



# The Current Condition Desired Conditions and Requirements to Develop Management Strategies to Fulfill the Quality of Graduate Study Programs in Guangzhou Sport University

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## Abstract

**Background and Aim:** In the process of cultivating high-level application-oriented sports professionals in the fields of physical education, sports training, sports competition organization and management, and mass sports and fitness guidance, problems such as low quality, little difference, and lack of outstanding characteristics have seriously restricted the rapid development of China's sports industry. This research aims to study the current conditions, desired conditions, and requirements needed to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University.

**Materials and Methods:** The population of this research was 230 people, including faculty administrators, instructors, and curriculum coordinators at Guangzhou Sports University. Through proportional stratified sampling, 160 people were selected as a sample group. The research comprises two phases: Phase 1 involves assessing the appropriateness of components and indicators, as well as evaluating the current situation and desired conditions of the management strategies to fulfill the quality of the graduate study programs at the university. This phase utilizes a proportional scale with 5 levels. Phase 2 focuses on assessing the components of management strategies using the same 5-level proportional scale. Statistical analysis involves measures such as mean, standard deviation, variance, and the need index for adjustments.

**Results:** The research results found that 1) the components and indicators of the management strategies to fulfill the quality of the graduate study program at Guangzhou Sport University are highly suitable. Overall, all three aspects are deemed highly appropriate, with an average score of 4.71. When examining the individual components, it is found that controlling and evaluating strategies rank highest with an average score of 4.75, followed by strategy determination at 4.69, and strategy implementation at 4.68. 2) The assessment of the current situation and desired conditions of the management strategies to fulfill the quality of the graduate study programs at the university indicates that the current situation is generally rated highly, with an average score of 3.82. Conversely, the desired conditions are rated the highest, with an average score of 4.66. When broken down by aspect, it is observed that the current situation and desired conditions for each aspect are highly rated, with average scores ranging from 3.80 to 4.63.

**Conclusion:** The key components of management strategies to fulfill the quality of the graduate study program at Guangzhou Sport University consisted of (1) strategy determination, (2) strategy implementation, and (3) controlling and evaluating strategies.

**Keywords:** Management Strategies; Fulfill the Quality; Graduate Studies Program

## Introduction

Postgraduate education is an important way to cultivate high-level talents, playing a mainstay role in China's innovation and development, and has the era of "high-end talent transportation" and "promoting the development of science and technology". The Chinese degree system divides master's degree degrees into academic and professional degrees, and there are certain differences in the training goals and employment fields of students at the beginning of their establishment. Professional degree graduate education in China began in 1991, but a graduate studies program for professional degrees was established in 2005. In 2005, the 21st meeting of the Academic Degrees Committee of the State Council adopted the "Plan for the Establishment of Master's Degrees in Physical Education" (hereinafter referred to as the "Establishment Plan"), allowing 21 pilot institutions to offer professional degrees in physical education, but mainly on the part-time basis. In 2009, China increased the innovation of the reform and development of the education of





sports master's students, and created a full-time master's degree in physical education, after more than ten years of exploration and adjustment, from point to surface all-round coverage, the current master's degree in physical education has two training methods: full-time and part-time, and the source of students also includes fresh undergraduate graduates and on-the-job personnel, enriching the connotation of China's professional master's education. In 2017, the Ministry of Education and the Academic Degrees Committee of the State Council issued the 13th Five-Year Plan for the Development of Degree and Postgraduate Education, which calls for comprehensively improving the quality of degree and postgraduate education. Among them, actively developing master's degree graduate education, strengthening the cultivation of professional degree postgraduate practical ability as an important part of the reform task of graduate education, and sports master's degree as a professional degree education plays a key role in building an innovative country and a strong country with talents.

In recent years, with the implementation of China's national strategy of national fitness and the close integration of competitive sports with new technologies and methods, the reform of school sports is in full swing, and the demand for high-level and application-oriented sports human capital in society has been increasing. However, the existing sports talent team in China has a relatively low degree level, and the knowledge structure and ability structure do not meet the requirements of society for sports talent. Among all types of physical education teachers at all levels, there are relatively few with a master's degree or above (Wu Xieling, 2012). There is still considerable room for improvement in the number of coaches, athletes, referees, competitive sports organizations, and management talents of various sports teams at all levels who have received high-level postgraduate education, accounting for the overall talent reserve. The reason for the supply of high-level applied sports human capital is not only due to the imbalance in the scale and structure of education, but the thinking mode of sports master's education from macro to micro is still inertia to cultivate high-level talents in scientific research and academic sports, and the training specifications of graduate studies program are single, and the quality of talents cannot meet the needs of the current rapid development of China's economy, society and culture. In the process of cultivating high-level application-oriented sports professionals in the fields of physical education, sports training, sports competition organization and management, and mass sports and fitness guidance, problems such as low quality, little difference, and lack of outstanding characteristics have seriously restricted the rapid development of China's sports industry.

There is an imbalance in the scale and structure of sports education in China, leading to a shortage of high-level, application-oriented sports professionals. This imbalance fails to meet the growing demand for such professionals in society. The training specifications for sports master's programs are too uniform and lack differentiation, leading to a lower quality of graduates. This lack of diversity in training approaches and program characteristics restricts the ability of graduates to meet the diverse and dynamic needs of the sports sector. Therefore, the existing system of sports master's education needs significant reform to better align with China's national strategies, such as promoting national fitness and integrating competitive sports with new technologies. The focus should be on cultivating high-level, application-oriented sports professionals who can contribute to the nation's innovation and development.

