



DESIGNING THE STUDENT'S SPORTS DEVELOPMENT STRATEGY IN KERMANSHAH UNIVERSITY

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Abstract:

The objective of this research was designing the student's sports development strategy in Kermanshah University. The type of this research is a survey which was carried out as field study and analyzed with a descriptive method. The statistical population included managers, experts in physical education and faculty members of Kermanshah University. The sample of research were selected through enumeration answered to 75 questionnaires. The tools for data collection are open and close questionnaires who some professors and experts confirmed the validity of these questionnaires. The reliability was confirmed using Cronbach's alpha with the coefficient of 0.89. As well as interviews with the population of the research took place as much as the saturation comments in order to recognized mission statement, strengths, weaknesses, opportunities and threats. The obtained information was concluded according to the comments of The Strategic Council 7 strengths 9 weaknesses, 8 opportunities, and 7 ultimate threat. The Kolmogorov - Smirnov test was used to verify the normal distribution of data. To analyze the data, in addition to descriptive indicators of the Friedman test also internal and external assessment matrix was used. According to the final score of 2.79 the matrix of internal factors and the score 2.22 the matrix of external factors and the necessary calculations the strategic position of competitive sport of Kermanshah University was identified. By using analysis matrix of SWOT, the

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strategies of WT, four strategies of WO, five strategies of ST, five strategies of SO, in total 17 strategies was identified.

Keywords: strategy, strengths, weaknesses, opportunities, threats, strategic position

1. Introduction

At the present world that we are dealing with the tremendous changes and developments in different fields, the environment is faced with many turbulences and the competition hugely increased, the organizational systems for success should use a type of planning that is forward-looking and is environment-oriented so that in addition to identifying environmental factors, in the long-term horizon determines its impact on the organization and how they interact with their organization. In fact, this type of planning is strategic planning that by examining the internal and external environment of the organization, identifies the internal strengths and weaknesses and the opportunities and threats in the environment and by keeping in mind the organization's vision and mission, set long-term goals for the organization and to achieve these goals, select strategies among the strategic points which determines the organizational finite resources (financial, human, facilities) to which of the priority activities should be allocated in order that without wasting time and resources, the best results and the highest efficiency be achieved (Godarzi, 2007). The organizations are forced to continuously monitor the internal and external events in order that can at the right time and in terms of the need to adapt to the changes. The organizations should identify these changes with a principled way and adapt to them. In today's world that is changing at a dizzying speed and with the surprising changes that surrounds organizations, no longer is possible to use sudden decisions and based on intuition and empirical judgment (Fred, R David, 2003). environmental changes have caused that during the history the human has used some type of planning to achieve his goals and provide a background to create thinking and strategic action, hence the thinking and strategic action have gained growing importance and has accepted and used in various departments because the organizations through it have been able to successfully adapt to the future (Haward, 2009).

The managers have comprehended with the acumen that by determine and explain the goals and missions of the organizations, they can better manage their programs and do arrangements that the organization works better and react to their environment. Therefore, using the strategic and comprehensive is raised as a requirement in the organizations because the strategic planning with analyzing the present status say that the organizations where currently and by analyzing desirable

status says that the organizations where they go and by help this type of planning, management will be able to determine its direction to the future and equip the organization against the future changes and developments. Therefore, all organizations have to be responsible for the strategic management and the organizations will success that be able to use the knowledge and strategic management (Igoransof et al, 2004). Different countries by various reasons have entered to the sports sector. Now, the sports have become an industry that has a profound and important impact on the economic, social and even political index. Each state to take over more and more resources and determine their interests is compelled to focus on the effective variables on it. It is now evident that planning for any phenomenon requires a global approach and sport is not an exception. Recognition the right policies and determine logical strategy determines the fate of each community (Ghofrani, 2008).

