STRATEGY FORMULATION IN THE DEVELOPMENT OF EDUCATIONAL INSTITUTE IN ISLAMIC SENIOR HIGH SCHOOL 2 TULUNGAGUNG AND KEDIRI

Akhmad Mukhsin[1], Yatim Riyanto[2], Sulistryorini[3], Nur Aini Latifah[4], Maftukhin[5], Akhyak[6].

[1,3,4,5,6]Islamic Education Management, IAIN Tulungagung
[2]UNESA Surabaya

ABSTRACT

Strategic management is concerned on the process of plans and stratetgiec policies as the embodiment of applied strategy to gain the goal of organization, both in long or short term this research is trying to determine the stratetic formulation in developing the educational institution in Islamic senior high school 2 Tulungagung and Kediri. The data analysis used in this research was using Miles Huberman model from data reduction, data presentation, verification, and conclusion. The result of the research showed that the strategic formulation in developing the Islamic institution was carried out by compiling vision, mission of school based on EDM, suggestions from those having a commitment for building a superior ismalic school. The formal finding of the research is the integrated innovation strategic model in the development of Islamic education institution.

Key term: strategy formulation, the development of educational institution

A. INTRODUCTION

The Islamic Educational Institute form time to time become very important for community. The first appearance the Islamic educations were run by the state gaverment but sometimes were initiated by the

community. The Islamic school wich is run by the government is a state school, while wich initated by the community is a private school. Both of them have the same reponsibily to educate the nation.

The operational expeditures for state educational school is fullfilled by the government and doesn't preclude the possibility of participant form the community, parents, or other stakeholders. Stonehouse and Pemberton (2002) conceptualized strategic management "as a set of theories and frameworks, supported by tools and techniques, designed to assist managers of organizations in thinking, planning and acting strategically whereas strategic planning centers on the setting of long-term organizational objectives, and the development and implementation of plans designed to achieve them" (Hasnanywati Hassan, 2010:36).

Effective strategic management will create useful cooperation and communication between the organization and stake holder. Management is a process of planning, organizing, directing, and controlling activities to achieve organizational goals by using organizational resources (Mamduh M. Hanafi, 2003:6). Strategic management is a process for determining the direction and goals of the organization in the long term along with the selective method trough the development of strategic formulations and systematic and structured implementation (AB Susanto, 2014:2.). Considering the use of the building, the idea of Building Energy Management Systems (BEMS) is now being used. BEMS can be described as a combination of strategies and methods needed to improve its performance, efficiency, and energy utilization. This technology permits the implementation of key energy management tasks such as automating demand response approaches, overseeing energy costs, detecting energy use anomalies, and arranging energy use information (D. Mariano-Hern at all, 2020:1)

The term strategic management comes from the word management and strategic. Strategic is the adjective of the word strategy. Related to the term of strategic management, it can be interpreted as an individual or a grup who has a task for analyzing the internal and external factor. In addition, it also takes decisions in conduting activities appropriately so that organizational goals are achieved effectively and efficiently.

Conceptually, strategic management includes several components, they are: 1) environmental observation, 2) strategy formulation, 3) strategy implementation, and 4) evaluation and control (Rowe, 1989: 73). Those four components are arranged in a structure so that they become a complete series as shown in Figure 1 below.
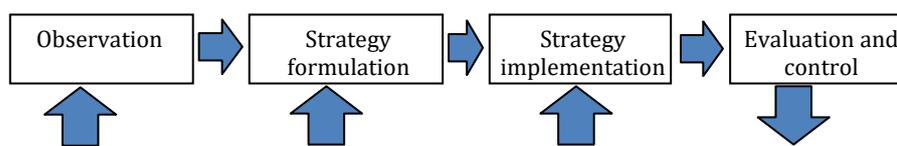

Figure 1 Component and Startegy management structure

Strategic management can be defined as a form of art and knowledge to formulate and implement, and evaluate various forms of cross-functional decisions that enable an organization to achieve its goals. For a company, if this definition is required, strategic management focuses on integrating management, marketing, finance / accounting, production / operations, research and development, and computer information systems to achieve organizational success. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow (Fred R. David, 2011: 5).

In strategic planning, there are three important stages that cannot be overlooked by the company when planning a strategy, they are: 1) formulating the strategy, 2) implementing the strategy, and 3) evaluating the strategy (Fred R. David, 2011: 5).

