



Codification of Operational Program of Public Sport and Championship in Islamic Azad University based on SWOT-ANP Model

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ABSTRACT

Objective: The purpose of this study is to codify the operational planning of the public sport (sport for all) and championship in Islamic Azad University.

Methodology: There has been used the analytical model SWOT to analyze the findings and to determine the suitable strategy and the network analysis process (ANP) to prioritize the strategies. Also, there have been used the interviews, library, and field studies, previous researches and the comments of the strategic council members included the faculty members and the sports officials of the university in order to gather data and then three questionnaires made by the researcher have been used.

Results: In first questionnaire, the effective internal and external factors have been identified. The validity of the questionnaire was confirmed by the experts and its reliability was confirmed by Cronbach's alpha test (0.86). There has been determined the intensity factor and the coefficient of the importance of each item by second questionnaire and strategic sessions. At these stages, due to particularity of the statistical population, the questionnaires have been completed by 20 persons from the faculty members and the sports officials of the university. According to the findings and results of the calculated weight of the super matrix and the opinions of the members of the strategic council, there have been suggested the operational planning including the codification of the regulations and guidelines for public sport tours and championship tours and identification and development and guidance of the sports students in the public classes of the physical education and sports to attend in internal and external competitions.

Keywords: Islamic Azad University, public sport and championship, ANP, SWOT, operational planning

INTRODUCTION

The strategic planning as the frame to implement the strategic thinking and to guide the operation in order to achieve the obvious planned results [1].

Operational planning includes the anticipation of the operation to achieve the specific goals with regards to possibilities and limitations and general lines drawn in the strategic planning [2]. In addition, the strategic planning is a written document that specifies the short-term and long-term directions. In the strategic plans, we have the process and should select, implement, and evaluate the suitable directions through it in order to achieve the missions and goals of the organization through the true activities and investigate the effective factors in a certain period of time due to the environmental changes.

Usually the models of strategic planning have three stages including the formulation, implementation and evaluation of the strategy and have the issues such as the status of the organization, investigation of the current goals and strategies, the analysis of external and internal conditions (analysis SWOT) of the organization, formulation of the mission statement of the organization, formulation of long-term goals, formulation of the organization strategies, development of the key performance indicators and the formulation of the operational plans and today, they have been used by many organization with some minor differences in the procedure.

SWOT analysis process is an important supportive tool for decision making commonly used as a tool for systematic analysis of the internal and external environments [3]. So, it has summarized the most important internal and external factors that are known as strategic factors affecting the future of the organization [4].

The purpose of opportunities and external threats are the incidents, events, and trends in economic, social, cultural, ecological, geological, environmental, political, legal, governmental, technology and competitive affairs that can greatly benefit or harm the organization in the future and the identification the relationships between them is crucial for human resource managers. The conditions for Islamic Azad University and the field of the public sport and championship are very important.

Planning in sports organizations, like any other organization, is considered as the most important task of the management. In fact, planning in a sport organization causes to determine the goals of all activities and efforts and to design the way of achievement of the goals. As well as the researches have shown that the performance of organizations with the strategic management is higher than the other organizations and the achievement to a proper communication link between an organization and its strategy, the structure and processes have the positive effects on the performance of the organization [5].

Islamic Azad University and other higher education institutions in Iran are responsible to provide the qualified human resources, scientific and theoretical education for the students. The promotion of sports values among the students means encouraging friendship, collective behavior, responsibility, teamwork, lawfulness, respect the rights of others, self-confidence, and optimism for the future among those who will be taken up the important key responsibilities soon in politics, economy, culture, and industry [6,7].

SWOT analysis cannot be used alone to evaluate comprehensively the strategic decision making process and there should be considered a remedy. For further clarification of the problem and the required use of ANP in the formulation of the operational planning of the public sport and the championship in Islamic Azad University, we have an overview on the evolution of SWOT analysis because the researcher has used ANP analysis to cover up the shortcomings.

