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## Long-term Program for the Development of Basketball at the University of Isfahan

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### ABSTRACT

The purpose of this study was to provide a long-term plan for developing the basketball at university of Isfahan, Iran. A combination of qualitative and quantitative methods was used to collect and analyze the research data. Interviews and expert council meetings were used to collect the research data. The research participants included university basketball experts and coaches. Sixteen Experts were purposefully selected to reach the theoretical saturation. The research instrument was an open questionnaire. The logical induction method was used to analyze the required data in the quantitative part of the situation assessment and strategic action matrix. To analyze the required information, the Strategic Position and Action Assessment Matrix (SPACE) and the Quantitative Strategic Planning Matrix (QSPM) were used in the quantitative part, and the logical inductive method was used in the qualitative part. The strategic approach of the basketball based on the situation assessment matrix and strategic action was placed in the offensive position. In general, managers can use the present programs to set the major goals as the priorities and provide the conditions for achieving the determined goals in developing university basketball.

### Introduction

Long-term planning refers to setting goals and outlining strategies that span several years into the future. This type of planning is characterized by its focus on big-picture objectives that require sustained effort over an extended period. Development is a type or mode of social change that human beings create to achieve their needs and wants in the environment. Humans are always trying to transform their environment and society to meet their needs (Kassing, 2019). Development means the reconstruction of society based on new ideas. These new ideas in modern times include the three ideas of science belief, human belief, and future belief (Meristö & Laitinen, 2018). Long-term planning in sports refers to how sports organizations determine their future direction over a given period of time, usually several years or even decades. (Pelcher & McCullough, 2019). The

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main feature of today's society is a lot of complexity and fluctuations, so the approach and planning patterns have changed not only in strategic literature but also in practical methods, they are moving towards strategic planning in conditions of uncertainty. Strategic planning methods in conditions of uncertainty can consider key variables, complexities and environmental uncertainties, and provide various and multiple analyses of possible future developments and trends based on future analysis (Sánchez-Oliva et al., 2021). While the future isn't entirely under your control, planning for different scenarios and preparing to withstand whatever could come your way could be the difference between your business sinking or swimming in the long run. But a strategic approach to long-range planning isn't just helping you plan for the future—it's also helping you shape it (Victor & Agamuthu, 2014). Future thinking affects making the right decisions and may link the future to the present (O'Boyle, 2015). The financial planning, budgeting, and forecasting processes you have in place to help you make decisions today, tomorrow, and next month can also be powerful assets in your long-range planning (LRP) strategy over the next five to ten years. Here's what you need to know about building an effective long-range planning strategy. (Smith, Cotterill, & Brown, 2019).

Long-range planning refers to the process of explicitly defining an organization's future direction over a sustained length of time, typically several years to decades. At the most basic level, it provides a 'roadmap' to guide the organization's actions towards its higher-strategic aspirations. (Armentrout, Zdroik, & Dutove, 2021). In contrast to short-term plans geared toward short-term operational needs, or tactical plans focusing on medium-term goals, long-range planning is more forward-looking. Typically, it accounts for at least the next three years. From this perspective, futurism and its consequences are seen as input elements for strategy compilation and policy-making, which seeks to manage strategic planning and executive programs. The term planning is also one of the words that is considered in this type of view of futurism and is known as a process of future identification. This process can introduce and analyze possible futures. Also, it deals with the analysis and identification of social and economic effects of decisions and aims and focuses on the identification of effective key elements of the future (Smith et al., 2019). The dynamics and drastic environmental developments of the present era have further disclosed the need for planning to encounter with these developments. A review to organizations fate during recent years shows in the field of progress and development, organizations had been successful which were able to compile effective strategies with the correct understanding according to their mission and provide the proper platform for implementation of them. (Ehlen, Dixon, & Loughhead, 2018). Strategic planning is the process by which organizations analyze their internal and external environment and gain insight, in addition to establishing their strategic path and creating strategies (McCullick, Dooley, Schempp, & Isaac, 2020). In this regard, strategic thinking means the mental and executive readiness of the individual to adapt to the conditions and the temporal and semantic priority for environmental change. Strategic thinking is not the future predicting, but about distinguishing the characteristic competition field and watching opportunities that rivals neglect about them. (Klatt & Smeeton, 2020). Short-term planning involves strategies that focus on the results within a short time, say a few months. These are the strategies to be used in achieving specific milestones. Short-term planning aims for an immediate period and helps you fix the challenges you're dealing with in the present. (Elbanna, 2016).

