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Paradigmatic Approach University Management from the Perspective of Strategic Management: A Research in the Marmara Region in Turkey and Model Proposals

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Abstract: *On the basis of strategic management, it is believed in the necessity of a number of innovations in the postmodern management approach in the management of universities in our country. In this sense, some of these requirements are the integration of public and private universities, international integration, R & D status and increasing young population will create a dynamic structure. According to the postmodern management approach, universities, in our country despite being governed by the classical approach autonomous universities; academically are thought solid, to be non-hierarchical and creative. In fact, studies that require a multidisciplinary academic environment, universities and there is a close cooperation between formal and non-formal sub-units. Moreover, terms of postmodern management approaches, the requirements specified in the direction of solving the problem of an increasing number of universities in our country is considered to be more difficult. Therefore, considering the psychological impact on the academic personnel the university organizational structure, the study is trying to aim to propose an appropriate model of university organization. In this context, the study sought to answer the question how to have an impact innovation and international integration on the academic achievement of the classical organizational structure. Finally, in the study, due to the adoption of the classical organizational structure of the university, integration is considered to be difficult, academic cooperation between universities at the international level and maintaining it. In addition, it was understood that block the efforts of this organization structure, academic motivation, development and innovation. In this study under these purposes; on the basis of the existing organization and management structure of the universities in the Marmara Region in Turkey, a study was conducted with qualitative research methods. The data have been analyzed using content analysis and assessment was based on the results obtained.*

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Keywords: *Organizational Structure, Organizational Change, Strategic Management, University of Management.*

I. INTRODUCTION

Today, as in the organizational structure of universities in developed countries, our country is thought to be necessary to restructuring it. Moreover, many problems in the university can be caused by organizational structure. In fact, in the university a

more effective and efficient organizational structure, it is inevitable for the importance of the strategic perspective. Of course, in the future, business and academic life will increase even further the roles of universities. In particular, the European Union member countries, universities, international scientific cooperation organizations such as Bologna and Erasmus, are quite remarkable. On this basis; the organizational structure of universities in our country today, the classic fast and flexible decision making and perceived organizational structures are required to comply with the innovative and creative paradigm. Although many guiding on the issue examined in the study, the number of studies that will contribute to this work is at a low level. Organizational structure, providing the activity between any organization levels, is very important. The success of the management functions, organizational structure, creativity and innovation continuously and systematically based on being open. Problems arising from organizational structure, in the organization's internal and external environment can cause serious troubles. Under this perspective study; based on the study of problematic, the organizational structure of the universities of real situations, qualitative research method was tried to be identified with in the Marmara Region in Turkey. The survey data is evaluated with content analysis and the their results as comparative is tried to be examined.

II. CONCEPTUAL FRAMEWORK

A. An Overview the Concept of University from Past to Present

Technically the University; engaged in research and training in various fields, faculties and vocational schools, as higher education and Science Council, which consists of can be described [1]. Technically the University; faculties and vocational schools consisting of, engaged in various areas of education and research, as higher education and science institution can be defined. In addition, the University; without religious and political oppression, Plato, and Aristotle's philosophical discussion with students from the environment, reaching this day from the past the universal scale is the institution independent and legal personality. At the same time, the University free and philosophical environment, keeping your mind in front of emotion, events and facts to detect and understand learned and taught in is training place. On the other hand, the University; technology and knowledge were produced, and R & D is performed in addition, the countries; economic, technological and social development the cornerstone and all business sectors is the institution that created a real educational laboratories. In the year 425, "Konstantinopoli University", the Emperor Regent III. Michael and by students was founded as the first University [2]. The first universities in today's level, in the period of Abbasi Empire are found in Baghdad. In the West, bishops for a long time under the control of the first universities, the Islamic Civilization and has entered the Umayyad State through to Andalusia. In fact, the Rector of the University of Bologna he picked students and the students at the University of Paris under the control of Bishop have taken a role in administration and later the University President's Office has become autonomous. "Studia generalia called" modern universities based on the medieval schools, in the 13th century and has a particular administrative organization.