Research Committee Canadian National Strategic Plan (2012-2002) showed that Sports Canada's mission is to increase opportunities for Canadians to participate in sport and excellence in sport. Of course the strategic program of Inter-University Sport of Canada (CIS) in the years of (2014-2010): will help in the strategic instructions of Canadian intercollegiate athletics program, with the strategy of working with universities and national sport organizations to develop and competition and quality programs as far as Canada be a destination for student-athletes and coaches, the relationship with Canada sport system and Canadian Sport Policies, development and implementation of programs and activities in training and recognize their valuable contacts with student athletes, CIS and Canadian sport system. Gabriel and Alina (2014) in a study, entitled Study the Management of sport organizations at the University of Valahia of Romania which was carried out to develop strategies for football clubs and sports organizations, found that; SWOT analysis is a method that has the ability to examine how to manage a system and may be to redesign the system and thereby improve its performance. In fact, the problems that a sports organization faced with it can be improved according to the abilities of a manager (having an economic perspective and knowledge management which refers to a scientific management)

Najafi Joibari in Iran (2014), in a research entitled with "Strategic planning of Martial Arts Federation Islamic Republic of Iran 2014-2018" with the method of gathering field data and using open and closed questionnaires and interview with the statistical population with a recognized mission statement, landscape, strengths, weaknesses, opportunities, and threats. With the finalization of the strengths, weaknesses, opportunities, threats and determining the federation strategic position, to identify strategies from the SWOT matrix analysis is used. And the position of the SO Federation is identified. Hamidi (2011) conducted a research entitled with "Designing strategy National Collegiate Athletic Federation Islamic Republic of Iran" that a

strategic position of the federation using the evaluation of internal factors, the assessment table of external factors and the necessary calculations in the WO and by using SWOT analysis, a number of 4 strategies of SO, 3 strategy of WO, 2 strategy of ST, and a strategy of WT.

Sports organizations like non-sport organizations are subject to environmental and global changes and they are dealing with their special issues. In this regard Tiba Welt & Slak (1994) state that sports organizations in terms of their internal and external environment and the strategic planning process have used in different scales from innovation, development, and exploration and strengthening strategies according to the attraction of programs and competition status to deal with the situation and achieve their goals Tiba Welt & Slak (1994). Student sport as a part of the process of sports training attempts that by providing necessary backgrounds and creating an appropriate opportunity and environment put all students in the healthy and joyful positions and by responding to their basic requirements, provide some programs to strength their physical along with their mental. In fact, the task of universities and higher education institutions is training professional human resources, the education and scientific improving the students (Hamidi et al, 2008). One of the most important measures to fulfill this mission is using the strategic planning. This planning will help organizations to maintain a position within an organization in the turbulent and variable environment. According to the mentioned items, the researcher sought to identify strengths and weaknesses and also the opportunities and threats in the field of sports of a student in Kermanshah University in order that by considering these items provide the optimal strategies to improve and develop the sports students. Now this question arises: What is the optimal strategy of student sports development at the University of Kermanshah?

The benefits of a comprehensive program and its existence in many scientific resources have caused that many organizations (sports or not-sport) be inclined to use the strategic program and make it in priority. The University of Kermanshah as one of the valuable universities of our country required strategic planning and being clear of Landscape and mission statement to improve student extracurricular sports. The main issue is that the University of Kermanshah according to the most impressive sports talents has been unable to find an appropriate position in the field of sport which one of the important reasons for this issue is a lack of a good strategic plan to the development of student sport. So, this study attempts to develop a strategic program of development of sports in the Universities of Kermanshah province.

2. Methods

The method of research is descriptive-analytical, in terms of practical results included in the strategic studies and is a case study because its results cannot be generalized to other universities. The statistical population of this research consisted of 30 person Ph.D. student of the Physical Education University of Kermanshah, 15 individual's faculty members of the physical education, 30 sports coach and physical education managers. As in this study, the number of population is limited; therefore, the sample is equal to the population and all of the population of the study included in it. The data collection method is survey is done with a mixed method that combines quantitative and qualitative data collection methods. By examining the documents, records and documents in the archives (Mining Act) the necessary data were collected. Then among the available resources in the library, information related to the theoretical foundations of strategic studies literature in the sport was exploited then the studied and developed programs of University of Kermanshah were examined and in order to acquire the comments of statistical population about the mission respectively Identifying the strengths, weaknesses, opportunities and threats to the way the process was carried out:

1. Controlling the current situation
2. Examine the base patterns
- (3) develop a preliminary list of strengths, weaknesses, opportunities and threats of the population of 4 votes of the population about the preliminary list, and modify and delete some
5. Developing the final questionnaire of SWOT Sports University
6. Sending the questionnaires to experts and collecting those
7. Analysis the data obtained from the questionnaires.

