

The Effective Strategic Planning Factors on University Success

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Abstract

Using the strategic planning and recognizing of its main factors play the key role in the university successful planning. In the current study, the effective factors on strategic planning were determined for the university success. The proposed factors were found based on the experts and managers knowledge as well as the library resources.

The researchers selected a population including 160 mangers in strategic planning in universities located in north of Khuzestan. A sample of 120 participants was chosen based on Morgan table. Questionnaire was used as the data gathering tool in this research. The questionnaire consisted of 10 sections including 62 questions. Reliability of the questionnaire was calculated by Cranach- Alpha correlation. Freidman test was used to recognize the significance of the research hypothesizes to find the effective factors in a university strategic planning.

Keywords: Strategic planning, university strategy, successful key factors.

1. Introduction:

Development process of companies and industries will not be achieved without effective programs and policies. This is the most important factors provide the development and progress in different industries.

Nowadays, the economic activities in the world perform by an integration of large, middle and small organizations. All these organizations make competitions to get success against adversaries and provide the customers, needs in market. If the strategic planning performs correctly, it can be a useful mean to success companies in the competitive market in world, and make it strange. Everyone knows the effects of strategic planning in modern organizations, and believes that this is an attempt to perform the main strategies in organization and apply it to get the organizations goals. The strategic planning determines the organizations goals due to its responsibilities, and recognizes the weakness and strengths of organization base on studies, opportunities and challenges. So the realistic goals determine and perform. Applying the strategic planning in long – time by managers may leads to positive consequences. In such program and strategic management is a response to how effectiveness of planning in long – time and how perform it in the framework of strategies on the contrary of usual ways which pay attention to internal factors. Such programs emphasize on the external factors, so it consider as a tool to help recognize and organize the future activities.

It cannot suggest the best way due to complexity of strategic planning process and the special situations in each organization, regard to the importance of universities, institutes and

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educational centers in human's life and progress in the goals, also due to significance of university as a civil, educational and research organization, it has the most important role to develop organizations and most effective one on the scientific, social, culture and political and economic strategies in countries. Forming the modern culture on existing the significance development in the human's life is the result of university mostly. The university consider as an important organization to make public the education in communities and to all developments and increasing the quality of life. In fact, a general strategy and attitude appear toward the science, knowledge and regularity existed by the scientific attitude in modern world (Smayy and Tahan, 2009). So the aim of present study is to investigate the effective factors on success of strategic planning, and present an analytic model to recognize the effective factors on the strategic planning in university.

The development and quick progress and various changes in the modern world lead to a situation needs awareness. Also, everyone know the importance of planning in the modern world, and lack of trust resulted by environmental changes and tendency to get profit cause to a program as an unvoiced matter.

The strategic planning makes an appropriate communicational way in different levels of organizational chart. Most organizations which determine the strategic programming, found out that such process plays a key role to make a manage ring concept. One of the most tan gable aspects of modern management is the necessity of organizations strategies to public cooperation and making decision to get the human sources to gain goals (Shane, 2004).

The strategic planning is a process to determine the goals and make decisions upon with the experimental projects to get the goals. In such planning, different factors such as large or small size of organization, organization, the type of management, the complexities of environment, the complexities of production process, carious challenges and the type of organization planning (Shane, 2003). Some factors, such as changes in environment, organizational policies, attitudes, perspective, frameworks and organizations, make effects on the goals, and change it. A rational program may not have a power against such changes provide opportunity to determine strategy.

Unlike the traditional planning in which the goals were pre – determined.

Depending on the type and variety of changes existed; it can integrate the traditional programs and strategic planning (Fowey Davis, 2003). According to the conducted studies in the case of management means in strategic planning, the most uses belonged to the managers in institutes.

2- The effective factors on success of strategic planning:

To consider the effects of various factors on the success of strategic planning in university, a similar research didn't conduct in the country, but there are some related studies which conducted by studying and using researches and the experts" perspectives, and the effective factors determined.

The higher managers' cooperation in the process of strategy planning:

To perform the strategic planning successfully, the responsibility of higher managers and users and other related individuals is important. Applying an appropriate methodology in organizations is a need and requires to cooperation of higher managers is so important to perform the developed programs (Roger, 2003).