Based on this, this paper uses literature, questionnaire survey, focus group, and statistical analysis to formulate management strategies, constructs an education management evaluation index system from the aspects of the development process, scale and structure, and training characteristics, and conducts comprehensive evaluation, analyzes the education quality of graduate studies program in Guangzhou Sport University and puts forward corresponding improvement strategies. From the aspects of curriculum setting, teaching and practice, the compatibility of training results and social needs, etc., we seek a scientific and effective evaluation system that can timely discover and feedback on the process of China's master's degree in sports education management. The final results of the research accumulate data for the research on the management and training of Chinese master's degree in physical education, which is conducive to deepening the understanding of full-time master's degree graduate education in physical education, clarifying the positioning of talent training goals, improving the awareness of the current situation of





training, strengthening the pertinence and effectiveness of training quality improvement, and providing a reference for training units to improve training methods and formulate relevant policies. Therefore, this research has important impetus and practical significance for exploring the management and training strategy of master's degree education in China and meeting the demand for high-level sports professionals in sports.

## Objectives

To study the current condition, desired conditions and requirements are needed to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University.

## Literature review

### 1. The curriculum of the graduate studies program is ideological and political studies

Gao and Zong (2017) analyzed the practical value, problems, difficulties, and implementation paths of curriculum ideological and political implementation in sports colleges and universities in China from the perspective of education of virtue cultivating people, expounded the needs of the times, strategies, humanities and educational connotation needs of sports colleges to carry out curriculum ideological and political development, and summarized many challenges in curriculum development in sports colleges, including the low overall ideological and political level of the teaching team, the insufficient innovation degree of curriculum ideological and political elements, and the imperfect assessment and evaluation system. It is suggested to pay attention to improving the comprehensive ideological and political quality of teachers, further exploring the ideological and political elements and design ideas of sports colleges, and establishing a sound and reasonable ideological and political evaluation mechanism.

Liu and Liu (2021) deeply analyzed the essence, concept, structure, method, and innovative thinking of the combination of physical education curriculum and ideology and politics highlighted the ideological and political characteristics of value guidance, moral education in body and humanistic curriculum, grasped the difficulties such as the integration of professional courses and ideology and politics, whether teachers can lead and the education mechanism needs to be improved, etc., hoping to give play to the value leading role of physical education courses in upright innovation, exploring the origin and learning by example. It suggests combining the core socialist values with the value guidance of sports, following the law of the development of college students, scientifically researching the ideological and political elements of sports, creating a situation of ideological and political schools for college students, and running the value of sports through the process of knowledge and skill teaching and ideological and political ability training.

### 2. Curriculum study for graduate studies program

In 2009, with the approval of the Ministry of Education, graduate studies program degrees began to recruit fresh graduates for full-time training, and the scale of graduate studies program degrees began to expand. At the same time, the part-time training mode with in-service personnel as the main body began to change, and many studies on the training of full-time sports master's degrees, especially the curriculum setting, began to slowly develop with the training situation.

Chen (2020) believes that it is a relatively common phenomenon that there is little difference between a graduate studies program and a master's degree in physical education in terms of training and curriculum. Taking the current situation of the postgraduate curriculum of graduate studies program as the research object, this paper focuses on the internship practice and curriculum of the postgraduate postgraduate degree of graduate studies program. The study believes that the problems in the postgraduate curriculum of physical education degree are as follows: (1) In terms of training, the training goals are not clear, the positioning is not carried out according to the actual situation, and the professional characteristics of each field, and the training tasks are not clear. (2) In terms of curriculum, in some courses, professional masters and academic masters tend to be the same in curriculum, the training characteristics of each field are not prominent, some courses are repetitive, elective courses are too narrow, professional and academic





theorization account for a relatively large proportion, the degree of theorization is high, and there is a tendency to theorize. (3) The course teaching is highly concentrated, and the later training lacks effective management. There are no relevant courses and corresponding internship practice programs in the training of professional masters, and the supervisor does not classify academic masters and professional masters in the training of graduate students and ignores the ability training of professional master's internship practice. The training unit also lacks unified management, and the professional internship practice is formalized

### 3. Strategic Management Process

Strategic management process means management process to achieve organizational goals by creating relationships between organizations appropriate to their environment. Especially those who benefit from the organization which is an important factor affecting decision-making and

Organizational policy determination can be divided into different components. The strategic management process consists of four basic steps: (Stacey, 1995).

- 1) Environmental Scanning
- 2) Strategy formulation
- 3) Strategy implementation
- 4) Evaluation and control

1. Environmental scanning The strategic management process begins with study, analysis, and inspection. And evaluate the environment both inside and outside the organization to disseminate the information obtained from the audit to important people within the company to identify strategic factors. Both factors arise from the external and internal environment. Such strategic factors will determine the future of the company. The simplest way to check the environment is Using a popular analysis method called SWOT Analysis S (Strengths) W (Weaknesses) O (Opportunities) T (Threats) or limitations.

2. Strategy Formulation is the preparation of a long-term plan. To be used in administration to suit the opportunities and obstacles that exist at that time. It must also be consistent with the organization's strengths and weaknesses. Creating a strategic plan involves defining the mission of the organization. Set objectives that can be achieved by developing strategies and set policies to serve as a guideline for work.

3. Strategy Implementation is the process of changing strategies. Let it be a practice and a result.

4. Evaluation and Strategic Control is the process of considering whether has the strategy achieved its operational goals and objectives

In conclusion, the strategic management process or strategic management is an analysis of the internal and external environment. Setting the direction of the organization. Set goals. Analyze strategic options. The main idea of the organization, the basics of the organization, setting the strategy, making the strategy, operating according to the strategy, arranging the structure, determining the duties of the organization, arranging the personnel, planning the implementation of the plan, designing controls, monitoring, and monitoring. This determines the guidelines or ways of operating the organization that are consistent with opportunities and the changing environment to be able to compete appropriately.

