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Original article

Evaluation of the implementation of regional strategic programs at Islamic azad university of units 17(from the perspective of planners and personnel)

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ABSTRACT

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Universities as well as other environmental organizations are faced with the sources, effects and expectations are constantly changing. Hence, not many will face a crash course yet. In such a situation with the correct understanding of the environment and its developments in the understanding of the precise assessment and internal abilities, can learn things in advance and to be able to identify the obstacles and when this crisis and the uncertainty of the personnel officers, to create special creative solutions to overcome these barriers and encourage by providing the appropriate field in the strategic thinking of managers and employees, causes of The adoption of a comprehensive and continuous decisions and ultimately insight in areas under the control of the Organization and improving the functionality. In this regard, the present study aimed to investigate the feasibility of implementing the strategic plans of the university district 17, with 5 main hypothesis, from the perspective of planners and personnel are accomplished. The results showed that four of the five hypotheses hypothesis of difference of opinion has been approved by planners and personnel.

1. Introduction

Every movement and activities planned path to nowhere. Organizations (micro and macro) to grow, develop and achieve its strategic goals, especially if the files are in the form of a long-term perspective, dynamic environmental conditions associated with the presence of numerous competitors, yet powerful, multi-level programs require short-term, medium-term and long –term, and what is important in this regard, is a strategic planning methodology (Hughes et al., 1377). Strategic planning is a process to mobilize resources and to unite their efforts to achieve long-term goals and policies, according to internal and external constraints and possibilities. In fact, it can check the current status and future direction of the organization or community, set goals, develop a strategy to achieve those goals and measure results (Hughes, 1377). Caldoll and Aspykinz (CaLdwell and Spinks, 1992), Important component of the strategy in the light of the knowledge of the directors and managers know - Methods and Consequences, opportunities and identify major threats, inform others, provision of structures and processes that enable the university was able to identify their strategies and to set priorities, Care and training of managers and staff to ensure the implementation of control strategies and emerging issues strategically important and strategic consequences - is applied (Fryll Fred, Stoner, et al 1995). Strategic planning in the organization began in 1950 and rapidly gained popularity in the decades of 60 and 70 and found that managers respond to many problems, strategies. In the '60s, a strategy was developed for the qualitative and quantitative models. Early '80s were known as the standard model porter's model of shareholder value. The second half of the 80s , beginning of the core competencies and focus on market - oriented strategy models. The period and early 90s, beginning of the second generation model was the most important strategic planning of the organization to adapt to change, flexibility, strategic thinking and organizational learning, emphasizing patients (Chandler et al., 1982). In this era of changing and turbulent world, organizations and institutions due to the rapid changes in global and regional and domestic circumstances of extreme insecurity in future planning and decision making have been met. These changes also lead to changes and new requirements one of the most common effects, it is necessary to study the strategic and emerging strategic management. Higher education communities as a result of interaction with the social environment, economic, political, cultural, these changes are not ignored, Although minor changes have had an effect on it , therefore, a need was felt to strategic management in the higher education system (Shahab fard, mokhtari, roholah rajae poor et al., 1388, Kiani et al., 1381).

Due to the rapidly changing global patterns of your past education and performance management of the increasing demands of today's cover is lost .despite the effort involved , and pay attention to ideas, experiences, new research , higher education students toward fulfillment of their obligations towards citizens and society is in trouble . Partial and piecemeal reforms will not be sufficient to cope with the process of transformation of the nature of Budo " new needs in the higher education system has to follow, require strategic review and strategic management is synonymous with the top management (haghighi and ghavampoor, 1388).

The overall success of the implementation of the strategic planning process can be attainment of predetermined goals as a company. The first step in developing a blueprint for success at the next stage of successful implementation of the strategic plan is necessary. Survival and success in today's competitive business world, through the management and strategic planning and effective implementation of these programs is possible. But in spite of these firms have been developing and implementing specific strategies, have failed to reach a desired result, In other words, in achieving the desired strategic outcomes have failed. (Baron and Armstrong et al., 2007). Statistics show that 90 % of the corporate world have failed in achieving its strategic objectives, among which 30% and 70 % in the development phase, implementation phase have been unsuccessful (Atabaki and Saifiet, 1390) , (Henderson, 1970). Evaluation of the implementation strategies used can play a vital role in identifying effective strategies and identify factors that lead to failure of strategy and a suitable strategy for the prevention or elimination, resulting in the formulation and implementation of strategies and planning objectives will be achieved.