Short-term goals facilitate long-term achievement. If not effectively planned and executed, it becomes much harder to attain long-term goals. So, whatever your short-term goals, make sure they align with your long-term vision. (Ashford, Abraham, & Poolton, 2020). Medium-term planning refers to the strategic process of setting goals and outlining actionable steps to achieve desired outcomes within an intermediate time frame, typically ranging from 1 to 5 years. (Klatt & Smeeton, 2020). This type of planning bridges the gap between short-term, tactical plans (usually up to one year) and long-term, visionary planning (extending several years into the future). Medium-term planning is essential for organizations and individuals to adapt to changing circumstances, manage resources effectively, and ensure progressive achievement towards long-term objectives. If we consider the basis of strategic planning for predicting the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) for future analysis, where there is a big difference between forecasting and reality, its effectiveness is eliminated. In such a

situation, strategic thinking, especially when this type of thinking is distributed among middle managers throughout the organization, improves the efficiency and effectiveness of the organization (Sánchez-Oliva et al., 2021). Generally, short-term planning is conducted for current and immediate concerns. The outcomes are usually expected within a year. The main focus of short-term planning is on the prevailing situation, whether in your career, personal, or business goals. Long-term planning, on the other hand, takes longer to achieve and is based on how effectively short-term goals are accomplished. It seems having strategic thinking and consequently, the strategic plan is an important issue, strategic thinking makes manager able to understand what objects are effective to achieve success and how these are creating value for the client. In the business atmosphere, only success maker factors play a key role to create value for the customer, in a situation where competitive advantage factors rapidly evolving, the only advantage of stable competition is understanding and insight of continuous identifying of these factors (Thomson, Toohey, & Darcy, 2021). Long-term planning must consider external factors in which the business operates. These are legal, social, political, economic, cultural, and legal issues that might affect your efforts to achieve your vision. (Elbanna, 2016).

Every step or action you take affects the outcome. Therefore, make sure your short-, medium--, and long-term goals are interlinked and aligned toward your success. Today, it is clear that the development of sports is so complex that they cannot continue to exist without careful planning, and university sports are no exception to this rule. Therefore, any system that wants to be successful must have specific goals and specify how and when to achieve the goals. This type of planning is actually the same as strategic planning that, by examining the internal and external environment of the organization, identifies internal weaknesses and strengths and environmental opportunities and threats, and, taking into account the vision and mission of the organization, adjusts the long-term goals of the organization and selects strategies to achieve those goals (McCullick et al., 2020). Strategic challenges that are potentially are in front of managers (O'Boyle, 2015), (Horch & Schütte, 2003). In the third millennium, the importance of sports for achieving sustainable development is one of the most important foundations of development. Universities emphasize the development of sports (Cannioto, 2010). In recent decades, the sports industry has experienced a new era, so it is one of the most lucrative parts of the economy in producing sports goods and services in the 21st century. Basketball as a university sport needs a strategic plan for the development (Bell-Laroche, MacLean, Thibault, & Wolfe, 2014). Therefore, various elements and fundamentals involved in sports are considered as effective factors in today's society, because the need for sports is felt more and more and has great importance. What needs to be considered is that the development of sports and physical education is an important part of socio-economic development in any society, and the presentation of strategic plans in different parts of it is of particular importance (Bell-Laroche et al., 2014). The achievements of sports development are wide-ranging and lead to economic and social prosperity.

Therefore, many sports organizations in different countries according to their mission, have prepared their necessary strategies, and by implementing them they achieved success. With the dominance of such thinking, some sports organizations have developed their organizational strategy to succeed in their mission (López & Ishizaka, 2018). In the dynamic world of team sports, goal setting is a crucial management skill that can make the difference between a good season and a great one. By setting both short-term and long-term goals, teams establish a clear roadmap for success. Short-term goals serve as stepping stones that provide immediate motivation and feedback, while long-term goals keep the team focused on the ultimate prize. Balancing these two types of goals can help to maintain a team's drive, ensure continuous improvement, and promote a sense of achievement among players. (Rudisill, 2014), (Khazaei Sahneh & Aslaniyan, 2017). The University of Isfahan has 14 faculties and more than 16,000 students. It operates in 26 sports. One of the favorite fields of students and employees is basketball. It seems that basketball has not had a written strategic plan in recent years, so since basketball is a university sport, managers must take action to develop it. A review of the results of research on identifying external environmental factors affecting the development of university basketball shows that no comprehensive research has been conducted on identifying and analyzing these factors. Therefore, it is necessary to conduct

comprehensive research with a strategic approach and use expert opinions, because if these factors are identified, university basketball managers will be more successful in achieving their goals, and this issue is of particular importance in the current conditions of the university in the growth and sustainable development of university basketball.

