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**PRESENTING AN APPROPRIATE MODEL OF STRATEGIC PLANNING IN THE
MANAGEMENT OF CULTURAL ORGANIZATIONS IN IRAN**

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ABSTRACT

Today, the need for of strategic planning in the management of cultural institutions is no secret. The goal of this study is presenting an appropriate model of strategic planning in the management of cultural organizations in Iran. The population of this study was experts in various sectors of the Ministry of Culture and Islamic Guidance. The research methodology in terms of functional purpose was survey research and correlation model finding. To collect data in this study, questionnaire was used. In this study, statistical software SPSS and AMOS software was used for statistical analysis. In addition, the Kolmogorov-Smirnov test, t-test and the exploratory and confirmatory tests were used. The results of t-test show that the current status of components, vision, goals and mission, organizational factors and external factors are not satisfactory. And the results of the Friedman test at the 99% confidence level and significant level (sig = 0.000) show that rating of four examined components are different. Meanwhile first place of components goes to organizational factors, second goes to outlook component and third to goals and mission components and forth goes to external organizational factors component. Eventually final structural model show the four components of the study are important in strategic planning and management of cultural organizations.

Keywords: strategic planning, Organizations and cultural institutions, Ministry of Culture and Islamic Guidance

INTRODUCTION

Due to environmental changes and the development of competitive advantages the process of strategy formulation and its implementation is very important in today's world. The volume of these challenges in the world of culture is far more than other areas this issue arises from the fact that the scope of cultural activities is now rapidly changing. Therefore custodians of culture of society cannot function without considering environmental conditions to provide programs and make decisions. In this approach, one of the most important mission of the cultural sector to create infrastructure and provide a suitable platform using the institutional capacity of the cultural sector for the realization of economic, social and politics and etc. In this context, cultural organizations are challenged more than ever to try and work harder and try to adapt to the environment according to their own cultural values with updated tools. One of the most important tools is strategic planning that if approaches through these planning be used for cultural organizations, these organizations will move toward these values and goals more consciously.

Research goals

Ideal Goals:

- 1) Access to cultural development in the country
- 2) Using of strategic planning in the management of cultural institutions to promote culture in the community

The overall goal:

Present of appropriate model of strategic planning in the management of cultural institutions

Research questions:

What patterns can be provided for of strategic planning of cultural institutions?

Background of the research

-Dabynsky et al (2004) plan the Strategic Cultural Plan for development of the Kamloops city over the next decade. A plan is a comprehensive strategy in recognition of the diversity of the cultural sector involved in Kamloops. In this regard, this has been developed by taking advantage of the capacity of society in order to help the life quality of residents of Kamloops and Public participation in art and cultural heritage.

- The Walt Disney Company (2007) in order to develop its strategic plan in four strategic business units, proposed it in a research project: Consumer products, entertainment studio, parks and resorts, media networks and radio and television. The company has defined its mission statement like this: its one

of the most advanced, Largest and most trusted manufacturers and providers of entertainment with creative development, innovative experiences and profitable entertainment and related products in the world.

-Asian and et al (1388) during a research on evaluation of strategic planning in manufacturing companies using fuzzy AHP concluded that strategic planning and evaluation of its effectiveness is one of the most important tasks of modern managers and all organizations have to pay attention to it for their survival. Results show, if the indices by a structured methodology be applied, it will be dynamic and effective tool for measuring the effectiveness of the strategic planning department.

-Ansari and et al (1388) in strategic analysis of internal and external management and medical informatics faculty of Isfahan University of Medical Sciences achieved the following results:

Today university management has become dynamic and complicated activity and if managers want to adopt appropriate strategies and objectives, should apply strategic planning.

Conclusion: School of Management and Medical Information Science is a relatively good position and could very well benefit

from internal and external environmental factors. However, still there are many problems that with foresight and strategic planning and exploitation of the opportunities and strengths they can overcome the weaknesses and problems. One of the objectives of the planning is reform processes and internal structure of the organization.

-Giyuian and Dindar Farkush (1390) in the effect of components implementation of strategic management on the effectiveness of schools and cultural institutions, they analyze this in 5 hypotheses with Questionnaire which was distributed among school managers.

-Memarzade et al (1390) in order to provide appropriate strategies in Islamic Azad University (Bandar Anzali) to investigate and identify the status quo of Islamic Azad University of Bandar Anzali, in terms of strengths, weaknesses, opportunities and threats, six quantitative indicators, and ... to develop solutions and strategies for overcoming the current status.

- Shojayi et al (1391) in order to develop a strategic plan stated that the province sport tourism: Tourism in general and sport tourism specifically with the characteristics of having a clean industry, it is considered a source of income in some countries. Overall

results showed that by identifying four areas of sport tourism, it may be desirable to help develop strategies in the field.

Momeni and Safari (1391) in research as strategic plan for tourism development: Today, tourism is an important source of income and is an important factor in cultural exchanges between countries.

RESEARCH METHODOLOGY

The study is descriptive with analyzing current status. It approaches in planning for the future, since the situation is favorable. This study is the correlation modeling because considers the factors and variables affecting strategic planning to manage organizations and cultural institutions to identify the relationship between them.

