



Journal of New Studies in Sport Management

Journal homepage: <https://jnssm.uk.ac.ir/>

Vol 2 Issue 2/ April 2021/167-178



Online ISSN: 2717-4069

Development of Strategic Themes of the Faculty of Sports Sciences

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Doi: 10.22103/jnssm.2021.16814.1015

ABSTRACT

ARTICLE INFO

Article history:

Received: November 2020

Accept: March 2021

Online publish: April 2021

Keywords:

College

Planning

Progress

Strategy

Sports Science

The purpose of the research was to develop the strategic themes for sports sciences faculty of Isfahan Islamic Azad University. A mixed approach was used to collect and analyze data. The research tool consisted of an open questionnaire, interviews and strategic council meetings. Theoretical and snowball sampling methods were used to reach the theoretical saturation. For analyzing the collected data, a quantitative section of the strategic position and action assessment matrix and quantitative strategic planning matrix were used and in the qualitative section, a logical inductive method was used. The findings of the research showed that the faculty has four main objectives: maintaining the status quo in the pursuit of missions in accordance with the university's macro policies, developing and expanding processes and services in line with the capacities and needs of the sports community, making a better contribution to the goals and policies of the university and the college's strategic impact on provincial sports, while the college strategy approach was based on an aggressive position based on the status assessment matrix and strategic action. Hence, the brand's excellence in the college was chosen as one of the market leaders as a priority strategy in maintaining the status quo in the competitive market. Managers can use the presently-developed plan to highlight sports goals and provide conditions for achieving the intended outlook.

Introduction

One of the most important aspects of sports context is sport education; in other words, the process of sports development begins with sport education (Shahvli Koohshouri et al., 2020). Educational institutions promote healthy habits by organizing various activities, including extracurricular sports programs (Martinez et al., 2020). Many basic educational goals are hidden in sports and games, and through games and sports in the form of direct and indirect education, basic educational goals can be

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achieved in physical, intellectual, social, emotional and moral dimensions (Naseh et al., 2018). Motor and sports education in Colleges and universities can lead to the productive growth of children, adolescents and young people (Palma and August, 2020,). Movement activities in various fields and in the form of organized sports activities in educational centers, all over the world, are carried out with special programs and special attention of governments (Jurak, 2020,). In the meantime, organizations are heavily influenced by the accelerated changes. To this end, organizations need to examine processes and methods to play a meaningful role in the environment and organize the operational processes in order to achieve missions and desires (Miles & Van Clieaf, 2017). Since no economic and service organization operates in a vacuum, everyone is in the same environment as a dynamic and organic system that interacts with other components of the environment and interacts with each other. Today, responsive organizations interact with the external environment and successfully manage the organization effectively for its ultimate goals and objectives (Nazari, Ehsani, Hamidi, & Salari, 2014,). Right now, with huge changes in various fields, the environment is confronted with a lot of turbulence, and competition has grown a lot, and organizational systems for success need to use a kind of planning that is prudent and environmentally-oriented (Victor & Agamuthu, 2014).

Also, with increasing interest in work, team spirit is enhanced to meet the goals of work and ultimately leads to the adoption of values and norms by the staff and as a result (Salimi, 2020). It should be noted that strategic planning is a process by which organizations analyze and recognize their internal and external environment, in addition to establishing their strategic direction and creating strategies (Nazari & PourAbedi, 2013). In this regard, strategic thinking is the concept of the individual's mental and executive readiness to adapt to the prevailing conditions and timeliness for environmental changes. Strategic thinking is not a prediction of the future, but the timely recognition of the characteristics of the field of competition and seeing opportunities that competitors are unaware of (Shapira, Ketchie, & Nehe, 2017). In this regard, high creativity and self-control, along with low control, increase the tension in the organization and, as a result, the effectiveness of strategic planning (Elbanna, 2016). The thinkers of the field of management have considered strategic management as a critical and critical factor for organizations to create sustainable value and competitive advantage in today's complex environment (Lloréns Montes et al., 2004). Hence, the analysis of the internal and external environments of the organization and the continuous interpretation of the information received from the environment will have a significant impact on future managers' decisions for the success of the organization (Rouach & Santi, 2001). The dynamics and extreme environmental changes of the present era have revealed the need for planning to deal with these changes. An overview of the fate of organizations in recent years has shown that in the field of development and development, successful organizations have been able to understand the environment and its evolution, develop effective strategies based on their mission and provide a suitable platform for providing them with implementation (Nazari, Yaghmaei, & Sohrabi, 2017). Researchers of environmental change have forced organizations to look for best practices and designs in order to adapt to the environment (Allen, et al., 2013).