### 4. Related Research

Chen & Tian (2017) conducted a research study on the strategic management of School administrators and teachers. The results of the research found that the strategies and personal knowledge of executives of Schools and teachers were positively associated with perceptions of the school's knowledge management environment. Both the quality of data and decision-making at the operational level within schools must be driven by Personal strategy that tends and influence the knowledge culture within the school, personal strategies can influence people to seek and effectively apply new knowledge and useful ways of thinking. And also results in confidence and stability in the development process.

He (2006) studied the topic of University Strategic Management research. The research holds that the development of universities follows the rules of evolutionism and the evolution direction can be predicted according to university organization and evolution rules. Besides, the factors that influence university evolution are changeable, but it is regular in a certain period and the influence of occasional





factors can be handled. And it is possible to carry out a strategic plan for university development, however, it is not for an explicit aim but for planning a "possible space". The enforcement of strategies is not a mechanic link but an adjustment to the change of environment and the effect of the enforcement in the space of strategy design. In addition, this paper points out that strategic plan, strategic enforcement, and strategic evaluation are not independent, instead, strategic management should be considered as a dynamic, integrated, and functional evolutionary process that is composed of strategic plan, strategic enforcement, and strategic evaluation. The process is linked up and merged as a whole under the effect of recycling.

Wei (2007) studied the topic Strategic Management with University Development -Study on the Validity of the Strategic Management in Chinese Universities research results found To improve the function of the university development of the stratagem of strategic management and executive ability as well as the coordination between the validity regime and efficiency mechanism, this study chooses Huazhong University of Science and Technology as the case for study, through explaining how does such a single discipline college which was born under a planned economy system of the New China realize leap over development within short term during the historical stage with formidable controlling force of politics and the frequent political campaigns, we will unveil the strategic management practice and the related interaction mechanism. This research finds that 1) the strategic consciousness and strategic management practice embodied in the successful development course of Huazhong University of Science and Technology turned out to be the role booster to facilitate the rapid development of the university. And also the successful development experience of Huazhong University of Science and Technology which is in V compliance with the efficiency mechanism and begins with its objective reality turn to promote the strategic management practice to move gradually towards standardization, which has provided the safeguard for Huazhong University of Science and Technology to grasp the new opportunity and conduct independent innovations. 2) The strategic leadership is the catalyst for the interaction regime between strategic management and university development. 3) The strategic management during Huazhong University of Science and Technology development has appeared in two different forms: One is the strategic management process developing itself encircling the stratagem (thought); the other is the strategic management process developing itself encircling the strategic plan. Correspondingly, it displays two kinds of different interaction mechanisms: "strategy - structure - culture" and "strategy - plan - structure - culture".

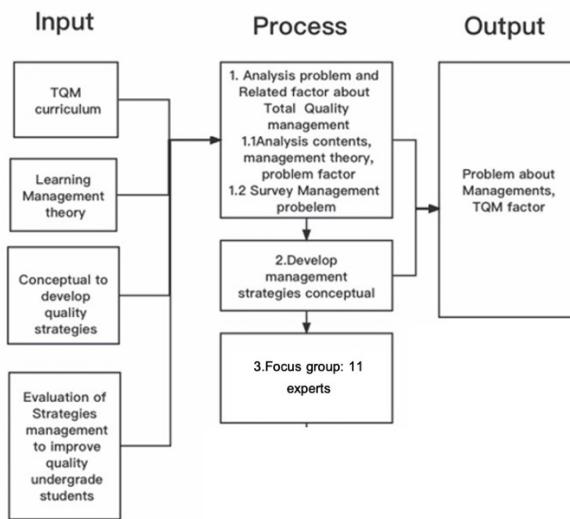
Xia (2021) studied the topic Development Procedures and Strategies of Scenario-Based Geography Study Tour Curriculum - Taking Emeishan Region as an Example The main conclusions of this study are as follows: 1(1) Investigation of the present situation of the development of the Scenario Geography Research and Travel Curriculum. (2) Principles and procedures of the development of scenario-based geography travel curriculum. (3) Stage strategy of scenario-based geography study travel curriculum development. (4) Curriculum development practices.

## Summary

In conclusion, institutions can significantly improve the quality of their graduate programs by adopting strategic management practices, fostering innovation, supporting students, and continuously assessing and adapting to new challenges. Institutions set clear goals aligned with their mission, focusing on curriculum design, faculty recruitment, and resource allocation. Moreover, continuous monitoring and use of performance metrics, such as graduation rates and employment outcomes, are essential for evaluating success, including designing a relevant and innovative curriculum that includes interdisciplinary studies and experiential learning.



## Conceptual Framework



**Figure 1** Research Framework

## Methodology

### 1. Research Tools

The tools used to collect data are as follows:

#### Phase 1

1) Part 1: a form to assess the appropriateness of the components and indicators of Developed Management Strategies to Fulfill the Quality of Graduate Studies Program in Guangzhou Sport University.

2) Part 2: questionnaire related to the study of the current condition, desired conditions, and requirements to develop management strategies to fulfill the quality of graduate study programs.

#### Phase 2

1) Interview form

### 2. Population and Sample

The population of this research was 230 people, including faculty administrators, instructors, and curriculum coordinators at Guangzhou Sports University. Through proportional stratified sampling, 160 people were selected as a sample group, consisting of Faculty administrators and curriculum coordinators, totaling 14 people, and instructors totaling 146 people.

