



Development Strategy of Binh Thuan Medical College

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Abstract: This research focuses on development strategy and propose solutions to implement the development strategy for Binh Thuan Medical College by 2025. The survey carry out at the college that using the SWOT and QSPM matrix. The results of the research are hoped to give suggestions for improving the college to adapt the changes of fast developing in medical field as well as to achieve the set goals of it. This research paper is one part of the thesis.

Key words: Development, Strategy, Binh Thuan Medical College

I. INTRODUCTION

1. Research objectives

The research objective of the paper is to orient, develop a development strategy and propose solutions to implement the development strategy for Binh Thuan Medical College by 2025. Since then, this development strategy will help the University adapt to the changes in the environment, effectively use its resources and achieve the set goals. At the same time, ensuring that the University can maintain its competitive position and develop in a stable and sustainable manner.

2. Research method

In order to solve the research objectives, the research methods used in the paper are integrated between quantitative and qualitative methods including statistics, comparison, analysis, synthesis, prediction, to continue approaching the problem on the basis of direct interviews with experts. The consultation with experts helps to identify the factors affecting the enrollment of the University, thereby comparing the success factors of the University with competitors, and at the same time forming a scale to evaluate and choose a reasonable strategy.

In addition, the paper also uses the SWOT matrix to analyze the internal and external environment of Binh Thuan Medical College, and at the same time build EFE matrix, IFE matrix, as well as analyze and evaluate Prices are competitive factors. Thereby, building and choosing a strategy from the SWOT matrix, the QSPM matrix to choose the appropriate strategy.

3. Significance of research

In terms of science, the paper clarifies the theoretical issues of strategic planning for development as well as analyzes the bases for forming strategy at Binh Thuan Medical College. Since then, contributed to bringing experiences in strategic development planning for Vietnamese colleges.

In practical terms, the paper applies the strategic planning process, identifying strengths, weaknesses, opportunities, and threats to the operation of Binh Thuan Medical College. Then, strategic orientation and proposed solutions to implement the development strategy of Binh Thuan Medical College.

4. Strategic management

According to Smith (1980): "Strategic management is the process of studying present and future environments, planning organizational goals, making and controlling decisions to achieve organizational goals and achieve those goals".

Strategic management can be briefly understood as an implementation process consisting of three stages: strategic planning, strategy implementation, and strategy evaluation. These three stages are intertwined and are a single process. Strategic planning is the process by which strategists must analyze and evaluate the internal and external factors affecting the organization's current and future operations in order to build and select an appropriate strategic model for business.

The internal factors assessment matrix is a tool to evaluate the strengths, weaknesses, and importance of functional parts of the organization. The evaluation matrix of internal factors is also implemented in five steps as the evaluation matrix of external factors. SWOT matrix (S: strengths: strengths, W: weaknesses: weaknesses, O: opportunities: opportunities, T: threats: threats) is a matrix that allows assessing the strengths and weaknesses of the internal environment and estimating the opportunities and threats of the external business environment, so that there is a coordination between the capabilities of the business and the situation external environment. The QSPM matrix objectively shows which alternative strategies are best. The analysis results of the EFE matrix, IFE matrix, and SWOT matrix provide the necessary information to set up the QSPM matrix. The QSPM matrix is a tool that allows strategists to objectively evaluate alternative strategies, based first on identified key internal and external success factors. The QSPM matrix requires good intuitive judgment.

II. IBINH THUAN MEDICAL COLLEGE: PLANNING THE DEVELOPMENT STRATEGY TO 2025.

Binh Thuan Medical College was established on the basis of upgrading Binh Thuan Medical High College according to Decision No. 7174/QĐ-BGDĐT signed by the Minister of Education and Training on 9/11/2007. The college has the task of training and fostering human resources at the college level and lower levels, including the following majors: Nursing, Midwifery, Pharmacy, Physician, Medical Technician; Scientific research to serve the requirements of socio-economic development.

The development of technology-engineering factors and the global knowledge economy have created needs, opportunities, and conditions for the development of education both in terms of scale and quality. Based on the analysis of the macro, micro, and internal environment, the SWOT matrix is then given to assess the strengths - weaknesses, opportunities - threats for Binh Thuan Medical College. Since then, the University's development strategies have been formed, which is the basis for proposing some solutions to develop outstanding problems in the University.