Therefore, the main subject and goal of this research is to identify the internal and external environmental components affecting the development of basketball at the University of Isfahan based on the opinions of experts. It is hoped that implementing the results of the research will help the development of university basketball in achieving its goals and how to deal with the factors affecting them. The question that arises is what are the strategic issues and factors affecting the development of university basketball in the future?

## Methodology

The present study was a descriptive-analytical study in terms of its applied purpose and data collection method, in which data and documents were collected in two quantitative and qualitative ways, data and documents, surveys of experts, interviews, and holding strategic council meetings. The information was provided in the form of a form to the managers and employees of the Sports Department of Isfahan University, and based on intuitive judgments, they described the conditions for the development of university basketball in various hardware, software, and human indicators. In the qualitative part, the logical induction method was used to analyze the data. The data analysis process was as follows: conducting and editing interviews, coding opinions, classifying opinions into the same conceptual groups, interpreting concepts derived from the research, combining concepts, and finally drawing conclusions from intuitive judgments. Then, by comparing various calculated indicators with existing standards and summarizing the opinions of experts, the researchers extracted the strengths, weaknesses, opportunities, and threats of university basketball. The statistical samples were 16 experts from the University Sports Department. Purposive sampling was carried out until theoretical saturation was reached in analyzing the state of university basketball. The research tool was a checklist, the interview method was used, and strategic council meetings were used to collect information. The required information was collected through interviews, surveys, and strategic council meetings, and using checklists conducted by experts whose face and content validity had been approved by experts. To analyze the required information, the Strategic Position and Action Assessment Matrix (SPACE) and the Quantitative Strategic Planning Matrix (QSPM) were used in the quantitative part, and the logical inductive method was used in the qualitative part.

## Results

In the theoretical stage of the strategic plan for the future development of basketball at the University of Isfahan, the mission of basketball at the University of Isfahan is “to develop championship basketball in all faculties for male and female students, staff, and professors. The vision of university basketball until 2030 is “to develop basketball and have 50 percent of students participate in intramural competitions.” And finally, the macro policies of “balanced distribution of resources in proportion to the distribution of students in different faculties” were considered.

**Table 1.** Evaluation of internal factors of basketball at the University of Isfahan

| Invoice title                                                                             | Weight | Score | Weighted score |
|-------------------------------------------------------------------------------------------|--------|-------|----------------|
| The presence of university administrators who are interested in developing basketball     | 0.12   | 3     | 0.32           |
| There is a basketball coach and referee in the university's physical education department | 0.11   | 1     | 0.31           |
| Having 6 quality sports halls at the university for developing basketball                 | 0.12   | 3     | 0.32           |
| Basketball competitions are held between colleges                                         | 0.11   | 2     | 0.32           |
| A balanced and fair-minded approach to providing services to women and men                | 0.07   | 3     | 0.17           |
| The university's ability to host international basketball tournaments                     | 0.10   | 2     | 0.31           |
| University success in Iranian University Olympiads                                        | 0.05   | 3     | 0.16           |
| There is no long-term and sustainable planning in the university                          | 0.05   | 3     | 0.17           |