Awareness of higher managers and having in formation in the case of significant of strategic planning:

One responsibility of higher management in each organization understands of real concept of strategic planning completely. Every responsible manager must try to keep the dynamic aspect of organization base on the principles and concepts of strategic management. In other words, the higher management must provide an appropriate atmosphere and effective situation to get the strategic planning. Also, it must go in a line to get the correspondence between the organization of determined planning and the organization's characteristics (Piers and Robins translated by Khalili Shavarini, 2001).

The grouping cooperation of employees in the process of strategic planning:

In common, individuals who make something, protect it mostly. So in the management and head activities which the strategic planning consider as one part, the constant cooperation of all employees indifferent levels of organization must be guaranteed; because providing a planning is the most sensitive instruction of a organization to make changes. The managers in each organization must try to make an active setting to cooperate employees by applying ideas, skills and motivations in an appropriate way (Stephen G, translated by Kasra, 1376).

Responsibility in the process of strategic planning:

Having responsibility in an organization means the supply employees in the process and performs their duty have it. Individuals who are responsible forgetting to a part if strategic planning, should responsible completely. In fact the managers; responsibility consider as a necessity (bayous Ansy, Langdon ken, translated by Alimirzaee, 2003).

The organization culture in the process of strategic planning:

It means that the way of performing matters in organization for employees determined. Also, it is a clear and equal concept in organizations which observe among all members and show the common and fix features distinguishes the organization from other organization. In other hands, the organizational cultures determine the social identity of each organization (Robins, 1991).

The organizational structure in the process of strategic planning:

Performing a successful strategy depend on that what extent organization dived, organize and correspond its own activities, so the possibility of success in the strategies increase and correspond with the strategy. The result of researches shows that organizations which includes various structures, will get move success (Freidman, Stoner, translated by Parsaeian, Arabs, 1996).

The employees' acceptance in the process of strategic planning:

In common strategic planning results to wide changes in organization, and it are a complex process. So, the employees' acceptance is considered as a determinable factor (Shane, 2004).

The change management in the strategic planning:

The change management means that providing powering organization and individuals to accept new responsibilities in future. According to many managers who were successful in effective organizations, it is the base of resistance and won in the process (Len, 2004).

The environmental and correct evaluation in the process of strategic planning:

The evaluation of previous performances, and considering the present and future setting is one of the main steps in the process of strategic planning which summarized in the audit of organization setting. The main principle in the strategic management is that organizations try to determine strategies to get the external opportunities. And a viding to the effects resulted by the external treats or their decreases (Hansi, 1991).

The data bases and the information systems in appropriate management:

The role of data and information is considered as a necessary role in the manager of organization. If the data setting is more precise, clear, coherent and systematic, so the managers must mange it like other sources (MC Lood, 1996).

3- Research hypotheses:

Regard to the previous researches, related to the research subject and due. To the exports' ideas in universities, also regard to the existed settings in universities, some hypotheses present following:

- 1- There is a meaningful relationship between the cooperation of higher managers in the process of strategic planning and the success of strategic planning;
- 2- There is a meaningful relationship between emerging and keeping the team (group) cooperation of employees in the process of strategic planning and the success in the strategic planning;
- 3- There is a meaningful relationship between the awareness of higher managers of knowledge and significance of the process of strategic planning and the success of strategic planning in university;
- 4- There is a meaningful relationship between the employees' acceptance in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university;
- 5- There is a meaningful relationship the organization responsibility in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university;
- 6- There is a meaningful relationship the organizational structure in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university;
- 7- There is a a meaningful relationship the organizational culture in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university;
- 8- There is a meaningful relationship the change management in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university;
- 9- There is a meaningful relationship the data base and Information System of Management in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university;
- 10- There is a meaningful relationship the environment correct evaluation in the process of strategic planning and the success of the process of strategic planning and the success of strategic planning in university.