Many scholars studied the importance of strategic planning from a variety of perspectives, are agree on the correlation between strategic planning and the organization's desirable performance (Harris & Ogbonna, 2006). With such a thinking, some sports organizations have developed their own organizational strategy to succeed in their mission. Today, it is clear that the structure of organizations is so complex that they cannot survive without any precise planning, and sports organizations are no exception to this category. Therefore, any system that wants success should have clear goals and determine the way and time to achieve those goals (Gohar Rostami, Kozechyan, Amiri, & Honary, 2013). This type of planning is strategic planning which is conducted by identifying the strengths and weaknesses of the internal environment and the opportunities and threats in the environment. Strategic challenges potentially brought to managers (O'Boyle, 2015). Hence, considering the elasticity of the environment is of particular importance due to the complexities of the future environment (Ramírez & Selsky, 2016).

The changing political, economic, social and technological conditions may strongly affect the

position of the universities and affect the strategic planning activities of higher education. Today, continuous institutional and technical changes in universities, and their strong links with the external environment, require these types of institutions to respond to environmental demands and carry out strategic actions (Khastar, Batmani, & Omidlan, 2015). University is a dynamic and complex organization that is the field of information production. At the current time, the pace of information change is fast and, as a result, universities are rapidly changing. This means that higher education needs its own strategic planning, because current universities cannot sit just waiting for the future. In the present era, universities are looking for order in the uncertainty and uncertainty of their organization. What can help the university in this way is having a strategic plan, vision and vision (Munck & McConnell, 2009). Also Besides, competency studies can take place at different levels of management and in separate parts of the organization (Hamze & Keshkar, 2020)

Sport and physical education development is an important part of economic and social development in any society and the presentation of strategic plans in different parts of it is very important. Achievements and outcomes of sport development are circular and lead to economic prosperity and social prosperity, on the basis of the fact that the continuous triumph of nations in the field of sports is a major issue. Hence, the role of the sports science colleges, which are responsible for educating the current and future generations of people involved in the field of sport as experts in the field, have a disproportionate role. Faculty of sports sciences, Islamic Azad University, Isfahan (Khorasgan) branch, are 800 undergraduate students in physical education, 200 postgraduate and Ph.D students in sports management, sports physiology, motor behavior and sports psychology, sports pathology, and Relatively suitable hardware facilities for the field of physical education and sports sciences. The literature review in the field of strategic management and sport sciences colleges revealed that there is no comprehensive research on the identification and analysis of these factors in Iran. Comprehensive research with a qualitative approach for identifying and exploring the factors will ultimately leads to the development and survival of colleges in today's competitive environment. Therefore, the main objective of this research is to identify strategic themes for developing the College of Sport Sciences in Isfahan Islamic Azad University based on the opinion of experts in strategic and sport management. To fulfill the research objective, the main question in this study is: what are the strategic themes for developing the College of Sport Sciences in Isfahan Islamic Azad University?