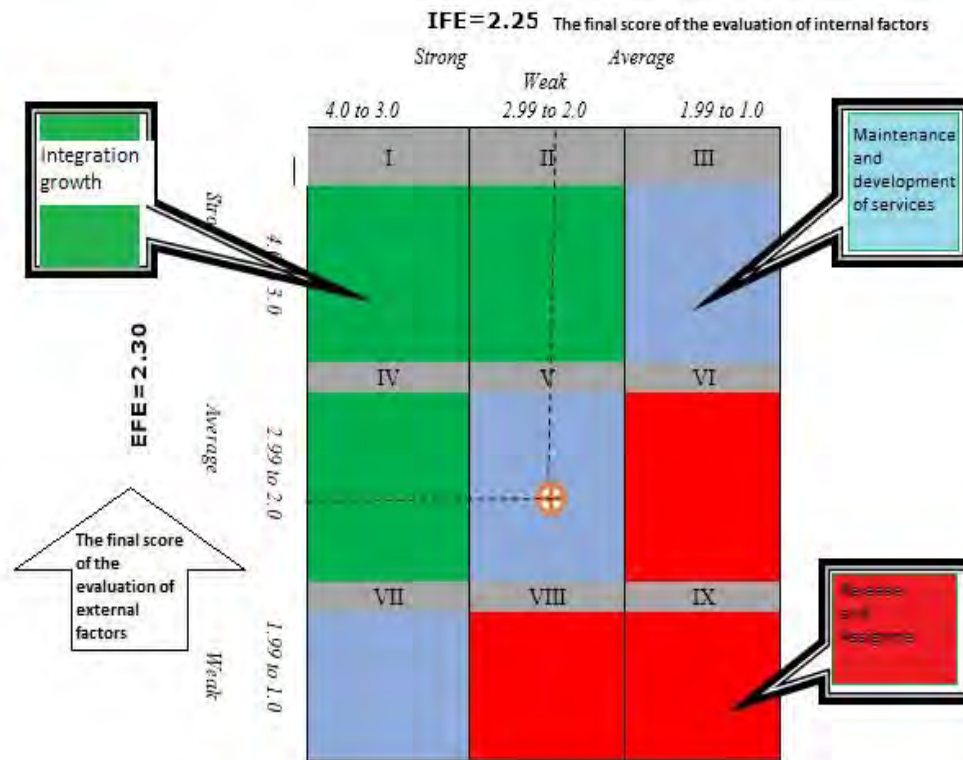
|                                                                                                                |      |   |      |
|----------------------------------------------------------------------------------------------------------------|------|---|------|
| Managers are replaced quickly                                                                                  | 0.10 | 1 | 0.12 |
| The university does not have enough money to develop basketball                                                | 0.10 | 2 | 0.11 |
| The Physical Education Department is not coordinated with the Isfahan Province Basketball Federation and Board | 0.05 | 1 | 0.06 |
| Lack of a stable sponsor in basketball                                                                         | 0.10 | 2 | 0.11 |
| total                                                                                                          | 1    | - | 2.34 |

The results in Table (1) in the matrix of internal factors of the basketball at the university of Isfahan show the total weight score of 2.32.

**Table 2.** Evaluation of external factors of basketball at the University of Isfahan

| Invoice title                                                                                                                | Weight | Score | Weighted score |
|------------------------------------------------------------------------------------------------------------------------------|--------|-------|----------------|
| Students and professors love basketball                                                                                      | 0.12   | 4     | 0.41           |
| The attractiveness of basketball for male and female students                                                                | 0.07   | 4     | 0.24           |
| Positive image of basketball among academics                                                                                 | 0.07   | 3     | 0.18           |
| The university's first priority for developing basketball as a university sport                                              | 0.06   | 3     | 0.16           |
| The presence of suitable sports halls at the university                                                                      | 0.07   | 3     | 0.16           |
| Students, staff, and professors are ready to play basketball                                                                 | 0.06   | 3     | 0.16           |
| The presence of basketball coaches and referees in Isfahan to help develop university basketball                             | 0.05   | 3     | 0.17           |
| Sponsors are needed to develop basketball                                                                                    | 0.06   | 3     | 0.17           |
| Positive attitude of university administrators towards the development of basketball in universities                         | 0.07   | 3     | 0.15           |
| Increasing tendency towards unhealthy entertainment and drugs among students                                                 | 0.05   | 2     | 0.12           |
| Social and cultural barriers to female student participation in sports                                                       | 0.06   | 1     | 0.07           |
| Increase in the price of sports equipment and services                                                                       | 0.12   | 1     | 0.12           |
| Inadequate and unstable economic conditions in the country                                                                   | 0.11   | 2     | 0.12           |
| Reluctance of public and private companies to sponsor university basketball                                                  | 0.06   | 2     | 0.07           |
| Very little coverage of basketball news by the media                                                                         | 0.06   | 1     | 0.07           |
| There is little cooperation between sports organizations and the university's physical education department for development. | 0.07   | 2     | 0.06           |
| There are various obstacles to attracting sponsors and broadcasting basketball matches.                                      | 0.06   | 2     | 0.07           |
| total                                                                                                                        | 1      | -     | 2.36           |

Findings in Table 2. in the matrix of internal factors show the strengths and weaknesses of the basketball at the University of Isfahan and the total weight score of 2.25.



**Figure 1.** Internal and External Factors Evaluation Matrix (IE) of the basketball at the University of Isfahan According to Figure (1), the results of this section are to determine the strategy according to the position of the weighted score of the external and internal factors of the development of university basketball. The total weighted scores of the internal evaluation factors (IFE) which was 2.25 is placed in the relevant place and the total weighted scores of the external evaluation factors (EFE) which is 2.30 is also placed in the relevant place. The result in this section shows the university basketball in the position of maintaining and developing services.