4- Methodology

The present study is experimental regard to goal; also it is descriptive due to the data gathering process. The study aim is to determine the effective factors on the success of strategic planning in university so that show the role of organizational factors in impose effects, and manager can perform the appropriate strategies to design, determine and apply the strategic planning accurately. The population included 160 managers in the strategic planning, so the researchers selected 120 participants according to Morgan table as sample. They use a questionnaire to get data. It consisted of 10 sections included 62 questions. The reliability of questionnaires of calculated base on Cronach alpha coefficient, it was 77/03.

The validity of measured data calculated base on content validity. It means that, questionnaire distributed among three PhD student and four manager beforehand, it was related to strategic planning in university and imposed suggestions, so they proved by masters. The researchers used SPSS software and the meaningful relationship accepted through the experiment.

Then the significance and level of each effective factor on the success of strategic planning considered by Freidman test.

5. The considered variables in the study:

Determining the variables is a necessary step in responding the research questions or testing the hypotheses. In the present study, two variables applied. The present study, two variables applied. The considered variables divided to two groups; independent and dependent variable.

A- Independent variable:

It is a variable which its effect on other variables measure. In the current research, there are 10 independent variable; emerging and keeping the group cooperation's, motivate the higher manager's cooperation, the managers awareness, of knowledge and significance of strategic planning, the employee's acceptance, the organizational responsibility, the organizational structure, organizational culture, change management, data bases and information systems of management, and the environmental and correct evaluation in the process of strategic planning.

B- Dependent variable:

It is a variable which is under the effect of independent variable. In the present study, the success of strategic planning is considered a dependent variable. The information of such variables gathered in once and they considered base on quantity sacks.

Firstly, the researchers used person correlation coefficient to test hypotheses, then they applied the mean test, and at the end, the significance and level of each effective factor on the success of strategic planning determined by the Freidman test.

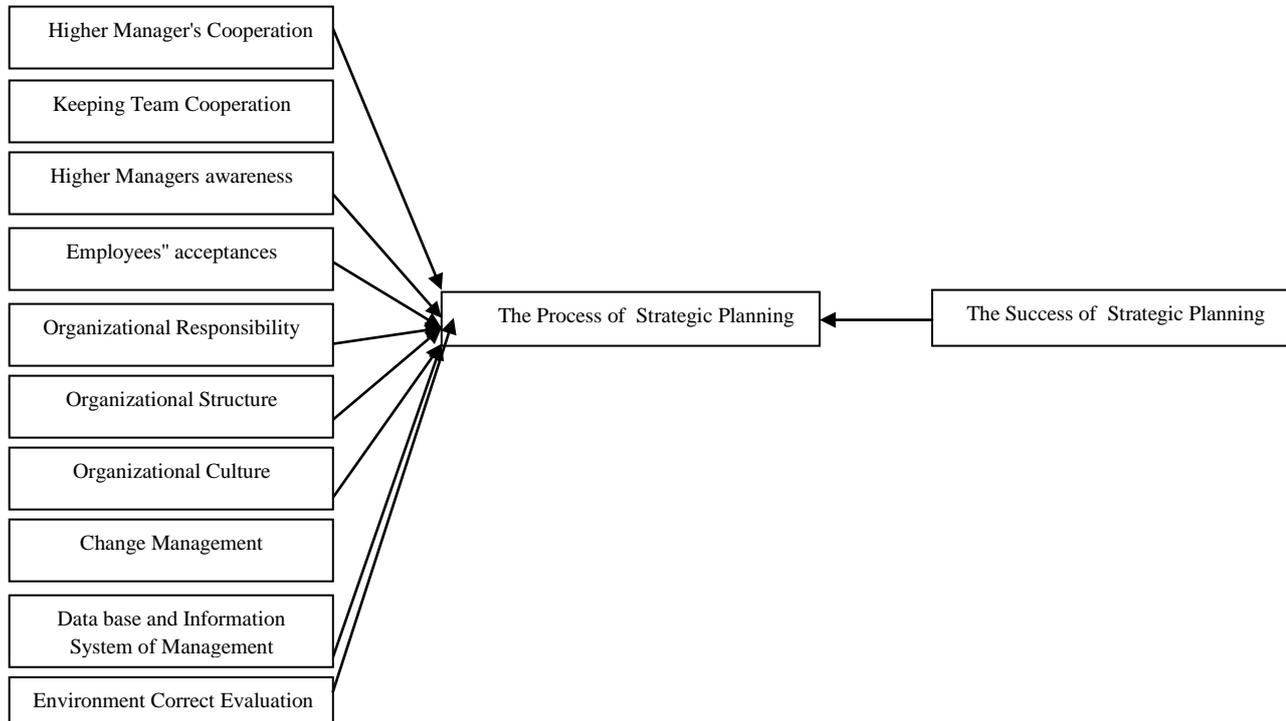


Figure 1. Research Model

Table 1. Pearson Correlation Coefficient of each Independent Variable with Independent One

