

The Role Of Strategic Management In Competency-Based Curriculum Development

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ABSTRACT : This study explores the crucial role of strategic management in developing competency-based curricula (CBC) in educational institutions. CBC emphasizes students' competency achievement, ensuring alignment with labor market demands and contemporary advancements. The integration of strategic management in curriculum development is essential in planning, executing, and evaluating educational programs to maintain their relevance to both student needs and national education standards. Utilizing a literature review method with a qualitative descriptive approach, this study examines how strategic management influences the design and implementation of CBC. The findings indicate that effective strategic management significantly enhances curriculum quality by considering various factors, including industrial demands, educational policies, and global learning trends. A well-managed competency-based curriculum ensures that students acquire the necessary skills and knowledge to thrive in a rapidly changing professional landscape. The study also highlights challenges in implementing CBC, such as the need for continuous curriculum updates, collaboration between educational institutions and industries, and the integration of digital learning tools. To overcome these challenges, institutions must adopt adaptive and data-driven management strategies. Regular assessments, stakeholder involvement, and the use of technology-driven insights can help optimize curriculum effectiveness and maintain its alignment with evolving industry needs. Strategic management serves as a key driver in the successful development and implementation of CBC. By embracing proactive planning and evaluation, educational institutions can create a dynamic and future-ready learning environment that equips students with the competencies required in the modern workforce.

Key words: *Strategic Management, Competency-Based Curriculum, Curriculum Development*

INTRODUCTION

Education plays a crucial role in developing competitive human resources capable of adapting to rapid technological advancements and global economic shifts. One of the key elements of a high-quality education system is the curriculum, which serves as a guideline for teaching and learning processes (Kim, 2020). Over the years, curriculum models have evolved to meet the needs of students and the labor market.

One of the most widely adopted models is the Competency-Based Curriculum (CBC), which focuses on equipping students with specific skills, knowledge, and attitudes required for real-world applications. However, the effectiveness of CBC largely depends on how it is managed within educational institutions. This is where strategic management plays a critical role (Wittmann-Price, 2020). Strategic management in education involves planning, implementing, and evaluating strategies to ensure that the curriculum remains relevant and aligned with national education policies and global trends. Without proper strategic management, CBC may fail to address the dynamic needs of society and the workforce, leading to a skills gap among graduates (T. B. Nguyen dkk., 2023).

In Indonesia, the implementation of CBC has faced several challenges, including resistance to change, inadequate teacher training, and a lack of alignment between curriculum content and industry demands (Sholeh, 2023). Many educational institutions struggle to integrate strategic management principles into curriculum development due to limited resources and inefficient administrative structures (Muji, 2025). Additionally, the lack of collaboration between stakeholders—such as policymakers, educators, and industry leaders—has resulted in curricula that do not fully prepare students for the evolving job market (Johnson dkk., 2024). To overcome these challenges, educational institutions must adopt strategic management approaches that ensure continuous improvement and adaptation of the curriculum. By implementing data-driven decision-making, continuous professional development for educators, and industry partnerships, institutions can enhance the effectiveness of CBC in meeting both academic and professional expectations (Mihus, 2023).

Despite its potential, the role of strategic management in CBC implementation remains underexplored in the existing literature. Several fundamental questions need to be addressed to understand the extent to which strategic management can contribute to curriculum development (Jaya, 2022). How does strategic management influence the effectiveness of CBC? What factors determine the success of strategic management in curriculum implementation? What strategies can be adopted to optimize CBC within educational institutions? Answering these questions will provide valuable insights into the relationship between strategic management and curriculum effectiveness, helping educational institutions develop more responsive and future-ready curricula (Kicha dkk., 2023).

This study aims to analyze the role of strategic management in the development of competency-based curricula, identify key factors influencing its effectiveness, and propose optimal strategies for its implementation. The findings are expected to

contribute to the field of educational management by offering practical recommendations for policymakers, school administrators, and educators. By integrating strategic management principles into curriculum development, educational institutions can create a more dynamic, adaptable, and student-centered learning environment that aligns with industry needs. Ultimately, this will enhance students' employability, bridge the gap between education and the workforce, and support national education goals in preparing a highly skilled and globally competitive workforce.

