

Strategies Formulation for Physical Education in Scientific and Applied University, Iran

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Abstract

The use of strategic planning strategies is one of the most important measures to carry out the mission of sports and effectiveness of its activities in University of Applied Sciences. The present study formulated strategies for physical education in the scientific and applied university in Iran in 2015. It was descriptive and applied study carried as a field study.

Keywords: Strategies formulation, Physical Education, Scientific and applied university, Iran

Introduction

To survive and grow in today's changing, competitive, and unstable environment, the organizations should inevitably accept the strategic management process and central strategies (3, 9, and 11).

If the objectives of an organization are not determined, the organization will not know where to go. If the goals will be determined but the program will not be provided, the organization will not know how to achieve the objectives. Therefore, if a system wants to be successful, it should have objectives and determine how and when to achieve them. According to the program, it will move toward objectives and monitor its actions to identify possible deviations and modify them (14).

In today's world, the changes, developments, and competitions in various fields are remarkable. The organizational systems should use futuristic and environment-oriented programming to be successful. In addition to identifying environmental factors, this program determines their long-term impact on organization and their interaction with organization. This is, in fact, strategic planning which investigates the internal (strengths and weaknesses) and external (opportunities and threats) environments. Considering the organization's vision and mission, it sets long-term goals for organization. To achieve these goals, it chooses the strategies which allocate organization's limited (financial, human, facilities)

resources to one of prioritized activities. Therefore, the best results and highest efficiency will be achieved without wasting time and resources (13, 7).

The use of strategic planning strategies is one of the most important measures to carry out the mission of sports and effectiveness of its activities in University of Applied Sciences. The strategic planning helps this organization to maintain its internal state in changing environment. Bryson (1998) believes that strategic planning helps organizations to predict environmental changes and respond effectively to them. Regarding the development report of institutions and bodies which use strategic planning, University of Applied Sciences is not an exempt. To make progress in every field, it requires a strategic planning, especially in sport field. This will be addressed in present study (6).

The collegiate athletic has also identified the need for a program to determine short-term and long-term goals for improvement in this area. Also, some measures have been taken to avoid wasting limited resources. Many academic studies have been conducted in this area; some of them will be mentioned in the following.

Hamidi et al (2010) stated that Iran' collegiate athletics strategies include establishment of a national non-governmental body for intercollegiate athletics, establishment of provincial body, strengthening international relations and taking seats, strengthening public relations, structural changes, recruitment of specialists, structural promotion of sports in universities, and interaction with physical education faculties without overlapping of functions (8).

It is obvious that the strategic planning plays an important role in development of sports. The University of Applied Sciences is one of the active centers in collegiate athletic, plays a significant role in training heroes and athletes, and should continue its successes. However, this study aims to develop a strategic program for collegiate athletics in University of Applied Sciences.

Given the importance of strategic planning in development of different areas including sports, it seems necessary to pay attention to it, specifically in collegiate athletics. This will prevent from bias in sport. The collegiate athletics should be developed for sports development in countries and implementation of macro sports programs. In this regard, University of Applied Sciences also requires strategic plan to direct short-term and long-term sports objectives, encourage more students to participate in recreational classes and upcoming tournaments, and does not fall behind other similar universities and institutions including public universities and Islamic Azad Universities.

Methodology:

This was applied descriptive strategic case study. The population consisted of managers and experts in department of physical education in University of Applied Sciences, managers and experts in selected faculties of Universities of Applied Sciences, and faculty members of physical education who were aware of activities of Department of Physical Education in University of Applied Sciences (N=60). Given the limited size of population, all of them were considered as sample. However, an open-ended questionnaire was used to determine strengths, weaknesses, opportunities, and threats of Sports Department in University of Applied Sciences. The questionnaire were distributed among the sample. After collecting them, the internal and external factors were extracted with the help of supervisor and advisor professors. The descriptive statistics was used to determine strengths, weaknesses, opportunities, threats, strategic position, and desirable position.

Findings:

According to findings of quantitative strategic planning matrix, the maximum score (5.82) is for strategy SO1 (Capacity identification and capacity building according to opportunities in ministries, organizations, and federations). Therefore, this strategy is the first priority.

Second strategy: Strategy WT2 with score 5.51 (Program-orientation and formulation of National Collegiate Athletic document).

Third strategy: Strategy SO2 with score 5.18 (Contribute to development of national training centers and sport organizations programs).

Fourth strategy: Strategy WO1 with score 5.11 (Diversification of funding and revenue sources).

