



## แนวคิดการบริหารวิทยาลัยครุย่างคศิลป์มหาวิทยาลัยมหิดล\*

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### บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์ เพื่อศึกษาแนวคิดการบริหารวิทยาลัยครุย่างคศิลป์ มหาวิทยาลัยมหิดล โดยใช้ การประเมินผลเชิงคุณภาพ 4 มุมมอง เป็นส่วนในการแปลงแนวคิดไปสู่แผนปฏิบัติการ กลุ่มตัวอย่าง ประกอบด้วยผู้ที่สามารถให้ความคิดเห็น และให้ข้อมูลเกี่ยวกับการบริหารงานในวิทยาลัยครุย่างคศิลป์ มหาวิทยาลัยมหิดล จำนวน 12 คน การศึกษานี้ดำเนินการตั้งแต่เดือนมิถุนายน 2010 ถึงเดือนเมษายน 2014 และ การวิจัยแบ่งออกเป็น 3 ขั้นตอนดังนี้ 1) สำรวจและเก็บรวบรวมข้อมูลพื้นฐาน 2) รวบรวมข้อมูลพื้นฐานเชิงลึก 3) วิเคราะห์ข้อมูลและอภิปรายผลลัพธ์ในรูปแบบพรรณนาวิเคราะห์

ผลของการวิจัยพบว่า วิทยาลัยครุย่างคศิลป์ มหาวิทยาลัยมหิดลใช้หลักเกณฑ์ในการบริหารเชิงกลยุทธ์ ในการปรับปรุงและทบทวนยุทธศาสตร์เดิม นอกจากนี้ยังใช้วิธีการประเมินผลเชิงคุณภาพเพื่อประเมินผลการ พัฒนาเชิงกลยุทธ์ขององค์กรใน 4 มุมมอง ได้แก่ 1) มุมมองด้านการเงิน ประกอบด้วย ประสิทธิภาพของ งบประมาณ ความมั่นคงของงบประมาณ 2) มุมมองด้านลูกค้า ประกอบด้วย ศักยภาพเป็นศูนย์กลางการศึกษา คุณ德ีระดับนานาชาติ เมื่อความไฟแรงของโลภมาอยู่ที่ศักยภาพแม้แต่เทวดา ก็อย่างฟัง เน้นมืออาชีพระดับชาติ และนานาชาติ 3) มุมมองด้านกระบวนการภายใน ประกอบด้วย คุณภาพนิยม พรสวรรค์สร้างได้ ศาสตราจารย์ ศิลปิน คิดทฤษฎีหัวใจ ชื่นชมความเป็นลัคน์ จิตวิญญาณนิยม สิ่งแวดล้อมและบรรยายกาศสร้างสรรค์นิยม ยอมรับ ในการแมตต์ต่าง การบริหารจัดการอย่างมีประสิทธิภาพ 4) มุมมองด้านการเรียนรู้และการเติบโต ประกอบด้วย การบริหารจินตนาการ

แนวคิดในการบริหารงานของวิทยาลัยครุย่างคศิลป์มุ่งเน้นไปที่ความเป็นเลิศและการใช้วิธีประเมินผล เชิงคุณภาพ 4 มุมมองเพื่อแปลงแนวคิดลงในแผนการดำเนินงาน สร้างผลให้มีการสื่อสารที่ดีขึ้นระหว่างคน ในองค์กรและเพิ่มความเข้าใจซึ่งกันและกัน โดยใช้คำที่ง่ายได้ใจ เป็นผลให้ผู้บริหารวิทยาลัยสามารถนำองค์กร ได้อย่างมีประสิทธิภาพ

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## Administration Concept of the College of Music Mahidol University\*

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### Abstract

This research has the objective of studying the administration concept of the College of Music, Mahidol University. The research applied the Balanced Scorecard assessment method in four perspectives, which altered the concept as the operational plan. A group sampling of 12 people was the principle way of receiving opinions and information about the administration concept of the College of Music, Mahidol University. The study lasted from June 2010 to April 2014 and the research was divided into the following 3 stages: 1) Exploring and gathering basic information. 2) Gathering deep background field information. 3) By analyzing the information and discussing the results in the form of a descriptive analysis.

