

Determination Suitable Strategies of Educational Services Universal Jihad to Gain Increase Competing Advantage

Mohamadreza Shojaei^{1*}

Associate professor and Faculty member of Shahid Beheshti University, Tehran, Iran
 m.reza_shojaei@yahoo.com

Akram Moradi²

Ershad Damavand University, Tehran, Iran
 Amoradi99@yahoo.com

Ali Majidi³

Ershad Damavand University, Tehran, Iran
 Alimajidi137@gmail.com

Abstract

Today world is changing fast and moving toward evolution and development has become an individual, social, national and global demand. Therefore economical, cultural, educational tendency to education. Exchange of ideas and providing new finding are increased as well as these actives. shomal unit universal <<jihad>>⁴ organization have to improve their performance and efficiency to survive and preserve their competing advantages against internal and external antagonists and they can't do this without identifying internal and external factors and suitable strategic planning . strategic planning is the process of a long term program to navigate the organization toward a specified goal in this paper, we used a comprehensive frame of setting strategy to set the strategy of the organization, with considering to the investigation of internal (strength and weaknesses), and external (opportunities and threats) and combined strategies by swot model, try to provide suitable strategies by swot model, try to provide suitable strategies for universal jihad. Then we assessed and evaluate the provide strategies by quantitative strategy planning matrix. (QSPM)

Introduction

Identifying the suitable strategies for universal jihad is an important instance in the extend of economical, education and research activities to increase the competing advantage in improving the performance and efficiency in universal jihad.

Considering the competing environment in education and its special form of marketing, it is necessary to have a true understanding of market conditions and effective internal and external factors of this extend, and choose a suitable strategy which is proportionate with these effective factors. Today these organizations must choose suitable strategies with consideration to their current and future situation and condition. the most important concern of most organizations is setting and implementing strategies which their success and survival is guaranteed (secured) in evaluated and complex environmental condones strategies planning provide the organizations with a tool that enable them continue to set and implement the strategy in different dimensions of the organization and manage their strategic performance .(1,2) based on these , strategic planning has a dynamic process this kind of planning with providence about existing fact and situations , effective guidelines and techniques try to reach the ingoing future (3,4,5) ,,therefore,, strategic planning change and choosing the suitable and effective strategy for organizations to manage this unprecedented level become very important . (6) Strategic analysis provides a good basis to set and choose the strategy. Among the long term plans, setting a strategy is a process for development inder to have an effective response to environmental threats and opportunities in light of strength and weakness of the organization.

There are different guidelines and methods that organizations strategists and strategy designers choose one of them with consideration to their recognition from organizations and conditions to set the organizations strategy (8). Many guidelines and techniques can be used to analyses internal and external environments of the organization and strategic issues and consequently setting the strategy (9). Swot matrix which evaluate the strength and weakness of organization and environmental opportunities and thetas is the most common and famous among these techniques (10) the scope of swot matrix is very extensive and considering as a concepts for systematic analysis , which enable investigating factors , comparatives , jaws , threat , harmful dimensions ,

¹ . Ph.D in Strategic management

² . MA in Business Administrator – International Business

³ . MA in Business Administrator – International Marketing

opportunities , demands and external environmental situations with strength and weakness (11) this matrix enable analysts to classify the factors in to external and internal factors related to a special decision , and compare opportunities , threats and strength and weakness .

The god of this study is identifying environmental factors and shomal unit universal jihad setting with strategic planning comprehensive model by swot and strategies preference by quantitative strategic planning matrix which is investigated and analyzed through libraries models questionnaire and interview with managers and supervisors. In this research we try to answer to these questions, which strategy is the most important and preferred in educational services of universal jihad?

Basis and frame theoretical research

During last tab decades, management culture, stressed the advantage and important of strategic thinking among managers and organization to create a superior computing advantage and to prevent the organization against environmental changes. Therefore, many organizations started to use strategic planning or put it in their work order. (13) All theorists believe that, setting an effective strategy is very important because, it navigate the activities and actions of the organization, even if the implemented strategy is different from the real and palmed strategy, in some instances. (14) As a result we need a strategic planning.