### 3. Data Collection and Data Analysis

This study obtains its research using these 2 steps.



## Phase 1: Study the current condition, desired condition, and requirements to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University

To study of current conditions desired conditions and requirements to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University was divided into 3 parts as follows:

### Part 1 Study of the components and indicators to develop management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University.

1. Study principles, concepts, theories, documents, textbooks, and related research, including educational administration. Concepts about strategic management and related research are then applied. Synthesized as a research concept

2. Use the obtained data as a conceptual framework for the research. There are 3 elements of strategic management: 1) strategy determination, 2) strategy implementation, and 3) controlling and evaluating strategies.

3. Examine the components and indicators of the synthesized management. By 7 experts who have the qualifications according to the specified criteria as follows:

3.1 Be a course instructor at an educational institution. That offers courses in physical education

3.2 Master's degree or doctoral degree in Physical Education.

4. The respondents will consider the appropriateness of components and indicators to develop management strategies to fulfill the quality of graduate Study programs at Guangzhou Sport University according to the level of suitability. The nature of the evaluation form is a scale. The estimation section (Ration Scale) is based on a 5-level.

5. Statistics for data analysis include finding frequency, mean, and standard deviation.

### Part 2 Study the current condition, and desired conditions needed to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University.

The researcher used the elements of management to enhance the quality of graduate study programs from Part 1 as a guideline in creating a questionnaire to obtain the current conditions and desired conditions of management to fulfill the quality of graduate study programs.

1. Bring the research results in part 1 used to study the current conditions and desired conditions of developed management strategies to fulfill the quality of the graduate study program at Guangzhou Sport University

2. Take the current condition questionnaire. Data were collected from a sample group.

3. Analyze current conditions and desired conditions.

4. Statistics for data analysis include percentage, mean, and standard deviation.

### Part 3 Find the index of management needs to fulfill the quality of graduates of the study programs at Guangzhou Sports University.

1. Needs Assessment using the results studying the current condition and desired condition in part 2 of phase 1 to find the Priority Need Index to rank essential needs.

2. Use the needs index to rank needs in the educational assessment. Current conditions and desired conditions of management to fulfill the quality of graduate study programs come to outline the development of management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University

## Phase 2: Confirm the key components of management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University.

1. Confirm the key components of management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University. This research was conducted focus group with 11 experts in



curriculum management to obtain key components of management strategies to fulfill the quality of graduate study programs in Guangzhou Sports University with the possibility of practical and appropriate by taking the interview form created for the interview.

2. Analyze and synthesize information from interview content. By analyzing the content and assimilating information points from the informants according to the points of the elements

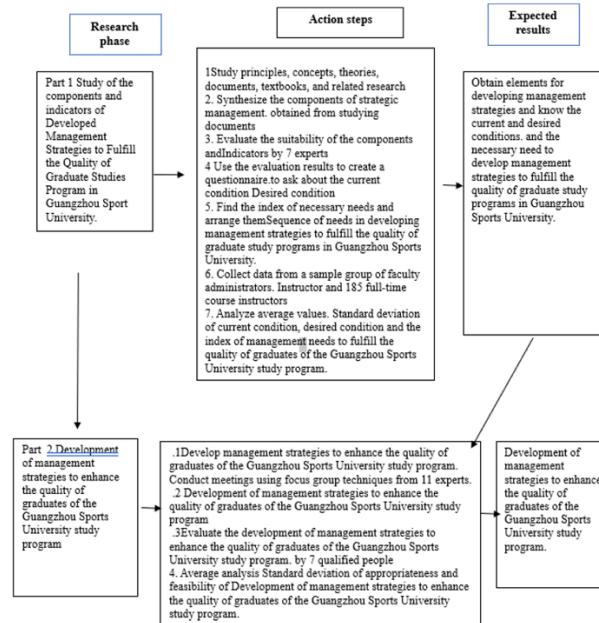


Figure 2 Research phase

## Results

From the results of the analysis of research data on Developed Management Strategies to Fulfill the Quality of Graduate Studies Program in Guangzhou Sport University, the research results appear as follows. **Phase 1: Study the current condition, desired condition, and requirements to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University**

Studying the current condition and desired conditions and requirements to develop management strategies to fulfill the quality of the graduate study programs at Guangzhou Sports University are divided into 3 parts:

Part 1. Results of the study of the components and indicators to develop management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University. It was found that the components and indicators consist of 3 components and 50 indicators as follows:

**Table 1** shows the average values, standard deviation, and appropriateness level of the components and indicators of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University according to the three components overall and each aspect.

Management	appropriateness		
	$\bar{X}$	S.D.	Appropriate level
1. Strategy determination	4.69	0.27	the most
2. Strategy implementation	4.68	0.32	the most
3. Controlling and evaluating strategies	4.75	0.36	the most
Total	4.70	0.28	the most

From Table 1, it is found that the appropriate level of components and indicators of management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University from the analysis



of 7 experts, including all 3 elements in strategic management: Side 1) Strategy determination 2) Strategy implementation and aspect 3) controlling and evaluating strategies It is at the most appropriate level ( $\bar{X} = 4.70$ ) in each aspect of management to fulfill the quality of graduates. From the above 3 components, there are consist of 50 indicators as follows:

