

# **DEVELOPING AN INTEGRATED QUALITY MANAGEMENT MODEL USING ADVANCED EXECUTION PREMIUM STRATEGY FOR THAI HIGHER EDUCATION INSTITUTIONS\***

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**Abstract:** The purpose of this study was to develop an integrated quality management model using Advanced Execution Premium Strategy. Purposive sampling was adopted in this study. 30 senior managers and staff were chosen from different institutions which received good and very good of IQA from various Thai Higher Education Institutes. Induction and deduction were conducted. Data analysis, mechanism and system that consists of CSIPOCF (Context, Suppliers, Input, Process, Output, Customers and Feedback) was adopted as a framework for integrating quality assurance and management strategy. The research found that the model consists of system and mechanism as the Office of Strategy Management was responsible for coordination and integration of all the management process at policy making level and action level. Database system, strategy development process – strategy plan, action plan, monitoring and learning, evaluation as well as budget were needed for integration process. Integration of strategic management and other concepts - strategic map is the challenged strategy to the competitive global environment in Higher Education Institutes.

**Keywords:** Integrated Quality Management, Advanced Execution Premium, Higher Education.

## **Introduction**

Higher education institutions (HEIs) are now facing in a competitive global environment. For survival and to stay competitive, effective factor was an output for the quality of graduates, researches and other tasks. Senior management and

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teamwork were a crucial contribution to the successful development. Kahveci & Taskin (2013) stated that strategic management can help organization become a more productive and effective environment.

Senior management needs to find strategies or methods to develop and improve organizational effectiveness and efficiency. Higher Education Commission accelerates and supports HEIs to develop organization ability for management. Quality assurance in education was defined as a part of higher education institutions management in the National Education Act B.E 2542 (1999) and Amendments (Second National Education Act B.E.2545 (2002), in Section 47 which stated that internal quality assurance is a part of institutional administration which must be a continuous process. As quotation the publications of the Office of the Higher Education Commission (1999):

*“There shall be a system of educational quality assurance to ensure improvement of educational quality and standards at all levels. Such a system shall be comprised of both internal and external quality assurance. The system, criteria, and methods for quality assurance shall be as stipulated in the ministerial regulations”*

Therefore, an integration of quality assurance system both internal quality assurance – IQA and external quality assurance – EQA and strategic management are the same thing. Strategic management which includes quality assurance can reduce redundant work. Integration of strategic management and other concepts, which is called strategic map, has been studied by Kettunen (2011, 2015). Strategy map is a combination of various concepts, restructure of strategic management and quality assurance system. Even though quality assurance system is an independent system, it can be integrated with information systems, annual action plan, human resource management plan, and budgeting management. This concept has been found by many researchers as an integration of quality assurance system with other concepts. They enable efficient management and help colleges and universities become more productive and improve their competitive advantage (Kahveci & Taskin, 2013).

In fact, strategic management is not new to Thai education; short-, medium- and long-term plans had been developed over the past decade in each higher education institutions to enable organizational management effectiveness and sustainability. However, the successful implementation and adoption of strategic plan brought challenge for them. Various problems and issues concern the adoption of strategic management in Thai higher education institution; for example, 1) unclear policy for strategic management and unable to bring it in practice 2) outdated database and unlinking data between each systems 3) gaps between a strategic plan and a process (Kaplan & Norton, 2008) 4) an absence of assessments and evaluations and 5) no linkages between quality assurance and management system (Pitiyanuwat, S., B.E. 2549). These problems and issues were summarized in Table 1.

**Table 1: Problems/Issues of Strategic Management**

Issues	Details	References
1. Unclear policy for strategic management	1. Do not understand a direction of strategic management in organization	Kettunen (2015), Asif <i>et al.</i> (2009)