Following the disclosure of the SWOT restrictions, there has been attempted to solve these problems. Wehrich, Heinz delivered SWOT Matrix in 1982. It was an attempt to identify the systematic relationships between opportunities, threats, strengths, and shortcomings [8]. He also delivered a structure for the production of the strategy based on these relations [9]. Also, Wheelen and Hunger stated the internal and external strategic factors in form of EFAS (external strategic factors) and IFAS (internal strategic factors). Other researchers showed that how these factors can be ranked and weighted for better evaluation [10]. These researchers have been used the method based on analytical hierarchy process (AHP) in SWOT analysis that became known in future study as AWOT. Following these studies, the other researchers have used the mentioned approach in their research works including Stewart, et al. [3], Kajanus, et al. [11], Shrestha, et al. [9], Leskinen, et al. [12] and Masozera, et al. [13].

In the current study, the researcher has used analytic network process (ANP) to remove the weaknesses of analytical hierarchy process (AHP). To clear the weak points of AHP in this study, it is necessary to perform the method of Stewart and Kurttila because they have used only the prioritization of SWOT factors not the prioritization of strategic options. But in addition to the limitations noted in the studies of these researchers, analytical hierarchy process (AHP) is considered as a main limitation for the prioritization of SWOT because AHP does not consider the possible dependence among the factors leading the procedure with this assumption that the factors and criteria are independence from each other [9]. In fact, these mentioned issues are the basic assumptions of AHP but we know this assumption is not a reasonable assumption in the world of the strategic planning and the current study. For example, it can be noted the sports in Islamic Azad University can use the opportunities effectively if it has internal capabilities and strengths; otherwise, the opportunities wasted or utilized by the competitors. As a result, SWOT factors are not independent of each other; therefore, they are not consistent with the assumptions of AHP and the weights allocated to the factors by AHP are based on the independence and may be different with the dependence weights. So, it is necessary to utilize the approach considering the possible dependence among the factors and using them in measurement [14].

In the current study, due to the relationship between sub-criteria of the codification of the strategic plan of the public sports and championship in Azad University resulted the operational planning, there has been used ANP technique. The application of internal and external dependencies is the best method and can be used in determination and introduction of the concepts of effectiveness among the clusters and elements due to a specific agent.

Hosseini, et al. have stated the titles of the operational planning of the student sports in Islamic Azad University with the title “codification of the operational planning of the student sports in Islamic Azad University with SWOT model” as follows:

- 1) The need to strength the role and status of the sports of students of Islamic Azad University in the international and national sports by promoting the status of the physical education university as a professional trustworthy organization at the national level.
- 2) The improvement of the university image at national level through promoting the relationships with sports federation.
- 3) The increase of the competition quality in the university [15].

In order to implement the strategic planning effectively, the codified strategies should be part of policies and activities understood at the operational level. The operational planning makes long-term vision to the short-term action. Such planning forms the strategic priorities, goals, and strategies in a clear and transparent set of working instructions. Hamidi, et al. in an extensive study, have delivered the operational strategies and plans of the student sports in all universities in Iran aimed to develop goals, policies, and strategies of the student sports in the country. One of the operational programs presented in this study is to determine the activities and executive powers transferable to the private sectors [6].

Hosseini in his study, has determined the strategies of development of championship in Iran to identify the strategies of finding talents in the championship in the country and has delivered the operational plans proposed for each strategy [15]. Also, Khosravizadeh has codified the suitable operational plans for the strategic planning of the national committee and has proposed that it is necessary to increase the sport fields for the women that have potential to gain the medals for the strategy of development and promotion of women's sports [16].

The strategic council of sports has delivered the strategic planning of the intercollegiate athletics between the Universities of Canada (2009) including the strategic guidelines for the goals. The strategies of physical activities [17] and the sports of Kingston University are the improvement of participation levels in physical activities by better understanding the needs of the society, the identification of barriers for the participation and operational planning to overcome the barriers and the development of the focused supportive comprehensive program correctly for the athletes to attract people with sports talents in the university [18].