1. *Strategy determination*: 22 indicators included 1) Analysis and evaluation of factors externally consider each issue as an opportunity or obstacle to the organization's operations. 2) Analyze factors. Internally as strengths or weaknesses; 3) personnel or stakeholders participate in the analysis organizational environment 4) Information obtained from the analysis is used to set the vision, mission, and goals, and create strategies. 5) The vision set is consistent with and indicates the mission, goals, and values of the organization. 6) Set the vision by Brainstorming ideas from members of the organization) The vision is that The determination is clear and appropriate. And can be put into practice. 8) The vision set has characteristics Broad, not specific details of how to proceed. 9) Publicize to all personnel in the organization. For all personnel in the organization to work in the direction that the organization hopes for. 10) All involved parties jointly determine the mission of the organization that must be carried out to achieve the vision. 11) The mission specified indicates The direction and scope of operations of the organization are clear and can 12) The mission of the organization shows the activities, projects, and plans of the organization that The service recipient will receive the required amount based on government policy or the organization's basic concepts. 13) Set appropriate goals consistent with the vision Organization's mission and can be practiced along with specifying the benefits received from operations. 14) Set goals that can be measured both quantitatively and qualitatively. 15) Brainstorm opinions from those involved in the organization to create the organization's main strategy. It is consistent with the vision, mission, and goals of the organization. 16) Create secondary strategies or strategies. Plan according to the nature of the organization's work. 17) Bring competencies that are the organization's strengths and abilities. Used in creating strategies 18) The goals that are set in the strategy are at a level that can be achieved. 19) The policies and methods of implementation specified in the strategy cover goals, vision, and missions. 20) The strategies that are created Can be fully exploited and appropriate 21) Goals and methods Actions to achieve the goals are appropriate to the environment when considering the current situation, and 22) those responsible for implementing the strategy have a clear understanding of how to put the strategy into practice.

2. *Strategy implementation*: 12 indicators are included 1) organizational culture It must be mutually acceptable and must be appropriate in implementing the strategy. Consistent with and supporting the strategy to achieve the goal. 2) Create values in considering public benefits as important. There is mutual trust among co-workers. 3) An organizational structure and operational charts are prepared. Clearly and in a formal manner 4) Establish a clear chain of command and create details. The workload is assigned to responsible personnel. 5) The organizational structure is consistent with the strategy. And be flexible to provide flexibility in operating according to the situation 6) Set objectives of the work plan which has clear indicators of success of the plan. 7) Classify the work plan into different tasks with clear objectives and work outcome indicators and shared by personnel. 8) Prepare workflow charts. Preparation of action plans and clearly defined responsibilities. 9) Arrange personnel to carry out routine work as the main mission, clearly reflecting the work for which they are responsible. Including classifying the activities of each Each work is consistent with the purpose of the work. 10) There is a system of motivation by giving rewards to Personnel who perform tasks successfully, such as advancement, praise, rewards, etc. 11) Executives use skills and abilities to motivate subordinates to follow the established strategies and 12) The organization understands. Personnel needs and can find incentives to respond to individual needs

3. *Controlling and evaluating strategies*: 16 indicators include 1) a system for monitoring, inspecting, and measuring results that can measure the organization's success by the process. Strategic management 2) Check and evaluate the impacts arising from the implementation of the strategy. 3) Measure performance according to the factors specified in each period. 4) Measure current performance compared to past performance results 5) Measure performance both quantitatively and qualitatively 6) monitor and inspect Results of operations according to the strategy from the collection of data on performance according to the specified plan. 7) Set up a joint evaluation of work from many departments. 8) Evaluate the worthiness of project achievements and resources. 9) Evaluate performance results. According to strategy by comparing with specified criteria 10) use appropriate evaluation tools 11) identify the organization's work 12) evaluate the organization's core competencies 13) develop core competencies to meet the needs of service recipients 14) determine Position of the organization based on its weaknesses strengths and needs of service recipients;





15) improve organizational objectives and goals to be consistent with strategy; and 16) accept and listen to problems. To find solutions.

Part 2. Results of analysis of the current condition and desired conditions are needed to develop management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University. **Table 2** shows the average values and standard deviation of current conditions and desired conditions of management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University, with strategic management in all 3 areas.

Management to fulfill the quality of graduates	Current condition			Desired condition		
	$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level
1. Strategy determination	3.82	0.28	high	4.66	0.17	the most
2. Strategy implementation	3.80	0.27	high	4.63	0.21	the most
3. Controlling and evaluating strategies	3.82	0.30	high	4.63	0.22	the most
Total	3.81	0.24	high	4.64	0.17	the most

From Table 2, it is found that the sample group expressed their opinions about management strategies to fulfill the quality of the graduate study programs at Guangzhou Sports University, including all 3 aspects. As for the overall current condition, all items were at a high level, an average of 3.81.

Part 3. Results of the analysis of management need to fulfill the quality of graduate study programs in Guangzhou Sports University.

**Table 3** shows the need for improvement index values. (PNImodified) and sequence of necessary needs in all 3 elements

Components and indicators of management to enhance graduate quality	D	I	PNImodified	Order of needs
1. Strategy determination	3.82	4.66	0.220	1
2. Strategy implementation	3.80	4.63	0.218	2
3. Controlling and evaluating strategies	3.82	4.63	0.212	3

From Table 3, it is found that the necessary order of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University is arranged in order of importance. The needs from most to least include strategy determination, strategy implementation, and controlling and evaluating strategies, respectively.

## Phase 2: Confirm the key components of management strategies to fulfill the quality of graduate study programs at Guangzhou Sports University.

From the analysis of the sequence of needs in management strategies to fulfill the quality of graduate study program in Guangzhou Sport University, using the results from the study of the current condition and desired condition, results of the analysis of the revised essential needs index (PNImodified) of management strategies to fulfill the quality of graduate study program in Guangzhou Sport University as a framework for study. In this step, the researcher conducted the focus group to confirm the key components of management strategies to fulfill the quality of the graduate study program, by inviting 11 experts to participate in a focus group.