**Table 1: Problems/Issues of Strategic Management**

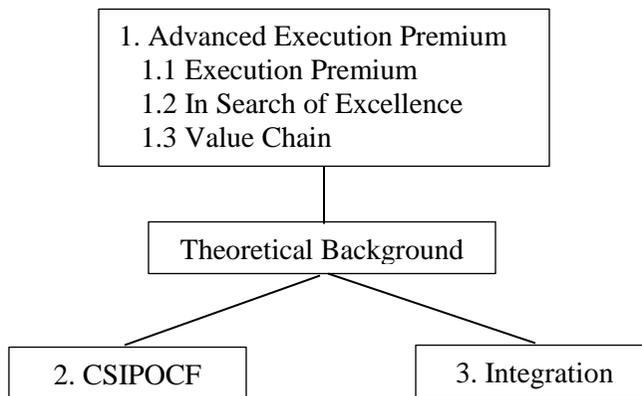
Issues	Details	References
and enable to bring it in practice	2. Lack of process involved strategic development and action plan is inconsistent 3. Negative attitude towards strategic management changes 4. Communication and assessment system are inefficient	Asif <i>et al.</i> (2009)  Asif <i>et al.</i> (2009)  Kettunun (2011), Kaplan & Norton (2008)
2. Outdated database and unlinking data between each systems	1. Database systems (such as organizational staff, budgets, students, activities) are outdated and not ready to use 2. Database is not shared across system within and outside organizations.	Shawyh (2005), Kahveci & Taskin (2013)  Kettunen (2011)
3. Gaps between a strategic plan and a process	1. Lack of communication between organization staff 2. No specific division/department responsible for the process of strategic plan development	Kaplan & Norton (2008)
4. An absence of assessments and continuously evaluations	There is no evaluation occurring the period of the implementation process	Piltiyauwat (B.E.2549)
5. No linkages between quality assurance and management systems	System and process of quality assurance and management system are separated	Piltiyauwat (B.E.2549)

From the review of problems and issues with strategic management in Table 1, it shows that institutional management system needs to be considered. In response to this need, a guideline of integrated concept between management, strategic, and quality assurance should be developed. Katniak (2012) found that the advantages of integration in these concepts are: 1) Reduce time consuming for collecting evidence, documentary and assessment, up to 70 percent. 2) Help organizations to reduce cost and boost productivity, up to 50 percent. 3) Promoting effective communication in an organization and reduce the barriers to use of previous management methods, up to 45 percent. (6) Decision making is more effective, up to 42 percent. (7) Organizational culture adaptation. (8) Acceptance from staff in an organization because of high motivation and reduce conflicts, up to 35 percent. (9) Improvement of services, up to 35 percent. (10) Increasing customer confidence rate, up to 34 percent.

An integration of management system and quality assurance are a crucial strategy for solving the problem. It can enhance organizational management to be more effective and successful. These are not only the comply with the laws and regulations of government, but this also leads the opportunities of benefits to reduce time consuming for redundant work, reduce costs and budgeting, to increase quality and productivity and built up positive attitude of organization staff. The paper aims to develop an integrated quality management model using advanced execution premium strategies for Thai higher education institutions, so that appropriate developmental actions can be taken in curriculum, division, faculty, and institution.

### Theoretical Framework

The three dimensions of ‘Advanced execution premium strategies’, ‘CSIPOCF’, and ‘Integration’ theory are used as the basis of a theory for developing an integrated quality management model. Advanced execution premium strategy focuses on an integration of concepts of strategic management from worlds’ leading senior managers; they are Kaplan & Norton, Peters & Waterman, and Porter. CSIPOCF refers to the process of management in organization. Integration is generally emphasized in combination of several systems in a holistic view. These theories are showed in Figure 1 and explained in the following section.