The results showed that the College of Music at Mahidol University always applies strategic administration principles to improve and review the old strategies. Furthermore, it applies the Balanced Scorecard (BSC) method to provide an assessment of the organisation's strategic development in four perspectives, namely: 1) The Financial Perspective: consisting of the budget's effectiveness and the organisation's fiscal health. 2) The Customer Perspective: consisting of Salaya Campus as the Center of International Music Study with the emphasis on students having a career in Thailand and internationally. 3) The Internal Process Perspective: consisting of how quality and talent can be created and developed; the artist-professor concept; rocket theory; admiring one's uniqueness; spirituality; creating tastefulness through the environment and atmosphere; accepting each other's talents and differences; and administering effectively. 4) The Learning and Growth Perspective: consisting of imagination management and administering the concept of the College so that it becomes a widely accepted organization.

This administrative concept of the College of Music focuses on excellence and on using the Balanced Scorecard assessment method in 4 perspectives to translate the concept into an operational plan. It results in improved communication among people in the organization and enhanced mutual understanding by using easily-remembered words. As a result, the College executives can lead the organization more effectively.

**Keywords:** Music, Education, Administration, Strategy, Balance

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## **Introduction**

Society is changing rapidly. New technologies and modern innovations are impacting Thai society, and people have to adjust themselves to the changes in education and to the need to be more creative. These technologies and innovations are the driving mechanism for social development and for solving social problems. If the College executives who administer education cannot make a strategic plan, which meets the needs of education, their strategies will not be implemented successfully.

As mentioned above, the Balanced Scorecard provides four perspectives, namely, the Financial Perspective, the Customer Perspective, the Internal Process Perspective, and the Learning and Growth Perspective (Kaplan and Norton, 1996). This tool provides a strategy and a vision to enhance performance (Phasu Decharin, 2003, pp. 9-17). Because the four perspectives illustrate the cause and effect relationships, the Balanced Scorecard can be used systematically to improve the quality of education. In addition, it can control continuously the implementation of a plan to improve work effectiveness by measuring of the achievements and results using a balance of the important perspectives. As a result, it can enable the organisation to achieve its vision (Phasu Decharin, 2003, pp. 24-31).

The College of Music at Mahidol University was established in 1995 with the mission to produce music scholars who can work in Thai society and serve the role of developing people's musical potential and professional standards of music at international standards. Besides this, the College's purpose includes producing scholars who have leadership potential, good taste, and a pleasant personality, and who are reliable as well as creative and knowledgeable, and can keep up with the changing world. The College can thereby create new knowledge based on its own roots, develop its culture called "Use the Past to Serve the Present", and apply the knowledge to the music profession nationally and internationally. In addition, the college aims to serve music academics effectively in line with the requirements of society.

The College applies the dimension of culture creatively to help the economy to flourish by developing music lifestyles and by turning creative thinking into products. It also creates and develops music in the new dimensions of intellect and spirituality in order to develop the quality of social life. Moreover, it uses and applies musical knowledge suitably, and develops the skills needed to live happily with the environment in a sustainable way.

The College of Music at Mahidol University aims to use administration principles effectively on the basis of truth with the goal of administering the College in line with the needs of a rapidly changing



society. It embraces the philosophy called “Make the musicians to be good people and characterized by excellence” and develops the musical excellence and potential of all the musicians in many fields in accordance with the requirements of Thai society and South-East Asia. The success of the students in this regard has become apparent and their work has won several prizes.

In order to build on this success and further excellence, quality, and the College’s success, the College of Music has decided to administer the College by using the strategic tool of a Balanced Scorecard in 4 perspectives to create an operational plan and to put it into action.

### ***Objective***

To study the College’s concept of using the Balanced Scorecard tool in 4 perspectives to create an operational plan and to turn ideas into action plans.

### ***Research Methodology***

#### **1. Operation**

The operation is divided into 3 stages as follows:

Stage 1: To survey and gather data by studying information in documents, and by using field information to make a plan and to set up the thesis.

Stage 2: To gather field information by interviewing senior College executives for the purpose of analyzing the information in the intended research.

Stage 3: To analyse the recorded information and to edit it before presenting the data.

#### **2. Group Sample**

The sample group consisted of the College’s leadership team, which provided the key information. These are the people who were active in making the policies and strategies of the organization. They were, therefore, able to provide opinions and information about the concept used to establish the College of Music. Total: 12 people.

#### **3. Tool Used in the Research**

The tool used in this research was interviews of the target group in order to find answers to the objectives of the research. Structured interviews were carried out with the target subjects. In-depth interviews were carried out regarding important issues and when an interviewee had a lot of knowledge about or important experience in an issue. These interviews were unstructured.