Strategic planning is the process of creating a long – term plan (program) to navigate the organization to a specified goal. This process includes, to investigate where the company is currently located in and to examine the existed opportunities and thetas, to determine which result is more desirable and how to reach that result. (15)

In fact, strategic planning is process of setting organization goal and decision making about executive and operative comprehensive plans to meet. The objective of the organization. (16) The process of strategic planning is an orchestrator process that harmonizes the internal resources of the organization and external (outside) opportunities. The extent of strategic decision making includes the organization operative environment, organization objective (mission) and comprehensive (general) goals of the organization. Note that a strategic planning process is reliable when it helps main decision markers to think and act strategically. strategic planning is not a goal itself but it's only series of concepts that can be used to help the managers to make decisions it can said that we can deposit the process when strategic thinking and acting become a costume.(17) strategic planning is provide in different forms and models ,most common strategic planning models. This models is called swot which is used to investigate strengths , opportunities and threats and its name is abbreviated from the first letters of these works.(18) the comprehensive model of setting strategy (swot) is used to set the strategy in shomal unit universal jihad , this model provides tools and methods which are suitable for different kinds of organization , and help strategists to recognize , investigate and choose strategies.(19,20) the extend of swot matrix is very wide and extensive and considered as a conceptual frame for systematical analysis which enable us to investigate factors and compare , impasses , threats, harmful dimensions, demands and external environment situation , as well as strength and weaknesses of the strategy.(21)

Strategy setting in shomal unit universal jihad has four steps as follow:

Start (inception) level: in this step the corporate mission manifest (statement) is prepared.

Entrance step: this step includes preparation of: evaluation matrix of internal and external factors. at first level that is called entrance step , the main information that is necessary for strategy setting will be specified internal factors evaluation matrix or if is a tool for investigating the internal factors in fact it examines the strength and weaknesses of the organization's units. External factors matrix or EFE is a tool for analyzing how organization manager response to or face with opportunities, and threats outside the organization. (22) After specifying internal and external factors. They should be given a scale or coefficient.

Comparison step: in this step we compare the main internal and external factors by swot matrix and internal, external matrix (IE) to recognize strategies that suitable for the organization goal. (Objectives) one of the most suitable techniques planning and analyzing strategies is swot matrix which is used by strategy designers and evaluators as a modern tool for analyzing performance and fracture (gap) situation. (23) We choose that kind of strategy among internal and external matrixes to evaluate and choosing them in strategic planning matrix which are related to determined area in internal and external quarter matrix.

Decision making step: with the web of quantitative strategic planning matrix , different options of strategy which are recognized in comparison step , will examined and their respective (relative) attracts (graces) will be determined.(24)

Start stage	Determining Mission and preparing organization's mission manifest
Entrance stage	Matrix of internal factors evaluation
	Matrix of external factors evaluation
Comparison step	SWOT matrix
	Internal and external matrix
Decision making stage	Quantitative strategic planning matrix

Graph (table) (1) presents comprehensive frame of setting strategy.
Resources: (19, 20) Comprehensive frame of setting strategy

Research history

1- nikzad mantegh and abazazr zahrabi (2011) provided a comprehensive frame to set and implement the strategy in the organization. This method considered as a criterion to competing strategy, based on general strategies. In this paper, we studied five competing advantage which are the strength to determine the essence of competition, in this industry.

Then we used swot matrix to implement the initial strategies of the organization, next, these strategies assigned to four view point of base finally, they used phase method, and choose the appropriate strategy of this organization.

2. leri et al (2006) investigated internal leakage of influenza vaccine of influenza vaccine through swot analysis (strength, weakness, opportunity, threats) to offer effective for public health (provide). In order to ration them for compulsive situations the results include three strengths, five weaknesses, five threats and seven opportunities, in the field of producing buying and distributing of the vaccine, which ultimately can contribute the public health planners help to have a plan for resources leakage.

3. Lee et al suggested a combined model for strategic planning with this research that, models and techniques are useful only for a special dimension of the strategy when they are used individually. This paper proceeded Delphi group integration F phase logic and critic systems regulation to develop marketing. In this paper, group Delphi process is used to swot analysis in which the suitable strategy with critic systems regulations adoption, will be chosen.