Method

The purpose of this study was to use a descriptive-analytical research method in order to collect data. In both quantitative and qualitative phases, the study was conducted to examine the documents, the opinion polls of the audience and the elites, interviewing and holding the meetings of the Strategic Council. Then, the data was provided to the managers and faculty members and they explained the conditions of the development of the faculty in different points of hardware, software and human resources based on intuitive judgments. In qualitative section, logical inductive method was used for conceptualizing data analysis. The process of data analysis was as follows: implementation and editing of interviews, coding of comments, classification of opinions in the same conceptual groups, interpretation of the concepts derived from the research, the combination of concepts and, finally, the conclusion of intuitive judgments. Then the researchers extracted the matrix of strengths, weaknesses, opportunities and threats of the faculty of sport sciences of Islamic Azad University of Isfahan by comparing different indices with the existing standards of the country and summing up the opinion of managers and experts. The statistical population was the field of sports and educational management. Sampling was done using two theoretical sampling methods and snowball to reach the theoretical saturation (30 participants). A combination of qualitative and quantitative methods was used to collect and analyze data. The research tool was an open questionnaire, interviews as well as strategic council meetings were used to collect the required data. The required data was collected through interviewing methodology, surveys and strategic board meetings through the use of checklist designed by the experts. To confirm the face and content validity we used the experts' comments in sport management. For analyzing the required data, in quantitative phase, Strategic Position and

Action Assessment Matrix (SPACE) was applied, and in qualitative phase, Quantitative Strategic Planning Matrix (QSPM) was conducted based on a logical inductive approach.

Findings

For formulation of mission, vision, core values and long-term goals, meetings were held with experts. The results and findings of the research are as follows: Mission: Production and development of qualitative and quantitative knowledge and skills in the field of sport were considered as the mission of the Faculty of Sport Sciences of Isfahan Islamic Azad University. The core values: the spread of Iranian-Islamic culture in the field of production, preservation and sharing of the science of sports science, strengthening the spirit of accountability and responding to needs, deep faith beliefs and honesty, observance of professional ethics. Grand Policy: A collaborative and constructive engagement with other organizations and institutions in order to develop and enhance the status of the faculty from the standpoint of hardware, software and human resource. Perspective: to be ranked as the highest in the ranking of sports college of the Azad Universities Country in 1400 in terms of hardware, software and human resources infrastructure. Objectives: There are four major objectives: maintaining the current status of the campus in accordance with the University's macro policies, developing and expanding processes and services in line with the faculty's capacities and the need for a sports community, making the College better at the goals and Major University Policies and College's Strategic Impact in Sport. In the sense that at the end of a five-year cut, the strategic plan will be implemented if these goals are met.

Table 1. List of Strengths and Weaknesses of the Faculty of Sport Sciences

weaknesses	Strengths
low number of faculty members relative to the student (in the pathologies of pathology, management, and biomechanics)	The presence of leading executives at the faculty is scientifically and executive
Not having a scientific research journal approved by the Ministry of Science	Convergence and intimacy among faculty members and personnel
Student scientific associations are not active at the college	The outstanding quality of faculty members in terms of education and research
Unavailability of special educational groups at the faculty	Low number of faculty members in terms of ambiguity of the future (financial approach)
Not having hardware infrastructure appropriate to the number of faculty members and academic staff	The high number of students at different levels (in terms of tuition fees)
The small office structure of the faculty is relative to the number of students and tendencies	In the possession of a relatively proportionate infrastructure in terms of quantity
The lack of financial authority is proportional to the needs of the faculty in proportion to the income that the college has for the university	Having a well-equipped laboratory in accordance with different trends
Poor communication with prominent faculty in and out of the country	The prominence of the college brand among other university colleges and sports academies
Not commercial research achievements at college	Organizing qualitative and regular classrooms and training 1 and 2 for students
Do not launch virtual college courses	

According to the results of Table 1, after analyzing the internal environment in the mission areas including the headquarters and faculty departments of the Isfahan Islamic Azad University, a total of 9 strength points and 10 weaknesses were considered for the faculty.

