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A STUDY ON SWOT ANALYSIS'S APPLICATION IN PRIVATELY-OWNED KINDERGARTEN

Abstract. SWOT analysis is a method widely used in analyzing the internal and external environments of organization in enterprise management. From the perspective of educational management, this article discusses the theoretical basis of applying SWOT analysis in private kindergartens and the feasibility of its application; by case studies, this article explores the scope, procedure, function and issues need to be addressed of SWOT analysis, reveals the position and role of SWOT analysis in private kindergarten management, and explores a new idea and method for private kindergarten management.

Keywords: SWOT, Private kindergarten, management, Educational management, Shymkent, kindergarten, organization, analysis; efficiency, effectiveness.

Андатпа. SWOT анализі кез келген мекеменің ішкі және сыртқы ортасын талдауға арналған тәсіл екені белгілі. Білім менеджменті тұрғысынан алғанда, осы мақала SWOT анализін жекеменшік бала-бақшаларға қолдану мүмкіндігін және оның жалпы қолдану тиімділігін талқылайды. Әрқилы бала-бақшаларды зерттеу арқылы аталған мақала жеке меншік бала-бақшалар саласында SWOT анализін қолдану барысы, үдерісі, және функцияларын егжей-тегжейлі зерделейді.

Түйін сөздер: SWOT, жекеменшік бала-бақша, менеджмент, білім менеджменті, Шымкент, бала-бақша, ұйым, анализ, тиімділік.

Аннотация. SWOT-анализ – это метод широко используемый при анализе внутренней и внешней среды организации в управлении предприятием. С точки зрения управления образованием, в данной статье обсуждаются теоритические основы применения SWOT-анализа в частных детских садах и возможности его применения. В данной статье рассматриваются объем, процедура, функции и проблемы, которые необходимо решить при анализе SWOT и роль SWOT-анализа в управлении частным детским садом.

Ключевые слова: SWOT, частный детский сад, менеджмент, менеджмент в образовании, Шымкент, детский сад, организация, эффективность

Introduction

In recent years, with the deepening of the educational system reform in our country, private educational institutions have sprung up all over the country. In the fierce competition of preschool institutions, some kindergartens are well-run and form their own operating characteristics; some kindergartens not only have running difficulties but also go against the intention, even run counter to preschool education idea; some kindergartens cannot adapt to the social development, facing the danger of closure... Kindergartens are the same, but they are different in operation and management. The operators of private kindergartens are facing some confusion in determining management direction, management strategy and implement of action plan, etc. Secondly, in the research field of organization management in recent years, SWOT analysis has been widely discussed and applied in enterprise management, but are not much known in the field of educational management. For this reason, this paper will be titled in *A Study on SWOT Analysis's Application in Privately-Owned Kindergarten*, and make a systematic discussion on the above issues.

SWOT analysis has been widely used in enterprise management, but has been less applied in kindergarten management. If there are more research results it will be beneficial to education management. By analyzing and considering relevant issues, this article reveals the position and role of SWOT analysis in private kindergarten management, enriches the educational management theories of private kindergarten, explores new ideas and methods for kindergarten management, and the results can provide to the relevant departments for reference.

Theoretical framework

To the educational circles, SWOT analysis is a new term, but some statements in educational management theories have been found to be similar to SWOT analysis after literature studies, and most educational management theories draw lessons from enterprise management theories. "The father of modern management" Drucker holds that "management is practice". Management is a social practice with strong purpose, and setting a clear and feasible management goal is the starting point of management (Wen, 2005, pp.75-79). Any kind of management, whether it is enterprise management or educational management, whether it is goal management, decision management, people management, quality management, or strategic management, the first step is to set goals. Goal is a starting point as well as a destination. Premise of setting goals is to make an objective analysis and judgment to the organization's internal

and external circumstances. It is easy to find some traces of SWOT analysis in educational management theories, but they need further studies.