4. miss.naghme sadeghi in her research which is called investigating educational hospitals of shahid beheshti medical science university, in using the strategic planning in hospitals in 1376 concluded that 83 percent of hospital articles have had a degradable point of view about using strategy planning in hospital and the point of view of 17 percent of them were degradable

5. Ghazi noori et al (2007) with the integration of phase approach in to phase membership function form, in swot analysis for strategic planning process, and implementation in a food company in Iran, tried to solve many of problems in swot analysis and problem in swot analysis and precede and extract the most important strategy based on internal – external factors effect in the organization.

6. mr.savosh bijani has done a research in the area of strategic planning of Iran khodro diesel tractors engineering corporation in 1382 in this study, the researcher obtained appropriate strategies by analysing external opportunities and threats and internal strengths, weaknesses. In regard to the result from the research finding he recognized market and product development are appropriate strategic for Epco Corporation which both of them are internal strategies.

Research method

This research is in the area of descriptive research in psychological point of view and it is applicable in regard to its goal. The main goal of this research is to identify and to choose the best strategy for shomal unit universal jihad.

The research statistic society (population) all the managers, experts and supervisors of universal jihad. The sampling method for choosing the sample has been done through capitulation, because of the population (society) limitation. We gathered information through liberal research, interview and distributing questionnaire among people, thus in the first step we gathered some of the information through studies, browsing in valid, scientific sites, investigating scientific texts and took some information from the company. Then we extract criterions and indexes to determine strategic factors and questionnaires. Next we sent a questionnaire to managers and supervisors to evaluate each strategic factor and to determine their performance and effectiveness in order to gather data to precede strategies.

At first we distribute the question among a limited number of expired and specialists of the company and next we calculated its perpetuity by spss 16 software and cronbach alpha method which was equal to 0/82 and it indicated that questions have a good perpetuity.

Result analysis

Specify the manifest of shomal unit universal jihad

The specify goal and intention of creating an organization is its objective which differential it from other organizations and clear the domain of the organization actives. (25) many organizations write massive goals and exrance philosophy of the organization in their objective (mission) manifest or intention (goal) manifest. (26) in fact the objective (mission) of an organization is a rope that other concepts and activities of the organization are connected to it, thus organization activities management will be done more effectively (27)

shomal unit universal jihad have to improve its performance and increase its effectiveness to survive and protect its competing advantage against the antagonists inside and abroad which are not possible and effective

without a correct education of the staffs (employees).shomal unit universal jihad is moving toward the promotion speciality staff's knowledge level , theory and skill in order to develop the country and also it has specialist responsible and innovates employees , can continue its activities in national and territorial area through using internal; and external scientific potential .

Entry level (step)

External factors evaluation matrix (EFE)

This matrix is a tool allows strategists to evaluate, legal technological factors and market status in a carting period of Tim and can be used in private and public (state) organizations. (28) At first we determined the strategic factors in strengths, weaknesses, opportunities, thetas to from external factors evaluation matrix. Then we listed the recognized factors, after investigating them. Next we formed the external factors matrix; in this matrix we presented columns for score and importance of factors in addition to the list of effective factors. Each manager and supervisor gave a scalr or coefficient to strategic factors through the questionnaire as to strategic factors through the questionnaire, as you see in table (1) the result of Delphi group's responses, their products of multiply with the scale of each factor, and finally the addition of scaled scores obtained from external factors evaluation matrix is 2/49. It shows that the organization couldn't use the strategies by which can use opportunities and decrease the threats.

Table (1) external factors evaluative matrix of the universal jihad.

category	Description of external factors	weighted	score	Ultimate score
Opportunities				
1	increase in coefficient of P.H.D courses education demands	10.0%	4	0.4
2	organization growth technological development high cause increase in employees education	8.0%	4	0.32
3	innovative educational method such as education from fare way and impersonal education	4.0%	3	0.12
4	name the universal jihad as one of the executors of human fund and management development official assistant , presidency (management organization)	6.0%	3	0.18
5	reduce the educational centers of the universities	6.0%	3	0.18
6	running the educational center of academic appliance university	6.0%	3	0.18
Threats				
1	instability of sate organizations management	11.0%	2	0.22
2	creating the applicable educational center in state universities	5.0%	1	0.05
3	instability in the form of holding supplementary education exams	4.0%	1	0.04
4	competitors improvement (quantitative , qualitative market stock)	10.0%	2	0.2
5	reeducation of educational budgets of state organizations	10.0%	2	0.2
6	reeducation of demands to enter in universities	10.0%	2	0.2
7	eliminating the entry test for entering in universities	10.0%	2	0.2
Total		100.0%	32	2.49

