

# Consideration of Effective Factors on the Rate of Strategic Decision Making of Lorestan Education Managers

**Ebrahim Behzadnia\***

*M.A in Education Management*

\*Corresponding Author Email: [e\\_behzadnia@gmail.com](mailto:e_behzadnia@gmail.com)

**Abstract:** The main purpose of the present research is considering the effective factors on the rate of strategic decision making of Lorestan province education managers. For this work, 37 factors were identified by studying the books, articles, and previous researches and obtaining the experts' point of view. The static community of this present research is the education managers and assistant managers of Lorestan. They are 114 persons and the statistics method is used. The tools of gathering the data are two questionnaires; (1) the questionnaire of the success of strategic decision making and (2) the questionnaire of the effective factors on the managers' strategic decision making, by the use of functional analysis method, which is in the option of statistical sample after the testing of reliability and validity and confidence of it. In the present research, the descriptive and deductive methods were used for analyzing the statistical data. For testing the managers' strategic decision making, the binomial test (rate), and the functional analysis technique or the soft were spss, were used for answering the questions related to identification and the prioritizing the effective factors on the strategic decision making. The results obtained show that the rate of managers' strategic decision making is 0.75 and also show that, of 37 factors, 25 factors were identified and classified in four groups, personal factors, cultural factors, organizational factors, and technological factors, by the use of the functional analysis technique, and the mean results have the most effect among personal factors, knowledge factor, and among the organizational factors, appropriate information factor, and among cultural factors, competitive intelligence factor, and among the technological factor appropriate information system.

**Keyword:** Cultural Factors, Organizational Factors, Strategic Decision Making, Personal Factors, Technological Factors.

## Introduction

The strategic decision that, looks toward the future, and they study and consider and influence the organization activities in Lorestan one of the main reasons and indices of manager presence in each organization is making an appropriate decision and trying for its correct and effective performance. In other words, decision making should be appraised and proportional with correct, up to date, and on time information and the organization informing, should be transparent in every class of organization.

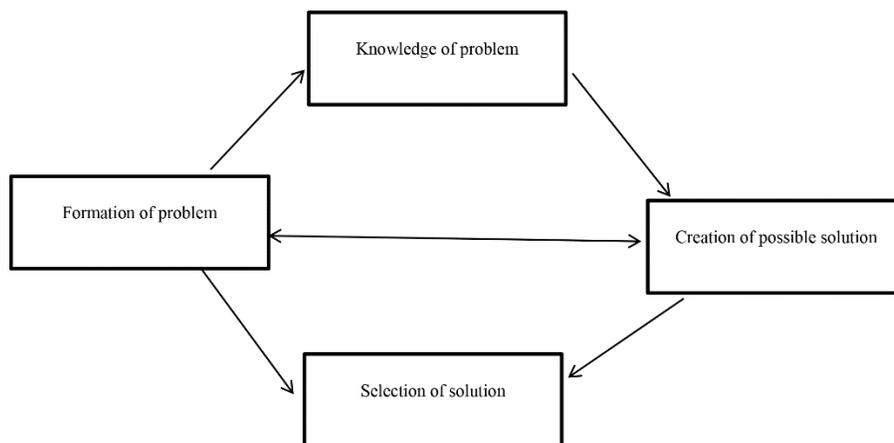
The making reasonable and effective decision on the basis of transparent and exact information will establish and ensure the effectiveness of organizational purposes. So the components in influencing on the managers' strategic decision making, with respect to the mentioned items, and the necessity of attention to the case of strategic decision

making in organization for promoting the effectiveness of training system in the education organization and authorities attention and the mini stry high managers in the optimal use of effective human resource is important in training system. The education managers are seeking the ways to make the better decision in operational and policy making areas. Now this question Rosen that which components have the most effect on manager’s strategic decision making in the education ministry among the effective components? So this research is important in the light of considering the effective composts on manager’s strategic decision making, in the education ministry.