Table 2. Opportunities and Threats of the Faculty of Sport Sciences

Threats	Opportunities
The active participation of educational groups and sport science colleges in the province	The presence of professors in the trends in the province
Absence of student admission commensurate with the infrastructure of the faculty	Positive attitude of university administrators toward college
Focused decision making on micro and macro issues at colleges at the university	The general interest of the people of the society to the sport and education of children at different levels of education
Low job opportunities for college graduates in sports science	Sporting country and province's need for knowledge of sports science professionals
Non-fitting educational curricula with the educational needs of the community and the labor market	The highlight of the brand of Isfahan Islamic Azad University
The high cost of physical education is comparable to the courses of the same level	Media interest in sports and sports science Isfahan Islamic Azad University
Extending the mentality of over-graduate students	Industrial Isfahan Province
Not systematic allocation of funds to colleges	Positive Attitude and Collaboration with the Department of Sports Affairs of the University with the College
The low tuition fee for free professors	The interest of graduate graduates to work with college

According to the results of Table 2, after analyzing the external environment of the Faculty of Sport Sciences of Islamic Azad University of Isfahan, and taking into account the economic, cultural, social, political, and ... factors in the activities of the faculty, finally 10 opportunities and nine were threatened.

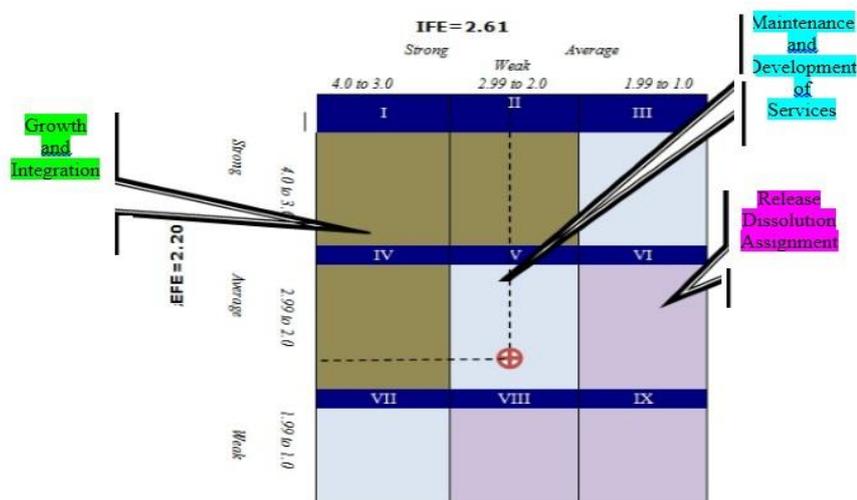


Figure 2. Internal and External Factor Assessment (IE) Matrix

Based on Figure (2), one of the important matrices that helps managers to properly match the processes and activities of the organization according to existing conditions in organizations is the internal and external matrix (IE). This matrix is derived from the summing up of two internal environment assessment matrices (IFE) and the external environment assessment (EFE). According to the effective rating and weight, the strengths and weaknesses of the Faculty of the environment were 2.61. The rank and weight of the effective factors on the opportunities and threats of the faculty were extracted. Finally, the matrix of the external environment assessment matrix was extracted 20/2. Therefore, the position of the internal and external matrix of the Isfahan Islamic Azad University, Isfahan University of Sport Sciences, was in the context of the maintenance and development of

services, meaning that this part should be the type and influence of its sports services in the internal and external environment in accordance with its development missions to give.

Table 3. Competitive Advantages of the Faculty of Sport Sciences

Variable	Title Factors	Average	Score
Competitive Advantage	The presence of leading executives at the faculty is scientifically and executive	-2	2.6-
	Convergence and intimacy among faculty members and personnel	-2	
	The outstanding quality of faculty members in terms of education and research	-3	
	Physical independence of the faculty	-4	
	Having a well-equipped laboratory in accordance with different trends	-2	
	The prominence of the college brand among other university colleges and sports academies	-3	

The findings in Table (3) determine the rating of each of the competitive advantage strategies that are considered as internal factors of the organization. Thus, given the importance of each strategy, we add a negative rating from (-1) to (6), which means that the sum of points in this section will influence the determination of the type of strategy of future events.