The explanation of the stages of strategic planning is as follows. 1) Strategy formulation is the initial stage to determine vision and mission must be completed by in-depth analysis toward internal and external factors and setting long-term goals.

Futhermore, it is useful as a reference for creating several alternative business strategies that will be chosen to be determined according to the conditions. 2) Strategy implementation is a step that has been carried out through rigorous identification of external and internal environmental factors as efforts to adjust the objectives of the company. This has begun to be implemented in various intensive policies in each division and function collaborated and done in accordance with duties and policies. 3) Strategy evaluation is the final stage after strategy implementation. In real practice, strategy evaluation is assessed for its effectiveness against expectations and goal achievement. The assessment is carried out by measuring the success factors or indicators achieved and evaluating the success of the performance of the strategy for the formulation and future implementation to be more effective.

Where as the detail key of activities from these stages is to clarify the strategic planning process as shown in the comprehensive strategic management model in the figure below (Fred R. David, 2011: 21).
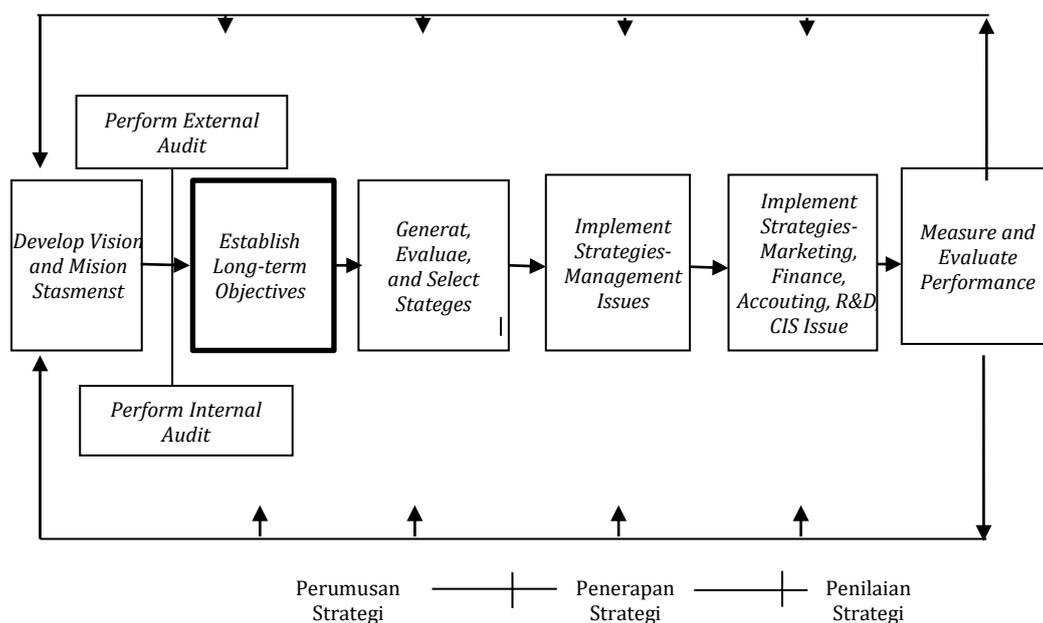

Figure 2.2 Strategy Management

The strategic management model according to Fred R. David's above proves that there is a relationship among the components of the detail strategic management process that can be widely accepted. So it can be explained in every single point of the stages. Furthermore, the components and stages of strategic management are described as follows:

Defining Vision and Mission, Vision is the determination of long-term goals and objects and determines the various steps that can be done in emphasizing and clarifying the priorities of various functions of each company management. The goal is that employees, top managers, and company functions can collaborate to achieve a certain vision. Vision and mission come from English, namely vision and mission. Vision means sight, and views, dreams. For example, the vision of a candidate for governor is the view of himself. Mission is a task or a messenger. For example, a security mission, which means a task on the security sector which carried out by a person or group.

The function of vision and mission is very important in terms of planning, in the form of activities to carry out something in the future. The objectives of various activities can be maximally achieved.

Educational planning is the arrangement of various activities in order to provide knowledge and skills to the children in order to obtain maximum results.

According to Fred R. David, strategy is a potential action that requires a large number of top management decisions and company resources. Strategy influences long-term development and is oriented towards the future. Strategies have multifunctional and multidivisional consequences, and need to consider internal and external factors faced by a company or organization (Fred R. David, 2011: 19).