**Table 3.** Competitive advantage of the basketball at the University of Isfahan

| Variable              | Factors title                                                                         | Score | Average |
|-----------------------|---------------------------------------------------------------------------------------|-------|---------|
| Competitive Advantage | The presence of capable sports managers at the university                             | -2    | -2.5    |
|                       | All colleges have men's and women's basketball teams                                  | -4    |         |
|                       | There are professional basketball players at the University of Isfahan                | -3    |         |
|                       | International coaches and referees are present in Isfahan to help develop basketball. | -2    |         |

In Table (3), the score of each strategy identifies the competitive advantage that is one of the internal factors of the basketball association. Thus, according to the importance of each condition, we insert a negative score from (-1) to (-6).

**Table 4.** Environmental stability of the basketball at the University of Isfahan

| Variable                | Factors title                                                                                 | Score | Average |
|-------------------------|-----------------------------------------------------------------------------------------------|-------|---------|
| Environmental stability | The University of Isfahan has more than 16,000 students, 800 professors, and 2,000 employees. | -3    | -2.5    |
|                         | Abundant sports talents at the university and basketball applicants                           | -2    |         |
|                         | Positive attitude of university administrators towards basketball development                 | -3    |         |
|                         | Existence of professors, coaches, referees, managers and basketball experts                   | -2    |         |

Findings in Table (4) determine the score of each of the environmental sustainability strategies that are considered as external factors of the basketball association.

**Table 5.** Power of appropriate services of the basketball at the University of Isfahan

| Variable         | Factors title                                                      | Score | Average |
|------------------|--------------------------------------------------------------------|-------|---------|
| Power of service | Basketball's appeal to students                                    | 5     | 3.5     |
|                  | University administrators' positive view of basketball development | 2     |         |

Findings in Table (5) determine the score of each of the industry and service power strategies that are considered as external factors of the association. Given the importance of each of the existing conditions, we enter a score from 1 to 6.

**Table 6.** Financial capacity of the basketball at the University of Isfahan

| Variable           | Factors title                                                                                      | Score | Average |
|--------------------|----------------------------------------------------------------------------------------------------|-------|---------|
| Financial capacity | Existence of regulations and guidelines for financial support in the Physical Education Department | 2     | 1.5     |
|                    | Strong and sustainable sponsors are needed to develop basketball at the university.                | 1     |         |

Findings in Table (6) determine the score of each of the association 's financial strength strategies, which are considered as internal factors.

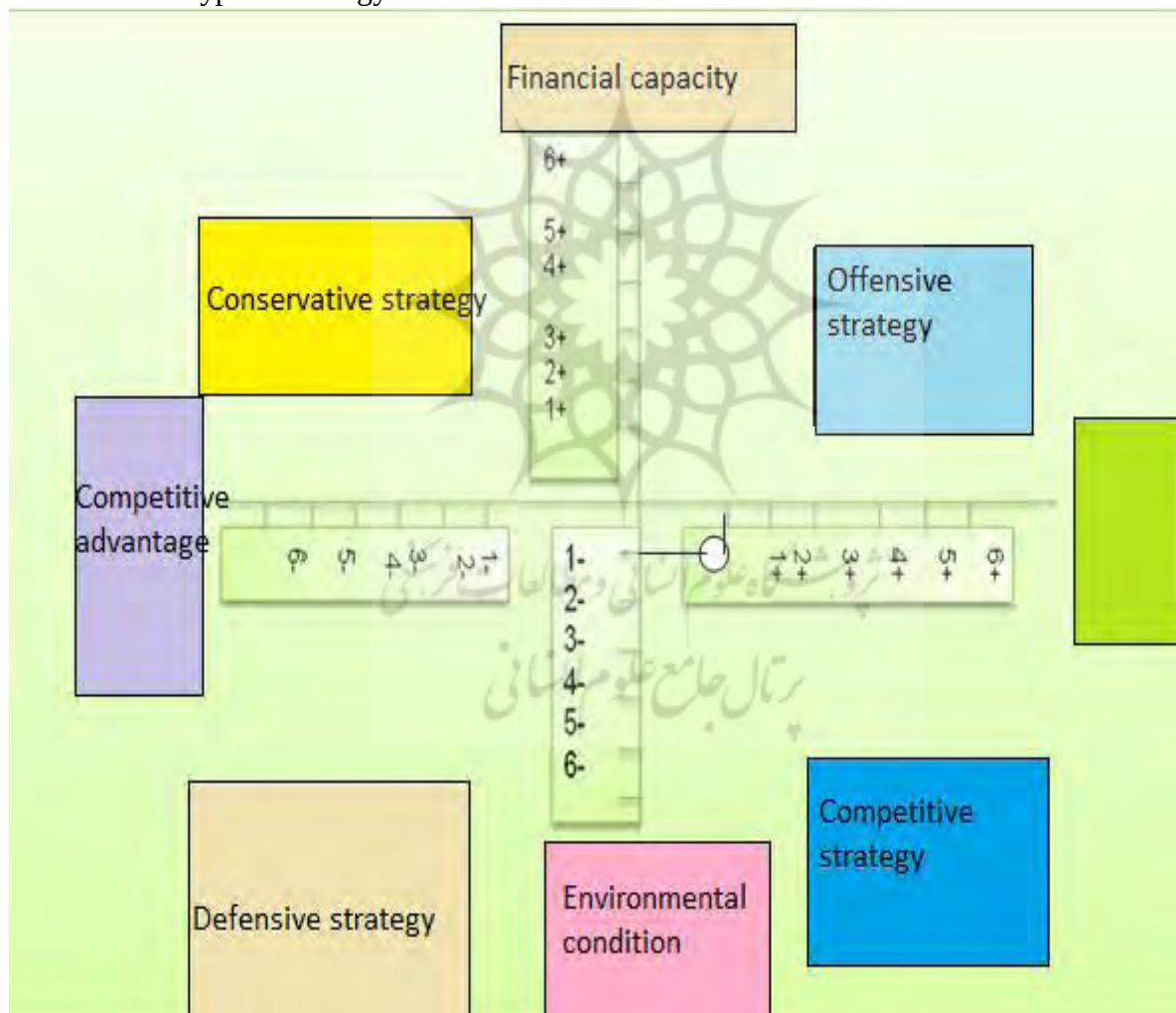
Competitive x axis = advantage + appropriate services