In order to quantitative analysis of data and also a closer access to the information about the framework approval, according to library research and studies, the closed questionnaire in four parts was designed to investigate and identify weaknesses, strengths, opportunities and threats using teachers and expert's comments in sports management about SWOT. This questionnaire has a Likert scale ranging from 1 to 5 which the number 1 represents the lowest importance and 5 indicates the highest importance. In the first part of the questionnaire, designed 8 questions related to the strengths points of Kermanshah University about student sport that the statistical population determined the status of each of these questions in the university by checking one of the options very good, good, fair, poor or very poor. In the second part of the questionnaire, 9 questions related to weaknesses of student sports Kermanshah University is designed. In the third section of the questionnaire, designed 9 questions related to sports opportunities Kermanshah University. In the fourth part of the questionnaire, designed 7 questions related to threats of student sport in Kermanshah University. For the validity of questionnaires, the comments of professors and experts

of management were used and after applying any necessary changes to comply with reform proposals and conditions and characteristics of the study population were used. The reliability coefficient of the questionnaire using Cronbach's alpha was obtained 0.89 which shows that the scale enjoys high accuracy. For analysis using this test, the size of a trait is estimated in the population. In this study, the mean comparison test was used to check the status of each item of a questionnaire to determine weaknesses, strengths, opportunities and threats. In this study to prioritize and rank the most important strengths and weaknesses, opportunities and threats Student sport of the test were used. SWOT matrix was used to extract and development the strategies. In this matrix by using 4 factors of strengths, (S), Weaknesses (w), opportunities (O) and threats (T) and pairwise comparison four strategies SO, ST, WO, WT were developed. SWOT matrix shows how the (external) and (internal factors) could be balanced and so make possible four sets of strategic options.

3. Results

The descriptive findings show that 63% of individuals were men and 37% of them were women. Also, results indicated that most of the people were in the range of 31-40 years' old and according to works experience most of them had in the range of 1-5 years. Based on data from Table 1, the mean of the components of the strengths and opportunities in Kermanshah University student sport is more than the number 3 (average) but the average of the component of the weaknesses and threats in student sports Kermanshah University is less than number 3 (average).

Table 1: Mean and standard deviation of the research components

The components of research	Average	Standard deviation
Strength's points	3.45	0.4895
Limitations and weaknesses	2.45	0.5203
Opportunities and potential benefits	3.41	0.4898
Risks and Threats	2.47	0.6874

The Kolmogorov-Smirnov test was used to ensure a normal distribution of the variables and according to the results of Table (2) the data had a normal distribution and Kolmogorov – Smirnov test was non-significant for compliance of sample distribution with theoretical distribution. So parametric test of Pearson correlation coefficient was used for the relationship of components and T-test was used for comparing the components and linear regression was used for predicting variables.

Table 2: Results of the Kolmogorov-Smirnov test to determine normality

Variables	z	sig
Strengths points	2.050	0.001
Limitations and weaknesses	1.643	0.017
Opportunities and potential benefits	2.045	0.001
Risks and Threats	1.983	0.002

3. SWOT analysis

Table 3: Matrix of internal factors of student Sports of Kermanshah University to determine the strategic position of student sport of Kermanshah University
internal and external matrix was used

Internal factors	Code	Factors	Importance coefficient (weight)	Factor intensity	Score
Strengths	S ¹	Gaining Numerous and significant degrees in competitions (regional and country)	0.049	3.5	0.181
	S ²	Holding regular competitions, festivals and Olympiads within the university and between universities	0.058	3.7	0.213
	S ³	Existing qualitative, expert and experienced manpower in college sports	0.053	3.7	0.191
	S ⁴	The support of University management of the student sport	0.057	4	0.218
	S ⁵	All students access to university spaces and sport facilities	0.058	3.5	0.223
	S ⁶	Having a specific budget and related to per capita to sports students	0.051	3.2	0.161
	S ⁷	Holding workshops and courses for human resources in college athletics	0.048	3.3	0.158
Weakness	W ¹	Lack of facilities and lack of fitness of requirements of sports spaces with the volume and diversity programs, especially the facilities related to Sports of Girls	0.051	1.4	0.084
	W ²	The lack of systematic information and identify student athletes to competitions	0.051	1.4	0.071
	W ³	inadequate organizational charts and the structure of physical education at the University	0.051	1.9	0.096
	W ⁴	Lack of adequate communication and	0.049	1.5	0.083

