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# The codification long-term goal and strategy development of intramural programs of Islamic Azad Universities in North West of Iran

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**Abstract.** This study aimed to perform the SWOT Internal and external strategic analysis of intramural programs of Islamic Azad Universities in North West of Iran. This was a descriptive case study. The population consisted of all physical education managers of Islamic Azad Universities in North West of Iran (N=36). Due to limited population, all 36 managers were selected as a sample. The data were collected through interview, questionnaire, library content, and literature review. The researcher-made questionnaire consisted of 50 questions about strengths, weaknesses, opportunities, and threats of intramural programs of Islamic Azad Universities in North West of Iran. Its validity was confirmed by a number of experts; also, its reliability was confirmed by using Cronbach's alpha (alpha = 96%). After collecting the data, the factors were ranked. Based on the findings, the intramural programs of Islamic Azad Universities in North West of Iran have 72 units and a total of 199368 students. The strategic position was determined to be in WT in SWOT matrix. The organizations which determine WT strategies are defensive; they aim to reduce internal weaknesses and avoid threats of the external environment. After determining strategic position, the WO, WT, SO, and ST were developed.

**Keywords.** Intramural programs, Islamic Azad University, long-term goals, strategic planning, SWOT analysis.

## Introduction

Support as an important part of education, fundamental and decisive role and functions of its different academic community of the Islamic Republic of Iran. In this regard, the fact that a major student-centered development programs of cultural, social, economic and political, and therefore one of the basic essentials of human development to achieve the level of perfection, enjoyment of physical health, mental and physical vitality and moral virtues (Azizi et al., 2011). World Universities generally to carry out its strategic program committees of senior managers, deans, faculty and even representatives of the staff and students are supervised by the rector and for strategic planning, their perspective that usually varies between 5 and 15 years, have developed. The extent and variety of the above programs, training, and public

recreational and athletics at the university, the importance of planning and a detailed budget and reveal the quality of the implementation of intramural programs, sports competitions and universities have a direct impact. Thus, all students should have the best resources and physical exercise, has the potential to improve their physical fitness and emotional and joyful and rejuvenated be able to play a more effective role in sustainable development. To achieve this goal, in addition to policy formulation and planning intramural sport program for students, funding for programs, requirements and financing and cost control programs in quality and quantity, is effective (Maghsodi Imen et al., 2011).

Research shows that the performance of organizations engaged in strategic management, and better than other organizations. Check the performance of some sports organizations also indicate that: Organizations to accomplish our mission and achieve its objectives based on strong management and planning have used, Had tremendous success in various activities, especially in Health Promotion (Kamalian et al, 2014). Strategic planning is the process by which managers, outlining the organization's original mandate and tools necessary to provide the mission. One of the models, strategy, SWOT analysis model that really stands terms "T" means threats, "O" means an opportunity, "W" means weak points and the "S" means strengths. Distribution SWOT analysis, SWOT model. The SWOT matrix, various factors have been identified and are combined together (Dyson, 2004). The main goal of strategic planning is to establish good interaction between organizations with the changing environment. The active engagement of the passive aspect of environmental opportunities and threats disposal.

Government agencies and non-profit believes success depends on the satisfaction of main external stakeholders (Bryson, 2005). So which now makes universities more sensitive to the needs and expectations of society, they are trying to meet their legitimacy and respect the outcome,

and in this regard by using the commercial strategic planning, competitive strategies to gain competitive advantage and think. Strategic human resource management practices used in industrial and commercial organizations to serve their use in industrial and commercial organizations to recruit, they become familiar with the principles of change management and restructuring their management teams. Due to external expectations, and its results so far have been of significance for universities. Failure to challenge the independence of universities and university stakeholders deny the traditional view is that only they have the right to decide about the University (Bryson, 2005).

Goudarzi (2013) role of university sport general administration of sport PNU placed in the position SO and several educational centers, physical education, throngs of students at different age range, the highest range of academic centers across the country and most of the features of the budget outside the confines of the university (Goudarzi et al., 2013).

Also Afroozeh (2011) in physical education strategy Jahrom University of Medical Sciences, indicated: the university has high budget and lack of physical education strategic plan and the existence of physical education opportunities and threats in this area is the lack of sports-related disciplines. In this regard Yosefpoor Sedhi (2012) defined in a study to design and plan for strategic sports university students for a period of 5 years (2011 to 2016), and the most important strategies developed to strengthen the participation of students in various fields, development of infrastructure, sports university students and design university sport performance management (Yosefpoor Sedhi, 2012).

Ramezani et al. (2015) studied the design of the strategy department of physical education Shahrood, findings showed that in the current situation, the agency has 8 strengths, weaknesses 9, 7 and 8 major threat are opportunities, as well as internal and external factor evaluation matrix analysis shows WT defensive strategy that the agency is in this place.