In the consideration of previous effects and researches, the factors can be effective on the decision making variables were mentioned that we can refer to collaborative culture khaki 1998 risk to learner (Robbins, 2000) organizational obligation organizational maturity (Hersey & Blanchard, 1997) in the explanation of the strategic decision making it should be said that, it can be strategic, when a decision was made on the basis of the elements analysis and the future prediction and it is made on the basis of logic. In fact, a person, a set, a society, a corporation cannot continue its life without strategic (Rezaiyan, 2010). The education ministry is not excluded. In this research, it is attempted to prioritize and identity the effective components on the managers strategic decision making by using the functional analysis the study literature.

### Strategic decision making

Usually, the decisions are made by high officials or senior managers are called strategic decisions. these decisions are made about great and risky problems and may be they are about: entering to a new market, producing, and presenting the new products and services, performing the new plans, terminating the plans are in the hand, closing the divisions of organization, the employing the individuals, the priorities determination, the distinguishing of making decision in organization in clouds the plans orinnorations and creativity the group of decisions are that their direction is directed toward the future and high purpose of organization and they effect in long tern organization activities this type of decisions were made in unreliability condition these mentioned decisions have arbitrary aspect and are made un continuously. The responsibility of these decisions is to organization high managers (Sharif zadeh, 2002).



**Figure 1.** The stages of strategic decision making fail. The stages of strategic decision making.

1) Knowledge of issue: the distinguish that something is refused, it means that, con diction reason that it needs to be reformed are chance occurred that it should be dearth with.

2) The explanation of issue: the gathering of information and considering the condition in which this issue or event occurred and explaining its organizational attitude.

3) Formation of solution: a tool by which are make decision about what should be alone (Masin Khah, 2002). The effective factors on the strategic decision making. The effective factors on the strategic decision making. The effective factors on the strategic decision making can be classified in four groups.

A) Personal factors: strategic intelligence, vigor, character knowledge, risking, appropriate experiences, subjective analysis, personal differences.

B) Cultural factors: completive intelligence, knowledge and information. Sharing thought and beliefs values, staffs collaboration ability, dominate culture on the environment, society expectations, organizational culture,

- c) Organizational factors: appropriate information, appropriate in service trains, organizational obligation, organizational obligation, organizational maturity, leg is Latino system, organizational purpose and providence.
- D) Technical intelligence: information technology used in organizational, appropriate information system.
- (A) Personal factors:

### **Strategic intelligence**

The strategic intelligence is the combination of the types of intelligence is the combination of the types of intelligence for providing information and knowledge value added in the direction of organizational strategic decision making often this intelligence is used in the army or defensive worked for revealing great the information and knowledge and this is separable from tactical or operational intelligence and strategic intelligence has as the same meaning in the success of business as in the tools of the ordinary intelligent of army but its main role is the emphasis on hoe the organizational position be belter for controlling the future challenges and opportunity that increase the organizational position.

The strategic intelligence is one of the optimization cases of senior managers decision making, among the synergistic, the management of competitive intelligence knowledge and commercial intelligence from strategic intelligence recalled as one of the key determinants of successful making decision (Latifi, 2010).

### **Managers vigorous in decision making**

The first work is that we should have definition about vigor management. When we talk about the managers vigor, we mean, it is the time that the manager decides and dos not think about his / her personal interests, but he/ she thinks about the interests the whole of the organization. Some time, the manager makes decision which are right, but his / her superior disagrees with Thom, it means vigor in management causes the promotion of manager's credit before their employees. Because when the employers see that their manager show vigor in his/her decisions, they respect to him, a brave manager reinforces organizational culture.

The numerous experiences show that the vigor in management causes the promotion of managers credit before their employees, because when the employees see that their manager show vigor in his / her decisions, they respect to him, a brave manager rein forces the organizational culture (Alavi, 1993) the role of character in decision making decision making is so mixed with mental characteristics of decider that the one cannot be studied and developed without the other. the factor or personal elements includes temper, intelligence, energy, insight, attitude, and the feeling of manager all have an effective role in the decision which she / he makes. Therefore in the social psychology point of view, the study of process of decision making should be conducted by considering the all of the decision maker characteristics. it means that, in addition to official responsibility and the manager position in organizational hierarchy as an effective factor in decision making, the character and mental element forming his/her char actor should be considered. karats, during the comprehensive discussion, deepens the decider and thinking mental mechanisms as underlying factor in decision making and they believe that human thought and as a result, his / her decision making, are the functions of different factors (Saadat, 2001).