METHODOLOGY OF RESEARCH

This study has been performed to codify the strategic programs of the public sports and championship of Islamic Azad University. Also, this study has been performed in the field of applied research due to the strategic studies view based on the purpose. As well as, it is a descriptive study due to nature and method and the control of the variables.

The current study is considered an analytical research because it has changed the present situation by delivering the strategy of the public sports and championship of Islamic Azad University.

Given that in this study, there has been used the library and field methods such as questionnaire, it has an analytical, descriptive and survey method-based on the nature and method or it is a mixed research. In this study, there has been used the quantitative and qualitative methods to analyse data.

In the current study, the statistical population is the highly-qualified experts in field of the study because there has been used the strategic management and the research operations approaches. In the event of the preparation and completion of survey questionnaires, there has been used the experts and highly qualified persons related to management, decision-making and executive sections involved in the sports of Islamic Azad University as the statistical population.

It should be noted that, due to the nature of the research issue, the information of the study has been gathered through three stages. At first stage, there has been provided the self-made questionnaire based on Likert Scale in order to determine the weight of the factors of the study and codify the strategies delivered to the experts. At this stage, due to particularity of the population, we have completed the questionnaires with minimum samples justified statistically that are 20 experts in planning and sports field in Islamic Azad University. Then, using the second questionnaire, we have determined the weights and ratings of the final effective internal and external factors and have measured their final scores and have evaluated the internal and external factors of the strategic status in the public sports and the championship of the university in the common matrix. At second stage, there has been used the analytical network in order to prioritize the strategies.

Since the hierarchical analysis and network analysis is a mental process that does not require the involvement of a large numbers of the experts [19] and small samples (10 or less) have been studied in ANP and AHP by many researchers [20], in this study and for this part, 10 persons in field of planning and sports of the university have been participated.

In this study, there has been used the interviews, library method and field studies to gather data. Also, there has been

used the library method related the theoretical and history principles to gather information and the field method to distribute the tools.

At outlook setting stage, the mission statement is the key indicators of performance and the identification of SWOT factors including the strengths and weaknesses, threats and opportunities of the public sports and the championship in Islamic Azad University collected data and information through verbal and non-verbal interviews with experts and professors (face to face, telephone and social networks), reading books, scientific articles, quarterly, strategic planning, college sports, domestic and foreign journals and theses as well as searching in the internet and scientific databases.

The researcher has used the analytical model SWOT to analyze the findings and to determine the suitable strategy and the network analysis process (ANP) to prioritize the strategies. Also, there have been used the interviews, library, and field studies, previous researches and the comments of the strategic council members included the faculty members and the sports officials of the university in order to gather data and then three questionnaires made by the researcher have been used.

The researcher has used three questionnaires to determine and to prioritize the strategies of the public sports and the championships of the university. In first questionnaire, the effective internal and external factors (7 strengths, 2 weaknesses, 6 opportunities and 6 threats) have been identified. The validity of the questionnaire was confirmed by the experts and its reliability was confirmed by Cronbach's alpha test (0.86). There has been determined the intensity factor and the coefficient of the importance of each item by second questionnaire and strategic sessions. With regard to the matrix, there has been determined the evaluation of internal and external factors of the strategy of the public sports and the championship in Islamic Azad University in a competitive situation focused on the strengths. At these stages, due to particularity of the statistical population, the questionnaires have been completed by 20 persons from the faculty members and the sports officials of the university. According to the findings and results of the calculated weight of the super matrix and the opinions of the members of the strategic council, there have been suggested the operational planning including the codification of the regulations and guidelines for public sport tours and championship tours and identification and development and guidance of the sports students in the public classes of the physical education and sports to attend in internal and external competitions.

To investigate the validity of the questionnaire, first, the preliminary questionnaire designed after studying the history was studied and adjusted by numbers of the experts of the strategic planning and programs in field of sports on Islamic Azad University. These adjustments have been performed by the experts and have been investigated by supervisors and advisors. Then, the questions have been evaluated and finally the validity of the questionnaires has been confirmed [21].