SWOT analysis Montclair State University of Physical Education (2009) showed that: The most important strengths of the old Faculty of and experienced teachers and lack of funds and facilities, financial weakness and lack of co-operation between schools, some students of the University weaknesses. Higher courses and increase opportunities Can be in sports marketing and the important dynamic threats and lack Faculty of competition are different University with that University. Internal and foreign research review shows that despite the extensive literature on strategic planning in sport, So far, studies with a strategic approach in the field of strategic planning intramural programs, college sports programs and strategies based on the analysis of internal and external factors has been done; So researchers are trying to answer this question, free university sports program goals and strategies of the above programs North

West of the country? Through which we identify the strengths, weaknesses, opportunities and threats to the above programs, university sports program on objectives and strategies for the future of North West universities focus intramural sport program. In this way, attention management, physical education and intramural program college sports program to implement these strategies Focused to achieve their goals.

## Methods

This was an applied descriptive case study. The population consisted of all physical education managers and intramural managers of Islamic Azad Universities in North West of Iran (n=36). Due to limited population, all 36 managers were selected as a sample. The data were collected through interview, questionnaire, library content, and literature review. The researcher-made questionnaire consisted of 50 questions about strengths, weaknesses, opportunities, and threats of intramural programs of Islamic Azad Universities in North West of Iran. Its validity was confirmed by a number of experts; also, its reliability was confirmed by using Cronbach's alpha (alpha = 96%). After collecting the data, the factors were ranked. The descriptive and inferential statistics such as Mean Comparison and Friedman test were used for analyzing the data.

## Results

These programs are long-term objectives university sports program North West Country: 1) Increased student participation in intramural programs and sports programs on the perspective of 5 years. 2) Elevating the status of university sports program in the above programs among all universities in the North West of Iran. 3) Increase the number of sport facilities in the North West on the perspective five-year-old university academic units. 4) Increase intramural sport program sports programs in the North West on the perspective 5-year-old university academic units. 5) Increase the number of trainers programs in universities intramural sport program North West in 5-year perspective.

### SWOT analysis to formulate strategies for sports, intramural programs of Islamic Azad Universities in North West of Iran

The external and internal factor evaluation matrices are the result of external and internal factors' strategic review. These matrices formulate and evaluate the main strengths, weaknesses, opportunities, and threats of organization's task units. The results of these matrices are provided in Tables 1 and 2.

### List of strategies corresponding to SWOT model

1. Creating an attractive environment for sports, intramural programs.

2. Institutionalizing and implementing sports, intramural programs.
3. Paying special attention to volunteering in sports, intramural programs.
4. Maintaining and developing sports, intramural programs in academic centers.
5. Recruiting and retaining skilled managers in sports, intramural programs.
6. Making aware the students from positive effects of sports, intramural programs.
7. Using sports centers of other organizations and institutions.
8. Using scientific potential for growth and development of sports, intramural programs.
9. Allocation of financial resources for development and growth of sports, intramural programs.

10. Development of advertising and information committee to inform and attract students to intramural programs.

## Conclusion

To determine the strategic position of the above programs, university sports program North West of Iran in the matrix SWOT, external and internal factor evaluation matrix as a result of a strategic review of internal and external factors (opportunities, threats, strengths and weaknesses) were provided.

In a study to identify the strengths, weaknesses, opportunities and threats of physical education department PNU payments, results showed the status of university sport general administration of sport is SO PNU position (Goudarzi, 2013).

Table 1. External factor evaluation matrix of sports intramural programs.

External factors	Code	Factors	Significance ratio	Factor intensity	Score
Opportunities	O1	Using sports centers and facilities of other departments, organizations, and institutions	0.02	3.6	0.072
	O2	Formation of veteran and elite committees in universities to appreciate the values of physical education and using efficiently their experiences in sports intramural activities and programs	0.06	3.6	0.216
	O3	Increasing communications among people, institutions, and organizations for participation of students in sports intramural programs	0.05	3.5	0.175
	O4	Existence of physical education faculty and institute in these universities, and presence of outstanding professors in sports, intramural activities and programs of these universities	0.02	3.3	0.066
	O5	Special attention of Department of Physical Education to sports, intramural activities of volunteers, Sports for all, and Sports of Staff	0.06	3.5	0.21
	O6	Existence of a written physical education comprehensive plan	0.02	3.2	0.064
	O7	Positive attitude, emphasis, and supervision of senior officials, and government and society support from sports intramural activities and programs	0.05	3.6	0.18
	O8	Promoting the culture of sports and sports, intramural programs, their attractiveness for students, their positive effects, and Availability of necessary conditions for implementation of sports intramural programs	0.08	3.8	0.304
	O9	Effectiveness of managers, experts, and staff to achieve the goals and common objectives of the Physical Education Department of Physical Education faculty	0.03	3.3	0.099
	O10	Support of managers and adequate facilities for students' participation in sports, intramural programs	0.04	3.2	0.128
Threats	T1	Lack of attention to volunteering	0.06	1.3	0.078
	T2	Lack of fundamental attitude, not prioritizing sports, intramural programs, and intervention of other authorities of university in sports intramural activities and programs	0.02	1.2	0.024
	T3	Priority of championship sports to sports, intramural programs in community and media	0.08	1.2	0.096
	T4	Non-sport usage of venues, facilities, and gyms, the temporary application change, OD sport spaces and facilities, and financial exploitation of these facilities by universities	0.06	1.5	0.09
	T5	Lack of unified management, lack of clear and concise plan, lack of strategic program, and disputes among various sectors of higher education about sports intramural activities and programs	0.08	1.2	0.096
	T6	Changes in students' physical, social, and behavioral patterns (prevalence of inactive life)	0.08	1.2	0.096
	T7	Appointment and dismissal of departments of physical education managers by University Heads	0.02	1.8	0.036
	T8	Lack of funding for development of sports, intramural programs, construction and maintenance problems, the cost of renting sport facilities of other agencies, institutions, and organizations, and increased cost of sports equipment and goods	0.03	1.8	0.054
	T9	Lack of motivation, impatience, and disgust of students to participate in sports, intramural program, indiscriminate admission of students, and dedicating less facilities for their sports intramural programs	0.08	1.2	0.096
	T10	Weaknesses in implementation of students' sports, intramural programs	0.06	1.3	0.078
Total significance ratio of external factors			$\Sigma=1$	-	$\Sigma=2.258$

