world era.

2. Strategic administration according to the principles of wisdom 4 for educational institutions in the VUCA world era in the field of Saddhammassavana when he meets the beast, must listen and study and seek knowledge and suggestions from good, knowledgeable people in order to attain wisdom, and knowing how to listen and exchange knowledge and opinions within the organization at all times in order to be able to see weaknesses and strengths in all aspects of operations cause more development of intelligence. As a result, the strategic management of educational institutions, consisting of planning (Plan), implementation of the plan (Do), inspection (Check), and improvement or development of performance standards (Act), is effective in every step, episodes and effective according to the goals set. It should start with bringing knowledge and good ideas that have been passed on to teachers and personnel in educational institutions, and always open the opportunity to listen and exchange ideas with personnel in educational institutions in order to use the information obtained to improve the work, focus on giving teachers the correct knowledge, possess active learning management skills, able to create a challenging learning environment, stimulate the thinking of learners (Cognitive), interaction of learners, sharing opinions listen to opinions, analyse and synthesize ideas, leading to the development of learners to be ready and have the necessary competencies to live with quality in the VUCA world.

3. Strategic administration according to the principles of knowledge 4 for educational institutions in the VUCA world era in the field of Yonisomanasikāra; deliberate thinking is the application of knowledge, data, information and experience from actual practice, come to think, consider, plan, determine the course of action, analyse the advantages, disadvantages and problems encountered, benefits then synthesize it into new knowledge in management and operations to be used to develop work processes for greater efficiency. It is the development of wisdom appropriate to the strategic management of educational institutions, which consists of planning (Plan), implementation of the plan (Do), inspection (Check), and improvement or development of operational standards (Act), meet the goal of learning management for life today, and learning management that helps develop the skills of learners to survive in the future at the same time.

4. Strategic administration according to the principles of wisdom 4 for educational institutions in the VUCA world era in the aspect of morality. Practicing Dhamma is worthy of Dhamma, performing duties properly and appropriately is to practice or operate correctly according to the principles was intended is right, corresponds to the strategic management of educational institutions, which consists of planning (Plan), implementation of the plan (Do), inspection (Check), and

improving or developing performance standards (Act) when carrying out various tasks properly, must be appropriate operations will achieve the desired objectives, helps the organization achieve its mission and strategic goals which is an important foundation for the development of learners to have necessary skills and competencies able to adapt to a rapidly changing global society unstable can be complex and ambiguous and ready for current and future changes.

CONCLUSION

The current VUCA World era, all parts of the world and Thailand Including the education sector, especially educational institutions. Each of them has the main task of producing young people with knowledge and mental immunity and living a strong life including readiness to cope with and adapt to every change in a direction and systematically based on morality. This should include cooperation with various sectors for sustainable development of the country. Strategic administration of educational institutions can be integrated with the 4 Vuddhidhamma principles as follows: 1) Plan; starting from having good friends. This may be a person within or outside the organization with knowledge and ability, moral ethics, then listen and study and exchange knowledge and opinions from those people and accept the knowledge to be analyzed and synthesized to be used as a guideline for management and operation 2) Check is a thoughtful assessment of the process and the results of the implementation, have an analysis synthesize the acquired knowledge to find solutions and improvements; and 4) improvement or development of performance standards (Act) by applying the results of the analysis and synthesis of knowledge, together with solutions to be used as a guideline for planning and further operations. In this way, educational institutions will develop efficiently, able to create quality learners for the society leading to the prosperity of the world suitable for the VUCA World era as shown in Figure 1.