According to Agus Rahayu in Buchari Alma and Ratih Hurriyati, strategy has two models, (Buchari Alma and Ratih Hurriyati (ed), 2008: 64-65.). 1) *Model based*, states that the conditions and characteristics of the external environment are the main inputs and determinants of strategies to achieve organizational goals. Means, the achievement of organizational goals is determined more by the characteristics of the external environment than the internal environment or internal resources of the organization. The basic characteristics that distinguish cross-functional teams from conventional teams are: functional diversity, integration within the organizational structure, the competitive identity, expected performance. Through the implementation of cross-functional teams, positive effects are achieved, such as: the speed, the easier management of complex tasks, the stimulation of the entrepreneurial culture, the focus on consumers, an increased creativity and organizational learning, higher motivation and more reliable information (Maja Strugar Jelača, Agnes Boljević, 2016)

2) *Resource based*, states that the internal environment or internal resources are the main input and determinants of strategies to achieve organizational goals. The basic strategy of each effort includes four things which is expressed by Newman and Logan in their book entitled Approaches to Teaching and Learning as follows. a) Identifying and determining the specifications and qualifications for the results must be achieved and making business targets due to the aspirations and tastes of the community. b) Consideration and selection of a powerful approach in achieving the target. c) Consideration and determination of the steps that must be taken in achieving the target. d) Consideration and setting frozen benchmarks to measure the success rate (Tabrani Rusyah., 1989: 213) Shifting patterns of power and control between school and central office are more complex. Typically, the center provides an explicit policy framework, with system guidelines and targets. While schools are given more discretion over the allocation of resources and the means by which they perform their work, the center monitors their performance and ensures their accountability not only to the center but also to newly empowered school councils. (Clive Dimmock And Helen Wildy, 2016)

If we examine deeply, the above strategies may solve or minimize problems and obstacles in education. That, is also one of the strategies that can be used to develop education. In the same discussion, Muchtar Buchori also gave some thoughts on the strategies used in dealing with problems in education, the two strategies are:

First, system development strategy, contains basic steps that can be taken to encourage various educational institutions get in touch, get to know each other, help each other, and approach each other. Second, the system directing strategy, contains steps that can be taken to place a direct relationship between educational programs organized by each educational institution with a number of real development problems that exist in society (Muchtar Buchori, 1994: 12).

In developing educational institutions, it is necessary to know the role of the educational institutions. The role of educational institutions is one of the education center that is expected to be able to educate the nation's life and develop Indonesian people to believe and fear God Almighty and have noble character, have knowledge and skills of physical and spiritual health, have a solid and independent personality, and be responsible for the community and nationality (A Rusdiana, 2016: 63). This statement shows the role of educational institutions in efforts to develop whole people. This shows that educational

institutions have a role to play in creating faithful and god people. The efforts to form an Indonesian nation becomes faithful and pious to the role and responsible to the educational institutions.

Peneliti memilih penelitian di dua lembaga pendidikan, yaitu di Madrasah Aliyah Negeri (MAN) 2 Tulungagung dan Madrasah Aliyah Negeri (MAN) 2 Kota Kediri. Kedua lembaga pendidikan tersebut dipilih karena keduanya memiliki keunikan tersendiri dalam manajemen strategik. Tujuan pemilihan dua lokasi yang berbeda, yaitu peneliti ingin mengetahui manajemen strategik dalam mengembangkan lembaga pendidikan dari dua instansi yang berbeda.

Researchers did a research at two educational institutions, namely Madrasah Aliyah Negeri (MAN) 2 Tulungagung and Madrasah Aliyah Negeri (MAN) 2 Kediri. Both two educational institutions were chosen because they have their own uniqueness in strategic management. The purpose of selecting two different locations is to know the strategic management in developing educational institutions from two different school.

B. RESEARCH METHOD

The method used by researcher is qualitative research, because it examines the condition of the object naturally, naturally. Researchers examined directly on data sources in the reasearch field. This research is carried out naturally because the object of study runs naturally without any manipulation by the researcher and the position of the researcher does not affect the existence and dynamics of the research object. In collecting the data, the reseacher used in-depth interview method, documentation, and participant observation.