The first of the modern universities in Turkey, is founded by Fatih Sultan Mehmet, Dârül-Funun in 1453 [3]. In the West, the Oxford and Cambridge University was founded by a group of students. The origin of the universities in the U.S., based on Harvard as war colleges and in Canada; Paris, Oxford and Edinburgh Universities founded by religious institutions, modeled on it. In the far East; Japan Imperial University in 1877 and established the Beijing National University in 1902 [4]. Modern universities; academic quality, the speed of technology and market to adapt to new programs and multidisciplinary courses are developed. In the period, the creative industries is a world leader in England about the most striking example of this [5]. In addition, these developments; student profile has changed and that business and the academic world gained more importance and has evolved into a social phenomenon of the University at the same time [6].

B. Overview of the Organizational Structure

Classic Approaches: The organization; put out any product or activity, and the interaction between business and common purpose can be defined as the sum of the human. Therefore, organizations as well as people in business life, was also seen in all other events. According to the developments in the world of business and academic, organizational structure needs in mind,

requires some changes. The literature review was to approach the subject is seen in many different forms. Organizational structure; any work to deliver their intended required activities, how are distributed in a format among the employees and it is a structural fiction for the achievement. The organizational structure of any organization; business, people, and activities can be defined as the adaptation process structure. However, the design the organizational structure; apart from individual, employees must comply with determined policy by the organization the rules and behavior. Therefore, this structure; is based on strengthen relationships between employees and increasing managerial efficiency, effectiveness and spontaneous behavior. On the other hand, nowadays, businesses; costs are rising to be effective and efficient and performance reviews. At the global level, the classic organizational structure approach; covers structures of simple, functional/hierarchical, divizyonel, the strategic business unit and missionary. The University's organizational structure; not too tight, not too flexible, it is very important in terms of innovation and creativity. Universities with which scientific and social institutions; produce sufficient work experience to people in a certain period of time, scientific education and research service.

Modern Approaches: The management of the function; requires effective, systematic, and dynamically conducting, a good organizational structure and the change. A business; starts with a pre-bureaucratic organizational structure, however, can turn into matrix structure later on [7]. Therefore, the organizational structure of growth and change, it requires thinking in regain [8]. In this sense, the organization chart; an organization's structure and reporting gives a pictorial image, and this provide for its structure and strategy notable information [9]. Organizational structures, can be handled with their own benefits and drawbacks. For example, if a functional structure is selected, project-type structure; project type structure is selected, the technology aspect of is negligible. On the contrary, the use of the matrix structure, contribute to the development of both structures [10]. Organizational structure determines the wealth of information provided to administrators, or the amount of. On the other hand, organizational models; fixes interdepartmental relationships and environmental information needs, and reduces managing risk and uncertainty and how they design shows[11].

All of the buildings outside the matrix structure, focus on vertical restructuring, sometimes, while necessary, sometimes vertical structure, rapidly changing environments can be a stumbling block. For this reason; 20 and 21. century, the organizational structure has been developed to flatten horizontal links and this, vertical structure can be explained by the removal of the layer. For example, while some Japanese big manufacturing firms there are only four types organization structures; some American firms, because of downsizing has reduced the number of managers. These not only reduce costs, but also have been made for the purpose of improving communication and decision-making process [12]. In short, organizational structure related to the recent research; because of organizations the forces and the copycat normative pressures, requires them to be adapted to the new structure [13]. In the study, discussed in two separate organizational structures. These;

Matrix Organizational Structure: Organizational designers; advocates to solve problems, organization internal collaboration and computing, for technical reasons, the matrix organization for the structure. "Businesses, this structure; use flexibility, innovative, creative, and virtual information flow rate and lever economies of scale the small and to be focused on the task"[14] In addition, Burton, DeSanctis and Obel according to; since the flexibility of this structure, rapid adaptation to new situations, it is effective and efficient, are used more in the product and customer-oriented business [15]. This structure; non-uniform, different disciplines merge and project type has emerged due to contain things [16]. Furthermore this structure; violates apart from the classic structures, principles of control union, the equivalence of authority and responsibility [17]. Matrix structure; because of the bilateral command structure compliance would violate the principle of unity traditional of command and its most significant benefit, the administrator is a compilation of all of the attention on a specific subject. This, top management; technical and managerial decision making it harder, and each subject requires a different administrator and expertise is to be used in time and place. Matrix of the structure; has benefits as small groups and broad participation in decision-making, independent and creative work, versatile communication facilities, facilitation of cooperation, personal planning supporting, and middle level administrators to decide on behalf of the Director General [18]. Therefore, knowledge, skills and abilities of the