**Figure 1: Theoretical Framework**

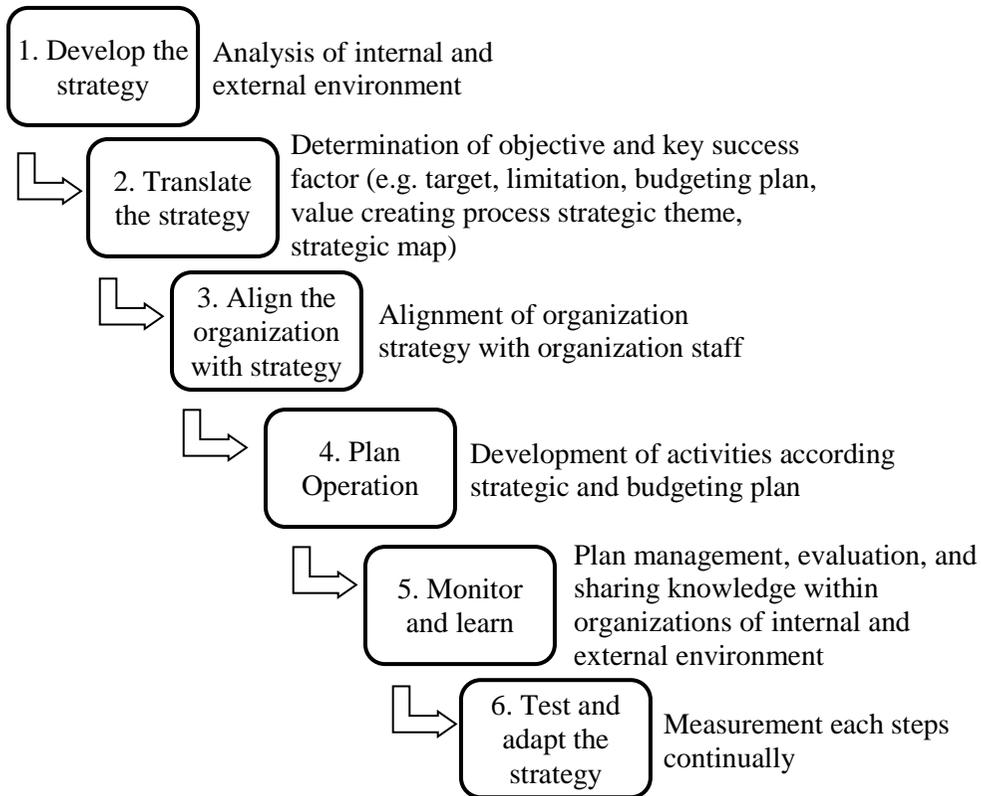
#### *Advanced Execution Premium*

Advanced Execution Premium is an integration of ideas of world’s leading senior managements. They are Execution Premium: EP, In Search of Excellence: 7-S Model, and Value Chain.

#### *Execution Premium: EP*

EP was developed by Kaplan & Norton (2008). They are famous leaders in organization strategic management. The survey was examined in 1996 about the state of strategy execution. They found that only 40% of the organizations had linkages between strategic and budgeting planning. They introduced those six steps as a key success in strategic implementation. A thorough understanding of each step or

activities taking place during implementation stage can enhance the success of strategic plan. These steps are presented in Figure 2.



**Figure 2: Strategy Implementation Process (Kaplan & Norton, 2008)**

Kaplan & Norton (2008) argued that the Office of Strategy Management (OSM) was a crucial part of the main responsibility for integration and connecting activities between departments. OSM worked as an integrator or architect in order to design new strategy created by new ideas and managed process as a project owner.

*In Search of Excellence (7-S Model)*

In Search of Excellence of Peters & Waterman (1982), it was one of the biggest selling business books ever, selling 3 million copies in its first four years, and being the most widely held monograph in the United States from 1989 to 2006. Peters & Waterman was well-known business consultants. In Search of Excellence was defined into two groups – Hard’s and Soft’s. Hard’s refer to things that can be easily explained or tangible, while Soft’s is hardly unexplainable and usually means intangible. These two groups were presented into seven elements as shown in Table 2.

**Table 2: Seven Elements in Search of Excellence Were Divided into Two Groups**

Group	Element
Hard's	1.Structure
	2.Strategy
	3.System
Soft's	4.Shared value
	5.Skill
	6.Style
	7.Staff

Two groups are as follows:

Hard Elements consist of 3 elements, (1) Structure is the organizational chart of the organization and the way divisions and units are organized. (2) Strategy is a plan developed by an organization for enhancement of its competitive advantage. (3) System is the process and procedures of the organization, which brings together the component of input, process, and output into one system and ensuring that it will function together as a system.