### **Training**

An action which can increase the knowledge, skill, or the behavior of employees, is referred as training. This action maybe encored by common trainings such as classrooms, or by single trainings, or catalog's or poster (Sharif zadeh & Mohammadi Moghadam, 2002).

### **The rash tolerance**

It is the extent that the employees like development and innovation and accept the risk (Robbins, 2000).

The accretion of risking or accepting the possibility of loss can be defined for achieving the purpose and therefore a ventures some person, is someone that, on the contrary to conservative person, who is not satisfied with existed condition and he / she is ready to accept the degrees of occurring loss for achieving the higher purpose. Basically the term of risk used in the biracial management area, but it is a concept which is in all of our decision. the successful management of risk is one of the most important characteristics of the successful organizations and it is consisted of two basic parts (1) the soft and behavioral part that includes the environment and the culture of organization risk and (2) the raider part that includes special plans of risk management which guides the institute. The good risk management requires both the strong risk culture and pervasive plan in the organization level.

The subject of renter is developed in two level soft personal and organizational cultures. Everybody is unique on the base of his perceptions about risk and the rate of his / her venture. Each organization, in the level of organizational culture, has the level of venture that transfers it to its employees.

The individuals are different in their eagerness for chance.

Their desire to accept or avoid the risk, effects on the amount of time that managers need it to decide and the amount of data that he / she obtains them before selecting the choice. in this study, 79 managers, in the simulated problem, were asked to make decision about the rent, the managers with high venture, made faster decisions and used the less information than the managers with low ventures, for decision making. It is interesting that the accuracy of all decision was equal for two groups. In general, the managers in large organizations, in comparison with smaller in statutes, are more risk – averse. A tall, there is different between occupations in the light of desire to risk. As a result, recognition of these differences or even consideration of venture proportionality with the occupations is of great importance. For example, high – venture for a stock seller leads to better performance in the exchange because this occupation requires the fast decision making. Desire to the venture, on the other hand, is a great obstacle for an accountant this occupation should be occupied by some who has lower venture desire (Latifi, 2010).

### **Experience**

The application of experience id definition, implies that the only group of behavior changes can be called “learning” that is the result of experience, it means interaction of person and the environment in each other. If we consider the experience as interaction between the person and the environment and person’s influencing in the environment following with the series of action and reaction, we will consider the learning as the effect result, movement, activity and collaboration of learner. In the meeting to the environment for learning, sensory members, nervous system, pervious experiences, the desires and tendency and aims of a learner, have an effective role. Indeed, the whole of person’s character in his / her dimensions is placed in the interaction process and changes.

In the cases that there is enough experience and information, decision making is done surely , but when available experience and information are not enough, we should be careful in decision making information is the base of decision making, the flow of information, like blood flow, has vital role in keeping the life and the health of organization department (Goudarzi, 2007).

(B) Cultural factors

### **Competitive sagacity**

Ben Gillard who is one of the theoretician soft sagacity writes the competitive sagacity, is all of recognition that a company has in the environment in which a company competes and it is the result of the numerous particles of information which bombers the company. it is under the protection of this knowledge that the complete image about the correct condition in the future, drown in the completion scene toward managers to make better decisions on the basis of the definition of management collage of France, the competitive sagacity includes, the art of finding, collecting, reproducing, and strong the information for accessing and employing the personnel in all levels of organization future, protect the existed condition against competitive treatments.

These characteristics were determined as effective on the process of strategic decision making, but they have the most effect on the primary stages of decision making and have the less effect on the development and evaluation of choices (Rezaiyan & Boloki, 2010).