University's organizational structure; the members (faculty member, administrative staff and students, etc.) of the innovation and creativity that shipped should adopt a flexible and horizontal.

Network Organization Structure: "This structure; between members and network with other members, create links directly or indirectly "is defined in the form [19]. In other words, this structure; an activity for a specific function or specialized businesses, combine of roles and responsibilities and refers to an organization's network[20]. While information technology-based collaborations and networks are configured, networks and produce information the human element has gained importance [21]. In the industrial society; while are establishing large businesses with large investments in the information society, flexibility and being proactive gained more prominence. For this reason; while reducing the level of hierarchical organizations by diminishing, lean and have preferred to be flattened [22]. Today, these reasons, network organization structure has come to the fore [23]. This organization; structure, process according to the purpose is evaluated and common ownership is essential. This structure; outsourcing, own skills and lean management includes as concepts. This type of organization; internal, balanced and dynamic can be handled in three parts. Internal structure, based on in the activities an organization, in the different enterprises; balanced structure; to produce a product in the independent of unit of resources; dynamic structure; in all networks, is the absence of the leading unit. In accordance with the objectives and interests of each structure; specialized units on a particular subject, an organizer of the institution under the coordination of the network creates. Relations between the units of the network occurs according to the status of the market [24].

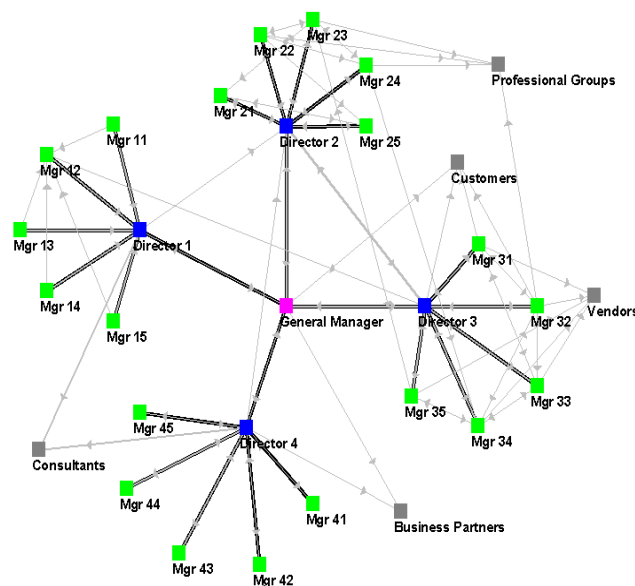


Fig. 1 Hierarchy + Decision Making conversations (Hall:2014)

Fig.1 Contains network configuration hierarchy and in the decision-making process; Depending on the individual people and groups within the limits, for a purpose independently act as nodes. Interact with more than one leader and connection levels. Many of the teams, communication and reporting relationships and lines is given priority[25]. Network structure; management includes the hierarchy and is located on the network, each node is assigned at least one person. The color of the person's position, the nodes is shows the organizational level. Dark colored nodes are links to entities outside the organization, the black shows the official reporting relationships in an organization. In this structure; before the decision, the person's ideas and communicates with the others for suggestions and this is indicated by the grey lines[26]. And this structure can be implemented within the university. In this context, it is becoming mandatory; "due to global competition and rapidly evolving technology inter-institutional collaborations". Similarly, a University with a study for cooperation between the private sector in Madrid; the importance of University-industry and other organizations were put up between the presence of a network[27].