METHOD

This study employs a qualitative descriptive method with a literature review approach to analyze the role of strategic management in developing a competency-based curriculum (CBC). Data is collected through document analysis from peer-reviewed journals, books, government reports, and educational policies, focusing on recent and credible sources (Mertens, 2023).

The analysis follows three stages organizing literature by key themes, conducting thematic analysis to identify trends, and synthesizing findings to understand the impact of strategic management on CBC implementation. This study is limited to secondary data and does not include empirical fieldwork, which may restrict its real-world applicability. However, the findings provide valuable insights for policymakers, administrators, and educators in improving curriculum planning and management strategies.

RESULTS AND DISCUSSION

A. The Role of Strategic Management in CBC Development

Based on the analysis, strategic management plays a vital role in the development of a Competency-Based Curriculum (CBC) by ensuring that educational objectives align with workforce demands. The primary function of strategic management in CBC development is to adjust the curriculum to meet labor market needs, ensuring that graduates acquire skills relevant to industry requirements (Suwarni, 2023). This process involves conducting labor market analysis, fostering collaboration with industries, and integrating 21st-century skills into the learning process. Institutions that effectively apply strategic management principles can continuously update their curriculum to remain responsive to technological advancements and global economic trends (Kim, 2020).

A key contribution of strategic management in CBC development is the formulation of adaptive education policies. As the world undergoes rapid transformation due to globalization and technological innovations, educational policies must be flexible and responsive to ensure graduates remain competitive in a dynamic job market. (Wittmann-Price, 2020) Strategic management enables institutions to forecast future trends, anticipate skill demands, and design curricula that equip students with relevant knowledge and competencies. Implementing forward-looking strategies allows educational programs to stay relevant and competitive both nationally and internationally (Matorevhu & Madzamba, 2022).

Another essential aspect of strategic management in CBC is enhancing teacher competence, which directly impacts the successful implementation of CBC. Teachers serve as facilitators of learning and must possess high pedagogical expertise, subject mastery, and adaptability to new teaching methodologies (T. V. S. Nguyen & Laws, 2019). Even a well-designed CBC cannot achieve its intended outcomes without skilled educators. Strategic management is crucial in planning and executing continuous teacher training programs, enabling educators to adopt innovative pedagogical techniques, integrate technology into teaching, and implement competency-based assessments effectively. Institutions prioritising teacher development create a sustainable cycle of educational improvement, leading to better student learning outcomes and increased employability of graduates (Ainiyah, 2024).

Furthermore, strategic management supports institutional collaboration and resource optimization. CBC implementation requires a multidimensional approach, involving policymakers, administrators, educators, industries, and communities. (Huswatun & Kholid, 2021). Effective strategic planning fosters strong institutional partnerships, ensuring that adequate policies, funding, infrastructure, and human resources support CBC implementation. As a result, students receive a more holistic and hands-on education, preparing them for real-world challenges (Arends, 2023).

B. Factors Influencing the Effectiveness of Strategic Management in CBC

The effectiveness of strategic management in CBC implementation depends on several key factors. Policy support is one of the most critical elements, as it determines the legal framework, funding, and institutional priorities for competency-based education. Governments and education authorities play a crucial role in establishing clear regulations, setting competency standards, and providing financial assistance to institutions that adopt CBC. Countries that successfully implement CBC often have

strong policy backing, ensuring that institutions have the resources and guidance needed to execute their curriculum strategies effectively (Christodoulou dkk., 2022).

Another key factor is the availability of competent human resources. Educators, administrators, and school staff must possess the necessary technical expertise, pedagogical skills, and leadership abilities to implement CBC successfully. Without well-trained personnel, strategic management efforts may fail to translate into meaningful curriculum improvements. Continuous professional development programs, competency-based teacher training, and performance evaluations are essential to maintaining a high-quality education workforce. Schools and universities must invest in ongoing teacher upskilling initiatives to ensure that educators remain knowledgeable about the latest pedagogical approaches, technology integration, and industry-relevant skills (Kulkarni dkk., 2020).