After prioritizing the items and identifying the effective factors, the preliminary, principal, and final items (strengths, weaknesses, threats, and opportunities) have been selected and there has been adjusted the questionnaire with respect to these items in the strategic session and determined the intensify factor and the importance rate of every item. Finally, due to the evaluation matrix of internal factors, the evaluation matrix of external factors and the evaluation synchronous matrix of the internal and external factors, the types of the strategies in the public sports and the championship of Islamic Azad University at status quo have been determined.

Certified questionnaire was designed based on paired comparison and after distributing among the council of the experts; data was collected and entered in the software to perform statistical analysis.

In this study, there has been used the content validity to measure the validity of the items (more precisely the questionnaires). Hence, to investigate the content validity, the questionnaires have been delivered the experts related to the subject of the study in order to present their opinions and suggestions about the contents of the questionnaires related to the study. After receiving the questionnaire, the proposed amendments have been considered by the experts to determine the content validity of the questionnaires.

In order to assess the validity of the questionnaire, the basic structure of the questionnaire has been determined and the questionnaire has been investigated through two stages by interviews with the subjects of the statistical population. Finally, after considering the necessary amendments, the questionnaire has been investigated for the second time to determine the validity. Then, there has not been observed the specific issue to change or correct. The results of the interviews and opinions of the participants during second stage have confirmed the positives measures and the validity of the questionnaire.

Then, the validity of the questionnaire was confirmed by the experts and its reliability was confirmed by Cronbach's alpha test (0.86). There has been determined the intensity factor and the coefficient of the importance of each item by

second questionnaire and strategic sessions. With regard to the matrix, there has been determined the evaluation of internal and external factors of the strategy of the public sports and the championship in Islamic Azad University in a competitive situation focused on the strengths. At these stages, due to particularity of the statistical population, the questionnaires have been completed by 20 persons from the faculty members and the sports officials of the university. According to the findings and results of the calculated weight of the super matrix and the opinions of the members of the strategic council, there have been suggested the operational planning including the codification of the regulations and guidelines for public sport tours and championship tours and identification and development and guidance of the sports students in the public classes of the physical education and sports to attend in internal and external competitions.

In this study, data has been analyzed through two parts. In the data analysis, data were obtained from the implementation of questionnaires, using SPSS software and Super Decisions in two parts: descriptive and inferential parts. In the first part of the data analysis, operations related to demographic statistical samples were performed using SPSS software. The Tables and graphs that contain mean, frequency, cumulative percentage, etc. were used in this section. To assess the normal distribution of data, there has been used Kolmogorov-Smirnov test.

In the next part, initially using the software SPSS, and then the weights and components were calculated due to achieved weights. Then, in order to prioritize strategies, the paired comparisons between strategies enter Super Decision Software. Finally, the corresponding operational plans were determined by inferred strategies and totally of 37 operational programs were stated.

RESULTS

Mission

The development and the expansion of physical education and the public sports, the professional sports, and the championship with an emphasis on deepening cultural values.

Vision

The deputy of sports in Islamic Azad University is a sustainable leading deputy in line with the academic excellence and the significant contribution of honors for the university in 2021.

The findings show that the deputy of sports in Islamic Azad University has attempted that the sports department of the university becomes the sustainable department within next five years and a leading section in developing the student sports over others and, at the end of the outlook in 2021, can achieve the considerable part of honors of the university by policy making in sports, development the public sports and the championship and the promotion of the professional sports in order to change to an effective department in the progress of Islamic Azad University.

The average single-sample T-test to determine the effective titles

To determine the effective titles, there has been used the single-test T-test. So, we compare the average of the answers to each title with the number 3.5 that is the average amount and upward. For those conformed their normality, we have used the single-sample T-test and for those not confirmed their normality, we have used Run-test. In both tests, the null hypothesis is the lack of the significant differences with the test.