On the other hand, in terms of organizational structure, organizational climate of the universities is quite essential. Organizational structure; the organization is like a playground of their employees, and all business relations are taking on roles

accordingly. Therefore organizational structure; the organization is one of the most important climate is one of the only variable.

Work created and shared perceptions reveal the intrinsic properties of the ambient atmosphere of the organization that is defined as the organizational climate; this is the attitude of the employees, behavior, and occurs as a result of the rules they apply. Organizational climate is of a property; increasing levels of satisfaction and motivating employees. In addition, administrators would create a peaceful climate of the Organization; employees increases their motivation and commitment to the organization. Employees in being innovative and creative support. Classical organizational structure is defined clearly the roles of employees, narrowing the field of free movement by limiting their thinking and provides to the fall of productivity. In short, the negative organizational climate; to blunt employee capabilities, can be said to be caused by the cool-down and move away from work. Organizational climate is another significant variable attendance and supervisory management. Topic; direct knowledge, skills, education and R&D in terms of University management that contains given can be said that; "scientific organizational climate" has gained much attention nowadays. This new understanding; free thinking, innovation and creativity, open and productive scientists thought to move the agenda.

C. Organizational Structure of Universities in Turkey

The organizational structure of the University was held in our country; according to the "Law on higher Education numbered 2547 "and "Regulations of the "Academic Department in Universities". In article 3 of this directive; in universities, "although scientific autonomy, mentioned the organizational autonomy and emphasize a central organizational structure". Management of University in our country; according to the structure and organization of Higher Education Board, classic, depending on the President, the Senate, and carried out by the Board of Directors. The Board of directors chaired by the rector, deans, and each includes a representative of the faculty professor. The university rector, deans and directors are elected to three professors. Rectors of the University faculty members every three years, appointed by the president. The general secretary of the works in the university and faculty at the university faculty secretary executes administrative affairs. The same regulations 4, 5 and 6 related substances; rector, senate and the university board and senate as a body with the task of helping to assist in the implementation of the decisions taken by the rector of the university administration with them installed.

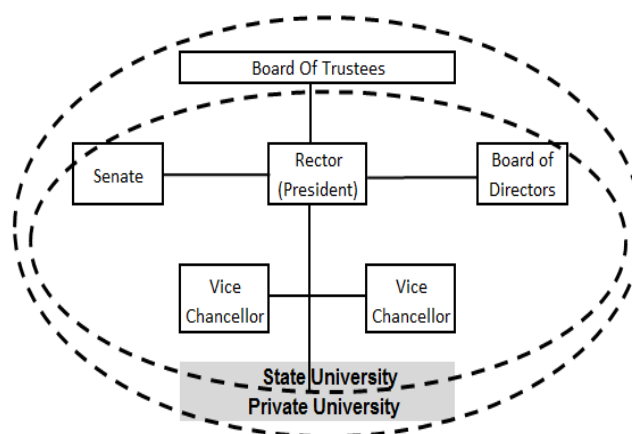


Fig.II: Senior Management Organization Model of Public and Private Universities in Turkey (This model was developed by the authors)

In fig.II, shows the organizational structure of the top management of public and private universities in Turkey. Unlike public universities located trustees top management of private universities. The Board of Trustees; represents the legal personality of the higher education institutions, rector trustees' s is a member of course.

As shown in fig.III, indicates a high level of similarity, the faculty at public and private universities in the country with the organizational structure of the top management.

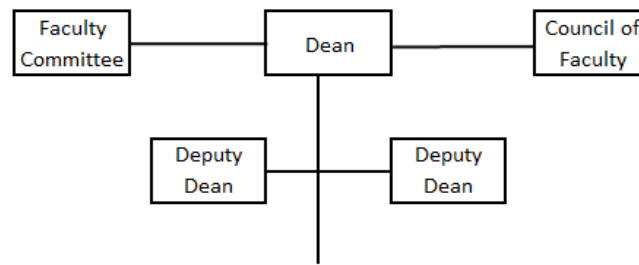


Fig.III: Faculty Senior Management Organization Model in Public and Private Universities in Turkey (This model was developed by the authors)

Is related to the regulation, article 8 of the dean, article 9 of the faculty board and is related to article 10 of the faculty board's duties. Faculty and in a similar manner as in fig.III is the top of the higher management. The relevant regulations assist in decisions taken by the dean of the Faculty Council bodies and organs of the faculty board help implement them. In addition, as the equivalent of the dean, there are directors in colleges.