Number	The Significance Level	Pearson Correlation Coefficient	Independent Variable
120	0.000	0.973 **	Higher Manager's Cooperation
120	0.000	0.776 **	Keeping Team Cooperation
120	0.000	0.683 **	Higher Managers awareness
120	0.000	0.538 **	Employees" acceptances
120	0.000	0.603 **	Organizational Responsibility
120	0.000	0.608 **	Organizational Structure
120	0.000	0.908 **	Organizational Culture
120	0.000	0.960 **	Change Management
120	0.000	0.739 **	Data base and Information System of Management
120	0.000	0.865 **	Environment Correct Evaluation

In the present study, the correlation of each independent variable included all the mentioned effective factors, measured through the Pearson correlation coefficient. After taking the tests and measurements, it was revealing that if there is a meaningful relationship

between the independent or dependent variable (the success of strategic planning) or not. This correlation was significant in the level of 0.01, and the level of significance in other variables was zero. As the significance level of other variables was lower than the significance level of such correlation, it can claim that the correlation was meaningful. The results of Pearson correlation coefficient showed that there was a meaningful relationship between all independent variables and the dependent variable, but as the goal was to consider and evaluate all independent variable with each other on the dependent variable, so there researchers suggested that the mean test of population is a good option.

Table 2. Mean of Population

Test Value = 6					variable
95% Confidence Interval of the Difference		Mean Difference	Sig. (2-tailed)	t	
Upper	Lower				
1.21	0.97	1.02	0.00	6.23	Higher Manager's Cooperation
1.49	0.61	1.05	0.00	5.01	Keeping Team Cooperation
1.27	0.66	0.97	0.00	6.52	Higher Managers awareness
-0.67	-1.75	-1.21	0.15	-4.31	Employees' acceptances
1.14	0.33	0.68	0.00	3.09	Organizational Responsibility
-1.92	-1.39	-3.18	0.21	-13.93	Organizational Structure
1.25	0.48	0.87	0.00	4.53	Organizational Culture
1.13	0.48	0.88	0.00	4.29	Change Management
-0.84	-1.63	-1.38	0.00	-5.1	Data base and Information System of Management
1.41	0.51	0.96	0.00	4.18	Environment Correct Evaluation

In above table, the first column of right side showed variables. The second column revealed t. The third column demonstrated the sig. Also, the variables showed with the white color, are the accepted variables in the research. As you observe, all variables received the sig lower than 0.05, so it can be claim that each variable included a meaningful difference by 6. According to the column t and its mark, the man of these variables was more than 6. The fourth column was belonging to the man difference of each variable by 5. The two last columns showed the minimum and maximum confidence 95%. For mean of each variable, As the maximum and minimum level was positive for all variables, so the meaning of variables was more than 6. Moreover it can say that the "higher managers, cooperation in the process of strategic planning".

"Emerging and keeping the group cooperation", the higher managers' awareness of knowledge and significance of "strategic planning", "responsibility", and "the organizational culture", "change management", "the environmental and correct evaluation" in the process of strategic planning were effective in the strategic planning. But, variables highlighted in blue

were the refused variables, which didn't approve through the research process. As you observe the sig for the employees' acceptance and organizational structure was more than 0.05, but they were negative, so the meaning was lower than 6. Also, according to the maximum and minimum level of such variables which were negative, the mean of these variables was lower than 6. So it can find that they were refuse. For data bases, the sig was lower than 0.05, but it was negative, so the mean was lower than 6. As the maximum and minimum were negative, so the meaning of this variable was lower than 6. Therefore, "employees, acceptance", "organizational structure", and "data bases and information systems of management" couldn't impose effects on the success of strategic planning. So the results of hypotheses analyses presented in following.