C. RESULT AND DISCUSSION

The process of formulating and determining strategies in strategic management as follows a) preparating organization's mission, b) determining the organizational profile, c) analysing and assessing strategy d) setting long-term goals, e) determining the master strategy, f) determining the strategy operational, g) determining short-term goals, such as annual targets, h) formulating policies, i) institutionalizing strategies, j) creating monitoring systems, k) creating assessment systems, and l) creating feedback systems (Sondang P. Siagian, 2011: 30-31). These steps must be carried out by administrators of educational institutions in order to implement strategic management.

Based on the proposition: If the strategy formulation is implemented by compiling the vision and mission of school based on EDM, input from all parties, and having a commitment to develop superior school, then the development of Islamic education institutions will be achieved according to the objectives. The formulation of strategies carried out by schools in the context of developing Islamic educational institutions is the first step in strategic management. The strategy formulation of MAN 2 Tulungagung and MAN 2 Kota Kediri is to formulate a vision and mission, strategic planning, RIP, renop, and a school development team. Performing the strategy formulation based on the results of EDM, RKM, RKAM, RAPBM. Receiving input from all parties and implementing strategy formulation with a commitment to create an excellent character school.

The following are several stages and an explanation of the strategy formulation carried out by schools, in the context of developing Islamic educational institutions. *First*, compiling the vision and mission, strategic planning, RIP, renop, and school development team. The first step in strategy formulation is establishing a vision (Sondang P. Siagian, 2011: 30-31). A vision is an institution's future view and hope for the future. Vision is a question that needs to be answered with activity, it is a management process to reach into the future. The vision of an institution must be able to provide a strong sensitivity to the scope of activities of the institution. The definition of strategic planning shows similarity to strategic management

and literature reviews revealed that the term strategic management and strategic planning are used interchangeably (Hasnanywati Hassan, 2010: 36)

The vision statement of educational institutions must be able to be realized as the main theme to unite all organizational units. Vision is a medium of communication, motivation, for all parties in building creativity and institutional innovation.

The criteria for writing the vision are as follows. a) A vision is not a fact, but a figue of an ideal future view to be realized. b) Vision can provide direction, encourage organizational members to show good performance. c) it generates inspiration and attitude to face challenges. d) Bridging the present and future. e) A realistic and credible picture with an attractive future. f) It is not static and not forever (Akdon, 2011: 96).

The vision of MAN 2 Tulungagung is: the realization of MAN 2 Tulungagung that is intelligent, dedicative, innovative, competitive, and has Islamic spirit. Or it could be shortened cleverly blossomed. Meanwhile, the vision of MAN 2 Kota Kediri is *isthito'ah* Islamic, skilled, reliable, responsible, optimistic, trustworthy, and has great dignity. Both two schools have compiled a vision as a direction to be achieved in the development of educational institutions.

The vision is needed by the institution but not forever, it can still be changed according to the organization concerned. However, the vision is subject to internal revision for longer, for example in five years or more. Updated vision is necessary, in order to adapt to the development of the institution. In updating the vision, all stakeholders must be involved, the involvement of all parties from all members of the organization. This vision must be able to be translated into a guide liner to be more effective and real as a reference for the development of educational institutions. For this development process a mission is required. Including this vision must be able to be described in the mission of the institution.

The mission is a statement regarding things must achieve by organization for interested parties in the future (Akdon, 2011: 97). Mission is the main responsibility carried out to achieve the goals of the organization, so that mission is the main task or main responsibility carried out by educational institutions that will be achieved at a certain time.

The process of compiling vision, mission, and objectives carried out in MAN 2 Tulungagung is structured in order to equalize common perceptions about this school in the future. This is to find out the purpose of the school. The formulation of the vision is urgent because it is the direction and goal of the school in the future and is carried out by all school citizens.

Meanwhile, the process of preparing the vision and mission carried out in MAN 2 Kediri is the same as that carried out by MAN 2 Tulungagung. The vision of MAN 2 Kediri City in 2018 was changed, this was to face the development of society and the spirit of the ministry of religion, namely *Madrasah Hebat Bermartabat*. The vision of MAN 2 Kota Kediri is written as *Madrasah Hebat Bermartabat*. This vision and mission is used as a reference by all school citizens to make the school become great and dignified school.