Soft Elements consist of 4 elements, (1) Shared Values are the core of the model. It stands for the central beliefs and attitudes of the organization. All personnel concerned for working in an organization. (2) Skills are the abilities of people who perform very well. They also include capabilities and competences. (3) Style is the typical behavior patterns of key groups, or staff for example senior managers, and other professionals. (4) Staff are the numbers and types of personal within the organization. They will be recruited, trained, motivated and rewarded.

Peters & Waterman (1982) stated that 7 elements of the model were aligned and connected. 1 element can affect others and start at any elements. An effective management in organization can use both Hard's and Soft's elements.

### *Value Chain*

Value Chain was introduced by Porter (1985). It was first described and popularized in his 1985 best-seller. Value Chain was the appropriate for managing higher education. For example, Hutaibat (2011) and Sison *et al.* (2000) adopted Value Chain in higher education institutions, they found that Value Chain can help institutions accomplish their tasks more efficiently such as teaching and learning task, research task, and services. Therefore, Value Chain consists of sets of activities that HEIs are operating in order to deliver a valuable product or service for the stakeholders. The concept of the value chain is based on the process purpose of organizations, the concept of seeing outputs (or service) organization as a system, made up of subsystems each with inputs, transformation processes and outputs. Inputs, transformation processes, and outputs involve the acquisition and consumption of resources-money, materials, equipment, buildings, land, and management.

### *CSIPOCF*

CSIPOCF comes from SIPOC system (Zee – Poc) which is a concept of Scholetes (1998). SIPOC consists of Suppliers, Input, Process, Output and Customers, which is

used for analyzing organization from the overview into details. Scholetes (1998) point out that it is necessary to look at the characteristics of those organizations and their environment including impacts to them. Moreover, context and feedback is a crucial part in order to investigate organization (Hoy & Miskel, 1991; Taylor & Hill, 1993). Therefore, context and feedback are necessary elements to combine into SIPOC which becomes CSIPOCFO. In order to take an easy word, O can be defined both Output and Outcome so CSIPOCFO is adapted in to CSIPOCF. Details of CSIPOCF model are presented in Table 3.

**Table 3: Details of CSIPOCF Model**

Abbreviation	Detail	Explanations	References
C	Context	Inner and outer environments, The inner environment includes an organization's resource, philosophy, vision, mission and politics whereas outer environment includes economic factors, external politics and social factors.	Hoy & Miskel (1991), Taylor & Hill (1993), Kettunen (2011).
S	Supplier	Organization or community such as institutions, post graduate school, industry, cooperation organization	Hoy & Miskel (1991), Scholtes (1998), Porter (1985), Hutaibat (2011), Kettunen (2011).
I	Input	It can be a variety of forms that enter into system or services such as strategic plan, budgets, Office of Strategy Management	Hoy & Miskel (1991), Taylor & Hill (1993), Porter (1985), Scholtes (1998), Asif <i>et al.</i> (2009), Kettunen (2011).
P	Process	Operational process such as developing of management system, establish value process, support process, operational report, evaluation process	Hoy & Miskel (1991), Taylor & Hill (1993), Porter (1985), Scholtes (1998), Asif <i>et al.</i> , (2009), Kettunen (2011).
O	Output	Efficiency and Effectiveness of mission. Results of strategy development	Hoy & Miskel (1991), Taylor & Hill (1993), Scholtes (1998), Kettunen (2011).
C	Customers	Customers or stakeholders	Hoy & Miskel (1991), Scholtes (1998), Porter (1985), Hutaibat (2011).

**Table 3: Details of CSIPOCF Model**

Abbreviation	Detail	Explanations	References
F	Feedback	Reaction of information such as organizational context, input, process, results, stakeholders	Hoy & Miskel (1991), Taylor & Hill (1993), Kettunen (2011).
O	Outcome	Satisfaction of customers or stakeholders	Hoy & Miskel (1991), Taylor & Hill (1993), Porter (1985); Kettunen (2011).

### *Integration*

There are various concepts of integration. Wilkinson & Dale (2001), Asif *et al.* (2010) and Bernado *et al.* (2010) argued that integration concept was a holistic view of organization, so integration means an act or instance of combining into an integral group in an organization. Integration can be divided into three levels. The first one is integrating in strategy level which focuses on linkages between policy and strategy, aims, and action plan. The second one is integrating in methodology which focuses in practices such as management manual, methods, documentary and training course. The third level is integrating the action level according to manual, reports and content integration. Content integration is divided into three types – Full integration, Partial integration, and No integration.