#### 4. Gathering Information

Information was gathered by studying documents, Relevant research information was saved. Field information was gathered at the College of Music at Mahidol University, Phutthamonthon, Salaya Campus from June 2010 to April 2014.

#### 5. Analyzing Information

The relevant information in the documents was analyzed and discussed as was information from observations and interviews. Afterwards, according to the purpose of the research, the the information was compiled, edited, summarized, and discussed in a descriptive analysis.

#### Conclusion

As a result of studying and gathering information from documents and field work, which includes interviewing senior College executives and analyzing the information, the following conclusions were drawn.

The College of Music at Mahidol University has applied the Balanced Scorecard in 4 perspectives to convert ideas into action plans and to improve performance continuously by using measurements of achievement in the important fields. The procedures and processes used in a Balanced Scorecard to administer the College in a strategic way and to improve the strategic plan are shown in 8 steps in Figure 1.

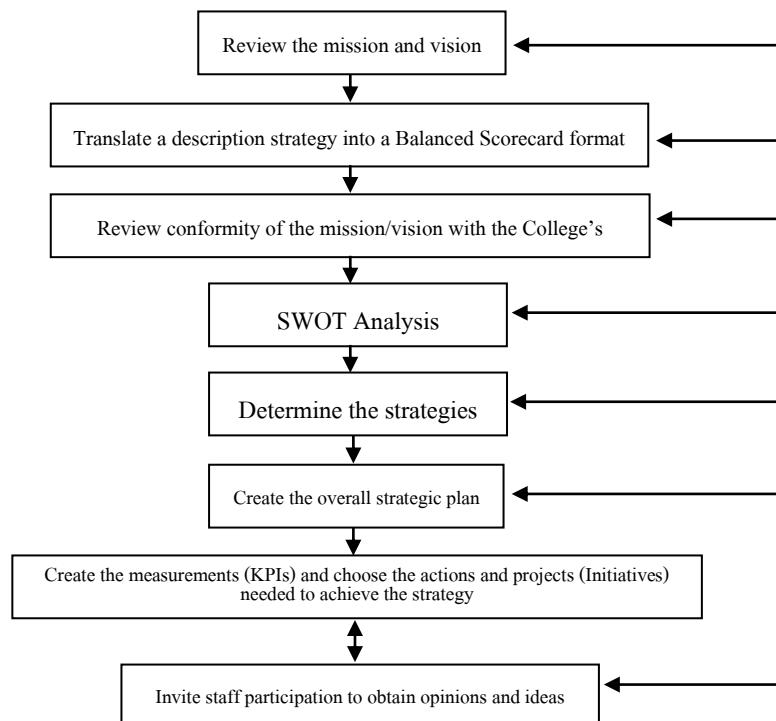


Figure 1: The Steps and Processes to Improve the Strategic Plan of the College of Music at Mahidol University.



Figure 1 shows the 8 steps and processes used to improve the strategic plan of the College of Music at Mahidol University. Here is an explanation of those 8 steps:

Step 1: Review the mission and vision of the senior executives of the organization. Study, analyze, and review the contents of the mission and vision of the College of Music at Mahidol University, and the strategies used currently by the Dean's Department to guide the College so that it can achieve the goals stated in the mission and vision shown below.

#### Mission

To support and strengthen music performance, teaching, learning, and research by providing the collections, services, and environments that lead to intellectual discovery and cultural growth.

#### Vision

We will provide the College of Music at Mahidol University and the Mahidol University community with state-of-the art library resources and associated services by: cultivating a physical and electronic environment that promotes teaching, learning, scholarship, and artistic achievement exerting leadership in information technology within the University and at national and regional levels to support student learning, educational attainment, and research making connections to national and global resources that support scholarship and creativity exercising vigorous management of our collections providing superior bibliographic control (cataloging) of collections making our collections known to others through teaching, publication, and superior bibliographic control providing innovative service to our clientele, who will become increasingly diverse, nontraditional, and interdisciplinary, and who will increasingly be located at remote sites educating clients to become self-reliant and discerning in the use of information resources achieving excellence, efficiency, diversity, and accountability in our staff at all levels.

Step 2: Translate the strategy used by the Dean's Department from the descriptive style to the Balanced Scorecard format, and analyze each sentence and line. Summarise the main ideas and sentences in the form of key words or summarise the sentences as keywords, which the staff of the College are familiar with or can remember easily. Use this as the strategic theme to represent the character or uniqueness of the organization. Then organize this strategic theme in operational terms by classifying it into types of content, namely, the mission, the vision, the objectives, the measurements, the strategies, and the activities/projects in order to create a strategic map, pattern, and Balanced Scorecard.