The vision and mission of educational institutions should be spelled out in an appropriate program. Goals are things that will be achieved in a certain period of time, it could be one year to five years. A goal will be achieved in a period of one to five years. These goals must be measurable so that it makes easier for personnel to achieve them. The vision, mission and objectives of the educational institutions are implemented into a strategic plan (renstra) of educational institutions, a master development plan (RIP) and an operational plan (renop). Therefore, the strategy has to move from competing for product or service leadership to competing in core competence leadership. The core competence has to be a primary factor for strategy formulation as it is an important source of profitability (Sabah Agha, 2012: 192).

A strategic plan is a structured process systematically and continuously for making alternative activities and is oriented towards results that will be achieved in a certain period of time, one to five years. Strategic planning is a process of up to five years taking into account potential time opportunities as well as constraints that may arise. Educational institutions must compile strategic plans that provide a reference for achievement within a specified time. This is so that educational institutions have targets that must be achieved and the planning is an implementation of the vision and mission of educational institutions. In addition to the strategic plan, educational institutions must also prepare a master plan for development and operational plans. The development master plan is used to carry out the process of developing existing programs at the educational institution.

The formulation of the vision, mission and objectives of educational institutions is carried out by involving all school citizens. In this case the principal of the school forms a team in charge of compiling the vision, mission and objectives. This team is usually referred to as the school development team. This team is chaired by the head of the school or a senior teacher, either from the deputy head of the school or other elements. This team coordinates the formulation of the vision, mission and objectives.

Second, formulating strategies based on the results of EDM, RKAM, RKM, RAPBM. The formulation process should be based on the results of school self-evaluation, school work plans, school budget plans, school income and expenditure budget plans.

Regarding to school self-evaluation (EDM), at the beginning of the school year, the school always prepare EDM. The process of compiling it is by providing an EDM format to teachers and employees. EDM is a series of evaluations of programs that have been implemented and is also related to ideas or programs that will be implemented in the following year. This EDM is preliminary data from an annually program that will be implemented by school. By analyzing these programs, the school principal can determine the priority scale of the program to be achieved. The results of the EDM are made in a program called the school work plan (RKM).

The school work plan contains various school work programs for one year. The RKM is prepared by the head of the school, assisted by their respective employ, head of school adminitrator, and teams, such as the student council supervisor, and the school development team.

The compilation of RKM, RKAM, RAPBM in MAN 2 Tulungagung and MAN 2 Kediri City has implemented an open management system, which involves all parties in the preparation process. MAN 2 Tulungagung in the preparation of RKM, RKAM, RAPBM by involving school committees, all elements of the leadership and branch head of school, head of administration and other competent parties. The preparation process is carried out at the school in a special meeting to discuss this matter.

Henceforth, the compilation process done at MAN 2 Kediri City, held on Saturdays and Sundays in special places, can be in hotels or other places outside of school. The team involved in its preparation is the school leadership and staff from the branch head of the school. Related to activities for the next year along with the amount of budget needed. Furthermore, the attitude of each team was related to the source of funds and the form of activities, so that programs were compiled will be implemented in school by all participant.

Third, receive input from all parties. In the process of formulating the strategy, school received input from all parties. This is a form of open school management. The school involved guardians of students, school committees, the ministry of religion, and universities in the process of formulating the school vision and mission. This includes involving local governments and universities in providing input to school. This is an effort to develop school to suit the development and demands of the community.

Fourth, implementing strategy formulation with a commitment to make a superior school in achievement and character. The commitment of superior madrasahs needs to be instilled in all madrasa

citizens. If all are committed to excellence in carrying out tasks and in the learning process, a learning atmosphere is created that reflects conducive learning conditions, so that maximum results are achieved.

The success of education is the main responsibility of the teacher in implementing learning. Teachers with high competence have great ability to manage classrooms, deliver learning materials will be able to produce expectationsgraduates.

Substantially, the strategy formulation implemented in MAN 2 Tulungagung and MAN 2 Kediri City in developing institutions has implemented strategy formulations as the theory of Fred R. David as follows the first stage is formulating strategies, including establishing a vision and mission, identifying opportunities and challenges facing the organization from an external point of view, determining the weaknesses and advantages that the organization has from an internal point of view, formulating long-term plans, and deciding alternative strategies and choosing certain strategies.

MAN 2 Tulungagung and MAN 2 Kota Kediri have implemented the Fred R. David model strategy formulation. Both two schools have prepared a vision, mission, strategic planning, RIP, EDM, RKM, RKAM, and RAPBM. They have a commitment to make a superior school in achievement and character. Including the two school, they have identified opportunities faced by the institution, so it is necessary to develop work programs in order to produce an expectation graduates.