MacGregor *et al.* (1996) presented two models of management system – Model of Aligned Standard and Model of Integration. Hines (2002) differentiates Model of Aligned Standard and Model of Integration clearly: Model of Aligned Standard focuses on structures or systems which have some similarities in terms of objective, reduced process, monitor, and evaluations. Whist Model of Integration is a full integration of methods, processes which emphasizes in cooperation and satisfaction of stakeholders.

Danish Standard Association (2005) suggested standard factors in bringing integration. These factors are 1) management process which consists of strategy, policy, monitoring, resources and departments 2) business process, that are communication process, management, planning and maintenance and 3) supporting process which includes documentary control, registration, training, management system. Therefore, integration is a combination of concept or theory which demonstrates through activities alignment.

## **Method**

### *Participants*

Thai Higher Education Institutions; 10 HEIs were purposive sampling in different areas and groups. These are the autonomous Universities, Public Universities, Rajabhat Universities, and Nursing Colleges. This research was a qualitative research using deductive and inductive approach. In order to understand a management system within Thai higher education institution, 30 senior managers who were Presidents, Vice Presidents were responsible for quality assurance system from various Thai

HEIs, were interviewed as they were the key stakeholders for management system in higher education institutions. Purposive sampling was adopted in this study. The samplings were chosen from institutions which received good and very good internal quality assurances assessment's score from the Office of the Higher Education Commission's database.

A summary of the interviewees are presented in Table 4.

**Table 4: Summary of The Interviewees**

Interviewee Code	Group Senior Management			Part of the organization
	Leader	Administrator	Project Team	
IP1	X			Personnel Management Division
IP2		X		Personnel Management Division
IP3			X	Quality Assurance Division
IP4	X			Personnel Management Division
IP5		X		Personnel Management Division
IP6			X	Quality Assurance Division
IP7	X			Personnel Management Division
IP8		X		Personnel Management Division
IP9			X	Quality Assurance Division
IP10	X			Personnel Management Division
IP11		X		Personnel Management Division
IP12			X	Quality Assurance Division
IP13	X			Personnel Management Division
IP14		X		Personnel Management Division
IP15			X	Quality Assurance Division
IP16	X			Personnel Management Division
IP17		X		Personnel Management Division
IP18			X	Quality Assurance Division
IP19	X			Personnel Management Division
IP20		X		Personnel Management Division
IP21			X	Quality Assurance Division
IP22	X			Personnel Management Division
IP23		X		Personnel Management Division
IP24			X	Quality Assurance Division
IP25	X			Personnel Management Division
IP26		X		Personnel Management Division
IP27			X	Quality Assurance Division
IP28	X			Personnel Management Division
IP29		X		Personnel Management Division
IP30			X	Quality Assurance Division

*Collection of Data*

Data collection methods employed in this research were semi-structure interviews. Interview questions were drawn up and structured based on the literature review. Table 5 provides a list of the interview questions to the right target group.

**Table 5: Mapping of Interview Questions to The Literature**

Questions	Explanations	Target group to be asked the question	Number of questions	Underpinning areas of literature
Tell me about the direction of institution and strategic management within the institution. How organization staff participate in the process of strategic development?	This question will give an insight to how the organization staff think about strategic management in the institution. To explore how strategic plan developed in the organization.	Leaders and administrators	4	Kaplan & Norton (2008); Peters & Waterman (1982), Porter (1985)
How institution has developed database for management? What kind of information is used?	To explore what kind of information available in the organization. How the organization does manages data?	Administrators & Project leaders	2	Peters & Waterman (1982), Porter (1985), Kaplan & Norton (2008)
What do you think when staff do not understand organization strategy? How do you deal with the problem? Who is responsible for the problem?	To identify and understand how staff feel about organization strategy and how leaders deal with problems.	All groups	2	Kaplan & Norton (2008)
How do you evaluate the success of strategy management in the organization? Tell me what the process of evaluation and assessment of organization	This question helps to identify strategy implementation process in the organization. To explore what kind of process or method they use to identify the success of	Administrators & Project leaders	1	Kaplan & Norton (2008), Peters & Waterman (1982), Porter (1985)