Step 3: Review the mission and vision of the College of Music at Mahidol University, and analyse how much the College conforms to the stated direction.

Step 4: Assess the weaknesses and strengths of the organization by using a SWOT Analysis.

Step 5: Determine the strategies by using a SWOT Matrix. It was seen clearly that the strategic themes of the Dean could be turned into a comprehensive organisation-wide strategy to represent the vision of the College's future in terms of quality and spirituality as desired by the Dean's Department.

Step 6: Create the strategic plan. Make a strategic map on a single sheet of paper (One-Page Management), which shows the connections between the strategies and goals, and then harmonize the organization's development strategy. In this way it is easy to communicate clearly the direction of the organization to all the people in the organization. They can see clearly the cause and effect relationships between activities and strategic goals, and see how the goals of the mission and vision can be achieved.

Step 7: Create measurements (KPI's). Specify the measurements for each objective, activity, and project, which will enable the organization to achieve its goals. Create effective, objective measurements using measurements from the quality system standards of Mahidol University and international standards.

Step 8: Invite the participation of the College staff by giving them the opportunity to brain storm and to express their opinions. They can also be given a questionnaire to fill in. Then, the staff, the teachers, and the Supervisors can create the Implementation Plan together and determine the target for each measurement in the Implementation Plan.

These steps enable the College to update and improve its strategic plan, and to demonstrate how to use the Balanced Scorecard approach in the strategic management process. The Scorecard shows the linkages and enables the College to be effective in putting the strategic plan into action.

The 4 perspectives enable you to show and to study the fundamental thinking and ideas of the organisation's administration. Other educational institutions can apply the Balanced Scorecard approach to their situation to show the details of their thoughts, concepts, and operational plan. Table 1 shows the College's concepts in each of the 4 perspectives and how to turn them into an operational plan.



Table 1 The Concepts of the College of Music at Mahidol University in the Form of a Balanced Scorecard in Perspectives.

Perspective	Important Concept	Things to Do in This Important Concept	Operational Plan
Financial Perspective	Budget Effectiveness	Show the investment costs and the real investment.	<ul style="list-style-type: none"> <li>- Investment Costs</li> <li>- Procurement</li> <li>- Budget</li> </ul>
	Fiscal Health	Show the growth of income and donations.	<ul style="list-style-type: none"> <li>- Fund Development</li> <li>- Donor Survey</li> </ul>
Customer Perspective	Salaya is a Center of International Music Education and of the Beauty of Music to Which Even Angels are Eager to Listen.	Focus on customer satisfaction, and on the quality of graduate students. Demonstrate the suitability to employ graduates, and the satisfaction of the employer.	<ul style="list-style-type: none"> <li>- Occupational and alumini development plan.</li> <li>- Plan to keep in touch with graduates.</li> </ul>
	Emphasise National and International Professionalism.	<ul style="list-style-type: none"> <li>1) Benefit Mankind by creating a reliable organization.</li> <li>2) International competitiveness with regard to creativity and economics.</li> </ul>	<ul style="list-style-type: none"> <li>- Branding</li> <li>- Quality and Spirituality</li> </ul> <p>Action Plan to promote cultural heritage, creativity, and research awards internationally.</p>
	Talent can be Created	Emphasize administration and education, which represents the system and the mechanism of the curriculum, learning process, and assessment of students, supportive factors, and scholars/alumini.	(PDCA) Quality Culture
	Artist-Professor concept	Emphasize research, administration and creative work in the system, the system, and research work.	Study Plan
	Rocket theory	Emphasize the development of academic services management consisting of a structure and a system, and the customer/user of the academic services and products. It should show the Key Performance Indicators of TQF/MUQD/OHEC/ ESQA/Q.S. Ranking of TQF Measurement/Mahidol University/Office of the Higher Education Commission/Office of National Education/Ranking by Q.S.	Rocket Theory Implementation



Table 1 (Continue)