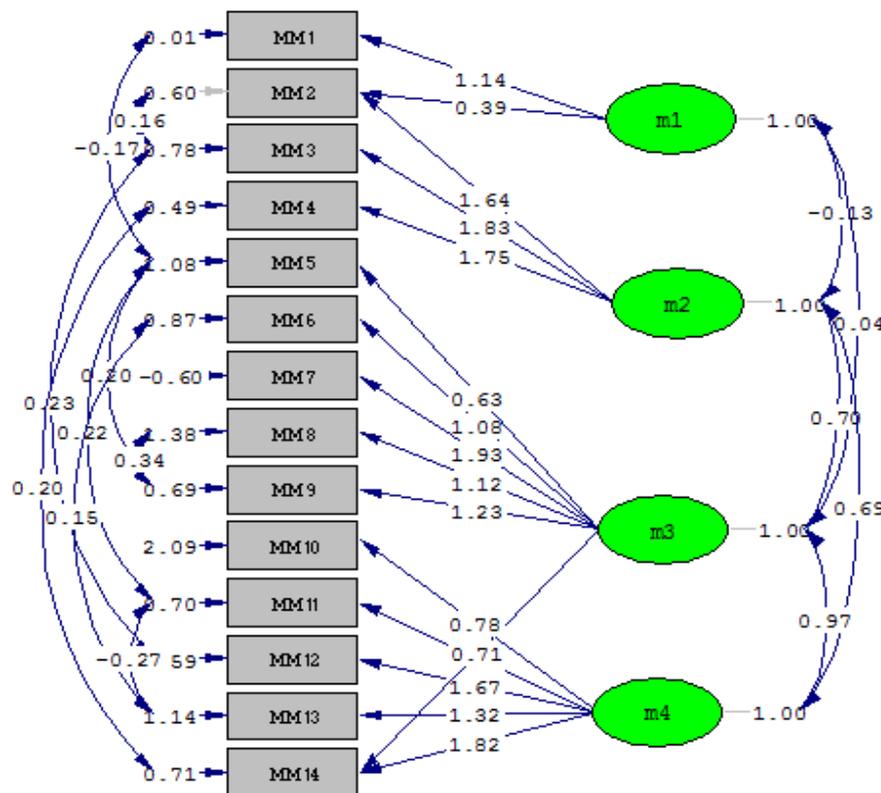
Statistical Society

The study population consisted of experts in the field of culture. These experts include senior managers and experts in the field of culture. The survey questionnaire distributes among elites, experts and cultural administrators.

Methods and Data Analysis

In this study, according to the variables and the type of collected data, in descriptive

statistics stage, in order to describe appropriate indicators such as frequency tables, Central tendency and dispersion, tilt, stretch, bar graph and in the inferential analysis of variance, Pearson correlation coefficient, T-test for independent groups, To investigate the factors influencing the strategic planning exploratory factor analysis have done with SPSS software and the results of this stage, with confirmatory factor analysis will be calculated and evaluated by LISREL software. To investigate the relationship between the main factors influencing the strategic planning as well as path analysis statistical software LISREL will be used. In exploratory factor analysis of sample adequacy indicator, Bartlett's test of sphericity, three indicators of equity, percentage of variance, varimax rotation and scree plot rotated special values will be analyzed. In confirmatory factor analysis, path analysis indicators fit chi-square (χ^2/df), Comparative fit index (CFI), Fit index (GFI), Fitness adjusted index (AGFI), Soft Fitness index (NFI) and also RMSEA is used in fitting.



Chi-Square=136.44, df=58, P-value=0.00000, RMSEA=0.092

Figure 1: Conceptual model including the path

RESEARCH FINDINGS

- 1- 1/57 9/42% male% female senior managers and experts; 2/59 percent of bachelor, 6.36 master’s degree, 2.4 percent doctorate and above; 17% less than 10 years of service, 36/58% of 11 to 20 years and 22.9% of 21 to 30 years and 9/1 percent had more than 30 years of service.
- 2- The results showed, at present, an average of four factors considered in research on strategic planning was from 50/3 to 87/3. This result shows

that, according to professors and a experts of the Ministry of Culture and Islamic Guidance in present situation the Status of strategic planning in the management of cultural organizations of Iran is less than average. In the ideal situation means of the factors influencing the strategic planning is from 48/8 to 62/8. These findings show that, according to experts and ministry of culture in good condition, particularly the prospect of strategic planning should be taken seriously.