2. Materials and methods

Strategy can be pushing, to send, remove and guard said. It is thought that the word art and a general knowledge of ancient Greek name stratagous has been used. Some Latin sources, meaning it's been taken "stratom" means way, path, or river have expressed. Strategy after the first half of the twentieth century their place within the social sciences area based on open economy, Economic strategy for the first time by means of two characters named Newton and Morgeneston economist and mathematician that has been used. Using the concept of stratagous, organization and management in the area based on the second half of the twentieth century started. Strategic planning is a form of planning in which the goal is to define and develop strategies. Since the strategy could be short-lived or long-term or short-term strategic planning can be planned but differs from them. Each time a valuable strategic planning process that will help decision-makers who think and act strategically.

Strategic planning is not an end in itself but a set of concepts that are used to assist managers in making decisions. It can be said that strategic thinking and acting in the strategic planning process to be used in the process can then be excluded. Despite the importance of strategic planning in many organizations is a critical impact on achieving organizational goals are not well understood, and even in some cases, administrators consider it a matter of luxury, and the costly. According to some scholars suggest strategic planning and future management of the imagination. In other words, managers are paying through the strategic planning process to the Future.

Strategic Plan (Strategic plan Formulation) has four steps: defining the organization's mission, environmental assessment, goal setting, strategy. After implementation of the strategy is to shift strategy. Implementation of the strategy for managing forces during the action.

In all organizations included in the stage of transition from the stage of strategy formulation and strategy implementation requires a change in the liability is the responsibility of strategists charge is removed, and Moderators are assigned to a duty units.

Stage managers in strategy implementation issues such as: the annual goal setting, policy formulation, resource allocation, current restructuring, restructuring and reengineering, revising reward and incentive programs, cultural, backup strategies, and implementation of manufacturing processes operations strategy of an effective human resources department, and if necessary to reduce the workforce face. If the status of implementation of the strategy so that the organization will inevitably step on a new path of change management is essential. After the implementation of the strategy for achieving the goals, strategies implemented, should be controlled.

2.1. An evaluation strategy is comprised of three main activities:

- Review the basic principles of corporate strategies:

Can be drawn from the evaluation matrix external and internal factors evaluation matrix organizational foundations examined. The revised matrix to evaluate the strengths and weaknesses of the changes in management, marketing, finance, production, Research and development, computer information systems, there has been a renewed focus and an intensity matrix evaluation strategies for dealing with external factors If successful the company has acted in response to threats and opportunities.

- Compare expected results with the actual results:

At this stage, the performance comparison with the expected results and specify the diversion program aims to provide long-term rate of progress is determined. usually strategists of financial ratios are used for this task. Performing corrective actions to ensure compliance

- with the predictions made by the program:

The last step of the procedure is the evaluation strategy and requires that the act will change to the competition, the future is other stall stance.

Corrective actions can include changes in organization structure, additional equity, replace one or a few key individuals.

The information obtained from the evaluation strategy should be such that it facilitates actions and will introduce you to people or units that need to be improved.

The aim of the present study and application of methods of data collection, research is a descriptive comparison. Application of that aims to discover new knowledge about the products or processes in the fact that the application will follow. Is descriptive in that it describes and interprets what is and is comparable to that aim it is to compare the results between the two groups. This study type of research is descriptive comparison. The study

sample consisted of 850 employees and planners Islamic Azad University regional17. The sample consisted of 265 employees through the Cochran formula calculated and Region unit of Islamic Azad University, Region 17 :

$$n = \frac{Z^2pqN}{d^2(N - 1) + Z^2pq}$$

N =The population size.

n = Sample .

Z = The standard normal variable, which is 1.96 times the 95% confidence level .

P = Ratio trait in society. If you can not give it 0/5 was considered. In this case, the variance reaches its maximum value.

q=Percentage of people who are lacking the trait in the population (q = 1-p).

d= The amount of allowable error.

In order to collect the required data from the questionnaire (self-made questionnaires) are used. Two separate questionnaires designed to assess the views of staff and planners will .Where the premises in question was brought to delineate topic and then questions were raised in two parts. The first part of each questionnaire included demographic information, and consists of 4 questions and the second part contains 19 questions that are specialized. With two different spectra (negative affect, negative affect, low negative impact, no impact, positive impact, low impact, high impact) and (very low, low, medium, high, very high) were presented in the questionnaire. The validity of the research group of teachers and experts in the discipline of management was asked to give the questionnaire examined. After determining the validity of applying multiple perspectives and revisions, the content validity of the questionnaire was designed, in terms of them were confirmed, and reliability through Cronbach's alpha was calculated for the following will be provided:

Table 1
Cronbach's alpha variables.

variables	Number of Questions	Alpha Coefficient
Ability of personnel	3	0.685
Control mechanisms	8	0.714
Amplification efficiency of personnel	2	0.811
Standard indicators	5	0.703
Clarify the roles and missions Possible	1	0.673
implementation strategy	19	0.863

Finally, the data analysis software was used SPSS17. Thus , to test hypotheses and to generalize the results of the whole sample T-test was used for statistical community.