III. RESEARCH METHODOLOGY

A. Purpose and Importance of Research

In a study conducted in the study; The organizational structure of management has been scanned, all of the universities in the Marmara Region. Under the terms of strategic management and has been moved from the paradigmatic approach on existing management and organizational structures. The aim of the study how to approach the future organizational structure of the university and I shaped patterns. In addition, the Marmara region; there are a total of 63 universities, including 24 state 39 private universities. To have the region's industrialization and commercial investment properties because of their historical and cultural geography is quite clear that private universities invest. Only, there are approximately 500,000 students in 49 universities in Istanbul. In this case, compared with Turkey's overall, than the other of said universities have much academic and physical resources. The demographic structure of the Marmara region and the state of the structure in terms of organization of the university there to contribute to the field points to the importance of research.

In the study; observation, interviews and the data collection methods used for document analysis, the perception of the natural environment and events realistic and qualitative research methods were chosen due to be addressed in an integrated manner. The study, only in our country is the most important constraint to do in the Marmara region. In addition to research, only the findings based on the data obtained by in this region, there is no claim to reflect the views regarding the universities in Turkey.

B. The Research Universe and Sampling

The population of the study consisted of all public and private universities in the Marmara region. In the region, 24 public and 39 private universities, including the University is located in a total of 63. Research data significantly, obtained through the web pages of the universities in the region. After the examination of the universities in the region for web pages, because they do not place sufficient information on the web pages were excluded from the 13 university research. Thus, the study sample was comprised of 50 universities. Most university with national and international activities in terms of trade, industry, tourism and history is the most developed regions are the reasons for choosing this area.

C. Data Collection Techniques

The data on the organizational structure of the university; derived from the organizational chart of the university of corporate web pages and interpreted. First, public and private universities are grouped separately. In the survey, public or private university without distinction vertically configured in all, it was observed that the adoption of the classical

organizational structure. The horizontal and faculty of one of the organization model of private universities was seen that the matrix type of organizational structure.

The research conducted in this study, the content analysis was used to analyze the data. For this purpose, 62 public and private status for the entire organizational structure of the web pages of the university have been examined. In the Marmara Region of the research part of the work is carried out. Almost all of the studies about the universe can be noted that a high level of reliability and validity of the data for which is included for illustration.

Research Hypothesis

In this section, for the purpose of the research is developed based on the grounds that includes 5 different hypothesis;

H₁: The management of universities in the region, there is a positive relationship between organizational climate and their effects on academic network type organization.

H₂: The region's universities (Faculty, College) on the matrix and the type of the network organizational structure, academic has a positive relationship between innovation and creativity.

H₃: There is a positive relationship between the universities in the area of information technology and international academic cooperation with the organizational structure.

H₄: The universities in the region, with the addition of units, such as the fight against mobbing is a positive correlation between recreational and academic development.

H₅: The organizational structure of the university in the region, the organizational structure of the classical principles herself, has a positive and significant relationship between organizational structure implemented.

IV. RESEARCH FINDINGS

The organizational structure of the universities in the Marmara region in relation to the evaluation according to the results obtained in universities; can be explained by the classical organizational model and not very tier vertical structure of the organization. Despite this, the existing universities are general organizational schema examined units and activities; the organizational structure of classical structure, a part of private University but at a rate of about 10% of the functioning of the organization was represented by the type of the network. Based on this conclusion, in part in the private university network type organization structure can be said to begin the persecuted, according to public universities in the region.

