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SWOT ANALYSIS IN STUDYING THE INTERNAL AND EXTERNAL ENVIRONMENT
OF AN EDUCATIONAL ORGANIZATION

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“Asian development school” nodavlat maktabgacha ta'lim muassasi defektolog-logoped

<https://doi.org/10.5281/zenodo.22859614>**Abstract**

This thesis examines the use of SWOT analysis as a strategic management tool for studying the internal and external environment of an educational organization. The study focuses on a non-governmental preschool educational institution, “Asian Development Kids”, and considers the organizational environment from the perspective of educational quality, staff capacity, speech and language support, parent cooperation, resources, technology, and competition. SWOT analysis separates internal factors—strengths and weaknesses—from external factors—opportunities and threats. This makes it possible to obtain a structured picture of the institution’s current position and to connect environmental analysis with practical management decisions. The paper proposes an illustrative SWOT framework for the preschool institution and discusses how SO, WO, ST, and WT strategies can be used to improve educational services and organizational development. The analysis demonstrates that SWOT should not be treated as a one-time description, but as a regular diagnostic instrument supporting evidence-based planning, monitoring, and continuous improvement.

Keywords

SWOT analysis; educational management; preschool education; internal environment; external environment; strategic planning; inclusive education; speech and language support.

Introduction

Educational organizations operate in an environment influenced by internal resources and capabilities as well as by social, economic, technological, demographic, and regulatory changes. For this reason, managers need systematic methods for understanding the current situation of an institution before setting development priorities. SWOT analysis is a widely used strategic framework that identifies Strengths, Weaknesses, Opportunities, and Threats. In educational management, the first two components describe internal conditions, while the latter two describe external conditions. Research on educational organizations shows that SWOT can help institutions identify their current position and connect environmental analysis with strategic planning. A recent study of SWOT in educational management similarly emphasizes human resources, finance, infrastructure, and management systems as internal factors, and economic, social, policy, technological, and competitive conditions as external factors. Therefore, SWOT analysis can be adapted to preschool education, where the quality of interaction with children, professional competence of specialists, cooperation with parents, learning environments, and access to specialized support are especially important.

Purpose and Methodology

The purpose of this thesis is to demonstrate how SWOT analysis can be applied to the study of the internal and external environment of “Asian Development Kids” non-governmental preschool

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educational institution. The analysis is presented as an institutional case framework and is intended to organize managerial considerations rather than to claim independently verified statistical results about the institution. The methodological basis is qualitative strategic analysis: factors relevant to the organization are classified into four SWOT categories and then linked to possible management strategies. For a full institutional assessment, the SWOT matrix should be completed using staff questionnaires, parent feedback, observation, document analysis, enrollment and attendance data, financial information, and other available institutional evidence.

Internal and External Environment of the Educational Organization

The internal environment includes factors that are relatively controllable by the institution, such as staff qualifications, leadership, organizational culture, educational programs, infrastructure, communication, internal procedures, and available resources. These factors form the basis for identifying strengths and weaknesses. The external environment consists of conditions that the organization cannot directly control but must monitor and respond to. These may include parents' expectations, demographic changes, competing preschool institutions, technological developments, economic conditions, educational regulations, and community partnerships.

Illustrative SWOT Matrix for "Asian Development Kids"

Internal environment	External environment
STRENGTHS (S) • Professional specialists, including defectology and speech-language support. • Individual attention to children's developmental needs. • Possibility of close communication with parents. • Flexible non-governmental organizational structure. • Opportunity to introduce creative and child-centered activities.	OPPORTUNITIES (O) • Growing interest in early intervention and developmental support. • Cooperation with specialists, universities, and professional training centers. • Use of digital educational and communication tools. • Development of inclusive and individualized educational services. • Community and parent-partnership projects.
WEAKNESSES (W) • Possible dependence on a limited number of specialists. • Need for continuous professional development and methodological updating. • Limited financial capacity compared with larger organizations may occur. • Need for systematic documentation and measurable quality indicators. • Workload can increase when individualized support is expanded.	THREATS (T) • Competition among private and non-governmental preschool institutions. • Rising operational and training costs. • Changes in educational requirements and regulations. • Changing parent expectations and demand for new services. • Staff turnover and difficulty retaining qualified specialists.

Discussion: From SWOT Findings to Management Strategies

The value of SWOT analysis is not limited to listing four groups of factors. Its main managerial value appears when the identified factors are connected and converted into practical strategic directions.

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The SO strategy uses existing strengths to take advantage of opportunities. For example, the institution can use its professional defectologist and speech-language support capacity to develop individualized early-development programs and strengthen cooperation with parents.

The WO strategy uses external opportunities to reduce internal weaknesses. If systematic professional development is identified as an area for improvement, cooperation with universities, training centers, and professional communities can support staff development. The institution can also introduce regular parent feedback and simple quality indicators to improve documentation and service evaluation.

The ST strategy uses strengths to respond to external threats. In a competitive preschool market, professional specialization, individualized attention, effective communication with parents, and a positive organizational culture can help the institution maintain service quality. However, such measures should be supported by evidence rather than by assumptions about competitors.

The WT strategy focuses on reducing weaknesses and avoiding threats. Possible measures include staff succession planning, workload monitoring, annual professional development plans, careful resource allocation, and regular review of regulatory requirements. This approach is particularly relevant for preschool organizations because the continuity and quality of specialist support directly affect organizational stability.

Practical Recommendations

- Conduct SWOT analysis at least once a year and update it when major organizational or external changes occur.
- Collect evidence from several stakeholders: managers, teachers and specialists, parents, and—where developmentally appropriate—children’s learning and participation indicators.
- Separate facts from assumptions. Each major SWOT factor should, where possible, be supported by documents, observations, surveys, or measurable indicators.
- Develop a short action plan after the SWOT matrix: priority, responsible person, timeframe, resources, and expected result.
- Monitor the effectiveness of actions through indicators such as parent satisfaction, staff development participation, attendance, individualized support plans, and service-quality observations.
- Use SWOT together with other management and diagnostic methods rather than relying on it as the only basis for strategic decisions.

Conclusion

SWOT analysis provides a clear and practical framework for studying the internal and external environment of an educational organization. For “Asian Development Kids” non-governmental preschool educational institution, the framework can bring together information about professional staff, individualized educational support, parent cooperation, organizational resources, technological development, competition, regulation, and changing social expectations. The central principle is to distinguish internal factors, which can be managed or improved by the organization, from external factors, which must be monitored and addressed strategically. When the SWOT matrix is based on reliable evidence and followed by measurable actions, it can support strategic planning, quality improvement, and organizational development. Thus, SWOT analysis can serve not only as a descriptive tool but also as a bridge between environmental diagnosis and practical educational management.

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