Internal factors evaluative matrix

An internal factor evaluative matrix is used for investigating the internal factors wich shows the weaknesses and strengths of functioning unit of the organization. In fact, this matrix evaluate the weaknesses and strengths of organization units, and too do this, they use the ideas and judgments of the managers and employees. This matrix is usable in gathering internal information of the organization in strategic planning process. After ecracting the weaknesses and strengths of universal jihad's internal environment m the managers and supervisors were provided with internal factors evaluative matrix questionnaire, in order to determine the importance coefficients of each factor and their rating as it is shown in table 2 the total score is 2.46 which indicates that the corporate has hot a suitable situation in its internal environment.

Table 2: internal factors evaluative matrix of universal

category	Description of internal factors	weighted	score	Ultimate score
Strengths				
1	A valid business brand	12.0%	4	0.48
2	communicate with university's professors	10.0%	3	0.30
3	having prominent experts (dominant universities graduates)	7.0%	3	0.21
4	having suitable space and educational instruments	11.0%	4	0.44
5	having I.S.O certificate	8.0%	3	0.24
Weaknesses				
1	having a state structure in decision making	15.0%	2	0.30
2	not having marketing plan and advertisement	12.0%	2	0.24
3	high rate of unit employee's wage relative to row employees	10.0%	1	0.10
4	inability in keeping and maintaining the employees	8.0%	1	0.08
5	high cost of services	7.0%	1	0.07
Total		100%	24	2.46

Adjustment and comparison stage

Strengths, weaknesses, opportunities and threats matrix.

This matrix is one of the important tools to compare the information for manager and provide them with the ability to true judgment. this matrix result from pair comparison of the information of internal and external evaluative matrix which contributr toe balance among opportunities , and strength , threats and weaknesses in order to elimensional , vertical horizontal table wich each one of its four dimensions indicate a series of strategy.(29)

This strategy includes:

1. **So strategies:** the organization or industries in form of these strategies try to benefit from external oppotatunitirs trough using internal strengths and to maximize the opportunities through using strengths.
2. **Wo strategies:** this goal of these strategies in that the organization or the industry try to improve the internal weaknesses through using the exited opportunities in internal environment.
3. **ST strategies:** by implementing these strategies, organizations and industries, try to reduce or eliminate the effects of existed threats through their strength.
4. **WT strategies:** industries which apply these strategies , put theme selves in to a defensive situation and the aim of this strategy is to reduce the internal weaknesses and to avoid from threats of external environment.

After we recognized the environmental factors (opportunities and threats) and internal factors (weaknesses and strengths), we entered them from IFE and EFE matrix the swot matrix and then we determined the synthetic matrix.

Internal and external matrix.

Internal and external matrix is used to analyze the Internal and external factors, simultaneously. This matrix is used to determine the industry or organization situation, and to form this matrix we should put the score gained from internal factors evaluative matrix and external factor evaluative the industry or organization position in the market and to specify a suitable strategy for it. This matrix is coincided with swot matrix and it specifies an appropriate strategy for the organization. This matrix has four room, each one specifies a situation which in them organization decide to implement an offensive, prudential, defensive, or competing strategies. As it is shown in chart (2), the universal jihad situation .is in the room no (4) and it should use defensive strategy, to do so the company should modify the internal weakness and avoid from external threats.

Table 3: swot matrix of universal jihad.