The availability of adequate infrastructure and facilities is another determinant of CBC effectiveness. A competency-based approach requires more than just theoretical instruction; it necessitates hands-on learning experiences, access to modern laboratories, industry-standard equipment, and digital learning platforms (Mihus, 2023). Institutions that lack the necessary infrastructure may struggle to provide students with real-world learning experiences, which are essential for competency development. Governments and private sector partners should collaborate to enhance educational facilities, provide digital learning tools, and establish practical training centers to support CBC implementation.

Moreover, collaboration with industries and the workforce is crucial in ensuring the curriculum remains relevant to job market demands. Many institutions face a gap between academic instruction and practical workplace requirements, leading to graduates who lack the necessary skills to succeed in their careers. Establishing strong industry linkages, internship programs, apprenticeships, and guest lectures by professionals can significantly enhance CBC outcomes. (Suwarni, 2023) When students gain real-world exposure through industry partnerships, they develop practical problem-solving skills, teamwork abilities, and adaptability—key competencies required in today's competitive job market.

C. Optimal Strategies for CBC Implementation

Educational institutions must implement strategic and evidence-based management approaches to enhance the effectiveness of CBC. One crucial strategy is strengthening data-driven decision-making processes (Naomi dkk., 2023). Institutions should utilize comprehensive data analytics to assess curriculum effectiveness, identify

skill gaps, and refine teaching methods. With data-driven curriculum planning, educators can design programs that are better aligned with industry demands and student learning needs. Additionally, integrating artificial intelligence (AI) and machine learning analytics can provide institutions with real-time insights into student performance and curriculum effectiveness, enabling continuous improvement (Mokoro, 2020).

Another essential strategy is enhancing teacher competence through ongoing professional development. Institutions must establish structured teacher training programs incorporating innovative teaching methodologies, technology integration, and industry-relevant content. Educators should be encouraged to participate in workshops, collaborative learning communities, and mentorship programs to improve their teaching skills continuously. By investing in teacher capacity building, institutions can ensure that CBC implementation is theoretical, highly practical, and impactful (Solheim dkk., 2021).

Additionally, developing project-based and technology-integrated learning models can significantly enhance CBC outcomes. Project-based learning (PBL) allows students to apply their knowledge in real-world scenarios, fostering problem-solving abilities, creativity, and teamwork. Integrating digital tools, virtual simulations, and e-learning platforms further enhances the effectiveness and accessibility of competency-based education (Supangkat & Widian, 2022). Institutions should encourage using interactive and experiential learning strategies to make CBC more engaging and effective.

Another important strategy is expanding industry collaborations to create authentic student learning experiences. Educational institutions should partner with corporations, government agencies, and non-profit organizations to develop internship programs, co-op education initiatives, and job-shadowing opportunities. (Kulkarni dkk., 2020) Students who receive practical exposure through industry-linked experiences develop workplace-ready skills, confidence, and professional networks, increasing their employability upon graduation.

Lastly, establishing continuous curriculum evaluation mechanisms is essential for CBC sustainability. Educational institutions should regularly review and update their curricula based on stakeholder feedback, student performance data, and industry trends. Institutions can ensure that their CBC programs remain relevant, effective, and aligned with evolving labor market needs by conducting periodic competency assessments, employer surveys, and graduate tracking studies (Syarifudin, 2023).

CONCLUSION

This study confirms that strategic management is essential for the successful implementation of a Competency-Based Curriculum (CBC). It ensures the curriculum remains adaptive, relevant, and aligned with labor market needs and education policies. Key success factors include strong leadership, competent educators, adequate infrastructure, industry collaboration, and supportive policies. To optimize CBC, institutions should adopt data-driven decision-making, continuous teacher training, and technology integration. Implementing project-based learning and competency-driven assessments enhances student skills and workforce readiness. In conclusion, strategic management strengthens CBC effectiveness, bridging education with industry demands. Future research should explore empirical validation to further refine strategic approaches in CBC implementation.

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