$$x \text{ axis} = (2.5) + (3.5) = (1)$$

Financial axis y = power + environmental stability

$$y \text{ axis} = (1.5) + (-2.5) = (-1)$$

Rankings obtained from appropriate service strategies show competitive advantage, financial strength, and environmental stability to determine the sum of the strategies. The values of X and Y are then specified and finally transferred to the position evaluation matrix and strategic action to determine the type of strategy.



**Figure 2.** Matrix for evaluating the position and strategic action of the basketball at the University of Isfahan

The findings in Figure (2) show the selected strategy in a competitive strategy position based on the ranking of internal and external factors strategies of stable development of the basketball at the University of Isfahan. The generalization of recreational basketball among the community, the development of basketball in all provinces, the promotion of professional basketball, the promotion and consolidation of the organizational position of basketball in all provinces, the deepening and strengthening of the spirit of chivalry and ethics, were through basketball.

**Table 7.** Strategies appropriate to the main objectives of the basketball at the University of Isfahan

| Macro goals                                                                                             | strategies                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Basketball development in all faculties (students, faculty members and staff)</b>                    | 1 Emphasis on the development and generalization of basketball sports activities and events                                                      |
|                                                                                                         | 2 Highlighting the activities and performance of the basketball                                                                                  |
|                                                                                                         | 3 Emphasis on reflecting the weaknesses and clarifying the strategic shortcomings of sports to the authorities                                   |
|                                                                                                         | 4 Attention to the use of endogenous capacities to set up and manage a comprehensive basketball portal                                           |
| <b>Having eighty basketball teams in intramural competitions</b>                                        | 1 Emphasis on the development and generalization of activities and championships                                                                 |
|                                                                                                         | 2 Emphasis on maximum interaction of all institutions in the development of university basketball                                                |
|                                                                                                         | 3 Improving the level of systematic interaction with the media                                                                                   |
|                                                                                                         | 4 Emphasis on productive management along with adherence to fiscal contractionary policies in unnecessary activities                             |
|                                                                                                         | 5 emphasis and attention on the central program and review of strategies and approaches with emphasis on the compiling of a preparatory document |
| <b>Having an intramural basketball league at the university</b>                                         | 1 Highlighting the sports activities and performance of the colleges                                                                             |
|                                                                                                         | 2 Encourage and gain maximum support from the university in order to promote the brand of the basketball                                         |
|                                                                                                         | 3 Emphasis on maximizing revenue from available resources for basketball development                                                             |
| <b>Facilitation regulations for all faculties to participate in competitions</b>                        | 1 Emphasizing the position and importance of basketball in the university as the first priority for sports development                           |
| <b>Deepen and strengthen the indicators of the principles of chivalry and ethics through basketball</b> | 1 Facilitating the conditions for the maximum presence of sports fans in the basketball                                                          |
|                                                                                                         | 2 emphasis of institutionalization and maximum use of volunteer movement in competitions                                                         |

Based on the findings of Table (7), a total of 15 strategies were considered in accordance with the goals of the basketball as the goal of developing basketball with the integration of five strategies and the goal of generalizing basketball with a basic basketball approach with four strategies accounted for the largest share of the strategies of the basketball at the university.