	Strengths: S1 S2 S3 S4 S5	Weaknesses: W1 W2 W3 W4 W5
Opportunities: O1 O2 O3 O4 O5 O6	Offensive strategies(SO) 1. explaining and informing the educational programs with regular to prominent expert and professor in order to attract the suppliants 2. Review, modify and improve the instruments in order to creating the capacity for P.H.D suppliants. 3. using professors and experts experiences in order to set courses	Conservative strategies(WO) 1. speculate schemes toward enhancing the regulations of intaking elites and rotation of authoritative managers 2. legislation to protect troops Strong and effective 3. Organizational reform the structure of appropriate to the office staff duties
Threats: T1 T2 T3 T4 T5 T6 T7	Competitive strategies(ST) 1. reducing the size of the organization and increasing the employee's satisfaction 2. armful advertisement in order to create a distinct with competitors 3. apply the strategy of human resources management in maintaining exports and specialists 4. setting instructions in relation with welfare services to decrease costs and to the excitement of increase employees	Defensive strategies(WT) 1. provide a different educational different educational portfolio compare to competitors in order to attract suppliant 2. communicate with state organization to predict the future situation 3. comprehensive advertisement aimed at introducing universal jihad services to student 4. implement customers satisfaction increasing . with respect to competitors growth

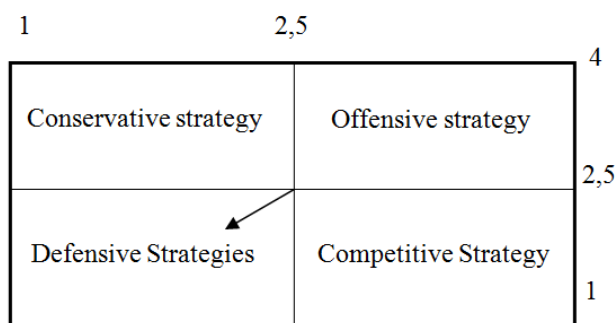


Chart (2): internal and external matrix of universal jihad.

Decision making stage:

Quantitative strategic planning matrix.

in the third stage of strategy setting process which is called <<decision making process>> , the quantitative strategic planning matrix is used as an analytical framework which is one of the most common tools in evaluating the strategies in decision making stage. Consider four series of strategy which put in swot matrix and consider to the situation in which the company is in the external and internal matrix we choose those strategies to evaluate and to be chosen in quantitative strategic planning matrix which are related to determined area in 4 room external and internal matrix , eith regard to internal and external factors evaluative matrix , the defensive strategies should be taken in consideration , in table 4 we rate the existed strategies in room (4) of swot matrix their preference through quantitative strategic planning strategy.

Table 4. Quantitative strategic planning matrix of universal jihad

category	Strategy	Importance Coefficient	Strategy 1		Strategy 2		Strategy 3		Strategy 4	
			minimizing the size of the organization and increase the employees ratification		a meaningful advertisement in order to create a distinction with competitors		applying the human resources management strategy to maintain the experts		setting the instruction related to welfare services in order costs	
	Factors		Attraction Coefficient	score	Attraction Coefficient	score	Attraction Coefficient	Score	Attraction Coefficient	score
Opportunities										
1	Increase in coefficient of P.H.D courses education demands.	10.0%	1	0.10	1	0.10	0	0.0	1	0.10
2	organization growth , technological development ,which cause increase in employees education	8.0%	1	0.08	2	0.16	0	0.0	0	0.0
3	formation of innovative educative educational methods such as education from distant , and impersonal education	4.0%	3	0.12	1	0.04	1	0.04	1	0.04
4	name the universal jihad as one of the executors of human fund and managing development , official assistant in presidency management education	6.0%	2	0.12	3	0.18	1	0.06	1	0.06
5	reduce the educational centers of the universal	6.0%	2	0.12	1	0.06	2	0.12	1	0.06
6	running the educational cantors of academic appliance university	6.0%	2	0.12	1	0.06	1	0.06	0	0.0
Threats										
1	instability of state organization's management	11.0%	3	0.33	1	0.11	2	0.22	2	0.22
2	creating the applicable educational center is state universal	5.0%	2	0.10	3	0.15	2	0.10	1	0.05
3	instability in the form of holding supplementary education exams	4.0%	4	0.16	1	0.04	1	0.04	1	0.04
4	competitors improvement (quantitative, qualities , market stock)	10.0%	4	0.40	4	0.40	2	0.20	3	0.30
5	reduction of educational budgets of state organization	10.0%	3	0.30	1	0.10	2	0.20	4	0.40
6	reduction of demards to enter in universities	10.0%	2	0.20	3	0.30	1	0.10	3	0.30
7	eliminating the entry test to enter in universities	10.0%	1	0.10	1	0.10	1	0.10	3	0.30
Total		100.0%	2.25		1.80		1.24		1.87	
Strengths										
1	A valid business brand	12.0%	4	0.48	4	0.48	1	0.12	1	0.12
2	communicate with university's professors	10.0%	3	0.30	3	0.30	3	0.30	3	0.30
3	having prominent experts (dominant universities graduates)	7.0%	3	0.21	1	0.07	4	0.28	4	0.28
4	space and educational instruments	11.0%	1	0.11	3	0.33	1	0.11	2	0.22
5	having I.S.O certificate	8.0%	1	0.08	1	0.08	3	0.24	2	0.16
Weaknesses										
1	having a state structure in decision making	15.0%	3	0.45	1	0.15	2	0.30	2	0.30
2	not having marketing plan and advertisement	12.0%	4	0.48	2	0.24	3	0.36	2	0.24
3	high rate of unit employees wage relative to row employees	10.0%	1	0.10	1	0.10	4	0.40	3	0.30
4	inability in keeping and maintaining the employees	8.0%	1	0.08	1	0.08	4	0.32	2	0.16
5	high cost of services	7.0%	3	0.21	1	0.07	2	0.14	4	0.28
Total		100%	2.50		2.22		2.57		2.36	
Grand total			4.75		4.02		3.81		4.23	
Average			2.357		2.01		1.905		2.115	