The formulation stage, according to Taufiqurrakhman, includes making a mission, identifying opportunities and challenges to the organization's external, determining internal strengths and weaknesses, making long-term goals, making strategic choices, and making strategic decisions that are chosen to be implemented (Taufiqurrakhman, 2016: 27-28). In order to carry out the strategy formulation stage, school should conduct an analysis of the school situation. This is in order to formulate the expected strategy formulation.

According to J. David Hunger & Thomas L. Wheelen said that the situation analysis is the beginning of strategy formulation (J. David Hunger & Thomas L. Wheelen, 2003: 193). In the process of situation analysis J. David Hunger & Thomas L. Wheelen applied a SWOT analysis. This stressing analysis is the manager of educational institutions (school development team) in order to find a strategy between external opportunities and internal strengths of educational institutions. But on the other hand school has to consider external threats and weaknesses of the internal educational institutions.

The research findings obtained by the researchers from the reseacrh field shows that there are elements of internal analysis and external analysis found in school self-evaluation (EDM). In the realm of this analysis, educational institutions through the school development team will analyze the internal factors of the madrasah in the form of strengths or potentials possessed by the internal institutions. These strengths include teacher competence, infrastructure, students' abilities, learning environment and everything in educational institutions that supports the learning process. As for the weaknesses in the form of student abilities, teacher employees who are less disciplined, incomplete infrastructure, and less conducive environment.

External factor is an opportunity analysis and threat analysis. Analysis of the opportunities can be achieved by school includes passing the 100% national exam, achieving achievements in academic and non-academic competitions, superior class programs, the position of educational institutions in the next five years, readiness to adapt to the times, institutions that become student input and institutions that use self graduates.

Threats from external factors include educational institutions around the school, the needs of various stakeholders, an external environment that does not support academic awareness, educational policies, and the community environment.

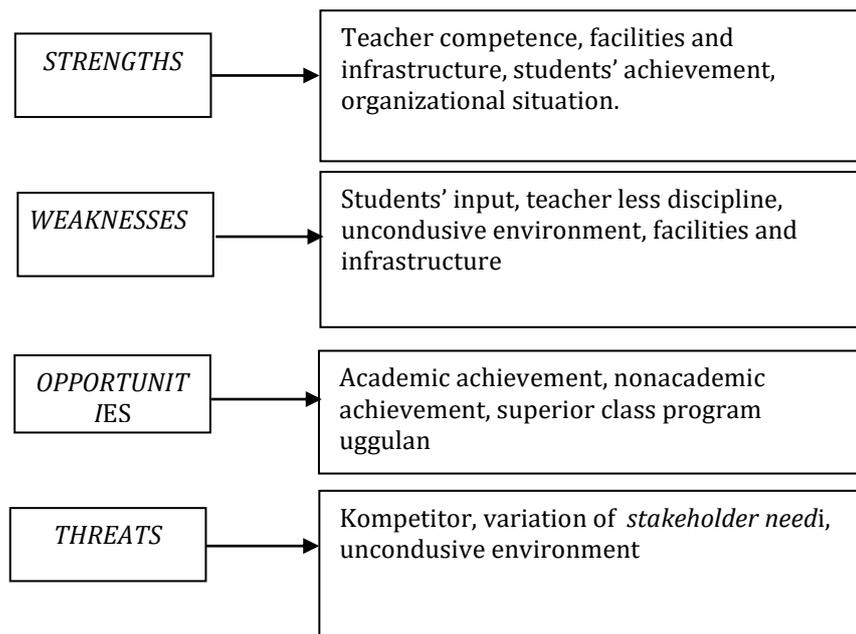The above explanation could be visualized as follows

STRENGTHS	→	Teacher competence, facilities and infrastructure, students' achievement, organizational situation.
WEAKNESSES	→	Students' input, teacher less discipline, uncondusive environment, facilities and infrastructure
OPPORTUNITIES	→	Academic achievement, nonacademic achievement, superior class program uggulan
THREATS	→	Kompetitor, variation of *stakeholder need*i, uncondusive environment

Figure 3 External and Internal factor analisys (SWOT)

Fred R. David divides strategy formulation into three stages: input stage, matching stage, and decision stage. In this case, it includes the process of making the vision, mission, and objectives of the school, carried out by the stage, which is receiving input from all parties so the process of making a vision and mission involves all parties. The equalization stage is the creation of a vision and mission to equalize all perceptions of the citizens of educational institutions. The decision stage is deciding the vision and mission to be implemented in the institution, so decisions are made based on mutual agreement can be aplied by all school citizens.