**Table 8.** Priority strategies of the basketball association based on the QSPM matrix

| label | Score | Strategy title                                                                                                                                 |
|-------|-------|------------------------------------------------------------------------------------------------------------------------------------------------|
| SO3   | 2.81  | Emphasis on the development and generalization of activities and competitions                                                                  |
| ST1   | 2.71  | Improving the level of systematic interaction with the media                                                                                   |
| SO2   | 2.58  | Emphasis on the status and importance of university sports, with priority given to the development of basketball.                              |
| WO1   | 2.51  | emphasis and attention on the central program and review of strategies and approaches with emphasis on the compiling of a preparatory document |
| ST2   | 2.50  | Highlighting the activities and performance of the basketball                                                                                  |
| SO1   | 2.48  | Maximum interaction with the Provincial Sports and Youth Department and other institutions for the development of basketball                   |
| WT1   | 2.46  | Emphasis on productive management along with adherence to fiscal contractionary policies in unnecessary activities                             |
| SO7   | 2.30  | Facilitating the conditions for the maximum presence of sports fans in the basketball association                                              |
| WO5   | 2.10  | Emphasis on maximizing revenue from basketball resources                                                                                       |

Based on the findings in Table (8), the three priority strategies for basketball at the University of Isfahan are: emphasizing the development and expansion of basketball activities and competitions, improving the level of systematic interaction with the media, and highlighting the status and importance of sports in order to stabilize and sustain basketball based on the university's general policies on sports development.



**Table 9.** Executive policies of the basketball at the University of Isfahan**Executive policies**

Providing more opportunities for the family of the basketball

Identifying and training top talent by basketball coaches

Implementing basketball training programs for all students and employees (male and female)

Based on the findings in Table (9), the most important executive policies of Isfahan University basketball are: creating more opportunities for the basketball association family, identifying and training top talents by coaches, and emphasizing the development of basketball for all students and employees in proportion to their capacities.

## Discussion and Conclusion

The concept of "development" generally implies the expansion of the capacity of the social system to meet the needs of society. Economic growth, increased production, and improved welfare are among the essential elements of development. In fact, a developed society is more capable than an underdeveloped society. This capability is the product of increased wealth, welfare, and knowledge, and these three components themselves depend on numerous factors.

The increasing speed of change in today's world has led to the emergence of an age of uncertainty and put an environment full of opportunity and threat in facing with today's complex systems. Because the basketball association, like all sports association, provides the same services to athletes and applicants, the competition is to attract the right sports talent and, most importantly, to retain it. Managers of the basketball association should use their strategic intelligence to achieve this goal and use market orientation and entrepreneurship to compete with other association and meet the needs and desires of young athletes. Accordingly, the administrators of the University of Isfahan should use the strategic intelligence approach as part of their work and use it as the main key to decision-making. What is certain is that the Physical Education Department of the university should become a strategy-oriented organization to develop sports activities, especially basketball, in order to formulate the necessary strategy based on its mission and achieve good success by implementing it. With such an idea, the Physical Education Department, in addition to having a strategic plan and a clear vision, seeks to develop sports for all students. By implementing these solutions, the Physical Education Department can achieve the set goals with minimal energy and facilities.

According to strategic models, one of the important matrices that helps managers adapt the processes and activities of the organization based on the existing conditions in the organizations is the internal and external matrix. This matrix is obtained from the sum of the two internal environmental assessment matrices and the external environmental assessment matrix. Considering the effective rank and weight given to the strengths and weaknesses of the internal environment of the university's physical education department, the internal factors matrix score is 2.25, which indicates that the internal environmental conditions are relatively suitable and indicates that the development of basketball has good strengths in terms of internal factors. It seems that the strategies, processes and activities adopted by experts and managers are appropriate. This requires that, considering the existing potentials and capacities, with careful and documented planning, we witness the significant development and progress of this project centered on the production and transfer of knowledge. Therefore, it is necessary for experts to adopt optimization strategies appropriate to the goals in order to achieve the desired situation. After ranking and weighting the opportunities and threats of the Physical Education Department, the external factors matrix score was 2.31. This number shows that the external environment is relatively good, although it has threats in terms of external factors, so it faces serious problems by taking advantage of external and uncontrollable opportunities and factors. In general, from the analysis of the internal factors score (2.25) and the analysis of the external factors score (2.30), it can be concluded that in order to achieve a more favorable situation, the situation should be improved by using the strengths. Although sometimes very good opportunities arise outside the university's physical education department, the structure of the physical education department cannot use these opportunities due to internal weaknesses. In this strategy, we should try to minimize the weaknesses and maximize the opportunities. As can be concluded from the interpretation of the matrix for determining the internal