Conclusion

This paper aimed at investigating and setting strategic plan for educational services shomal unit universal jihad. Consider to result and through investigating by presented tables, matrixes and shapes in this research and with regard to suggested strategies wch obtained from swot matrix and internal and external factors evaluative matrix the calculated total and final score of internal factors evaluative matrix 2.46 which indicates that this organization couldn't use the strategies which use strength and reduce weakness appropriately. This means that the management of this organization has some weaknesses in regard to their internal factors. Internal factors evaluative matrix with the total score of 2.49 indicates that organization hasn't an appropriate situation with respect to its external factors , and has not the chance to use the opportunities internal – external factor

evaluative matrix suggest that the universal jihad should use defensive strategy. Defensive strategy implicates that universal jihad should modify internal weaknesses and through a defensive approach and by use of management innovatives, provide the universal jihad with being avoid of external threats and management the internal weaknesses. This organization should use defensive strategies such as decrease the activities, sale or bail segments of the organization, dissolve and similar variety; as a result, this bias needs **wt** strategies from swot matrix. Therefore, four strategy biases have been chosen and we rate them in regard to the preference by quantities strategic planning matrix. The result agined from quantitative strategic planning matrix indicates that the strategy of minimizing the size of the organization and increase in employee's satisfaction is in the first , setting instruction relative to welfare service in order to decrease the cost of these services is in second , meaning full advertisement in order to create distinction with other competitors is in third, and applying the human resources management strategy in maintaining experts and specialists is in the fourth rate of preference .