No.	External factors of Binh Thuan Medical College	Important Levels	Classification	Important score
1	Qualifications and experience of the teaching staff	0,12	4	0,48
2	Management Arrangement	0,09	2	0,18
3	Policies to motivate officials	0,1	2	0,2
4	Facilities, and equipment	0,12	4	0,48
5	Network associated with units	0,09	3	0,27
6	Marketing activities	0,05	1	0,05
7	Using possession	0,07	2	0,14
8	Scientific research activities	0,06	2	0,12
9	Prestige and rich history, experience, finance	0,08	4	0,32

10	Board of Director	0,12	3	0,36
11	Education quality	0,10	4	0,4
	Total	1		3,0

(Internal environmental factors assessment matrix)

No.	External factors of Binh Thuan Medical College	Important Levels	Classification	Important score
1	Economic development in the region	0.05	1	0.05
2	State incentives in the field of education	0.05	1	0.05
3	The market requires a highly qualified team	0.25	4	1
4	Lifelong learning needs of people	0.08	2	0.16
5	The appearance of competitors	0.1	2	0.2
6	Good relationship with local authorities and health organizations	0.06	2	0.12
7	Customers support Public College	0.12	3	0.36
8	The development of other forms of training	0.07	1	0.07
9	The community's demand for health care is increasing	0.15	4	0.6
10	The development of science and technology	0.07	3	0.21
	Total	1.0		2.82

(External environmental factors assessment matrix)

1. Mission and vision of Binh Thuan Medical College

Mission: Binh Thuan Medical College is a high-quality training and fostering facility for medical and pharmaceutical staff at the college and lower levels. At the same time, applying scientific research results into practice contribute to the development of medical human resources to serve the people's health care and the cause of industrialization and modernization of the country.

Vision: By 2025, Binh Thuan Medical College will become Binh Thuan Medical University, a training, research, and consulting institution in the fields of medicine and pharmacy in the system of prestigious university training institutions domestic. Ensure that learners upon graduation have sufficient capacity and adapt quickly to the development of society.

2. Formulate a development strategy to 2025: SWOT Matrix

The SWOT matrix offers a variety of strategies that can be chosen. However, in the current actual situation, the University needs to choose the most competitive, best-executable strategy in line with the University's existing financial facilities.

SWOT MATRIX OF BINH THUAN MEDICAL COLLEGE

SWOT Matrix	Strengths (S)	Weakness (W)	
	<ol style="list-style-type: none"> Has a long history, reputation, training experience, stable financial potential. Wide network of affiliates. A team of teachers who love their job and are enthusiastic. Advanced training quality. Facilities are being improved. 	<ol style="list-style-type: none"> The management organization is not complete. Marketing activities. Inefficient use of assets. Research activities have not been given much attention. Remuneration is not high. 	
Opportunity (O)		Combine SO	Combine WO
<ol style="list-style-type: none"> Stable economic development in the region. State incentives in the field of education. The market requires a highly qualified team. Good relationship platform with local authorities and health organizations. Public education is trusted. The community's demand for health care increases. Rapidly evolving technology. 		S2,S3,S5,O2,O6 Market development strategy	W2,W4,O2,O3,O6 Penetration strategy
Challenge (T)		Combine ST	Combine WT
<ol style="list-style-type: none"> The appearance of competitors. The development of other forms of training. High risk of brain drain. 		S1,S2,S3,S4,S5+T1,T2,T3 Product differentiation strategy	W1,W3, T1,T2,T3 Organizational restructuring strategy

(SWOT matrix of Binh Thuan medical college)

Market development strategy (SO strategy): Binh Thuan Medical College needs to take advantage of its pre-existing reputation to expand, find new students or take advantage of the source of students currently studying to create a college to continue studying with a new model communication consciousness.

Market penetration strategy (WO Strategy): Continue to promote the dominant fields of study at the university and pay attention to newly opened major codes or unknown services at the university such as College of Pharmacy, Midwifery, IT, English... to train created for students, students, and organizations in need.

Product differentiation strategy (Strategy ST): To renovate teaching methods. Promote the available strengths in terms of human resources, finance, and network to ensure the best training and service quality compared to competitors.

Restructuring Strategy (WT Strategy): Rearrange the structure and organizational structure to suit the new training model of the University with preferential or reward policies. Expand forms of encouragement and intensive training. Building a more decentralized operating mechanism in order to be proactive in operations, improve management quality, reduce costs and competitiveness.

3. Solutions to implement the development strategy to 2025

Restructuring solution

To step up the training and retraining of managers and lecturers in professional, ethical, political, and ideological aspects. Gradually increase the percentage of lecturers with postgraduate qualifications from 40 to 50%. Gradually rearranging the organizational structure to suit the training requirements and tasks in the

current period. Using the existing management staff and supplementing according to work requirements from the staff and lecturers of the university, from the supporting human resources of the Universities. Conduct capacity-building training for the college's administrative staff, creating conditions for standardization in terms of qualifications, as well as improving professional qualifications. Accelerating the expansion the college soon came into operation, thereby enhancing the new image of the University, expanding the training scale, attracting students to study.