**Table 5: Mapping of Interview Questions to The Literature**

Questions	Explanations	Target group to be asked the question	Number of questions	Underpinning areas of literature
strategy in the organization are.	organization strategy in the organization.			
Tell me about internal quality assurance in the organization. How does the institution combine internal quality assurance system with quality management in the organization?	This question will help to gain an insight to the process of internal quality assurance in the organization. Also helps to identify the process of internal quality assurance integrated to quality management in the organization.	All groups	2	Danish Standard Association (2005), MacGregor <i>et al.</i> (1996) Wilkinson & Dale (2001), Asif <i>et al.</i> (2010)

Face-to-face, semi-structured interviews were undertaken in each institution over a period of 5 months/year by the researcher.

#### *Data analysis*

Content analysis was adopted to facilitate the analysis of literature and interview data. Table 6 presents the findings categorised by using CSIPOCF model.

**Table 6: Summary of Findings**

Questions	Explanations	Findings
Tell me about the direction of institution and strategic management within the institution. How organization staff participate in the process of strategic development?	This question will give an insight to how the organization staffs think about strategic management in the institution. To explore how strategic plan developed in the organization.	The University Council members are responsible for setting the organization policy and goals which is based on the University Mission and Vision. It also concerns the inner and outer context of the university and the university stakeholders. Development of new organization strategy was set by a consensus of every part, which involved with the university, to gain a strong competitive advantage.
How institution has developed database for management? What	To explore what kind of information available in the	Planning division and technology departments are responsible for organization database such as

**Table 6: Summary of Findings**

Questions	Explanations	Findings
kind of information is used?	organization. How the organization does manages data?	organization staff database, budgets, student database, activities, and quality assurance database. Database between small and large organization are different. Database system requires a significant amount of expenditures. Most organizations are in the process of database development.
What do you think when staff do not understand organization strategy? How do you deal with the problem? Who is responsible for the problem?	To identify and understand how staff feel about organization strategy and how leaders deal with problems.	Policy and planning divisions are usually responsible for bringing policy to real actions. Quality assurance division is responsible for communicating organization plan into organization senior management, academic staff, and administration staff. It also monitors and evaluates work tasks in various level such as faculty level, department level, and executive management group. So, this information can be gathered in order to improve organization efficiency in the future.
How do you evaluate the success of strategy management in the organization? Tell me what the process of evaluation and assessment of organization strategy in the organization are.	This question helps to identify strategy implementation process in the organization. To explore what kind of process or method they use to identify the success of organization strategy in the organization.	Monitoring and evaluation with regards to the organization strategy plan have been done in each institution regularly. Mostly, Policy and Planning divisions were responsible for the tasks.
Tell me about internal quality assurance in the organization. How does the institution combine internal quality assurance system with quality management in the organization?	This question will help to gain an insight to the process of internal quality assurance in the organization. Also helps to identify the process of internal quality assurance integrated to quality	Quality assurance system and management systems were still separated. Internal quality assurance in HEIs is based on system and its mechanism. The system - Input, process, and output is required. PDCA cycle (Plan Do Check Act) for the main process is important. And its process can also have sub-

**Table 6: Summary of Findings**

Questions	Explanations	Findings
	management in the organization.	process as well. Besides, controlling, monitoring, and evaluating for quality improvement is needed. So, IQA and management system can integrate in the policy process, or strategy process and action process. The policy process is the way for actions. In the action level, it can integrate in database, planning process- project, and activities- and implementation. All are supported by mechanism – budget (Strategy Expense – STRATEX) human resources, information Monitoring and evaluation regarding the organization strategy plan have been done in each institutions regularly. Mostly, Policy and Planning divisions were responsible for the tasks.