		collaboration between different parts the University			
	W ⁵	Lack of active student associations	0.052	1.8	0.093
	W ⁶	Lack of continuous monitoring and evaluation of programs and activities, physical education and its implementation at Universities	0.051	1.2	0.061
	W ⁷	Facilities and equipment's in college sports	0.051	2	0.112
	W ⁸	Lack of public units 1 and 2 in promoting the objectives of university sport	0.049	1.4	0.098
	W ⁹	Less attention to the requirements and interests of students in developing programs of physical exercise	0.053	1.3	0.068
	Total coefficient of the importance of internal factors		$\Sigma=1$		$\Sigma=2.795$

The total scores of matrix factors are more than 2.5 (2.895) and suggest that student sport of Kermanshah University in terms of internal factors has the strength.

Table 4: The matrix of external factors of University of Kermanshah

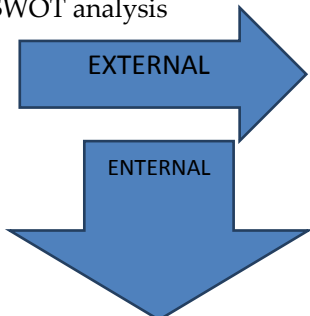
Internal factors	Code	Factors	Importance coefficient (weight)	Factor intensity	Score
Opportunities	O ¹	Existing interest and positive attitude of the people to the exercise	0.049	3.8	0.196
	o2	Use of the sport's top coaches	0.050	3.1	0.157
	O ³	Existing sports heroes	0.048	3.4	0.173
	O ⁴	Existing sport's culture sport and interest among young students.	0.49	3.9	0.195
	O ⁵	The activities of sports boards in all religious and national occasions	0.051	3.4	0.183
	O ⁶	The popularity of student sports and existing rich talents in the University	0.051	3.2	0.165
	O ⁷	Existing student dormitories and boarding presence of students	0.048	3.6	0.179
	O ⁸	Existing the adequate space and natural conditions and weather conditions	0.050	3.5	0.178
Threats	T ¹	Increasing tendency among young people to unhealthy entertainment	0.048	1.1	0.062
	T ²	The willingness of students to the virtual world	0.046	1.2	0.062
	T ³	Lack of motivation and boredom and	0.045	1.6	0.064

		distraction students to participate in sports activities			
	T ⁴	Social and cultural obstacles for women to participate in sport student	0.047	1.2	0.054
	T ⁵	The weakness of student sport as infrastructure of sport student	0.044	1.2	0.058
	T ⁶	The value of notification of advertising of media and sports clubs outside the university to attract students	0.049	2	0.088
	T ⁷	Dedication extra-curricular sports facilities to the students of physical education	0.045	1.4	0.063
	The sum of the coefficients of the importance of external factors		$\Sigma = 1$		$\Sigma = 2.223$

Generally, the results of Tables 11 and 12, as well as an internal and external matrix, suggests that student sports Kermanshah of University of Kermanshah is at ST position. Therefore, Student Sports of Kermanshah University has strengths in terms of internal factors and in terms of external factors is in threat.

According to SWOT analysis, in total 17 strategies includes 5 SO strategy, 5 ST strategym4 WO strategy and 3 WT strategy were developed for Students Sports of Kermanshah University. Table 13 shows these strategies.