The strategy formulation produced in this study used for the development of educational institutions was adapted to the Fred R. David strategy formulation model. Thus, based on critical analysis, research findings have developed and corroborated Fred R. David's model of strategy formulation. In the future, the strategy formulation model can be developed into an ideal strategy formulation model at school in the development of Islamic educational institutions.

D. CONCLUSION

The process of formulating and determining strategies in strategic management divided into various stages, there are: a) organizing the mission of the organization, b) determining the organizational profile, c) analysing and assessing strategy, d) setting long-term goals, e) determining the master strategy, f) determining the strategy operational, g) determining short-term goals, such as annual targets, h) formulating policies, i) institutionalizing strategies, j) creating a monitoring system, k) creating a scoring system, and l) creating a feedback system (Sondang P. Siagian, 2011: 30-31). These steps must be carried out by administrators of educational institutions in order to implement strategic management.

E. REFERENCES

[1] A Rusdiana, 2016, *Pengembangan Organisasi Lembaga Pendidikan,* Bandung: Pustaka Setia.

[2] AB Susanto, 2014, *Manajemen Strategik Komprehensif untuk Mahasiswa dan Praktisi,* Yogyakarta, Erlangga

[3] Akdon, 2011, *Strategic Management for Education Management,* Bandung: Alfabeta.

[4] Bela Markus (Hungary), 2014, *Managing Curriculum Development and Enhancing Quality*, Engaging the Challenges-Enhancing the Relevance Kuala Lumpur, Malaysia 16-21 June 2014

[5] Buchari Alma dan Ratih Hurriyati (ed), 2008, *Manajemen Corporate dan Strategi Pemasaran Jasa Pendidikan* Bandung: Alfabeta

[6] Clive Dimmock And Helen Wildy, 2016, *Conceptualizing Curriculum Management In An Effective Secondary School: A Western Australian Case Study,* The University Of Western Australia, International Journal On The Curriculum Journal Vol. 6 No. 3

[7] D. Mariano-Herndandez et all/ *A review of strategies for building energy management system: Model predictive control, demand side management, optimization, and fault detect & diagnosis*, International Journal on Journal of Building Engineering 33 (2021) 101692

[8] Fred R. David, 2011, *Strategic Management, Manajemen Strategis, Konsep*, Jakarta: Salemba Empat

[9] Hasnanywati Hassan, *The Relationship between Firms' Strategic Orientations and Strategic Planning Process,* International Journal of Business and Management Vol. 5, No. 11; November 2010)

[10] Husnul Yaqin, 2011, *Administrasi dan Manajamen Pendidikan*, Banjarmasin : IAIN Antasari press Banjarmasin

[11] J. David Hunger & Thomas L. Wheelen, 2003, *Manajemen Strategik*, terj. Julianto Agung, Yogyakarta: Andi

[12] Maja Strugar Jelača, Agnes Boljević 2016, *Critical Success Factors and Negative Effects of Development – The Boeing 787 Dreamliner,* Strategic Management International Journal of Strategic Management and Decision Support Systems in Strategic Management, 2016, Vol.21.No1

[13] Mamduh M. Hanafi,2003, *Manajemen,* Yogyakarta: UPP AMP YKPN.

[14] Muchtar Buchori, 1994, *Pendidikan dalam Pembangunan*, Yogyakarta: PT Tiara Wacana Jogja

[15] Rowe, 1989, *Strategic Management, A Methodological Approach,* New York an Co: Addison-Wesley Publishing Company

[16] Sabah Agha, *Effect of Core Competence on Competitive Advantage and Organizational Performance*, International Journal on International Journal of Business and Management, Vol. 7, No. 1; January 2012).

[17] Sondang P. Siagian, 2011, *Manajemen Stratejik* Jakarta: PT Bumi Aksara.

[18] Tabrani Rusyah, 1989, *Pendekatan Dalam Proses Belajar Mengajar*, Bandung: Remaja Karya

[19] Taufiqurrakhman, 2016, *Managemen Strategik,* Jakarta: Universitas Prof. Dr. Moestopo Beragama