References

- 1.Kaplan, Robert Norton,David(2007), StrategyMaps: Converting Intangible Assets in to Tangible Outcomes, Akbari, H., Soltani, M., Maleki, A., Tehran, Ariana industry research group.
- 2.H.Mintzberg&J.Lample (2001) Reflection on the Strategy Process Strategic Thinking for the Next Economy ;Sossey-Bass.
- 3.Finnveden ,G. , M. Nilsson, J. Johansson, A.Persson , A. Moberg , and T. Carlsson, Strategic environmental assessment methodologies: applications within the energy sector, Environmental Impact Assessment Review, 23 (3):91-123, 2003
- 4.Jones, L., L. Griggs, and L. Fredricksen, Environmental indicators, Critical IssuesBulletin, 4th Edition, The Fraser Institute, Canada, 2000
- 5.Maltais , A. , M.Nilsson , and A .persson ,Sustainability impact assessment of WTO negotiations on the major food crops sector, Final Report , Stockholm Environment Institute Publications, Stockholm, 2002.
- 6.Acur, Nuran&Englyst, Linda (2006) Assessment of strategy formulation: how to ensure quality in process and outcome; International Journal of production Management, Vol 26, No.1, pp.69-91.
- 7.Chang, H-H., Huang, W-C.2006. Application of a quantification SWOT analytical method. Mathematical
- 8.Amini, Mohammad Taghi, KhabazBavil, S. (Summer 2009) "Preparing strategy through comprehensive framework of preparing strategy, case study: SahandKhadro Tabriz Company" Journal of Business Management, Volume 1, Number 2, (pages 17 to 32), Tehran.
- 9.Dincer,O.2004. Strategy management and organization policy. Beta Publication,Istanbul.390p.
- 10.Hill,T., Westbrook,R.1997. SWOT analysis:it's time for a product recall,Long Range planning.30:46-52.
- 11.Srivastava,P.K., et al .2005. singh, stakhobler- based swot a hahgsistor successful municipal solid waste management in lucknow , India waste management 25,PP. 34-38.
- 12.Shrestha,R.K., Alavalapati,J.R.R., Kalmbacher,R.S.2004. Exploring the potential for Silvopasture adoption.
- 13.Roshandel, SaharkhaizFaeghe, Javanshir, H., Rashidi, Abusaeed(Fall 2010) "Developing a strategic plan for the men's clothing market by studying of a major producer," Journal of Scientific and Exploration ,Textile Science and Technology, Fourth year, first issue, Tehran.
- 14.Acur, Nuran&Englyst, Linda (2006) Assessment of strategy formulation: how to ensure quality in process and outcome; International Journal of production Management, Vol 26, No.1, pp.69-91.
- 15.Young, Richard D. (2001) Perspectives on budgeting: Budgets, reforms, performance-based systems, politics and selected state experiences; Columbia, SC, University of South Carolina, Institute for Public Service and Policy Research.
- 16.Tayebi, Jamaluddinand Maleki, MR (2005).A Book on strategic planning and performance measurement. Tehran: Simaye Farhang Publications
- 17.T. Hayes., "Delphi study of the future of marketing of higher education" .,12.1. 2006.
- 18.RowlegDj, logan HD, (1997) "Strategic Change in Colleges and Universities". Dolene MG, SanFrancisco: Sossey-Bass.
- 19.Araabi, SM (1385) Handbook of Strategic planning. Tehran, Cultural Research Bureau.
- 20.David, Fred. R. (2000) Strategic Management, Parsaeian, A.; Arabs, SM, Tehran, Cultural Research Bureau.
- 21.Esty , D. , M. E. Porter, Ranking national environmental regulation and performance: a leading indicator of future competitiveness Oxford University Press, 2001.
- 22.Moharamnejad, n. Tehrani, M0.2006. Studying internal and external factors of management of metropolitan cities waste based on the SWOT matrix and formation of QSPM, Fourth Conference on Waste Management, Mashhad.
- 23.Nilsson, M., Research and advice on strategic environmental assessment, Stockholm Environment Institute Publications, 2004.
- 24.Moshabaki, A., Khazaei, Anahita(Fall Winter 2008)"Designing model of strategic thinking element in Iranian organizations," Journal of Business Management, Volume 1, Number1(pages 105 to118), Tehran.

25. Pearce, J.A., and Robinson, R. B., (1994), "Strategic Management: Formulation, Implementation, and Control", IRWIN.
26. Saloner, G., Shepard, A., Podolny, J., (2001), "strategic Management", John Wiley & Sons, Inc.
27. Ansoff, H. I., (1988), "The New Corporate Strategy", New York, John Wiley & Sons
28. A. Ahmadi, A., Fath Ali, M., Taj al-Din, I. (2003) A comprehensive approach to strategic management: approaches, paradigms, schools, processes, models, techniques and tools, Tehran, TolideDanesh.
29. Azar, A. Jalali, R., Khosrovani, F., Karami, h. (2001), "Synthetic Approach to choosing Business Strategy," Journal Scientific- Exploring the Business Research, Second Year, No. 4. Pp. 143-124. Tehran

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:
<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Recent conferences: <http://www.iiste.org/conference/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