The Table related to the opportunities, threats, weaknesses and strengths in the public sports and the championship in Islamic Azad University is mentioned in Table 1 as follows:

With regards to the prioritization of the items and determination of the effective factors on the public sports and the championship, there have been selected 7 strengths, 2 weaknesses, 6 opportunities and 6 threats from the items. There has been determined the intensity factor and the coefficient of the importance of each item by second questionnaire and strategic sessions. With regard to the matrix, there has been determined the evaluation of internal and external factors of the strategy of the public sports and the championship in Islamic Azad University in a competitive situation focused on the strengths. At these stages, due to particularity of the statistical population, the questionnaires have been completed by 20 persons from the faculty members and the sports officials of the university. According to the findings and results of the calculated weight of the super matrix and the opinions of the members of the strategic council, there have been suggested the operational planning including the codification of the regulations and guidelines for public sport tours and championship tours and identification and development and guidance of the sports students in the public classes of the physical education and sports to attend in internal and external competitions.

Table 1 The strengths, weaknesses, opportunities, and threats in the public sports and the championship in Islamic Azad University in order of priority

Strengths	1	Upgrading the Department of Physical Education and Sports in the University and consolidation of its place in the new organizational structure
	2	The independent budget line dedicated to the field of sports and sports per student
	3	Blessed with precious human resources (managers, professionals, faculty members and coaches) with experience
	4	There are six hundred thousand square meters of sport environment in Islamic Azad University
	5	Support and attention of trustees, the supreme chairman and key officials of the sports field
	6	The emphasis on moral and human values in the exercise in academic, national, and international competitions
	7	decentralization and devolution of power to the units of the university in student sports
Weaknesses	1	The lack of liquidity and dependence on the development of athletics student fees
	2	Improper operation of the general branches of physical education and sport in promoting the public sports and the championship of the university
Opportunities	1	The constitution and laws upstream emphasis on the development of physical activities
	2	The positive attitude of the society and families to sport activities as the psychological, physical, cultural, educational, and moral producing factor
	3	The existing capacities of the country in terms of ecological status for orienteering activities, jungle trekking, rock climbing, mountaineering and sports tourism
	4	Creation of the perfect opportunity for the community to women's presence in public sports and the championship in the university
	5	The presence of teams of Islamic Azad University in internal and external tournaments
	6	Access to the capacities and cooperation and active participation of agencies, organizations and non-governmental institutions and NGOs
Threats	1	The differences and stresses between the various institutions of higher education in Iran
	2	The lack of coherent planning systems to attract funds and economical resources of NGO in the field of college sports
	3	Weakness and inefficiency of student sports as a cornerstone of student athletics
	4	Increasing tendency to unhealthy entertainment (traditional and industrial drug addiction, alcohol, excessive use of virtual social networks and computer games among young people)
	5	Too much anxiety and stress of the students due to educational problems, livelihood, education, marriage, and career prospects
	6	Reducing population growth and low demand for education in universities

Table 2 Internal Factors Evaluation Matrix (IFE)

Factors	S. No.	Internal factors evaluation Matrix (IFE)	Coefficient	Rating	Score
Strengths	1	Upgrading the Department of Physical Education and Sports in the University and stabilization of its place in the new organizational structure	0.1923	4	0.769
	2	The independent budget line dedicated to the field of sports per student	0.1537	4	0.615
	3	Blessed with precious human resources (managers, professionals, faculty members and coaches) with experiences	0.1154	3	0.346
	4	There are six hundred thousand square meters of sport environment in Islamic Azad University	0.0385	3	0.115
	5	Support and attention of trustees, the supreme chairman and key officials of the sports field	0.1923	4	0.769
	6	The emphasis on moral and human values in the exercise in academic, national, and international competitions	0.1154	3	0.346
	7	Decentralization and devolution of power to the units of the university for the student sports events	0.0385	3	0.115
Weaknesses	1	The lack of liquidity and dependence on the development of athletics student fees	0.1154	2	0.231
	2	Improper operation of the general branches of the physical education and sports in promoting the public sports and the championship of the university	0.0385	1	0/039
Total			1	23	3.346

Below Tables (Tables 2 and 3) have investigated the weights of internal and external factors in the public sports and the championship in Islamic Azad University.