### **The knowledge**

Polanyi divided the knowledge in two groups, explicit and implicit knowledge, on one hand, the explicit knowledge can be recorded, classified and stored and its translation in the simple language is easy. On the other hand, the implicit knowledge has root in the daily actions and in the subjective models of individuals. Novak and Kano, on the basis of classification, define the knowledge management, as a simple method for simplifying and improving the sharing process, distribution, creation, and understanding of organizational knowledge, dawn port and prosed defined the knowledge as collecting, public ting and effective use of knowledge resource (Sarлак & Islami, 2011).

### **The thought values and beliefs**

A Mowlem decides and acts in the basis of religious attitude, image, subjectivity and teachings as the other individuals decide on the basis of their attitude. Especially decision making is in the policy making area and is the type of strategic decision making, the relationship is vein forced between attitude and belief with decision. Because the future image will be reinforced in decision making, so the beliefs and decision model should be death within the models of strategic decision making (Goudarzi, 2007).

### **The employee's collaboration**

Collaboration is a management system in which organization members influence on the decisions are made. Commission, session, council, group discussion and negotiation, proposition box, survey, and referring gather different though and point of views from people and different and different resources. We assume that the gathering, and considering the opinions and beliefs can be effective in decision making, and in better and corrector planning (Saadat, 2001).

### **The society culture**

In fact, each organization surrounded in cultural, social, political, legislation, economic, and technology systems. They influenced on intra organizational system specially the management of organization culture. Indeed, the beliefs, values, behavior political pattern in organization affected by dominant culture on the society because the organizations purposes formless in the direction of government purposes in the society and also organization individuals have induration background of the society culture for several years and they enter in to the organization with a set of beliefs and values and they, with respect to social and organizational position, can influence on the organization ultra. Also the dominant culture on the organizations effects on the society culture. Because, today, the society includes the set of the organizations and their individual (Taslimi, 2008).

#### © The organizational factors

The existence of the appropriate information four decision making, two types of information are necessary for the effective and correct decision making.

(a) The basic information about the nature of the organization. The information by which we can understand the philosophy of the organization.

(b) Information about the organization condition. In menthe information about the manager's behavior in the organization employees, the structure and performance of the communication network, the process and mechanism of decision making, the production and income of the organization. On the other hands, these are information by which the current condition and position of the organization will be obvious for us. the amount of being known or know in the environment, is the function of the available information in the environment if there is more information in the environment, the amount of being unknown is less and decision making is more reliable and easier and if there is less information in the environment, the amount of being unknown, is more and decision making will be more difficult (Saadat, 2001).

The information should be kept regularly to be used if necessary. The manages cannot remind everything. The important and critical information should be put in the place where can be accessed them easily and fastly. The personal computers, of course, are simple and fold devices for managers that they can access them I, if they are familiar with working with the computers (Saadat, 2001).

### **Training**

An action can increase the knowledge, skin, or the behavior of employees is referred as training. This action may be reining forced by common training such as classroom or by single training, letter writing, or by internet trainings or catalogs and posters (Sharif zadeh & Mohammadi Moghadam, 2002).

### **The organizational obligation**

The organizational obligation includes the positive and negative attitudes of individuals toward to the whole of organization, not to a job which they engaged in it. In the organizational obligation. The person has the strong loyalty feelings to the organization and identifies him herself by that organization.

Some of manager analyzers conceive the success of Japanese corporations for loyalty culture and their attachment to the organization. The knowledge of the organizational culture, makes easy and simple the in the organization. The cultural harmony and convective, resulted in attracting the individual to the organization and the cultural in consistency resulted in the alienation and separation from the organization (Rezaiyan, 2010).

### **The organizational maturity**

Many organizations are so founded and managed that they need childish and unnatural behaviors of the employees. Usually the unnatural individuals do not interfere or not be involved in decision making. if the most of employees, specially, the individuals with higher education or the individuals who obtained the useful experiences are interested that the others behave with them as mature persons. Whatever the organization managers see their employees and subordinates as mature individuals so their participation will be increased in decision making. in the modern world, the managers cannot keep the human resource in the level of un maturity with their special attitude, the main duty of the managers is preserving and maintaining the human resources for arriving them to the organizational and behavioral maturity and involving them with the process of decision making is the movement in this field (Robbins, 2000).