Fifth Strategy: Strategy WO2 with score 5.10 (Setting up volunteer movement in Physical Education and Sports of Universities).

Sixth Strategy: Strategy ST1 with score 5.02 (Focus on inter organization approach in sporting events of universities).

Seventh Strategy: Strategy WT1 with score 4.99 (Consolidation and strengthening physical education administrative structure in universities and centers).

Eighth Strategy: Strategy WO3 with score 4.92 (Standardization of activities and events, and formulating coordinating guidelines and frameworks).

Strengths of Physical Education Department in University of Applied Sciences:

Totally, six strengths were determined for physical education in Applied Science University including expert and experienced professors in some academic centers, large number of centers and students in university, increased hours of physical education in general courses in university, presence of different sports heroes in centers of University of Applied Sciences, development of physical education courses in university, participation of University of Applied Sciences as an independent area in regional tournaments of Ministry of Science, Research, and Technology, and being a member of National Collegiate Athletic Association.

Making decisions about collegiate athletics strategies in University of Applied Science:

At this stage, the Quantitative Strategic Planning Matrix (QSPM) was used to identify the best strategies and possible strategies. It determined the relative attractiveness of strategies from the perspective of participants. The prioritization and action plans of strategies which are determined by QSPM are given below.

1. Action plans of first strategy (Capacity identification and capacity building according to opportunities in ministries, organizations, and federations)
 - a) A memorandum of cooperation understanding and attracting the support of organizations which have established Universities of Applied Sciences to achieve organization's mission and meet the needs of university.
 - b) Benefiting from 0.01 budget of organizations to develop sports facilities and events for students in universities.
 - c) Benefiting from committed work force of organizations to move toward mission of collegiate athletics of university.
 - d) Using sports spaces and facilities of organizations to promote internal activities of University of Applied Science.

2. Action plans of second strategy (Program-orientation and formulation of National Collegiate Athletic document)
 - a) Formulation of strategic plan for physical education of university using performance management models.
 - b) Creating a system for performance management and evaluation of sports activities in centers.
 - c) Specifying the responsibilities of centers considering the vision and objectives of physical education program in university.
 - d) Determining the top centers of physical education in Universities of Applied Science according to vision and objectives of physical education.
3. Action plans of third strategy (Contribute to development of national training centers and sport organizations programs)
 - a) Facilitating and assisting in licensing educational institutions in federations and sport clubs in Iran.
 - b) Setting up specialized modular and short-term courses and giving degrees of particular sport organizations.
 - c) Identifying specialized needs of sports organizations and help to approve applied sports programs.
4. Action plans of fourth strategy (Diversification of funding and revenue sources)
 - a) Using centers teams' attendance rights in developing sports events in university.
 - b) Using 0.01 budget of sports organizations to develop sports facilities and activities of students through National Collegiate Athletics Federation (referred to Article 53 of Government comments)
 - c) Increasing the share of physical education from credits and budget of university.
 - d) Clarifying the physical education tuition of students in university.
 - e) Developing students' participation in financing additional sports services.
5. Action plans of fifth strategy (Setting up volunteer movement in Physical Education and Sports of Universities)
 - a) Building management system to attract and upgrade volunteers relying on students interested in collegiate athletics.
 - b) Formation and activation of specialized sports associations in various sports fields.
 - c) Benefiting from capabilities and expertise of professors in Ngo sports organizations to promote sports affairs.
6. Action plans of sixth strategy (Focus on inter organization approach in sporting events of universities)
 - a) Center-orientation and student-orientation in sports programs and activities of university.
 - b) Setting up Sports Olympiad in centers of University of Applied Sciences.
 - c) Formation of sports clubs within centers to provide special training to talented students of each sport.
 - d) Strengthening and enhancing the quality of general 1 and 2 physical education units.
7. Action plans of seventh strategy (Consolidation and strengthening physical education administrative structure in universities and centers)

- a) Strengthening the structure and employing expert work force in physical education of University of Applied Sciences.
 - b) Consolidation of physical education in centers of University of Applied Sciences.
 - c) Clarifying job descriptions and developing the conditions for each of the physical education posts.
 - d) Determining exactly the job description of sports volunteers in Collegiate Athletic organizations.
 - e) Creating a system for improvement and empowerment of human resources in foundations of physical education in University of Applied Sciences.
8. Action plans of eighth strategy (Standardization of activities and events, and formulating coordinating guidelines and frameworks)
- a) Providing an appropriate and codified framework for holding sporting events across the country.
 - b) Developing and distributing standard norms for units 1 and 2 of University of Applied Science.

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