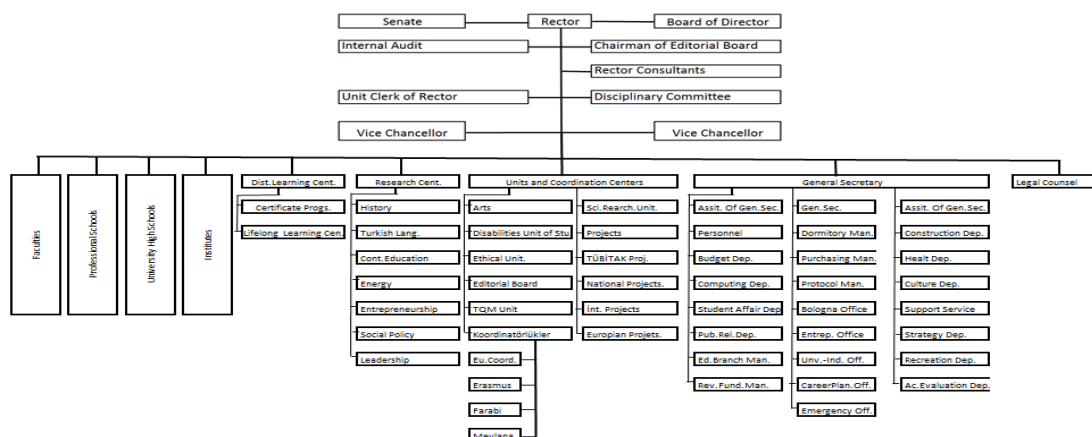


Fig.IV: Marmara Region Universities Present Organizational Structure (This model was developed by the authors)

In the fig.IV has been developed as a model for existing situation of the universities in the region. Private universities are different; board of trustees, the rector, consultancies, research centers, universities and national and international organizations with cooperation units than public universities. Public universities in the academic organization structure is based on the more

traditional. However, international cooperation units are established and developed to work also can be seen in very low level. Research centres, universities, organizations and coordinators are structures showing the most variability units was observed.

Faculties and vocational schools in the region of existing organizational structures; in the organizational structures similar to Fig.V. The University is in the structure of the organization, on the other hand, it was understood that uses classical organization structure vertically. General university organization structure based on physical restructuring of subunits, variations have been identified. Faculty organizational structure in the most variability indicates that units are research centers and coordinators. However, the sample of the research association of the two faculties located in the structure, the matrix of the structure has been preferred but there is no notable has be taken into account in the analysis. Faculty organizational structure; formally not contained in the periodic level of commissions (e.g., scholarship, internship, graduation, exams, adaptation) collects have been identified. This commission has the important roles, department heads and faculty decisions of senior management. On the other hand, the Faculty administrative affairs are not formally belong to units (for example; cleaning, security, procurement, document records, human resources, financial, storage, computing, etc.) are available. They understood that, at the level of units within the organization is located.

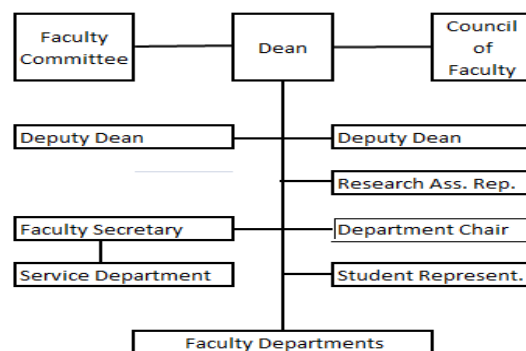


Fig.V: Depending on The Organizational Structure of The Faculties at Marmara Region Universities (This model was developed by the authors)

The current situation in the region, taking into account, the study developed a hypothesis regarding the H1 hypothesis has been accepted. Because the inspection in universities in the region, has a very low level of structuring the Organization of universities, the network type has been seen to have been given the structure of the organization. The scientific autonomy of universities in the region despite the lack of an autonomous organization, due to organizational sense; It is thought that the organizational structure of central tendencies, the network type structures instead. It is thought that also use the network-type structure that, universities at the international level to develop their creativity and innovation. Indeed, the private University located in the area of our business units in the international level confirms the hypothesis.