7- Freidman test :

According to the gained results of t – test, the researchers used Freidman test to make precedence and determine which on dependent variable was in precedence more than others in success of strategic planning.

Table3. The Result of Hypotheses

Refuse or Accept	Hypotheses
Accepted	Higher Manager's Cooperation
Accepted	Keeping Team Cooperation
Accepted	Higher Managers awareness
Refused	Employees" acceptances
Accepted	Organizational Responsibility
Refused	Organizational Structure
Accepted	Organizational Culture
Accepted	Change Management
Refused	Data base and Information System of Management
Accepted	Environment Correct Evaluation

Table4. The Result of Friedman Test

Mean Rank	Variable
1.527	Higher Manager's Cooperation
1.540	Keeping Team Cooperation
1.600	Higher Managers awareness
1.510	Organizational Responsibility
1.542	Organizational Culture
1.500	Change Management
1.572	Environment Correct Evaluation

The above table as a descriptive one showed the mean of grades of each variable. When then mean is more, so the significance is more, too. In the present study, so the higher managers' awareness of knowledge and significance of strategic planning was more than in the process of strategic planning, then, in turn, "the environmental and correct evaluation", the second level, the "organizational culture" was in the third, "emerging and keeping the group cooperation was" in fourth, "motivate the higher managers' cooperation" in fifth, the responsibility in the process of strategic planning" in sixth, and "the change management" was in the seventh grade.

The following table showed the number of data each variable, and the χ^2 and sig were low. As the sig was lower than 0.05, so the possibility of equal precedence refused.

Table 5. Test Statistics

120	N
90.67	Chi-Square
0.00	Sig.

8- Conclusion:

In the present research, the relationship of the key factors on strategic planning in the university successful was studied.

Comparison results with the existing studies showed that the achieved results included common factors with the previous studies. Some factors such as higher managers' awareness of knowledge and significance of strategic planning, correct evaluation of environment, organizational culture, emerging and keeping group cooperation, motivation of managers' cooperation were evaluated. Three factors of previous research including employees' acceptance, organizational structure, and data bases and information system of management refused at the end of research according to the achieved results. The results showed in the case of employees' acceptance, lack of correct training in the process of strategic planning, lack of serious cooperation among employees in the process, lack of having meeting between the project team and employees', and lack of explanations for duties among employees in failure of employee's acceptance were effective. In the case of organization structure, lack of work classification among project members, methods used to get the goal, lack of control on the organization by organizational responsibility to employees were effective in the failure of organizational structure.

The refuse of the significance of data bases and management information system were caused due to some factors such as lack of availability to the update data bases, refuse of databases and information systems importance, and un-compatible strategies with the information system.

In order to use the results, can make a question of the sum of mentioned variables which had effective role in the success of strategic planning, and its questionnaire distribute. Among managers to measure the indents and factors of success in strategic planning. After

that, the readiness of taking part to make success in strategic planning measure, and recognize the strength and weakness.

Also, holding some justifier sessions for managers to recognize the significance and strategies to have programs can be a help. Such meeting leads to increase the managers' awareness and guarantee the higher managers' responsibility. This needs to allocate the enough organizational sources and eliminate the limitation. Having constant meetings among higher managers and the manager of project, the strategic programming to determine the solutions and establishing committees consists of great experts indifferent parts of organization to attend in the project, cause to make facilities to perform strategic planning, and lack of resistance against changes resulted by strategic planning and general disability of strategic planning consider as the more concern subjects in different parts of organization. More ever, such committees consists of main managers cause to highlight their attend in the project of strategic programming, and providing opportunities to give trainings t related members in the case of operations and internal processes leads to integrate the project team of strategic planning.

In addition, the constant supervising role of higher managers as main members causes to get the goals and eliminate the possible difference.

The communiqué of the strategic planning by the higher person in the organization to all managers leads to make responsibilities and allocating the organizational and economic sources the progress will be facilitate. Also, having the justifier meetings for employees which are to recognize the significance, and techniques in the strategic planning, leads to make resistance to perform the strategic planning.

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