3. Research hypotheses

Between planners and personnel perspectives on the impact on the employee 's ability to execute strategic planning at Islamic Azad University are different. Between planners and personnel perspectives on the impact of a real control mechanism to execute strategic planning at Islamic Azad University are different. Between planners and personnel perspectives on the impact of human performance on the possibility of strengthening the implementation of strategic planning in Islamic Azad University is a difference.

Between planners and personnel perspectives on the impact of the standard indicators of the organization to execute the strategic planning of the university there is a difference.

Between vision and mission planners and staff roles are clear and measured the impact on the possibility of implementing strategic planning in Islamic Azad University is a difference.

4. Results

Analysis:

Statistical analysis of the essential steps in the research will depend on the results of the investigation. In this paper, first we collect the completed questionnaires by the response Guyana, and the raw data needed to test the hypotheses with the help of computers and software to record, and then through SPSS software using t-test technique test research hypotheses were tested. The results of the tests are presented in Table 2.

Table 2

T test between employee attitudes and Planners.

		Test for equality of variances			T test for equality of means					
		F-statistic	Significant level	T-statistics	Degrees of freedom	Significant level	Differences in Average	Standard error	Differences at 95 %	
									Under	More from
Ability of staff	With the assumption of equal variances	45.105	0.00	7320	263	0.085	0.94798	0.54745	0.12997	2.02593
	Assuming equal variances not			1.352	52.661	0.182	0.94798	0.70127	0.45879	2.35475
Mechanisms of Control	With the assumption of equal variances	0.130	0.749	12.755	263	0.000	10.81616	0/84802	9.14640	12.48593
	Assuming equal variances not			15.025	76.936	0.000	10.81616	0.71988	9.38268	12.24964
Performance strengthening	With the assumption of equal variances	4.724	0.031	11.979	263	0.000	3.48737	0.29112	2.91416	4.06059
	Assuming equal variances not			16.742	104.35	0.000	3.48737	0.20831	3.07431	3.90044
Index - the standard	With the assumption of equal variances	72.822	0.000	6.115	263	0.000	5.20202	0.85069	3.52700	6.87704
	Assuming equal variances not			10.974	208.58	0.000	5.20202	0.47402	4.26753	6.13651
There are clear roles and missions	With the assumption of equal variances	42.389	0.000	2.888	263	0.004	0.68434	0.23699	0.21770	1.15099
	Assuming equal variances not			3.860	95.208	0.000	0.68434	0.17728	0.33241	1.03628

According to the above table can be seen that the significance level to test the first hypothesis of greater than 0.05 was obtained So we can say with 95% confidence that the planners and personnel of Islamic Azad University,

Region 17 of the same opinion regarding the ability to have employees. However, other hypotheses can be seen that the significance level of less than 0.05 indicates the results confirm the hypothesis that this research.

5. Discussion

It can be seen that the views of planners and personnel about the impact on employees' ability to execute the strategic plan, there is no difference in Islamic Azad University.

Comparing the test results with the results of previous research, given that the study is being performed, for the first time, Hence the results can not be compared to the contract, but since the actual research and colleagues (Hayes, 2006), showed that the results of their study, One factor in the successful implementation of the strategic plan, the adoption and extent of employee participation in the strategic planning process is claimed to be the result of their research, the results obtained from this study is confirmed. despite the importance of strategic planning in many organizations is a critical impact on achieving organizational goals are not well understood, and even in some cases, administrators consider it a matter of luxury, and the costly.

According to some scholars suggest strategic planning and future management of the imagination. In other words, the directors of strategic planning for the future of pay (Fryll, Stoner, Charles., 1995, Karimi, 1381). Evaluation of the implementation strategies used can be critical in order to identify effective strategies. Understanding the causes of failure and strategies as well as a suitable strategy for the prevention or elimination, resulting in the formulation and implementation of strategies to achieve the objectives of planning to provide.

6. Conclusions and recommendations

According to approve four of the five research hypotheses based on the assumption planners and personnel in case of difference of opinion concerning the possible implementation strategy is suggested:

Closer in line with the views of personnel and planners, personnel are now in the process of developing strategic plans. Because staff by engaging in the planning process, commit to it and to fulfill the mission, goals and strategies are taking steps designed (Atabaki and Saifi, 1390). Today's human resources as sources of competitive advantage that can bring value to the load are known Because of the strategic importance of competence in the workforce is properly planned and organized way to manage assets. Organisations can thus also giving them the necessary training, and encourage them to participate in planning processes (David et al., 1388). Investment in human capital and improving the quality of the workforce, improve productivity and accelerate growth areas and main roads are among the organizations, The organization is expected that the investment in human capital in the first stage to the second stage in the development of the workforce and help them to improve efficiency.

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