### **The legislation system**

Governmental managers should make the decisions related to their organization in the direction of marrow laws of society (Taslimi, 2008).

(d) Technological factors

(i) Information technology

The decision maker requires the information for increasing his/ her knowledge and in sight level about the problem and decreasing the lock of confidence in the selection of the best solutions. Because the information needs of managers for decision making are different in the different organizational levels, so the information technology has different effect in the different managerial levels. In the low levels of organization, the activities are repetitious and plan able and as the result, the use of data processing, the automatic activities of office affairs and management information system are expansive for presenting the report required by manager for making effective decision in the level of organization. In the high level of organization, the important and rare activities ate not definable and are the type of thought and strategic activities and are related to the policies of organization. the use of decision support system for analyzing the problems and presenting the optimal solutions and information system of senior managers for distinguishing the problem and knowledge of opportunities, have application for high mangers of organization, meanwhile, the middle managers who undertake the duties of controlling the base manager's activity, require both decisions support system and information system of management. Generally the information system in an organization supports the final users depended on managerial activities (Madhooshi, 2002).

(2) Management information system:

A computer information system obtains the raw material by the internal and external evaluations of an organization. This system, in the organization, gathers the data about the marketing, financial affairs, production and human force, and in the outside of the organization. It gathers the data about the social, cultural, ecology, environmental, economic, political, governmental, legal, technological, and competitive factors. These data are so mixed and integrated that can provide the bed of management decision making (David Fred, 2000).

The study questions:

(1) To ward extent is the rate of influencing component on the strategic decision making of the education managers in lorestan?

(2) Which are effective factors on strategic decision making of the education managers in lorestan?

(3) How is the prioritization of effective factors on the influencing component on the strategic decision making of the education managers in lorestan?

The research method

The present research is the base of the purpose from the applied type and it is descriptive research and it is of the type of exploratory in the light of gathering information, since it explores the effective factors on the manager's strategic decision making.

The statistical community of this present research is the education managers of lorestan that they are 106 persons. The statistics or all census methods were used with respect to the limitations of statistical community volume, on the other words, the total of statistical community was considered. The questionnaire was used for gathering the information which included the questions of effective factors on the strategic decision making that is

used in the form of likers five-choice. The Cranach’s alpha is used for the questionnaire reliability test was obtained 0.91 for the questionnaire of the effective factors on the strategic decision making and the crunch’ alpha test was for the questionnaire reliability test that is obtained 0.932, for the questionnaire the testing of strategic decision making. The data analysis:

(1) To what extent is the rate of the influencing components on the strategic decision making of the education managers in lorestan?

The binomial test used for considering this study question for this purpose, the individuals who agree (group 2) were in a appoint and the individuals who disagree were in the other class (group 2) and the cut-off point, the number 2 chorused for separating two groups. We use this test when we want to consider the special ratio in the society.

H1: p=50%

H0: p#50%

**Table 1.** The results of the ratio test related to the strategic decision making.

Index / group	frequency	The observed ratio	Ratio test	Sig.
Group 1	25	0.25	0.50	0.000
Group 2	77	0.75		

With respect to the results of the ratio test with probability of 95% is different between two groups of society as result the assumption of the 70b strategic decision making rejected by probability of 50% because the strategic decision making, in groups is more than it in group 1. Because the observed ratio is 0.75 in group 2 and this rate is much, on the basis of the managers who selected the high, medium, so it can be claimed that the strategic decision making in the considered society is higher than medium.

(2) Which are the effective factors on the strategic decision making of the education managers in lorestan?