Table 4. Environmental Stability of the Faculty of Sport Sciences

Variable	Title Factors	Average	Score
Stability Peripheral	The presence of outstanding professors in the trends required by the university in the province	-1	-2
	Sporting country and province's need for knowledge of sports science professionals	-3	
	Be the center of the province Islamic Azad University of Isfahan	-2	

The findings in Table (4) determine the rating of each of the environmental sustainability strategies that are considered as external factors of the organization. Thus, given the importance of each strategy, the negative rating of (-1) to (6) is included, and the sum of points in this section is affected by determining the type of strategy of future events.

Table 5. Service Power of Faculty of Sport Sciences

Variable	Title Factors	Average	Score
Power of service	Positive attitude of university administrators toward college	5	3
	The general interest of the people of the society to the sport and education of children at different levels of education	3	
	Special attention of the top religious and political leaders of the country to sport and sports science	2	
	The interest of graduate graduates to work with college	5	
	The highlight of the brand of Isfahan Islamic Azad University	3	
	Media interest in sports and sports science	1	
	The interest of prominent professors in various trends to work with college	2	

The findings in Table (5) outline the strengths of each of the strategies for the strength of industry and services, which are considered as external factors of the organization. So, given the importance of each strategy, we list points from 1 to 6, where the sum of points in this section will be affected by determining the type of strategy in the next items.

Table 6. Financial Power of Faculty of Sport Sciences

Variable	Title Factors	Average	Score
Power Financial	Low number of faculty members in terms of ambiguity of the future (financial approach)	5	
	The high number of students at different levels (in terms of tuition fees)	5	
	Not commercial research achievements at college	2	
	The high cost of physical education is comparable to the courses of the same level	1	
	The low tuition fee for free professors	1	

The findings in Table (6) determine the rating of each of the financial strengths of the organization that are considered as internal factors. So, given the importance of each strategy, we list points from 1 to 6, which also affects the sum of points in this section to determine the type of strategy of future events.

Axis X = Power Industry + Competitive Advantage

Axis x = (2.6 -) + (3) = (0.4)

Y axis = environmental stability + financial strength

The axis Y = (2.8) + (2 -) = (0.8)

Sum of axes X and Y

The findings in Figure 3 show the rankings obtained from industry power strategies, competitive advantage, financial strength, and environmental stability for determining the sum of strategies. Then, the values of X and Y are specified, and ultimately, the status and strategic assessment matrix It is transmitted to determine the type of strategy.