The results of the current study have shown that, due to the internal factors evaluation matrix (IFE), the status of the public sports and the championship in Islamic Azad University is 3.346; therefore, the internal factors have more strength. Also, the results of the current study have shown that, due to the external factors evaluation matrix (EFE),

Table 3 External factors evaluation matrix (EFE)

Factors	S. No.	External Factors Evaluation Matrix (EFE)	Coefficient	Rating	Score
Opportunities	1	The constitution and laws upstream emphasis on the development of physical activities	0.0541	3	0.162
	2	The positive attitude of the society and families to sport activities as the psychological, physical, cultural, educational, and moral producing factor	0.027	3	0.081
	3	The existing capacities of the country in terms of ecological status for orienteering activities, jungle trekking, rock climbing, mountaineering and sports tourism	0.1351	4	0.54
	4	Creation of the perfect opportunity for the community to women's presence	0.027	3	0.081
	5	The presence of teams of Islamic Azad University in internal and external tournaments	0.0811	3	0.243
	6	Access to the capacities and cooperation and active participation of agencies, organizations and non-governmental institutions and NGOs	0.0811	3	0.243
Threats	1	The differences and stresses between the various institutions of higher education in Iran	0.0811	1	0.0811
	2	The lack of coherent planning systems to attract funds and economical resources of NGO in the field of college sports	0.0811	2	0.162
	3	Weakness and inefficiency of student sports as a cornerstone of student athletics	0.0811	2	0.811
	4	Increasing tendency to unhealthy entertainment (traditional and industrial drug addiction, alcohol, excessive use of virtual social networks and computer games among young people)	0.1351	1	0.2702
	5	Too much anxiety and stress of the students due to educational problems, livelihood, education, marriage, and career prospects	0.1351	2	0.2702
	6	Reducing population growth and low demand for education in universities	0.0811	1	0.0811
Total			1	29	2.298

the status of the public sports and the championship in Islamic Azad University is 2.298; therefore, the external factors have no appropriate situations exposed by the external threats.

Also, the findings of the current study show that the present strategy of the university in field of the public sports and the championship is powerful in the competitive section. It seems that, with regard to studied strategic situation on the aggressive behavior, the development will occur. It is better for Islamic Azad University to consider the main strategies in the development and growth section and use them in its future plans.

DISCUSSION AND CONCLUSION

Codification of strategies

In this part, we design four-part strategies of SWOT Matrix by the use of SWOT matrix and the organization status mentioned before.

Strategies of SO

It should be noted that SO is the most excellent situation and can be increased the strengths and opportunities with productivity. The most important strategies that can be considered in this case are:

SO1: Development and promotion of the sports tours and tourism in provincial and national levels (o3, s3).

SO2: Qualitative and quantitative development of the public sports and the championship paving the areas for women, the disabled and low-income people (S2, S5, O4, O6).

SO3: Qualitative and quantitative development of centralized sports events (in most sports fields) with the presence of different branches of Islamic Azad University (S1, S3, S4, S5, O1, O5).

SO4: Facilitating and making favorable environment for the people interested in sports to study at universities due to the positive attitude of the society and families to sports and supporting the authorities of the university (S2, S3, S4, S5, O1, O2, O3, O4).

Strategies of WO

It should be noted that in WO, there should be decreased the weaknesses and should be used the opportunities. The most important strategies that can be considered in this case are:

WO1: The development and utilization of the capacity of the constitution and laws emphasizing on the development of the physical education activities in order to promote university sports budget (O1, W1).

WO2: Qualitative and quantitative development of sports events (simultaneously in several sports fields), with the presence of women, different branches of Azad University, departments, agencies and non-governmental institutions and NGOs in order to achieve the proper operation from the public branches of physical education and sports of Azad University (O3, O4, O5, O6, W2).

Strategies of ST

It should be noted that in ST, there should be avoided the threats and should be used the weaknesses. The most important strategies that can be considered in this case are:

ST1: The development of simple access to the public sports and the championship for the students in order to reduce their tendencies to unhealthy amusements (S1, S2, S4, T4).