The results of the focus group confirm the key components of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University. It was found that the key components



of management strategies consist of 1) Strategy determination 2) Strategy implementation 3) Controlling and evaluating strategies. The details of the results are as follows:

*1. Strategy determination:*

**Table 4** the results of the evaluation of appropriateness and the possibility of management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University in terms of setting individual strategies.

Management guidelines to enhance graduate quality	appropriateness			possibility			Management guidelines to enhance graduate quality	appropriateness			possibility		
	$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level		$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level
1. There is a joint meeting to analyze the environment both inside and outside the educational institution in order to find strengths and weaknesses in order to develop the educational institution.	4.29	0.76	high	4.57	0.53	the most	5. Administrators together with those involved in the educational institution clearly define the direction, vision, mission and goals or conditions of the University in the future in accordance with social changes, current situation and strategic goals of the state	4.14	0.38	high	5.00	0.00	the most
2. The results of the analysis of the external and internal environment of the educational institution are jointly used to determine strategies for educational institution development.	4.14	0.69	high	4.71	0.49	the most	6. Vision, mission, goals, plans and projects are clearly put into practice in the educational institution.	4.43	0.98	high	4.57	0.53	the most
3. Analyze the feasibility of each alternative. Then compare the options and decide on the option that the participants consider to be the best and define it as the educational institution's strategy.	3.86	0.90	high	4.86	0.38	the most	7. The preparation of information is promoted in order to use the data for analysis in improving the quality of educational institutions in order to link them with strategies.	3.57	0.79	high	4.86	0.38	the most
4. Set guidelines for operations. Considering the results of the analysis of the environment of the educational institution both inside and outside. If you find anything to be a weakness or obstacle Set a corrective strategy. What are the strengths or opportunities for development strategies?	4.00	1.00	high	4.43	0.79	the most	8. Specify desired success. This is a choice that has been chosen based on an estimate that is expected to occur in the next 3 - 5 years.	3.71	0.95	high	4.71	0.49	the most
							Total	3.90	0.08	high	4.70	0.12	the most

There were 11 experts to evaluate the appropriateness and the possibility of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University in strategy determination. The evaluation results are at a high level ( $\bar{X} = 3.90$ ), the details are as follows:

1. Have a joint meeting to analyze the environment both inside and outside the educational institution to find strengths and weaknesses to develop the educational institution.
2. The results of the analysis of the external and internal environment of the educational institution are jointly used to determine strategies for educational institution development.
3. Analyze the feasibility of each alternative. Then compare the options and decide on the option that the participants consider to be the best and define it as the educational institution's strategy.
4. Set guidelines for operations Considering the results of the analysis of the educational institution's environment both inside and outside. If you find anything to be a weakness or obstacle, set a strategy to fix it. What are the strengths or opportunities for development strategies?
5. Administrators together with those involved in the educational institution set the direction, vision, mission, and goals or conditions of the university 1 in the future by social changes. Current situation and strategic goals of the state.
6. Vision, mission, goals, plans, and projects are put into practice in the educational institution.



7. The preparation of information is promoted to use the data for analysis in improving the quality of educational institutions in connection with strategies.

8. Specify the desired success. This is a choice that is made based on an estimate that is expected to occur in the next 3–5 years.

## 2. Strategy implementation:

**Table 5** the results of the evaluation of appropriateness and the possibility of management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University in terms of implementing each strategy.

Management guidelines to enhance graduate quality	appropriateness			possibility			Management guidelines to enhance graduate quality	appropriateness			possibility		
	$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level		$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level
1. Define responsibilities and clearly appoint a working group	4.43	0.98	high	4.71	0.76	the most	8. There is full support from all parties in carrying out work to achieve efficiency.	4.43	0.79	high	4.57	0.53	the mos
2. Prepare a work calendar. By clearly specifying the timeline for implementing the educational institution's strategy.	3.86	0.38	high	4.57	0.53	the most	9. Work is carried out with consideration to benefits that are worth it and produce the best results.	4.14	0.38	high	4.57	0.79	the mos
3. Prepare information that is current, accurate, clear and covers the mission of the educational institution.	3.71	0.95	high	4.43	0.79	the most	10. Management is carried out correctly according to the procedures and according to the annual operational plan.	3.86	0.90	high	4.71	0.49	the mos
4. All parties involved participated in brainstorming ideas for implementing the educational institution's strategy.	4.00	0.58	high	4.43	0.79	high	11. There is an opportunity for all participating personnel to exchange knowledge with each other in order to build good relationships among the group.	4.43	0.53	high	4.57	0.53	the mos
5. The educational institution's strategies are clearly followed.	3.57	0.98	high	4.29	0.95	high	12. There is a need to strengthen and build morale through various techniques such as giving rewards and praise for working to achieve the objectives of the educational institution.	3.43	0.53	middle	4.57	0.53	the mos
6. Action plans, policies, plans and projects are made in line with the strategies set according to clear objectives and goals.	3.29	0.76	middle	4.43	0.79	high							
7. There is training to create understanding of the guidelines so that personnel can carry out the strategic plan with understanding.	3.57	0.53	high	4.57	0.53	the most	Total	3.87	0.19	high	4.60	0.21	the mos

There were 11 experts to evaluate the appropriateness and the possibility of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University in implementing strategies. The evaluation results are at a high level ( $\bar{X} = 3.87$ ), the details are as follows:

The evaluation results are at a high level (A = 3.87), the details are as follows:

1. Define responsibilities and appoint a working group
2. Prepare a work calendar. By clearly specifying the timeline for implementing the educational institution's strategy.
3. Prepare current, accurate, and clear information. And covers the mission of the educational institution
4. All parties involved participated in brainstorming ideas for implementing the educational institution's strategy.
5. The educational institution's strategies are followed.
6. Action plans, policies, plans, and projects are made in line with the strategies set according to clear objectives and goals.
7. There is training to create an understanding of the guidelines so that personnel can carry out the strategic plan with understanding.
8. There is full support from all parties in carrying out work to achieve efficiency.
9. Work is carried out with consideration to benefits that are worth it and produce the best results.