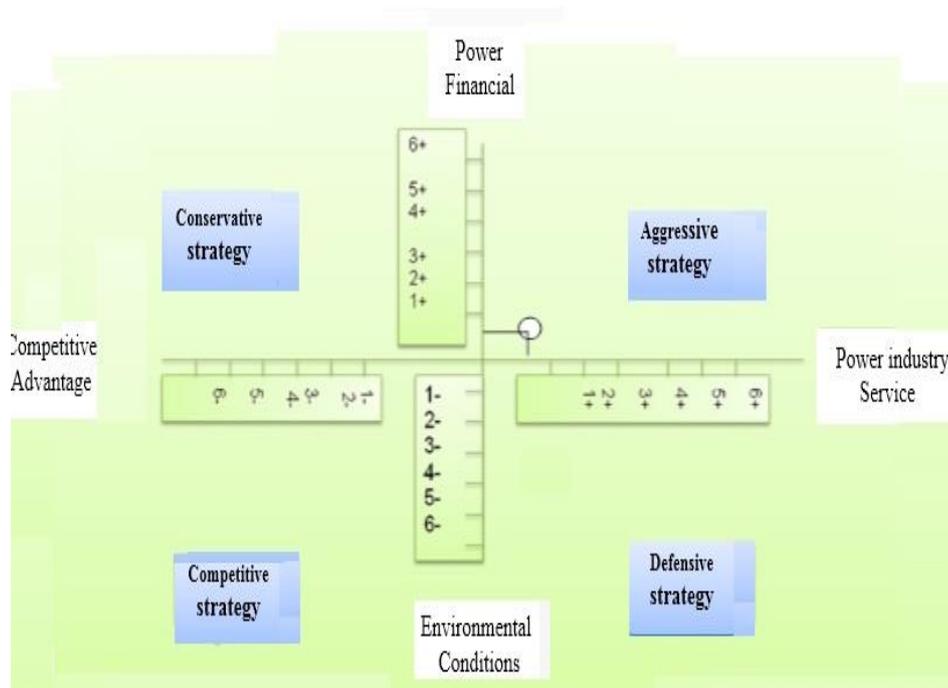


Figure 3. Assessment of the Position of Strategies

Based on the ranking of internal and external factors strategies, the sustainable development of the Isfahan Islamic Azad University of sport sciences shows selected strategy in the position of aggressive strategy (end-to-end aggressive goal). This shows that the college strategies are aggressive on the basis of the high competitive competencies that exist at the faculty, due to the great opportunities and hardcore threats that existed in the external environment and due to some weaknesses in the internal environment in strategic approaches The College of Strategic Hess is also a competitive, conservative and defensive strategy.

Table 7. Strategic Goals Tailored to the Goal of the Faculty

Macro goals	Strategic goals	
Preserving the status quo smoothly in college missions in line with major university policies	1	Promote interaction with university executives to reflect the challenges that affect college performance
	2	Maximum Members' Equilibrium in Reporting and Analyzing the
	3	Performance of the College Faculty to the Relevant Authorities
	4	Advocacy of directors and faculty members in attracting the maximum professors and facilitating the presence of instructors according to needs.
	5	An ongoing evaluation of the college's performance in order to analyze the challenges inside and outside the faculty .Mostly, in order to interact with the university's top executives, to facilitate the provision and provision of increased teachers' teaching privilege
	6	Increase the level of engagement with the university sports managers to understand common interests
Development and excellence of processes and services in accordance with the faculties' capacities and the need for a sports community	1	The purposeful interaction of the faculty with the media in the winning space and the emphasis on common goals
	2	Targeting actions to launch scientific research papers at the faculty in the mainstream
	3	Targeted activation of student academic associations in the mainstream of physical education
	4	Establishing specialized faculty Colleges with the support of professors of the province in the required trends
	5	Increase the number of faculty members in the required trends
	6	The development of optimal communication with national and international university sports colleges
	7	Improvement of the quality of the hardware infrastructure of the faculty according to the needs of the administrative, educational and research departments
The better the college faculty role in university goals and policies	1	Improve the efficiency of the college lab with an income-generating approach
	2	Increasing the productivity of existing college resources in line with the university's contraction policies
	3	Increasing the level of specialized administrative, educational and research resources appropriate to the actual and potential capacities of the faculty
	4	Emphasis on optimal interaction with top managers of the university to prepare for the establishment of the Institute of Science and Sports in order to generate income.
	5	Increasing hardware and software infrastructure for virtual courses in college
College's strategic impact on sport	1	Increase strategic interactions with the sports community in line with the faculty's capacities
	2	Increasing the level of qualitative and quantitative research of the faculty in different trends appropriate to the province's sports community
	3	Optimization of educational topics in different trends tailored to the needs of the sports community
	4	Design and development of applied training courses tailored to the needs of society and sport

Based on the findings of Table 7, the strategic objectives of each of the major goals are commensurate with the strategic approach of the faculty. In this way, as well as the College's roadmap, it is facilitated to focus on prioritized strategies for each specific goal and focus on each of these strategic goals.