Human Resource Solutions

The college needs to have the policy to attract more attractive talents to attract human resources with Doctorate, Master's, Doctor, Pharmacist with specialization II, and specialty I working at the university: Referrals from reputable sources, open recruitment. The teaching staff of the University will consolidated and perfected based on development and addition to the current teaching staff of the college. Focusing on the field of training the strength of the University: Pharmacy, Nursing with good quality, high medical ethics. Review the existing staff of faculties, departments, and subjects to select college-level teaching staff.

Instructor qualifications	Organic	%	Occasional lectures	Total
PhD + Specialization II	2	3	0	2
Master + Specialization I	17	29	1	18
Undergraduate	30	52	10	40
College	4	7	0	4
Intermediate	5	9	0	5
Total	58	100	11	69

(Source: Department of Organization and Administration of Binh Thuan Medical College)

Policy on promotion and selection of managers

The college should develop a plan for training and fostering leaders and managers, selecting young cadres with professional qualifications, fluent in at least 1 foreign language, capable of managing and fostering more administrative skills, management, and economics to supplement the college management staff.

In order to create emulation motivation, each appointed important management position should have at least 2-3 options; publicize the conditions and standards of titles, publicize the planned list. Titles need to have highly specialized knowledge and management skills to lead the staff to operate effectively. The number of officials in the planning category continues to be trained and improve their professional skills, political skills, and foreign languages so that when there is a decision to promote, they do not have to owe standards.

Training solution

The solution for training includes continuing to maintain and improve the quality of training, paying proper attention to ethics, personality, and life skills education for students; Closely linking with provincial and city general hospitals, regional general hospitals in the province to expand practice facilities, create conditions for students to practice skills, overcome practical problems in the past college year. Building a team of qualified teachers, lecturers, administrators with professional ethics and conscience, with high professional qualifications, effective teaching, and management styles; Find sources to link with universities to expand training types and training scale; Changing the teaching and learning mindset in the College to keep up with the college model; Train and encourage students to improve the spirit of self-study, encourage students to boldly discuss with teachers in the learning process, confidently present new insights or new discoveries; Increase the time of practical lessons, theory lessons accompanied by practice so that students quickly and clearly grasp the lessons.

Financial resource solutions

Some suggestions should be considered in financial solutions. a) Organizing short-term training classes in accordance with the needs of different subjects (in the form of certificates of eligibility to practice); b) organize training courses to grant IT and English certificates to students; c) propaganda calls for the response of all officials and employees to act thriftily, against acts of vandalism and waste.

III. CONCLUSIONS AND RECOMMENDATIONS

In today's rapidly changing environment, in order to be able to adapt, stand on and develop in a timely manner, not only enterprises but also universities need to formulate their own development strategies seriously and scientifically. Planning a development strategy is a crucial matter. It is an effective way for an organization to effectively use its resources and at the same time determine its correct direction in the development process. Therefore, this paper presents an approach to strategic planning for college development and on that basis to plan the development strategy of Binh Thuan Medical College to 2025.

The content of the paper is made on the basis of theoretical knowledge acquired in the learning process, the author's self-study and research process, with the data collected at college, the development direction of leaders of Binh Thuan Medical College. Despite certain efforts, the paper still uses many qualitative and subjective forecasting methods of the author. Due to the limited authorship, the paper cannot avoid shortcomings and there are still many issues that need to be researched to improve, so it is difficult to assess the effectiveness or ineffectiveness of the paper when applied in practice economic. Therefore, in the process of applying support solutions and policies, they need to be implemented more specifically, effectively evaluated, and adjusted during the implementation of the strategy.

The Ministry of Labour Invalids and Social Affairs should support and allow the college to cooperate with the Southern Medical University to train teachers with postgraduate qualifications for the college, in the form of training according to local needs direction. The Ministry of Health should develop regulations of the Institute - College to soon create an environment for learning, exchanging, and exchanging knowledge and experiences, improving the practical ability of medical knowledge for both lecturers and students all students enrolled at the college; At the same time, job opportunities for graduates will also be much higher. The Ministry of Health should develop and promulgate competency standards of health workers in order to review the quality of medical graduates to avoid seasonal training, poor quality incapacity, and weak professional ethics.

Binh Thuan province should adjust and supplement policies on recruitment, training, and treatment of high-quality human resources working at Binh Thuan Medical College, specifically creating conditions for contract lecturers appointing professional titles, upgrading the rank of lecturers who have graduated from universities, expanding the province's training and remuneration policy for lecturers with full-time contracts; Binh Thuan province should continue to invest in facilities and equipment for teaching and learning for Binh Thuan Medical College in order to expand its scale and improve training quality; Binh Thuan province should allow the university to continue promoting cooperation with domestic and foreign training institutions, including cooperation in training graduate lecturers for the college in the form of training according to the address used; Binh Thuan province should allow the university to implement policies that prioritize training, fostering, and remuneration for highly qualified lecturers under the autonomy mechanism from the university's development investment fund.

IV. REFERENCES

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