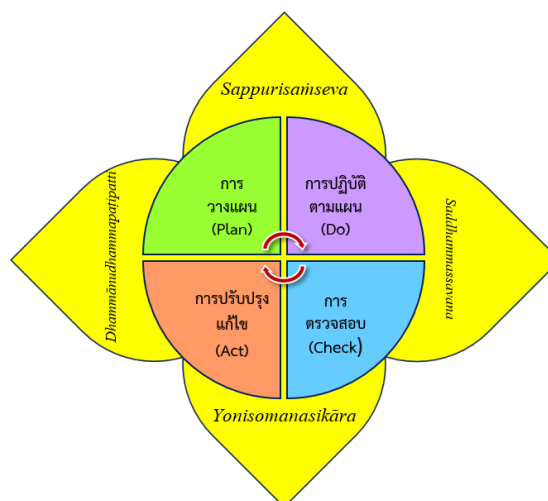


Figure 1 Strategic Management according to the Vuddhidhamma IV Principles for schools in the VUCA World era

REFERENCES

- [1] Office of the Basic Education Commission Ministry of Education, Basic Education Development Plan (2023-2027) of the Office of the Basic Education Commission, source online. <http://www.secondarytak.go.th/wp-content/uploads/2022/12/%E0%B9%81%E0%B8%.pdf> [5 June 2023].
- [2] Panyakorn Vejasart, Strategic Management Model for Educational Institution Development towards Excellence Under Pathum Thani Provincial Administrative Organization, Journal of Education Review, Vol. 9, No. 1 (January-April 2022): 234.
- [3] Teacher Club, innovation for teacher development in the New Normal era “Starfish Labz” “Starfish Class”, source online. <http://www.starfishlabz.com/blog/797-%E0%B8%99%E0%B8%A7%E0%B8%B1E> [5 June 2023].
- [4] Beatrice, H. The Evolution of Strategy: Thinking War from Antiquity to the Present. Cambridge University Press, 2010. p. 451.
- [5] Certo, S. and Peter, J. Strategic Management Concept and Application. New York: McGraw-Hill, 1991. p. 105.
- [6] Johnson, G. and Whittington, K. Exploring Corporate Strategy. 8 ed. FT Prentice Hall.: Essex, 2008. p. 97.
- [7] Sarinthorn Cheewsothorn, Strategic Management Model for Higher Education Institutions under the Royal Thai Army, Doctor of Education Thesis. Education Administration Chulalongkorn University 2011, page 26.
- [8] David, R. et al. Strategic Management Concept and Case.12" ed.: Pearson International education, 2009.
- [9] M.A. (Thai) 19/218/149.
- [10] A. IV. (Thai) 21/248/267-268.
- [11] M.A. (Thai) 19/1058/579.
- [12] Phra Brahmaganabhorn (P.A. Payutto), Buddhist Dictionary Vocabulary Edition, Edition No. 11,(Bangkok: S.R. Printing Mass Products Company Limited, 2008), page 384.
- [13] Phra Dhammakittiwong (Thongdee Suratecho), Dictionary for the Study of Buddhist Words, 4th Edition, (Bangkok: Dhamma Council and Banlue Dhamma Institute, 2010), page 137.
- [14] Phramaha Somchai Thanavuddho, (online), source: https://www.dmc.tv/pages/top_of_week/20100826DMC A07.html [6 June 2023].
- [15] Phramaha Phichit Uttamathamumo and Phra Maha Nattawut Sa-nguanngam, “Principles for the Quality and Success of Research”, Buddhamak Journal. Dhamma Studies Research Center Wat Awut Wiksitaram School, Year 5, No. 2 (July-December 2020): 79-87.
- [16] Phramaha Thappaya Piyavanno (Jam Chamrat), Wisdom development process according to the principles of wisdom, Doctor of Philosophy dissertation Major in Tripitaka Studies, Graduate School Mahachulalongkornrajavidyalaya University, 2022, page 39.
- [17] M.A. (Thai) 19/56/45.
- [18] Nor.Dor.Sor.Kor. (Thai) 24/73/162.
- [19] M.S. (Thai) 19/55/44.
- [20] Personal customers, 5 ways to adapt in the VUCA era, online source. <https://www.scb.co.th/th/personal-banking/stories/life-style/vuca.html> [6 June 2023].
- [21] Pornchai Inchai, “Important competencies of teachers in the VUCA era” source online. <https://www.ipst.ac.th/news/32885/20220914-vuca-smt.html>, [6 June 2023].