**Table 2.** Matrix if the rotation of functional loads finding of the scale questions of the influencing components on the managers strategic decision making.

items	1	2	3	4	5
Awareness	0.464				
Venture	0.710				
The appropriate experience	0.510				
Subjective analysis	0.764				
Individual differences	0.712				
Strategic intelligence	0.563				
Vigor	0.644				
Character	0.627				
Competitive sagacity		0.629			
Knowledge and information sharing		0.746			
Employee’s collaboration		0.600			
Thought values and beliefs		0.452			
Dominant culture on the environment		0.739			
Society expectations		0.654			
Organizational culture		0.594			
Innovation power			0.884		
Appropriate information				0.880	
The appropriate in service trainings				0.553	
Organizational obligation				0.780	
Organizational maturing				0.546	
Legislation system				0.697	
Organizational purposes				0.542	
Providence				0.691	
Information technology					0.521

The technology used in organization	0.610
Information system	0.512
The on time diagnosis of risks and opportunities	0.535

As shown in the table (2) the factors based on the factors of (awareness, the venture, the appropriate experiences, the subjective analysis, the individual differences, strategic intelligence, vigor, character) which are named on the theoretical basis individual factor research, the factors 2 base Dom the factors of (competitive sagacity, the knowledge, and information sharing, the thought values and beliefs, the employees participation, the dominant culture on the environment, the society expectations, the organizational culture) which are named on the theoretical basis of cultural factor research.

The factors 3 base on the factor soft the appropriate information, the appropriate in-service trainings, the organizational obligation, the organizational maturing, legislation system, organizational purposes, which are named on the theoretical basis of the organizational factor research, the factors 4, based on the factors of (information technology, the technology used in the organization, the appropriate information system) which are named on the theoretical basis of technological factor research, the factors 5 based on the item of innovation power and factor based on the item of diagnosis the risks and opportunities, are deleted because there is only one factor remains in the class.

**Table 3.** The results. F freedman test of individual factor in the influencing, component on manager's strategic decision making.

No	Component	The mean of score
1	Venture	4.03
2	Individual differences	4.07
3	Subjective analysis	4.14
4	Strategic inteuigence	4.23
5	Character	4.58
6	The appropriate experiences	4.61
7	Vigor	5.07
8	awareness	5.22

As considered in table (3) for that the significance level of freedman test is less than 0.05 so there is significant difference between, the effect rates of each of individual factors on the influencing components on strategic decision making of the education managers in lorestan.

So that among individual factors, the awareness factor has the most and the restore factor has the less effects on the strategic decision making of the education managers in lorestan.

**Table 4.** The results of freedman test of the cultural factor on the influencing components on manager's strategic decision making.

No	Components	The mean of score
1	Thought values and beliefs	3.46
2	Knowledge and information sharing	3.79
3	Employees participation	3.81
4	Organizational culture	3.97
5	Society expectations	4.07
6	Dominate culture on environment	4.18
7	Competitive sagacity	4.73

As considered in the table (4), for that the significance level of freedman test is less than 0.05, so there is significant difference between the effect rates of each of cultural factors on the influencing components on the strategic decision making of the education managers in lorestan.

So that among the cultural factors, awareness factor as the most and the venture factor has the less effects on the strategic decision making of the education managers in lorestan.

**Table 5.** The results of freedman test of organizational factors of the influencing component of the manager's strategic decision making.

No	Component	The mean of score
1	Organizational obligation	2.97
2	Appropriate training	3.28
3	Organizational maturity	3.56
4	Legislation system	3.95
5	Organizational purposes	4.46
6	Providence	4.86
7	Appropriate information	4.96

As considered in the table 5, for that the significance level of freedman test is less than 0.05, so there is a significant difference between the effect rates of each of organizational factors on the influencing component on the strategic decision making of the education managers in lorestan. So that the among organizational factors, appropriate information factor has the most and the organizational obligation has the less effects on the strategic decision making of the education managers in lorestan.

**Table 6.** The results of freedman test of technological factor of the influencing components on manager's decision making.

No	Component	The mean of score
1	Information technology	1.79
2	Technology used in the organization	2.10
3	The appropriate information system	2.12

As considered in table (6), for that the significance level of freedman test is less than 0.05 there is significant difference between effect rates of technological factors on the influencing components on the strategic decision making, of the education managers in lorestan. So that among the technological factors, information system factor has the most and information technology factor has the less effects on the strategic decision making of the education managers in lorestan.