Contrary to expectations has not reached the desired nature of data at universities in the region. Both the number of academic publications, patents and scientific projects and faculties and vocational schools relating to the organizational structure of the printed data is inadequate. Whereas conceptual section promotes innovation and creativity especially highlighted matrix with scientific knowledge and strengthening of the structure type of the network that includes sharing has been understood. Therefore the H₂ hypothesis has been rejected.

The region's public and private universities have established academic partnerships like Erasmus and Bologna and other private universities, national and international academic collaborations in which they are observed. It also examined the training programs of universities, have been identified, that programs for these collaborations and scientific research centers, the presence of the activities. As a result, according to the analysis of data in research, the H₃ hypothesis has been considered.

This universities in the region has classical organization structure of traditional academic and administrative units. These universities, academic or administrative staff college social life which considered central and has been the absence of units intended for recreation. In this regard, only two have been encountered at the university interested in physically handicapped

and mobbing-facing units. Classic organizational model, are social needs of employees for a very function and output management model was applied, given that the academic staff at universities in the region, organizational commitment and sense of belonging with the solid foundation for maintaining the units have not enough remains to be seen. Therefore, H4 hypothesis was accepted in partial.

All the organizational structure in the region of universities is shown in fig.IV. Universities, based on the vertical structure of classical organization have been identified in the implementation of the activities, however, a very small number (5%) matrix, and network type structures was adopted. This rate type specified in the section network and the conceptual matrix organizational structure is far below the expectations for. This result, this universities in the region suggests that the classical and central tendency. Therefore, H₅ hypothesis has been rejected.

V. GENERAL EVALUATION AND CONCLUSION

Based on the nature of globalization, universities in the process of change is one of the organizations contained within. Effective organizational structure of universities; the economic, social, political and demographic developments, changes in expectations of students, industry-university collaborations or as requirements of lifelong learning. Therefore, the number of students in universities according to the organic growth has to expand its organizational structure with the paradox. Only specialized based on research, micro-sized but not all sources have a certain purpose pipe where the University is being adopted in accordance with this change models.

Described as reforms in universities; generally comprehensive and well planned redesign of radical changes[28]. Therefore, in order to cope with the initially reforms, less considered by stakeholders in the University; universities in the face of change, of necessity, organizational structures in harmony with the mess they have to join in a show. Another cause of organizational change is to provide individual academic and academic development and creativity is supplying of freedom. University academic staff to work a central managerial understanding of classical academic environment is an obstacle to scientific development force. Enough of the relationship between institutional and individual autonomy is unattainable within a similar issue in the reveal.

As a result, universities must change. Because the needs and goals of today's modern universities is very different. "The change in the demographic structure of students with business and academic world has come into most necessary condition of education"[29]. Students are requested, in accordance with the requirements of age, diverse and active learning models appropriate training models. In parallel, the Faculty part of University administrative employees also is quite differentiated responsibilities. Because faculty members; just lecturing, broadcasting, but also creative and creativity in cooperation that supports the science itself, and is trying to maximize to the community. Finally, universities, education and the size of the technology used has changed. Because, the programs must evolve; distance education models and training programs. In fact, universities are the main elements; public and private business is a real laboratory and work with the academic world. Finally, all the models of the Organization of universities, these changes will cause change.

Any College has some of its own units. Due to their different characteristics, some are given more importance. The University's organizational structure may explain some of the issues that do not appear on either the display or. For Example; by looking at a particular formal structure, the University's formal structure as a dependent variable can be explained by the change. Similarly, the impact on the official structure can be explained by looking at decision making. The University's structure can show, inside and outside the university powers in a similar way (social, political, and economic interests) effects[30]. This is based on the University's organizational structure has been developed to offer fig.VI.