ST2: Development and promotion of the sport culture, physical activities, and healthy pleasures to reduce anxieties and stresses among the students (S1, S2, S3, T5).

ST3: Qualitative development and changing the structure of the public sports and the championship in order to create coherent system of planning and remove the differences and tensions among different institutions of higher education in Iran (S1, S3, S5, T6).

Strategies of WT

It should be noted that the aim of WT is to reduce the weaknesses and threats at the maximum time and the critical condition. In the worst case and in this case, the organization should be restructured, reinforced, dissolved or merged with another organization. The most important strategies that can be considered in this case are:

WT1: The interdependency reduction of the development and expansion of the sports of Islamic Azad University to the tuition of the students with regard to the lack of applicants to study in universities (T2, T6, W1).

WT2: Qualitative and quantitative development and promotion of the public branches of the physical education and sports in order to reduce the tendencies of students towards the unhealthy amusements (T4, W2).

Prioritization of strategies

After designing the network tree to prioritize the strategies, the results have been classified in four main factors. Due to the technique used in this study (SWOT-ANP) based on the network analysis, the views of experts have been collected through paired comparisons questionnaire.

The results of the current study have showed that the comparative matrix of the main criteria is the interdependency to each other, sub-criteria and sub-criteria and interdependency of the sub-criteria to each other. Based on the results and charts of the research network, there have been selected 11 minor factors indicating the characteristics of four-part main factors. To prepare a matrix Table, there has been used the interrelationships between primary and secondary factors based on the calculated weights and model related to the opinions of experts.

To determine and measure the super-matrix, firstly, there has been made the inharmonious super-matrix and then the harmonious super-matrix. The purpose to limit the harmonious super matrix is to achieve the long-term relative impact of each item to others.

For divergence of the importance factor of each factor in the matrix, it will be multiplied in K that is a large arbitrary number in order to be similar all factors of super-matrix. In this study, there has been used MATLAB software to achieve the super-matrix by weighted super-matrix.

In Table 4, there has been drawn the final prioritization of the strategies of the public sports and the championship of Islamic Azad University.

The corresponding operational plans with the strategies of the public sports and the championship in Islamic Azad University have been shown in Table 5.

Determination of the proper strategy and analyzing the internal and external factors and predicting the success factors ensure optimal productivity in an organization. In addition, in order to implement more effectively, the strategic plans should be converted to understandable activities at the operational level (intercollegiate athletics in Canada, 2009) [17]. However, in the next steps, these programs should be considered by choosing the appropriate model, the situation, status and required resources and should be included in the annual program.

Table 4 Final prioritization of the strategies of the public sports and the championship of Islamic Azad University

Row	Final weight	Title of strategy
1	0.26	Qualitative and quantitative development of the public branches of the physical activities in order to reduce the tendencies of the students to the unhealthy amusements
2	0.21	Qualitative and quantitative development of sports events (simultaneously in several sports fields), with the presence of women, different branches of Azad University, departments, agencies and non-governmental institutions and NGOs in order to achieve the proper operation from the public branches of Physical Education and Sports of Azad University
3	0.14	Development and promotion of the sport culture, physical activities and healthy pleasures to reduce anxieties and stresses among the students
4	0.1	Qualitative and quantitative development of centralized sports events (in most sports fields) with the presence of different branches of Islamic Azad University
5	0.09	Qualitative and quantitative development of the public sports and the championship paving the areas for women, the disabled and low-income people
6	0.06	Qualitative and quantitative development of the public sports and the championship paving the areas for women, the disabled and low-income people
7	0.04	The interdependency reduction of the development and expansion of the sports of Islamic Azad University to the tuition of the students with regard to the lack of applicants to study in universities
8	0.03	Qualitative development and changing the structure of the public sports and the championship in order to create coherent system of planning and remove the differences and tensions among different institutions of higher education in Iran
9	0.02	Qualitative and quantitative development of centralized sports events (in most sports fields) with the presence of different branches of Islamic Azad University
10	0.01	Development and promotion of the sports tours and tourism in provincial and national levels