### Conclusion

**Question 1.** The rate of the strategic decision making of the education managers in lorestan was measured by 18 questions in the Morrison, pierreppty's theoretical framework. The rate of strategic decision making of the education manager in lorestan was 0.75. So it can be claimed that the strategic decision making in the considered society is higher than medium.

**Question 2.** Serf considering the research questions primary with the analysis of exploratory factors, the effective factors on the strategic decision making is divided in four parts individual, cultural, organizational, technological, factors, that 8 individuals factors, 7 organizational factors, 3 effective technological factors were identified and prioritize.

**Question 3.** With respect to the results obtained from freedman test, awareness factor in among the individual factors, and appropriate information, in among the organizational factors, and the competitive sagacity factors, in among the cultural factors, and appropriate information system in among the technological factors, have the most effect.

The research literature represents the effect of effectiveness of the individual, cultural, organizational and technical factors on the strategic decision making.

Doomster's research (1999) shows that the employee's collaboration has role in the manager's strategic decision making. Also Resaying and Bloke's research (2010) shows that there is significant relationship between the competitive sagacity, and the strategic decision making. Kianfar's research shows the role of strategic management information system in the strategic process of organization.

## Propositions

- The information should be available for managers by the information system.
- Attention to the training of managers.
- Providing the necessary bed for manager's use of the experiences of the other organization.
- Increasing the infrastructure of technology.
- Employee's collaboration in manager's decision making.
- More attention to the individual differences.
- Respecting to the manager's character by the senior managers of the organization.
- Explaining the organizational purposes and missions and removing the job obstacles.
- Creating a culture which is appropriate with certain values.
- Aligning the organization culture with society culture.
- Relative independence for doing affairs.
- Aligning the purposes with the future.
- Updating the technology used in the organization such as buying new soft wares and hard wares.

## Conflict of interest

The authors declare no conflict of interest

## References

- Alavi, 1993. Comparison of remain and Portuguese's managers in the context of manager's vigour in decision making. *Tadbir Journal*. 1(5): 86-87.
- David Fred R, 2000. *Strategic management*. Translated by ali parsaeian, seyed mohammad aarabi. Published by farhang studies office: Tehran.
- Goudarzi GR, 2007. *Strategic decision making of case study about the Shiite mechanism*. Imam sadegh University: Tehran.
- Hersey P, Blanchard K, 1997. *Organizational behavior management*. Translated by Ali Alagheh Band. Amirkabir publication: Tehran.
- Khaki M, 1998. Collaboration culture, and its solutions in the universities, human sciences, study, and planning in the high training. 17: 79-88.
- Latifi F, 2010. Risk and venture. *Journal: policy management*. 10: 20-22.
- Madhooshi M, 2002. The role of information system and information technology in the effective decision making. *The scientific and study quarterly of al Zahra university*. 12 (13): 44-45.
- Masin Khah H, 2002. The consideration of relationship between the speed of strategic decision making, and efficient innovation of case study in country pharmaceutical industry. Tehran: Samati Sharif University. *Management and economy college*.
- Rezaian A, Boloki M, 2010. Competitive sagacity and strategic decision making. *The scope of business management*. 2: 43-65.
- Robbins SP, 2000. *The theory of structure organization and organization plan*. Translated by Alavi, mahdi, panaei fard, Hassan, Tehran. saffar.
- Saadat E, 2001. *The process of decision making in the organization*. Tehran University.
- Sarlak MA, Islami T, 2011. Knowledge sharing in sanati sharif university. social invests approach. Tehran. *Journal of governmental management*. 8: 1-18.
- Sharif Zadeh F, Mohammadi Moghadam Y, 2002. The relationship of employee's empowerment human force efficiency of police commander employees of lorestan. *The studies of disciplinary management*. 5-18.
- Taslimi MS, 2008. *The process analysis of policy making and decision making*. Tehran: Samt Publications.