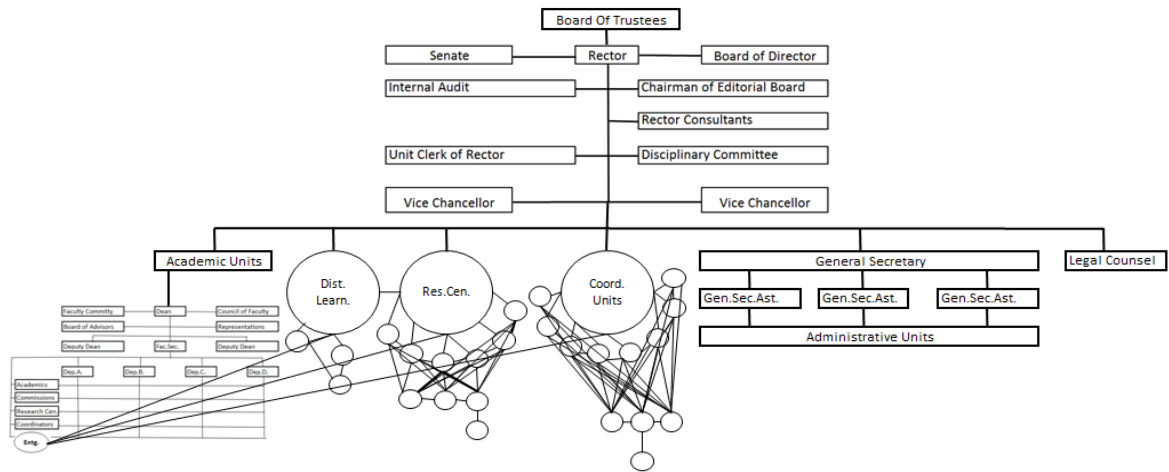


Fig. VI: Developed College Organizational Structure Proposal (This model was developed by the authors)

The above model is designed with the structure of the network; the University's academic units, all research centers that provide important input, remote training centers and all of the Coordinator. Because these units; sharing information in the academic field, for the promotion of innovation and creativity in itself and you have to work on the basis of international cooperation is being evaluated. General Secretary of the university's organizational structure has not prompted any recommendations concerning the national and international levels, is the classic structure and is a model suitable for a college organization structure. The Board of Trustees (separation of public or private universities should not be done) should be placed in the top management of universities. Board of Trustees (public institutions, local authorities, industry and profession chambers, trade unions, universities and, at the same time, local entrepreneur representatives) is thought to contain. Because the University academic life as well as for the region's economic and social development are considered extremely important in the role undertaken.

Faculties of a University is one of the most important national and international training activities units. Faculties, scientific research and production centers for academic publication properties are carrying the university's educational facilities although principles. In this respect the fig. VII must carry the following properties of the model developed is thought to be the faculty;

- A. Scope of Delegates should be expanded. Student representatives as well as academics and administrative staff representatives should take place.
- B. Administrative staff, while the classic organization model format in verson, a more effective use of the academic staff of the faculty department in terms of matrix organization structure to make it suitable to be brought.
- C. Academic commissions in similar work are therefore coordination is proposed for the matrix structure. At the same time in the matrix to take place among the academic staff, research centers, multi-disciplinary cooperation and will allow the formation of scientific competition.
- D. Such as Erasmus, Farabi and Mevlana units should be judged within the matrix structure.
- E. Integration unit, international cooperation should address their processes at the level of faculties.

The organizational structure of the above grounds, school, scientific cooperation and competition should be designed with a matrix organization structure across the Board. In itself and at the international level in order to be the type of the network integration organization structure is thought to be beneficial.

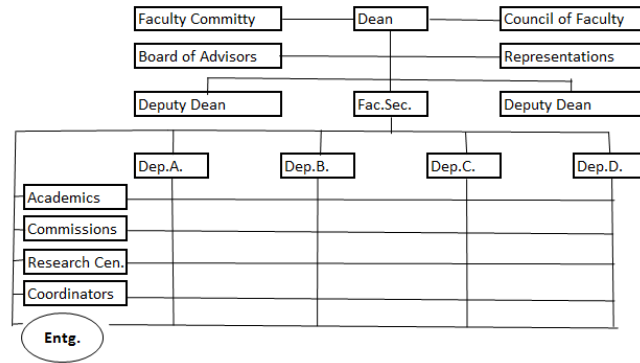


Fig.VII: Faculties and High Schools belong to the organizational structure Model Proposal (This model was developed by the authors)

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