Table 8. Ultimate Strategic Upgrading Based on QSPM Matrix

priority	Score	Title of strategy
First	3.20	The brand's excellence at the college is to maintain the status quo in the competitive market as one of the market leaders
Second	3.13	To systematize the conditions of using the science of sports sciences to use the lab in order to earn money
Third	2.70	Faculty managers' advice on maximizing the Attendance of Faculty Members and Facilitating the Presence of Instructors According to Needs
Fourth	2.51	Efforts in the path of conditions and attracting the support of leading professors of the province to launch a scientific research journal in college
Fifth	2.50	Emphasizing the activities of the company in line with the contraction policies of the university

According to Table 8, strategies of the faculty of sport sciences of Islamic Azad University of Isfahan were extracted. Finally, the priorities of the strategies are presented. The methods described for combining internal and external factors are generating multiple strategy options. At this stage, among these options, they should be chosen as the most appropriate and chosen as the strategy of the organization. A QSPM is designed for this purpose. A Quantitative Strategy Planning Table or QSPM is an analytical technique for identifying a more desirable strategy. The basis for identifying the desirability of the strategy is its response to important internal and external factors. Accordingly, for each of the four strategies (ST, WT, SO, WO), the effective weight and weight are considered to pave the way for achieving the goals. Finally, the score of each of these strategies is calculated and the strategies are based on the score the results are arranged and prioritized. According to the results of Table (4), the prioritization of the Olympiad strategies is specified from the first to tenth strategy. Regarding the results obtained, the managers and experts of the province's sport, with regard to the adoption of the strategies mentioned, can indicate the objectives of the faculty and provide the conditions for the realization of the considered perspective.

Discussion and Conclusion

Competition in various sectors, including sports, is increasing. Since sports science colleges, such as manufacturing, commercial, and sports organizations provide consumers with similar services and products, they compete for customer acquisition and customer maintenance. The managers of sport colleges should use their strategic intelligence to achieve this goal, and by employing market orientation and entrepreneurship, they should compete with other colleges and meet the needs and desires of their customers. Accordingly, managers of the sports academies should use the strategic intelligence approach as part of their job and use it as the key to decision making. What's certain is that in the third millennium, sports organizations like most organizations and institutions of other areas have become a strategy-oriented organization for survival and sustainability in global competition, so that many sports organizations of different countries, based on their mission strategy, and achieved great success with its implementation.

With such an idea, these organizations, in addition to having a strategic plan and a clear vision, are also looking for successful presence in national and international arenas, and they hope to achieve these goals with minimum energy and resources by implementing these strategies. Considering the fact that the goals and objectives of the organization must first be determined in order to formulate the strategic plan, therefore, based on the findings, the goals of the faculty of sport science of Islamic Azad University of Isfahan, with regard to the prospects considered, include the goals of keeping the existing situation intact The missions of the faculty in accordance with the university's macro policies,

the development and excellence of processes and services that are appropriate to the faculties' capacities and the need for a sports community, the better the role of the faculty in the goals and policies of the university and the strategic impact of the faculty in the province's sport in the form of well-designed perspectives Interpreting and Editing Long-term and strategic objectives, measures, quantitative targets, annual goals and executive actions are designed to provide the ground for the correct implementation of the developed strategies.

The most important strategic goals that the college can facilitate in this way, as well as the college's roadmap, to focus on the prioritized strategies of each of the specific goals and focusing on each of these strategic goals, the conditions for realizing the goals of the faculty are facilitated. The main strategic goals of the college of sport sciences include: improving the level of interaction with the university's top managers in order to reflect the challenges affecting the functioning of the faculty, maximizing the alignment of members in reporting and analyzing the performance of the existing situation to the competent authorities, advising the managers and members on the maximum attraction of the professors And facilitating the presence of instructors according to needs, evaluating the continuous performance of the faculty to analyze and outline the challenges within and outside the faculty, further interact with the university's top managers to facilitate the provision and provision of teachers' lexis, increase the level of engagement with the university sports managers to understand common interests, target group interaction with media outlets in the wider range of spaces, and emphasize shared goals. , Targeted measures to launch scientific research papers at the faculty, the activation of student scholar associations in the mainstream of physical education, establishment of specialized faculty education programs supported by the professors of the province in the required trends, increasing the number of faculty members In the trends required, the development of communication Optimal with the college of sport science universities at national and international level, Improvement of the quality of the hardware infrastructure of the faculty in accordance with the needs of the administrative, educational and research departments, improve the efficiency of the faculty laboratory with the income-generating approach, increase the level of resource efficiency of the faculty in line with the contraction policies of the university, increase the level of specialized administrative, educational and research resources With actual and potential capacities of the faculty, the emphasis is on optimal interaction with the university's top executives in order to prepare the establishment of the Institute for Science and Sport in order to generate income, increase the hardware and software infrastructure, set up virtual courses at the faculty, increase strategic interactions with the sports community Text Substation capacity, increase the quality and quantity of research faculty in different orientations to suit the sport community, optimization Curricula in different orientation to suit the needs of sports design and develop a course of practical training tailored to the needs of society and sport.