Perspective	Important Concept	Things to Do in This Important Concept	Operational Plan
	Admire Me	Emphasize by developing Arts and Culture Management consisting of a structure and a system; and implement the 9HV to represent Key Performance Indicators on TQF/MUQD/OHEC/ESQA/Q.S. Ranking by TQF Measurement/ Mahidol University/Office of the Higher Education Commission/	- Admire Me theory implementation. - Use the past to serve the present. - Like a beggar sitting on a sack of gold.
	Spirituality	Emphasize spirituality (Horizontal Development) to measure the Feel Good and the Happiness indicators.	Spirituality development plan
	The Environment	Emphasize the factors supporting facilities readiness to demonstrate the environmental atmosphere.	Facilities management plan
	Admire Each Other's Talent	Emphasize networking and communication to represent Target Impact, Customer Retention, and Internal/External Communication.	- IR Plan - PR Plan - CRM Plan
	Management Efficiency	Emphasize resource effectiveness to represent efficiency in resource allocation and energy saving.	Resource Management Plan
Learning and Growth Perspective	Imagination Management	1) Human Capital to represent the career path by using an operational plan. 2) Knowledge Management to represent knowledge utilization. 3) Information Capital to represent information system availability. 4) Organization Capital to represent strategy awareness and leadership.	Clear Human Resources Development Plan Knowledge Management Plan Information Technology Plan - Strategy - Focused organization Plan - Succession Plan



Table 1 shows that each administrative concept in the four perspectives is important in the overall Action Plan. This operational plan provides a strategy of activities and operational projects with short-term and long-term planning, and quantitative and qualitative measurements so that the College can achieve its mission and vision.

### **Discussion**

The research showed that the administration concept of the College of Music at Mahidol University uses an organized strategy based on continuous improvement to review the administration by using strategic management principles. Mr. Rewat Chatreewisit (2011, p.30) and his team stated that the College has a strategic management system, which determines the future direction of the organization by means of planning steps, which include analyzing the internal environment to find the strengths and weaknesses. In addition, it can analyze the external environment to find out the opportunities and obstacles. As a result, it can determine the College's competitive position and the strategies needed to achieve the goals.

According to the study by Jintana Chaiae (2548), Strategic Administration to Become a Quality Organization - a Case Study of C.P. Eleven Co. Ltd., the company, 711, has applied strategic administration principles by using a Balanced Scorecard to overcome an internal crisis. In addition, in Strategic Administration for Organizational Success - a Case Study of Workpoint Entertainment Co. Ltd. by Janewit Chanawit, strategic administration principles brought success to the company by emphasizing market expansion by means of adding new products; by introducing quality programmes; and by making investments to increase the market channels, advertising, and public relations to reach the customers effectively and continuously. In this way the company can adapt to the changing world to administer itself and survive. Here we can see the benefits of learning from successful companies.

Significantly, Wallop Chantrakul showed in Survival Indicators of an Academic Servicing Agency, Which Is an Independent Organization in a University that by using a Balanced Scorecard to compare the opinions of academic administrators with people who are not civil servants, and found that there was no significant difference. There was only statistical significance at the .05 level. The conclusion was that a Balanced Scorecard can be used in both official agencies and organisations as well as in private ones, such as the College of Music, and not just to administer education and teach music. However, the administrators also have to understand the administration of their organisation.



This confirms the research by Frumkin (1997) in Study of a New School: Strategic Management of Schools in the Autonomous Administration of a State that school administrators under the control of the state are unable to administer by focusing only on education. They must understand the organization's administration as well.

Additionally, the method of this College's administration has emphasized the importance of creative thinking and imagination to bring about success. An adaptive management approach provides a way to provide indicators to monitor the operation. Change management principles are used in the organization to focus on the metrics. The mechanism and process indicators measure progress and show concrete achievements.

It is important that there are no obstacles, which discourage creativity and imagination, and affect negatively the spirit and culture of the organization, which must be preserved at all costs (Mahidol University, 2010, p.103).

Currently, the College of Music is using the Balancing Scorecard as the management tool to assist in implementing the new strategy and to align the organization with the new strategic direction (Kaplan and Norton, 1996, pp. 272 - 292). In this way the College's administration can measure and assess conformity with the plan and organizational unity as well as test strategic assumptions by using the strategic map (Phasu Decharin, 1994, p. 142). Furthermore, the College arranges meetings to review and refine the strategies so that more suitable actions are taken. This enables the administrators to learn more about the organization. It improves communication and helps to align the thinking of the organisation's staff with the organisation's plan (Robbins, 2001, pp. 282 - 309) and (Goetsch and Davis , 2003, pp. 364 - 399).

Significantly, the approach enables the staff of the College to remember the strategic concepts (Strategic Theme) of the organization; the organisation can retain its uniqueness; and the strategic goals can be communicated effectively. This conforms to the findings in Zanimi's study (Zanimi, 2003, The Balanced Scorecard-Evolution of Performance Over the Long-term).