Methodology

In order to learn private kindergarten's attitude on the application of SWOT analysis, and function of SWOT analysis in kindergarten management, etc., the author made a survey regarding private kindergartens' application of SWOT analysis from November, 2019 to February, 2020. The surveys have been conducted with comprehensive questionnaires. The survey selected 14 urban private kindergartens in Shymkent city as the target, and distributed a total of 101 questionnaires to 14 principals and 87 teachers, with 94 valid questionnaires returned, 7 teacher's questionnaires not returned, and an effective rate of 86.1 %. The survey results show that: A majority of principals and teachers have never been heard of SWOT analysis; all principals and a majority of teachers indicated that they had conducted brief analysis on the kindergarten's strengths, weaknesses, opportunities and threats. More than half of principals and nearly half of teachers considered that SWOT analysis was useful to the kindergarten management, and expressed willingness to use SWOT analysis.

After the survey of SWOT analysis, a number of private kindergartens in our city expressed their willingness to use SWOT analysis, and to provide the usages as the materials for case study. Considering that the results should be promotive and representative, the author chose three large, medium and small sized private kindergartens for case study, and the study period was from November, 2019 to February, 2020. Based on the application of SWOT analysis in the kindergartens, the author explored the scope, procedures, functions as well as the issues to be noted of SWOT analysis's application in private kindergartens.

Referring to the scope of SWOT analysis in enterprises and relevant literature of kindergarten management, SWOT analysis's application in private kindergartens should be classified into two aspects including internal and external environments. According to the analysis of the case kindergartens, a kindergarten's internal environmental scope includes: leader's leadership style and ability, principal and teacher's professionalism, principal and teacher's qualities, parents and children's needs, organizational structure and division of labor, organizational culture, salary and benefit system, curriculum and teaching, financial management, marketing, construction, equipment, teaching aids and so on. A kindergarten's external environment scope includes: policy environment, economic situation, society and culture, science and technology, community, peer's performance and other factors

Findings and Analysis

During the process of applying SWOT analysis in the case kindergartens, the principals and teachers initially knew quite vaguely about it, and lacked for a proper understanding; After several explorations, their thinking has been

gradually clear. The case kindergartens have become aware of the benefits of applying SWOT analysis to varying degrees. During the process, three kindergartens have gradually expanded the scales, improved running efficiency, and enjoyed a certain popularity and reputation in our city's preschool education circles. According to the applications in the case kindergartens, we can conclude with a theoretical thinking: Introducing SWOT analysis widely used in enterprises into education management may not be a creation, but to provide a clearer thinking and framework for analyzing the internal and external environments of the school and the situation. The position of SWOT analysis in private kindergarten management can be considered to be the premise or basis to make the management goals and developmental plans. SWOT analysis in management is like a mirror to help managers clearly understand their own organizations. The significance of SWOT analysis's application in private kindergartens is: firstly, having a standing management tool; secondly, helping the kindergarten understand the internal and external environments, identify the rational developmental direction; thirdly, promoting to achieve the kindergarten's vision or management goal.

Conclusion

Firstly, SWOT analysis is just an analysis method in management, which should be treated with a normal state of mind rather than be exaggerated blindly, and cannot be regarded as the "panacea" able to change the current status or save the organizational crisis. Secondly, we cannot isolate the four factors of S, W, O, T, but consider the inherent links among them. The key of SWOT analysis is to use a systematic thought to combine these seemingly independent factors for an inclusive analysis, so as to promote the organizational strategic plan to be more scientific and comprehensive. Thirdly, SWOT analysis cannot be used as an independent and isolated part; Upon the SWOT analysis results, we should make action plans and strategies to complete and systematize the process, otherwise it will be a mere formality without any practical significance. Fourthly, we should pay attention to the limitations of SWOT analysis, and when list the facts for judgment, we should try best to be realistic, objective, accurate, and provide certain quantitative data to make up for the deficiencies of SWOT analysis. Fifthly, the results of SWOT analysis are the strategic secret of the kindergarten, and should not be published in order to show off to peers or to please superiors, but should be strictly confidential. By studying SWOT analysis's application in private kindergartens, this article reveals the position and role of SWOT analysis in private kindergarten management, and explores new ideas and methods for private kindergarten management. This article aims to break the ice, and we hope that more researchers will pay attention to private education, concern about preschool education, and make efforts to promote the development of education in Shymkent.

References

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