(7th and 8th rows have the same prioritization)

Table 5 The corresponding operational plans with the strategies of the public sports and the championship in Islamic Azad University

Row	Strategy	Corresponding operational plans
1	SO1: Development and promotion of the sports tours and tourism in provincial and national levels	Identification of the effective institutions in this field
		Codification of regulations and guidelines of the tours of public sports and the championship
		Doing the experiments and identifying the sport fields related to the aims of university
2	SO2: Qualitative and quantitative development of the public sports and the championship paving the areas for women, the disabled and low-income people	Needs to the public sports and the championship of the target group
		Feasibility of people with disabilities and special classes to study at the University without paying tuition
		To facilitate increased access to sport facilities for students to form the council for the student sports
3	SO3: Qualitative and quantitative development of centralized sports events (in most sports fields) with the presence of different branches of Islamic Azad University	Formulating the regulations and procedures of university sports and Olympiad held annually
		Identify the possibility of holding such events and academic units with the lowest cost
		Identification and consolidation of athletic fields in accordance with the University's goals for annual
		Sports Olympiad held in compliance with international law focused on sports fields
4	Facilitating and making favorable environment for the people interested in sports to study at universities due to the positive attitude of the society and families to sports and supporting the authorities of the university	Identify effective and interested organizations for cooperation
		The contribution of other organs involved in the event
		A memorandum of understanding with regard to the organizational level by university administrators and other organs
5	WO1: The development and utilization of the capacity of the constitution and laws emphasizing on the development of the physical education activities in order to promote university sports budget University, departments, agencies and non-governmental institutions and NGOs in order to achieve the proper operation from the public	Identify, collect and track large existing legislation, including legislation passed by Parliament, Supreme Leader of the Islamic Republic of Iran and notified policies in college sports
		The increase of numbers of meetings with decision-makers and related organs
		Sports missions of other organs (especially the Ministry of Sports and Youth) using university facilities

6	WO2: Qualitative and quantitative development of sports events (simultaneously in several sports fields), with the presence of women, different branches of Azad	Identification and guidance the athlete students in physical education class public to attend internal and external competitions Formed a joint working group on coordination and physical education with the Department of Education and Graduate Policy Continuous and joint meetings with heads of departments and the public for plan and execute events
7	ST1: The development of simple access to the public sports and the championship for the students in order to reduce their tendencies to unhealthy amusements	Facilities to increase the student access to university facilities and sports coaches Directing the construction of sport facilities on the sidelines dorms Equip clubs and sport facilities of university The development of mass sports and activities like health stations in student dormitories and utilization of natural spaces
8	ST2: Development and promotion of the sport culture, physical activities and healthy pleasures to reduce anxieties and stresses among the students	Education, sports functions from the perspective of psychology students Education and training of skilled manpower needed to hold workshops for students Facilitating and granting discounts on tuition to student athletes and sports heroes
9	ST3: Qualitative development and changing the structure of the public sports and the championship in order to create coherent system of planning and remove the differences and tensions among different institutions of higher education in Iran	Formed a joint working group with the participation of all institutions of higher education in college sports Sports memorandum of understanding with other institutions of higher education Participation in sports programs and other higher education institutions
10	WT1: The interdependency reduction of the development and expansion of the sports of Islamic Azad University to the tuition of the students with regard to the lack of applicants to study in universities	Development and implementation of compensation programs and sports spaces Holding educational classes, coaching and refereeing using university facilities and skilled manpower The establishment of service centers and sports in universities and governorates sports and scouting schools in academic units
11	WT2: Qualitative and quantitative development and promotion of the public branches of the physical education and sports in order to reduce the tendencies of students towards the unhealthy amusements	Screening and identification of students with special circumstances (drug addiction, AIDS, hepatitis, addiction programs, software and virtual networks, etc.) courses in physical education and classes especially for them holding public classes and recreational sport camps and sports for students in nature Planning to offer optional courses in physical education (teaching the new curriculum) so that students in each school should be associated with exercise

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