The Balanced Scorecard is recognized globally as an effective strategic performance management tool. It should be fully understood before it is implemented, so it is very important to create understanding with the members of the organization before the initial deployment.

Using a Balanced Scorecard to create the College's strategy was a good decision. It enabled the College's executives to depend on information and facts and not only on their feelings. The current



Balanced Scorecard enables the College to convert education goals into practice; to strengthen the institution; and also to control, track, monitor, and evaluate the performance of staff, as well as to monitor compliance with the mission and vision at any time.

#### Administration of an Organisation Using a Balanced Scorecard to Set Up the Music Studies Curriculum

The researcher has created below a diagram so that the executives can see how to use the Balanced Scorecard method in their organization in order to set up a Music Studies Curriculum. It is applicable to both private and government organisations. The executives can take this administration concept and apply it to their organization to increase its quality and excellence in knowledge, as well as an inner desire to serve Thai society. It is important that the manner of administering the College of Music retains the uniqueness of the educational institution, and it can do this by emphasizing the importance of communication and by inviting the participation of the staff and stakeholders; by checking, improving, and reviewing the vision statement continuously; and by making assessments with the help of a Balanced Scorecard and KPIs. The results should be used to get immediate feedback about the activities and projects and to carry out an analysis and improvements so that the organization keeps up with the changing times continuously. See Table 2.

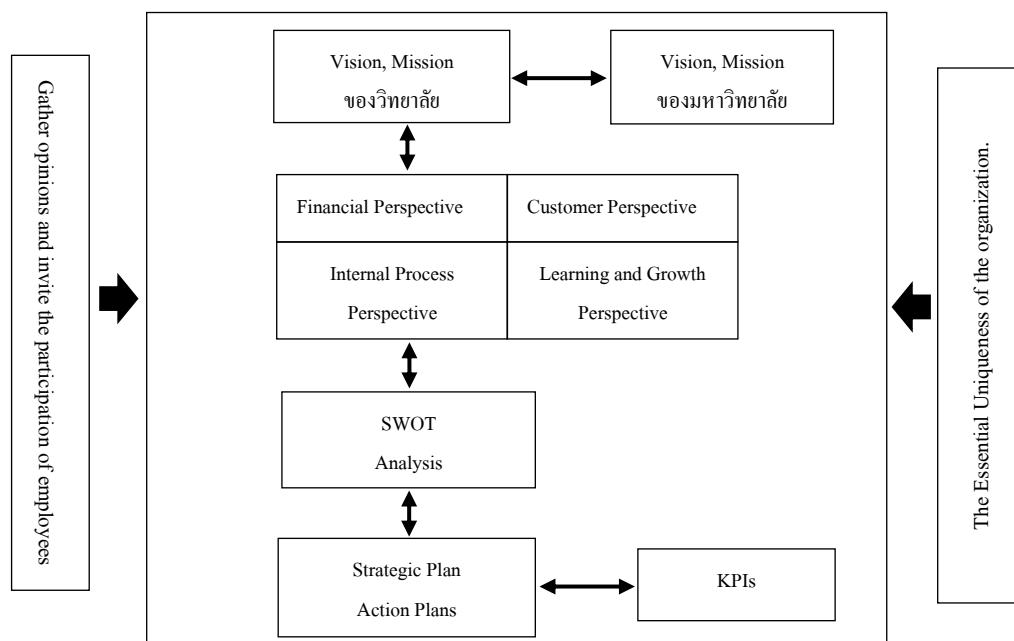


Figure 2 Administration of the Balanced Scorecard Method in an Organization In Order to Set Up the Music Study Curriculum.



## ***Suggestions***

### **General Suggestions**

1. You should create an administration concept for the College of Music, which is unique to the organization.
2. Use the concept to create the pattern of administration for testing and checking so that it can explain correctly and with acceptable reasons the facts and the situations in the organization. It should be realistic and acceptable to people generally and create a management theory of music, which can be used to administer the music organization henceforth.
3. Carry out research and develop a management strategy curriculum in order to develop the capacity of the music staff so that they can be effective in using knowledge and as leaders, and thereby develop the excellence and efficiency of the music organization.
4. The executives of music organizations should take the administration concept of the College of Music at Mahidol University and apply it in their music organization in an appropriate way.

### **Recommendations for Further Research**

1. Research should be carried out to study people's ideas deeply or study each conceptual issue in depth.
2. Research should be carried out to study the administration concept of other music colleges by using other theory frameworks without basing the research on any particular theoretical framework, except for using the context of that school as the framework of strategic administration for the organization.

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