Table 5: Internal and external factors

<p>SWOT analysis</p> 	<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Existing interest and positive attitude of the students to the sport 2. Use of the sport's top coaches 3. Existing sports heroes 4. Existing the culture of exercise and its attractiveness among young students. 5. The activity of college boards in all religious and national occasions 6. homogenous population and student sports talent bursting at 	<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Increasing tendency among young people to unhealthy entertainment 2. The willingness of students to the virtual world 3. Lack of motivation and boredom and distraction students to participate in sports activities 4. Social and cultural obstacles for women to participate in sport student 5. The weakness of student sport as infrastructure of sport student 6. The value of notification of advertising of media and sports clubs outside the university to attract students 7. Dedication extra-curricular sports
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	<p>the University</p> <p>7. existence the presence of student dormitories and boarding students</p> <p>8. existence the adequate space and natural conditions and weather conditions</p>	<p>facilities to the students of physical education</p>
<p>Strengths</p> <p>1. Gaining Numerous and significant degrees in competitions (regional and country)</p> <p>2. Holding regular competitions, festivals and Olympiads within the university and between universities</p> <p>3. Existing qualitative, expert and experienced manpower in college sports</p> <p>4. The support of University management of the student sport</p> <p>5. All students access to university spaces and sport facilities</p> <p>6. Having a specific budget and related to per capita to sports students</p> <p>7- Holding workshops and courses for human resources in college athletics</p> <p>8. Facilities and equipment's in college sports</p> <p>9. Less attention to the requirements and interests of students in developing programs of physical exercise</p>	<p>Competitive Strategies / invasive (SO)</p> <p>Development of college sports s1,o2,o3,o8</p> <p>Development of Education and Science related to Sports s3,s7,o3</p> <p>Development championship sports s4,s8,o8</p> <p>hosting tournaments s6,o4,o7,o6</p> <p>Construction the sport facilities available to students s6,s3,o5,o8</p>	<p>Diversification strategies (ST)</p> <p>Development a program for scheduling exercises s1,t1,t6</p> <p>Developing a program for training Sports s3, s5, t3,t6</p> <p>Planning for the construction and use of the required sports facilities s6,s2,t1</p> <p>Planning for synchronization exercise programs and discrimination s3,t5,t6</p> <p>Motivating the youth s7,t3,t4</p>
<p>Weakness (w)</p> <p>1. Lack of facilities and lack of fitness of requirements of sports spaces with the volume and diversity programs, especially the facilities related to Sports of Girls</p> <p>2. The lack of systematic information and identify student athletes to competitions</p> <p>3. Inadequate organizational charts and the structure of physical</p>	<p>Review strategies (WO)</p> <p>Creating the educational groups of the university w3, w4, o3, o4</p> <p>Develop programs to attract female students to exercise w1, w4, o4, o5, o8</p> <p>Extension the relationship of the sport's official of the</p>	<p>Defensive strategies (WT)</p> <p>Create incentives for physical activity w3, w4, T2, T3, T4,</p> <p>Enhancing the quality of facilities W1, T2, T1</p> <p>Create a systematic and scientific planning W4,W6W,W8W,W9,T5TT6</p>

education at the University 4. Lack of adequate communication and collaboration between different parts the University 5. Lack of active student associations 6. Lack of continuous monitoring and evaluation of programs and activities, physical education and its implementation at Universities 7. Facilities and equipment's in college sports 8. Lack of public units 1 and 2 in promoting the objectives of university sport 9. Less attention to the requirements and interests of students in developing programs of physical exercise	university w4, w6, o7mo8 Developing a comprehensive program of University w4, w8, w9, o3, o1	
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5. Discussion and Conclusion

The results showed that student sport of Kermanshah University based on internal factors evaluation matrix, in terms of internal factors (strengths and weaknesses) has a strength. In addition, based on external factors evaluation matrix, in terms of external factors (opportunities and threats) has a threat. Overall, based on internal and external evaluation matrix that was calculated from the comparison of internal and external factors, the student sport of Kermanshah University located in ST region. In this position of the university that is located in the competitive region, means that the university should use its strengths to be less affected by environmental threats. It should investigate to compete with rivals, reduce the cost of its performance or increase quality for competition or focus on a particular part of the performance that has more benefits and is more effective. The results of the research showed that the student sport of Kermanshah University is in a way that can derive maximum benefit from the available opportunities and its most chosen strategies are ST. However, the student sport of Kermanshah University can use SO, WT and WO, based on present conditions that is not consistent with results of Hosseini et al (2010), Hamidi (2011), Javadipour et al (2012), Godarzi et al (2012) and Lamir et al (2012) that in explaining the results we can say that the cause of this difference can be related to the location of universities and different points of the strengths, weaknesses, opportunities and threats.

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