and external environment, the current situation of the university's physical education department for the development of basketball in the scope of maintaining and developing effective and satisfactory services. The solutions that are most often used in this situation are in accordance with the provision of new services and updating past services in accordance with the needs of athletes and basketball teams in different faculties of the university. It seems that the university's Physical Education Department should develop the type and impact of its sports services in the internal and external environment to develop basketball in accordance with its mission (developing basketball for all students and employees). Given that the perspectives and goals of the Physical Education Department must first be determined in order to formulate a strategic plan, therefore, according to the findings, the department's major goals, according to the desired perspective, include popularizing basketball among students, developing basketball along with gaining honor in order to maximize the department's brand, improving the status of basketball in the university, improving the status among male and female students, and conducting intramural competitions. Deepening and strengthening the spirit of chivalry and ethics in the university through sports and basketball. It should be acknowledged that the goals, macro policies, and effectiveness of the Physical Education Department for the development of basketball should be interpreted correctly in the form of a vision, considering the position of basketball in the country's sports, and then long-term and strategic goals, metrics, quantitative goals, annual goals, and executive actions should be designed to provide the basis for the correct implementation of the developed strategies. Based on the findings, the strategic position of the Physical Education Department for the development of basketball in the position assessment matrix has been obtained, and strategic action has been obtained in the position of competitive strategies. It should be noted that the position assessment and strategic action matrix have been obtained from the results of financial strength, service capacity, environmental stability, and competitive advantages. Finally, based on the existing conditions, the adoption of necessary strategies is analyzed from the perspective of offensive strategies, conservative strategies, competitive and defensive strategies, and the approach of the University's Physical Education Department's strategies for the development of basketball is determined. (Morrison & Misener, 2021) and (Taylor, Ntoumanis, & Standage, 2008) emphasize this finding. The result obtained from this resultant indicates that the basketball association must maintain its competence and authority in the optimal implementation of basketball programs. According to the findings, the most important priority strategies include emphasizing the development of systematic basketball competitions at all levels of adolescents, youth, hope team, and adults, in all provinces, improving the level of interaction with the media, Highlighting the position and importance of sport in order to stabilize and sustain basketball according to paragraph 44 of the general policies of the Sixth Development Plan, Attention and emphasis on the central program and review of strategies and approaches with emphasis on the editing of a preoperational document, highlighting the activities and performance of the basketball association, emphasis on the maximum interaction of the Ministry of Sports and the National Olympic Committee with the basketball association, emphasis on productive management along with observance to financial contractionary policies in unnecessary activities and facilitate the conditions for the maximum presence of sport helper charities in the basketball association by codification by-laws and supportive and facilitative laws and emphasizing the maximum revenue generation of resources available to basketball. It should be noted that the basketball association can well define its roadmap in this way in order to focus on the priority strategies of each goal and by focusing on each of these strategic goals, the conditions for achieving the grand goals of the basketball association will be facilitated. Therefore, it seems necessary to institutionalize strategic thinking among the managers of the basketball association in order to further develop the sport of basketball. Brand excellence of the association in maintaining the current situation in the competitive market as one of the market leaders was selected as a priority strategy. Managers can use the current program to target the major goals of the basketball association and provide the conditions for the realization of the vision. The university should plan for sustainable income generation and not rely on the government budget. The Department of Physical Education should strengthen its relations with the federation and other clubs to develop basketball. The Department of Physical Education of the university should

strengthen the formation of the University Basketball Association and appoint representatives in all faculties and organize intramural competitions for student boys and girl's teams on a regular basis. Organize intramural and extramural basketball competitions for employees. Give prizes and legal points to the winners of the competitions.

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### **Ethical Considerations**

**Compliance with ethical guidelines:** Ethical points have been observed.

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**Conflict of interest:** There is no conflict of interest.

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