10. Management is carried out correctly according to the procedures and according to the annual operational plan.

11. There is an opportunity for all participating personnel to exchange knowledge with each other to build good relationships among the group.

12. There is a need to strengthen and build morale through various techniques such as giving rewards and praise for working to achieve the educational institution's objectives.

### 3. Controlling and evaluating strategies

**Table 6** the results of the evaluation of appropriateness and the possibility of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University in terms of controlling and evaluating individual strategies.

Management guidelines to enhance graduate quality	appropriateness			Possibility			Management guidelines to enhance graduate quality	appropriateness			Possibility		
	$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level		$\bar{X}$	S.D.	level	$\bar{X}$	S.D.	level
1. An evaluation committee is appointed to evaluate performance according to the established strategy.	3.71	0.95	high	4.86	0.38	the most	evaluation criteria. Performance results are analyzed and solutions are used to consider adjusting strategic plans to be in line with current conditions.						
2. A work calendar is created to control and report the results of evaluating the implementation of strategies based on the principles of good governance (Good Governance).	4.00	0.82	high	4.57	0.53	the most	7. The results of every step are examined and the duration of work is determined.	3.86	0.90	high	4.29	0.49	high
3. Create a strategy evaluation tool to cover the strategies of the designated educational institution.	4.14	0.90	high	4.86	0.38	the most	8. Report results to teachers and parents, school board Parent agencies and the public know, improve, and correct the strategies of educational institutions that are lacking.	3.57	0.53	high	4.57	0.53	the most
4. Have a self-evaluation Policy analysis of relevant agencies By creating an understanding of the operating process	4.14	0.69	high	4.57	0.53	the most	9. Performance results are reported in response to the policy, vision, mission, and goals set by the educational institution.	3.86	1.07	high	4.43	0.53	high
5. Monitor, evaluate, and review the vision and implementation of the steps using tools created according to the specified calendar on a continuous and periodic basis.	3.86	0.69	high	4.43	0.53	high	10. Bugs have been fixed. Review and adjust control methods when the situation changes and the results of control are not as specified to achieve success.	3.43	0.98	middle	4.57	0.53	the most
6. Personnel in educational institutions are encouraged to participate in setting monitoring and	3.43	0.53	high	4.71	0.49	the most	Total	3.83	0.31	high	4.60	0.21	the most

There were 11 experts to evaluate the appropriateness and the possibility of management strategies to fulfill the quality of graduate study programs at Guangzhou Sport University in controlling and evaluating strategies. The evaluation results are at a high level ( $\bar{X} = 3.83$ ), the details are as follows:

1. An evaluation committee is appointed to evaluate performance according to the established strategy.
2. An operational calendar is created to control and report the results of evaluating the implementation of strategies based on the principles of good governance.
3. Create a strategy evaluation tool to cover the established educational institution strategies.
4. Have a self-evaluation Policy analysis of relevant agencies By creating an understanding of the operating process.
5. Supervise, monitor, evaluate, and review the vision and implementation of the steps using tools created according to the specified calendar continuously and periodically.
6. Personnel in educational institutions are encouraged to participate in setting monitoring and evaluation criteria. Performance results are analyzed and solutions are used to consider adjusting strategic plans to be in line with current conditions.
7. The performance results at every step are considered and the duration of work is determined.





8. Report results to teachers and parents school board Parent.

9. Performance results are reported in response to the policy, vision, mission, and goals set by the educational institution.

10. Bugs have been fixed. Review and adjust control methods when the situation changes and the results of control are not as specified to achieve success.

## Discussion

The research results of the current condition, desired conditions and requirements to develop management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University have interesting findings that should be discussed as follows.

1. Synthesis of management elements and indicators to complement the quality of graduate study programs in Guangzhou Sports University. Components and indicators of management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University derived from the researcher who studied and analyzed the concept through theory and research related to the analysis of the elements and indicators of strategy development and then used to synthesize the elements and indicators of strategic development, consisting of 3 elements: 1) strategy determination, 2) strategy implementation, and 3) controlling and evaluating strategies. The research results in line with Xia (2021) studied the topic Development Procedures and Strategies of Scenario-Based Geography Study Tour Curriculum, consists of 5 steps: 1) analyzing the environment, 2) setting the direction of the organization, 3) determining Strategy 4) Strategy implementation 5) Evaluation which Stage strategy of scenario-based geography study travel curriculum development. The strategy of the environment creation stage: adhere to the main position of the school, the participation of multiple subjects, grasp the development level of students to meet their interest in the curriculum, insist on the field visit experience, master the actual situation of the region. Curriculum implementation strategy: teachers provide guidance and support throughout the course, give students freedom and trust, implement an open and dynamic curriculum plan, and adhere to comprehensive evaluation. Evaluation of improvement phase strategy: continuous improvement and redevelopment to meet the needs of all parties. Moreover, the research result is consistent with He (2006) studied the topic of University Strategic Management research, the management system consists of Setting the direction of the organization Putting strategies into practice Strategy determination, and strategic analysis