**Table 7: Findings of The Interview Data Analysis with CSIPOCF Model**

CSI POCF Model	Explanation	Findings from the interview data analysis
C	Context	Context of each institutions were different with regards to the institutions objective, group of institutions, mission, vision, institution environments, structure, competitor, area, suppliers, stakeholders, and customers
S	Suppliers	Suppliers of institutions are departments or divisions in the hierarchy, University Council, industrial, customers and other stakeholders involve with the institutions.
I	Input	Senior management and team, institution staff, student, information technology, finances and budgets, and marketing strategy , Database system, Strategy Expense – STRATEX, Technological development, and facilities supporting learning system.
P	Process	Quality improvement is needed. So, Internal Quality assurance system and management system can integrate in policy process, or strategy process and action process. The University Council members

**Table 7: Findings of The Interview Data Analysis with CSIPOCF Model**

CSI POCF Model	Explanation	Findings from the interview data analysis
		are responsible for setting organization policies and goals which are based on the Mission and Vision. It also concerns the inner and outer context of the university and the university stakeholders. Development of new organization strategy was set by a consensus of every part of the management process. In the action level, it can integrate in database, the planning process- project, and activities- and implementation in actions, monitoring and evaluations. The office of Strategy Management –OSM is responsible for being the centre of integration in order to achieve its objectives.
O	Output	Quality of graduates, employment rates, student performances in national and international level, quality of academic staff according to TQF, dissemination of academic staff, social responsibilities.
C	Customers	University students, institution students, guardians, parents, industrials, communities, socials both national level and international level.
F	Feedback	Information or feedback from students, industrials, stakeholders, community and society.

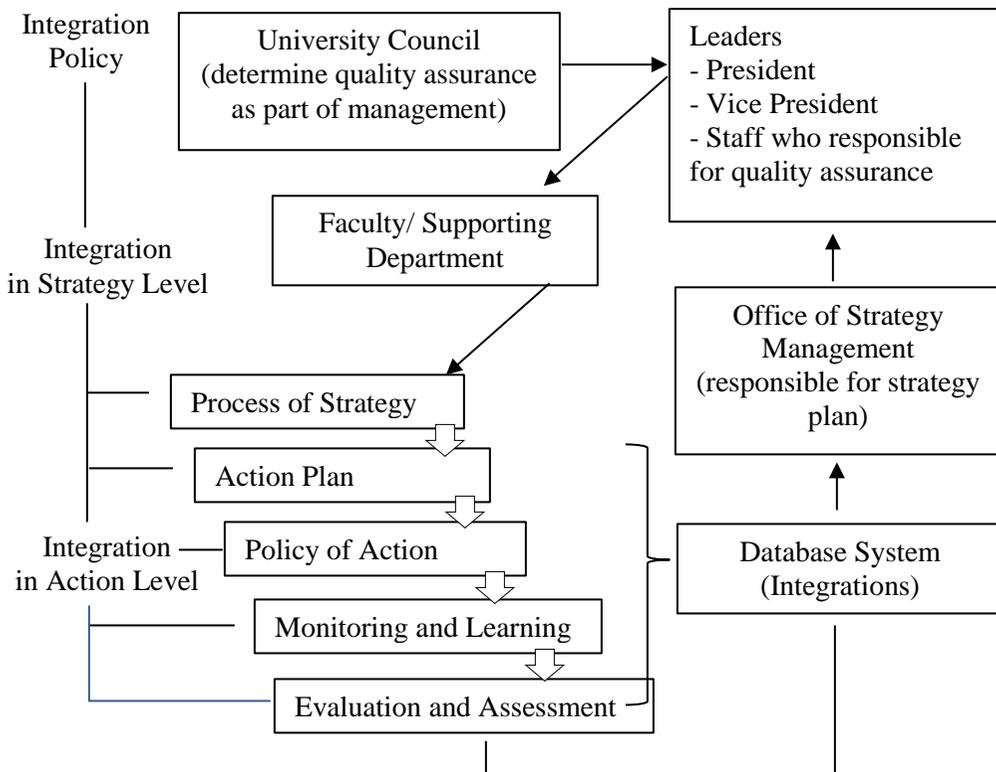
## Results

An integrated quality management using advanced execution premium strategies for Thai Higher Education Institutions Development. The model was derived using deductive and inductive approaches gained from a selected review of the literature combined with interview data. The model is presented in Figure 3.