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- 3- At present, the operating landscape, average component to develop and maintain national cohesion (82/3) is less than all components the average global citizen education component (92/3) was greater than all the components. The formulation of the mission and goals of the organization average component of cultural adaptation (58/3) was less cultural synergy component (77/3) was higher. In internal factors, Average component management practices (17/3) are less than the average of all components and component funds (96/3), more than all the components. In environmental factors mean components of the organizational structure (32/3) is less than the average of all the components and legal factors (86/3), more than the all components.
- 4- In reply to the question of are the factors influencing the strategic planning in current and normal situation different? T-test for dependent groups showed that, factors that are positively affecting the existing strategic plan are significantly less than ideal situation.
- 5- In reply to the question of are the component influencing the strategic planning in current and normal situation different? T-test for dependent groups showed that, component that are positively affecting the existing strategic plan are significantly less than ideal situation.
- 6- In reply to the question of according to elite, experts and managers of environmental culture are there any difference between items of environmental factors in the current situation? To promote environmental factors (position) what is the priority item? Friedman analysis of variance test showed that, in terms of elites, experts and cultural leaders there is a difference between mean ambient operating items in current and desired status. In current situation, the "tax laws and cultural and artistic activities" item is given more attention than other components and "The cultural mission of public institutions (mosques, charities, cultural centers, community homes, etc.)" is given less attention than other components. To promote environmental factors "Legislation
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relating to intellectual property culture (copyright, piracy, etc.)"Item should be first priority and "Developing action plans to enrich the lives of citizens (in the field of learning, life skills training, digital skills and communication skills)." Should be next priority.

- 7- In reply to the question of are component of influencing strategic planning in the current situation related to each other? Pearson correlation coefficient showed, binary relationship of all factors was significant under a hundredth level. The relationship between economic status and how to manage has the lowest correlation (34/0) and cultural compatibility and cultural synergy with the highest correlation (85/0).
- 8- In reply to the question of what are the main factors influencing organizational management and strategic planning of Iran's cultural institutions (Ministry of Culture). Exploratory factor analysis with principal components method was used. Sample adequacy indicator of 0/838 and Bartlett sphericity test results with 91 degrees of freedom, in significant level 001/0 was achieved

as 122/4408. Three indicators of equity, percent variance, varimax rotation were examined with minimum load factor of 40/0 and chart rotation scree. As a result, four factors were extracted that these 4 factors of 96/75% follow the effective strategic planning. The first factor is the size of 384/9 of the total variance with equity of 92/46%, and 2nd factor is the size of 907/4 of the total variance with equity of 53/16%, and forth factor is the size of 008/1 of the total variance with equity of 53/16 4 of the total variance with equity of 34/2 %. To confirm the results of factors in the exploratory phase LISREL software version 7/8 was used. Model was developed based on fourteen components and related factors, and then model fit indices were calculated. The results showed that, Comparative fit index (CFI) was higher than 9/. and fit index (GFI) 82.0 and fitness adjusted index (AGFI) 78/0 and Soft fit index (NFI) 93/0 and also RMSEA was equal to 092/0 that based on the results, we can say four-factor model fit well with the extracted data. The first factor (internal factors) consists of the

components of financial resources, technological resources, culture and organizational climate, management style, organizational structure and contacts. In the conceptual model of contacts, consist of "Satisfaction among the audience, " the consideration gender and ethnic differences in the production of cultural programs for different groups" and "appropriate monitoring system in order to improve cultural activities" It was only external factor but the analysis showed that internal items also should be considered In the these organizational factors. The second factor (the Vision) consists of components development and maintenance of national solidarity, global citizenship education that did not change. The third factor (factor in development of the mission and goals of the organization) consisting of elements of cultural synergy, cultural compatibility and global citizenship education. In the conceptual model of global citizenship education that consists of items like, the Cultural Contradictions solution (Conflict resolution policies based on local, regional and national aspect),

awareness of global issues (Through learning, communication skills, acquiring new knowledge), (Revision of the understanding, development and dissemination of religious values among the society (especially youth), (Increasing the environmental knowledge and strategies to protect the environment) are only considered in environmental factors. the analysis showed that these items should also be considered in the formulation of the mission and goals of the organization. The fourth factor (environmental factors) consists of legal, political, social, and economic and contacts components that there were no changes in it.

CONCLUSION

Strategic planning helps organizations too to achieve all-round development good organization and a better understanding of the environment and current and future customers and knowledge of its capabilities and limitations. Data analysis showed, four major components of strategic planning in the management of cultural institutions (the case of the Ministry of Culture and Islamic Guidance) are involved. The first component (internal component) consists of index, technological funds, organizational and

cultural space, management style, organizational structure and contacts. The second component (component view) consists of measures to develop and maintain national unity, global citizenship education. Third component (Component formulation of the mission and goals of the organization) consists of increasing knowledge, cultural indicators, cultural compatibility and global citizenship education. Forth component (Environmental component) consists of Indicators of legal, political, social, and economic and contacts. In the context of these four components we understood that Relationship between prospect and development of the mission and goals of the organization are interacting interaction and for strategic planning in the management of cultural organizations in Iran interaction and synchronization approach to landscape and development of the mission and goals of the organization should be considered. Impact of vision was positive and significant internal factors. Mission and goals of the organization to the environmental impact of development of was positive. Impact of mission and goals of the organization to the environmental development was positive. The impact of environmental factors on the internal factors was positive and significant. Analysis showed that, for strategic planning in the

management of organizations and cultural institutions it should be considered that how is internal and external factors affect. Vision does not directly effect on environmental factors but vision can change environment through by changing factors within the organization.

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