2. Results of the study of the current condition, desired conditions, and requirements to develop management strategies to fulfill the quality of the graduate study program in Guangzhou Sports University, including all 3 aspects. The overall current condition is at a high level in every item ( $\bar{X} = 3.81$ ). The overall desirable condition is at the highest level in every item ( $\bar{X} = 4.64$ ). If separated into each aspect, it will be found that the current situation in aspect 1: strategy determination, and aspect 3: controlling and evaluating strategies, had an average of 3.82, at a very appropriate level. Aspect 2: implementing strategies has the lowest average value of 3.80, but it is at a very appropriate level as well. Desired condition 1: Strategy determination has the highest mean value, which is 4.66. For aspect 2: strategy implementation, and aspect 3: control and evaluation of strategies, the average value is the same, which is 4.63, but all 3 aspects are in a desirable condition at the most appropriate level. This is consistent with Wei (2007) who studied the topic of strategic management with a university development study on the validity of strategic management in Chinese Universities. The research results found 1). For the level of strategic management conditions for university development: it is at a high level overall. As for the problem level, of strategic management for university development. 2). Conditions and problems of strategic management for university development. According to the opinions of teachers and school administrators, they are not different overall. When considering each aspect, it was found that there were significant differences at the .05 level in terms of plan improvement. As for the problem level, strategic management for university development overall and each aspect are not different. 3). Conditions and problems in managing strategies for university development. According to the opinions of teachers and administrators who work in educational institutions of different sizes. Overall, there are different statistically significant at the .05 level. When considering each aspect, it was found that there were significant differences at the .01 level in terms of planning preparation, and other aspects were not different. As for the problem of managing strategies for the development university, according to the opinions of teachers and school administrators, overall each aspect is not different. This is consistent with Chen & Tian (2017) studying the strategic management of school administrators and teachers. Strategic planning of educational institutions, the overall picture is at a high level. When



considering each item, it was found that the item with the highest average including educational institutions set goals that are consistent with the needs of the parent agency. Educational institutions and communities, followed by educational institutions, have analyzed the feasibility of each alternative used in operations. For the strategic management process to achieve the set objectives and the item with the lowest average value, the educational institution has set a mission. This is in line with the needs of the parent agency, educational institution, and community, and educational institutions have set missions that are consistent with the needs of the parent agency, educational institutions, and communities' strategic management of school administrators and teachers' implementation of the educational institution's strategy. The overall picture is at a high level, and when considering each item, it was found that the item with the highest average value was the educational institution that had transformed its strategic plan into the act by taking the specified strategic plan into an action plan. Followed by the educational institution has appointed a working group.

3. The results of the evaluation of key components of management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University. It was found that the appropriateness and feasibility of management strategies to fulfill the quality of graduate study programs in Guangzhou Sport University, including 3 aspects of appropriateness have a mean value of 3.87, and feasibility has a mean value of 4.70. This is consistent with Wei (2007), it was found that in terms of strategy formulation, it is at a high level overall. This is because school administrators and teachers think that the process that will achieve the stated objectives must be selected by the mission, policy, and relationship of external obstacles and opportunities from the organization, and relationship with the internal environment. These are the strengths and weaknesses of the organization that must be implemented to be connected to the overall future of the organization. The strategy implementation as a whole is at a high level. This is because school administrators and teachers think that implementing the strategy is operating according to the strategy by organizing the work system. Assignment in operational planning for the strategy to be used to achieve the desired goals, the strategy is a process that covers the process of learning, performing, and behavioral expressions, and is a continuous process that is interrelated as a whole. Control aspect, the overall strategy is at a high level. This is because school administrators and teachers think that Checking to see if everything is carried out according to the plans, orders, and principles that have been prepared or not. The purpose of control is to find weaknesses and defects to correct and prevent them, and to prevent the work from deviating from its objectives, the control function is related to every aspect whether they are things persons, or actions.

## Conclusion

The study reveals that the components and indicators of the management strategies to fulfill the quality of the graduate study programs at Guangzhou Sport University are highly suitable, with consists of 1) Strategy determination 2) Strategy implementation 3) Controlling and evaluating strategies. Overall, all three aspects are deemed highly appropriate, with an average score of 4.71. When examining the individual components, it is found that controlling and evaluating strategies rank highest with an average score of 4.75, followed by strategy determination at 4.69, and strategy implementation at 4.68. Overall, the management strategies to fulfill the quality of the graduate study programs at Guangzhou Sport University are deemed highly suitable and feasible.



**Figure 3** The key components of the management strategies to fulfill

the quality of the graduate study programs at Guangzhou Sport University

## Recommendation

### Recommendation for this research

Research suggests key strategies to improve Guangzhou Sport University's graduate programs. A strong strategic management framework is essential. This involves clear formulation, implementation, control, and evaluation of strategies. University leaders should be adept at planning, acquiring knowledge, and analyzing past performance. The study identified areas needing improvement. Setting and evaluating strategies needs the most attention. Encouraging personnel participation and embracing innovation are desirable qualities in program management. Finally, utilizing strategic management and investing in faculty development will lead the curriculum toward excellence.

### Recommendation for further research

Research suggests a two-pronged approach to enhance graduate programs at Guangzhou Sport University. Firstly, investigate the effectiveness of leadership involvement in developing management strategies that directly complement program quality. Integrating these strategies throughout the curriculum ensures graduates meet established goals. Secondly, focus on faculty development. Research leadership training programs are specifically designed to equip administrators and teachers with the necessary knowledge and understanding of their roles. This fosters self-development and empowers them to utilize acquired skills within the university. Evaluating the training's impact on the organization is crucial, allowing for adjustments and a continuous improvement cycle. By strategically investing in leadership and faculty development, Guangzhou Sport University can elevate its graduate programs to new heights.

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