(See Figure 3 on the next page)

Figure 3 describes the integration of quality management and strategic management to achieve the HEIs objectives with the system and its mechanism in the line of a CSIPOCF. The Higher Education Institutes can be integrated in the management approach which are as follows:

- Integration policy: The University Council members are responsible for setting organization policies and goals which are based on the University Mission and Vision. The inner and outer context of the university and the university stakeholders are concerned. The new organization strategy was developed by a consensus in every part, which involved the university. The main concept of policy integration is Quality assurance which is a part of university management as cited in “Section 47 which states that internal quality assurance



**Figure 3: A Developing Model of An Integrated Quality Management Using Advanced Execution Premium Strategies for Thai Higher Education Institutions**

is a part of institutional administration which must be a continuous process” (Office of the Higher Education Commission (1999).The university policy is the strategic way of actions in the university management.

- Integration in strategy level: This level concerns the process of strategy management. The University’s Leaders –President, Vice President, faculty, supporting departments and staff who are responsible for quality assurance in order to bring the policy to the process of strategic management by developed strategic plan .The process of strategic plan are integrated such as all strategies, plan, project , budget ( Strategic Expense –STRATEX) and human resource are regarded as a whole. This idea of integration is strategy map. Which is the representation of the strategy management system. This stage of integration is action level or strategic level.
- Integration in action level: The office of Strategy Management (OSM) is responsible for being the center of integration. It is a project owner and creates the work functions and organization structure in order to achieve the organization expectations which are related to organization output, customers,

feedback and outcomes. It is also responsible for organization database such as organization staff database, budgets, student database, activities, and quality assurance database. The database can group all data or information within the same place. The action plan will be organized by OSM in developing and aligning the strategic plan. In action plan, policy to action - monitoring and evaluation are integrated in each of the process. Monitoring and learning in each process is the key of strategic plan and action plan implementation. OSM takes major role for this function. Weekly conference is required in order to follow up the plan and goals. (Kaplan & Norton, 2008). And also evaluation and assessment in each step and process as a feedback are important for integrated quality management.

The success factors of this model are two major strategies. Firstly, the policy setting of the university council committee for integration of quality assurance as a part of university management. Secondly, OSM as coordinator for integration policy level and action level in management and activities - policy, database, strategic plan and implementation, integrated quality management using advanced execution premium strategies for Thai HEIs Institutions by managing QA strategically and combining to the strategic management framework is a hard work and a very difficult way to go. But we need to propose it properly and strategically in the light of the successful implementation of the QA to achieve a competitive advantage.

## **Discussion**

Developing of advanced execution premium strategies for Thai higher education institutions was derived using deductive and inductive approaches gained from a selected review of the literature combined with interview data. Context consists of institution environments, structure, mission, vision, competitor, area, suppliers, stakeholders, and customers. Input is senior management and team, institution staff, student, information technology, finances and budgets, and marketing strategy. Process is institution policy, database system, analysis of inner and outer context for developing strategic plan, policy brought into actions, monitoring and evaluations. The office of Strategy Management –OSM is responsible for being the center of integration. OSM is a project owner and creates the work functions and organization structure in order to achieve the organization expectations which are related to organization output, customers, feedback and outcomes.

This research found that development of an integrated quality management model using advanced execution premium strategies for Thai higher education institutions consists of system and mechanism. CSIPOCF is adopted as a framework for integrating quality assurance and management strategy. Input, process and output are basic elements of PDCA. Similarly, Kettunen (2011a) found that quality assurance and management are freedom. In order to integrate them, information system, action plan, teaching process, research system including communication and building up understanding are needed to combine. Asif *et al.* (2010) also supported that integration is organization restructure, combination of organization plan and monitoring. In order to integrate an accomplished quality assurance system and

management system, the entire process of policy making, database system, strategy development process, taking action, monitoring, measurement and evaluation need to be done as a whole. The Office of Strategy Management or OSM has a significant part for institution's executive leader. OSM usually cooperates with other departments within the organization. Therefore, OSM needs leader and staff who have management experiences, knowledge of quality assurance system, and appropriate personality for cooperating with others (Kaplan & Norton, 2008).

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