Table 2. Internal factor evaluation matrix of sports intramural programs.

External factors	Code	Factors	Significance ratio	Factor intensity	Score
Strengths	S1	Appropriate sports, program schedule for students' participation	0.07	3.5	0.245
	S2	Participation of students in sports, intramural activities and programs	0.06	3.6	0.216
	S3	Positive attitude and cooperation of relevant authorities in providing sports, intramural activities and programs	0.07	3.7	0.259
	S4	Formation of university sports teams, students benefit from participation in sports, intramural programs in terms of finance, ranking, and position, and attendance of Azad University clubs in Clubs League	0.01	3.2	0.032
	S5	Attention to expand sport intramural activities and programs in academic centers	0.05	3.6	0.18
	S6	Attendance of university professors in sports, intramural program and employment of qualified, experts and experienced workforce in these universities	0.04	3.5	0.14
	S7	Positive impact of sports programs on other student programs	0.07	3.8	0.266
	S8	Good and attractive places in academic centers for providing sports programs	0.04	3.5	0.14
	S9	Good situation of physical facilities in terms of quality and quantity (office and sports spaces)	0.05	3.2	0.16
	S10	Professional, experienced, and resourceful managers of these universities	0.05	3.7	0.185
Weaknesses	W1	Failure to provide healthy conditions, damaged and ruined sport places and spaces for implementation of sports, intramural programs (swimming pool, football field, and etc.)	0.05	1.2	0.06
	W2	Lack of attention to needs and interests of students in developing sports intramural programs	0.07	1.2	0.084
	W3	Lack of continuous monitoring and evaluation of sports, intramural programs	0.01	1.8	0.018
	W4	Lack of strategic planning and an appropriate and comprehensive program and lack of organization for development and growth of sports intramural programs	0.07	1.2	0.084
	W5	Lack of attention to the quality and quantity of sports intramural programs	0.05	1.5	0.075
	W6	Lack of awareness, experienced, qualified, and expert coaches and lack of attention to employ volunteers for performing sports intramural programs	0.05	1.2	0.06
	W7	Lack of training and attractive and enough sport places	0.03	1.5	0.045
	W8	Lack of sufficient funds to employ coaches to implement sports intramural programs	0.02	1.5	0.03
	W9	Mismatch of sport facilities, instruction times, and students' interests	0.06	1.2	0.072
	W10	Lack of making aware the students about the positive impact of participating in sports, intramural programs on culture, social communication, academic achievement, and etc.	0.08	1.2	0.096
Total significance ratio of internal factors			$\Sigma=1$	-	$\Sigma=2.447$

In this regard, it seems that the population of students and their low participation in sports and extracurricular programs and sports program, a weak point that is consistent with the study and may be based on analysis of information obtained, officials helped PNU athletic directors to fix weaknesses and strengths in order to maximize the opportunity.

Afroozeh (2011) in physical education strategy Jahrom University of Medical Sciences said that the University had high budget and lack of physical education strategic plan and the existence of physical education opportunities and threats in this area is the lack of sports-related disciplines. It also uses a matrix (IE) offensive strategy (SO) University for Physical Education recommended that the strategic position of this study is antithetic.

Yosefpoor Sedhi (2012) defined in a study to design and plan for strategic sports university students for a period of 5 years (2011 to 2016), and the most important strategies developed to strengthen the participation of students in various fields, development of infrastructure, sports university students and design university sport performance management which is in line with current research and it seems that one of the main reasons for this situation, not having a strategic plan for sports development has been the students.

Looking at the strategic location of these hidden programs in the North West of Iran university sports program evaluation matrix SWOT concluded that these programs can be a good chance for universities North West Iran to improve their position among other universities of Iran.

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