Based on strategic models, one of the important matrices that helps managers to perfectly match the processes and activities of the organization based on the existing conditions in organizations, is the internal and external matrix. This matrix is derived from the summing up of two internal assessment matrices and an external environmental assessment matrix. Considering the effective rating and weight given to the strengths and weaknesses of the internal environment of the Faculty of Sport Sciences of Islamic Azad University of Isfahan, the internal factor matrix score of 2.61 was obtained, this figure indicates that the internal environment is in an appropriate level It also indicates that the College of Esfahan has great strength in terms of internal factors. It seems that the strategies, processes and activities adopted by experts and managers and implementers of the Olympiad design are appropriate. This requires that, with regard to the potential and capabilities available, with accurate and well-planned planning, we should witness the development and significant progress of this plan with the focus of production and transfer of knowledge; hence, strategic strategies need to be optimized for goals. Experts and experts in order to reach the desired status.

After ranking and effective weighting of the opportunities and threats of the faculty, the score of the external factors matrix was 20/2. This figure indicates that the outside environment is below the average, so this seems to be a threat to the external factors, thus, taking advantage of the opportunities and factors outside and outside of the difficulty faced. In general, internal factor scoring (2.61) and

external factors scoring (20.2) can be deduced that in order to achieve the desired status, it should be improved by utilizing the strengths of the situation. Although sometimes outside the organization there are very good opportunities, the organization cannot exploit these opportunities due to internal weaknesses. In this strategy, we must try to maximize the weaknesses and opportunities. As the definition of the status of the environment inside and outside the matrix is interpreted, the status of the faculty is within the scope of maintenance and development of services. The strategies used in this situation are consistent with the provision of modern services and the upgrading of past services in accordance with the needs of the faculty. It seems that the office should develop the type and influence of its sports services in the perimeter of the environment, consistent with its mission.

Based on the findings, the strategic position of the faculty is found in the strategic position assessment matrix in the context of weak aggressive strategies. It should be noted that the assessment matrix of strategic position and action is derived from financial power, service capacity or industry, environmental stability, and competitive advantages. Finally, based on the current situation, the strategies are adopted from the perspective of aggressive strategies, conservative strategies, strategies Analyzing competitive and defensive strategies and identifying the organization's strategy approach. The outcome of this study suggests that the faculty should maintain its merit in optimizing the activities of the faculty and not endangering itself at great risk.

Most strategies extracted from strategy matrix have an invasive and conservative approach. According to the findings, the prioritization of the strategies of the faculty from the first to fifth strategies has been identified, the most important of which, according to priority, is the emphasis on the development of the faculty, which includes: brand enhancement of the college in maintaining the status quo in the competitive market as one From market leaders, to systematize the use of the science of sports sciences to use the lab in order to earn money, The faculty facilitators' advice on attracting the maximum of teachers and facilitating the presence of instructors in accordance with the needs, the efforts in the path of conditions and attracting the support of prominent professors of the province to launch a scientific research journal in the college and emphasizing on the activities of the profit is proportional to the contraction policies of the university. Therefore, the adoption of such an approach in implementing the strategy at the Faculty of Sport Sciences seems to have led to the institutionalization of strategic thinking among managers in order to improve the efficiency of the faculty. On the other hand, such an approach, which has been felt for a long time, would lead to the production and transfer of knowledge in the field of sport sciences into appropriate positions.

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