

The Role of Strategic Planning Requirements in The Efficiency of Higher Education Performance a Study on a Sample of University of Duhok Colleges

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Abstract

In the last decade of the twentieth century, educational curricula and learning methodologies have undergone radical transformations in many countries. These developments were among the main reasons that pushed countries to review their educational policies and adopted plans to reform and develop education and modernize their curricula and methods to enable them to confront modern educational changes and trends. On behavioral and thinking patterns.

Many scholars and specialists in the field of management sciences have agreed on the crucial role of Higher Education in the process of social and economic development. The main and more obvious role is its significant contributions in preparing human resources that contribute to preparing future generations that could be relied upon in the future. The main objective of this study is to determine how strategic planning has assisted the improvement process of Higher Education performance, University of Duhok (UoD) as a case study.

The researcher attempted to dive in the details of the approved strategic planning in higher education as well as the extent of higher education performance in response to these details. This is to be met, by investigating the extent to which UoD is applying the UNESCO standards.

The study found a significant correlation between the requirements of strategic planning and the efficiency of higher education performance. It shows that 14.8% of the return is due to this factor, while the remaining 85.2% is expected to other factors not included in the study model.

Keywords: Strategic Planning, Efficiency of Higher Education Performance, Higher Education, UoD.

Introduction

The world, especially since the early 2000s, has witnessed a scientific and technological revolution that had a profound impact on people's behavior and their interaction with the social environment in which they live. This shift has had the effect of focusing on economic and human development, in the same time, paying more attention to the improvement and training of human resources in various areas of economic and social life (al-Janabi, 2011:1). Education is, therefore, an essential element in getting the greatest economic, political and social benefits, as it is the main guarantee for the progress and prosperity of nations in all fields.

The Ministry of Higher Education in Kurdistan (MoHE-KRG) has introduced a new strategic plan to address many of the problems that exist in higher education. The Ministry recognized that there are many problems that need to be solved, namely, the role of institutions of higher education (universities and institutes) in the process of institutional building is effective and vital. Therefore, raising the scientific and technical level of these institutions has become a priority for the people and the government. In the same time, it is well known that the higher education system in the region is a simulation of the educational systems of the underdeveloped countries in the Middle East and the countries that were called the "Eastern Communism".

Ministry stated in its website that the structure and type of governance are structured hierarchically. Decision-making is concentrated at the top, in the form of top-down destructive bureaucracy, with no interference of faculty members, employees, students, and others have no role in planning and consulting to manage this process and formulate its decisions. There is no democratic pressure, evaluation or monitoring on the performance process, from the lowest to the highest, in higher

education institutions, including the evaluation of academic pioneers and administrative leaders and pressure on them to upgrade their scientific and managerial level and ensure quality. Faculty members and students became victims of this educational system. A system that prevented development, evolution, reform, and renewal struck the country.

This research comes as an attempt by the researcher to add scientific library regarding the strategic planning adopted in higher education. And to the submission of proposals that would contribute to reducing the gaps between reality and the situation desired.

Method

To deeply understand the dynamics of the efficiency of higher education at the University of Duhok. The questionnaire comprised 32 questions divided into strategic planning, where environmental survey, observation and monitoring, environmental analysis, feedback, organizational structure, communication, centralization, decentralization, and organizational culture. While the questions of the efficiency of higher education included curricula, educational programs, scientific research, students, buildings and facilities, provision of services to civil society, internal self-education, and finally the identification of internationally recognized quality standards.

Research Design

The methodology used by the author in the present study is based on the questionnaire form. The researcher has relied on the opinion of the Deans and the head of the scientific departments of the university colleges through distributing a questionnaire on 42 participants, 37 were received back.

Research Sample

Three groups divided into subsections the sample of the present research, including 5 deans (all were professors and assistant professors) of a different kind, 19 head of the scientific department involved in both academic and administrative roles. The remaining 13 were head of administrative departments like registration, management, quality assurance, scientific affairs.

Research Question

To what extent does the adopted strategic planning enhancing the efficiency of the higher education performance at the University of Duhok?

The problem statements

Depending on what has been mentioned by the MHE- KEG, there is a significant gap between what are the main goals and strategies and the reality on the ground. No doubts, the ministry, and its institutions have to follow a very crucial strategic planning that will lead the process of higher education to a safer zone.

There is an urgent need to find a sound and effective strategic planning, which will ensure that these problems are overcome and lead to raising the efficiency of education in its eight aspects covered by the study. The real problem lies in the lack of implementation of strategic level planning as well as the lack of a real linkage between strategic planning and the efficiency of higher education.

Research significance

This research is intended to examine the details of these strategies adopted by the MoHE-KRG through intensifying efforts and consensus at the highest levels and cooperate with the Ministries of the Government of the Region and all its bodies, in particular the Ministry of Planning, to reconsider the balance between the output of higher education graduates and the market need of different disciplines, In quantity and quality with the accuracy in the rehabilitation of students and training to adapt the labor market in the region.

Research objectives:

To identify the extent of strategic planning needed in the University of Duhok colleges and the extent of the association between strategic planning and the efficiency of higher education in these colleges.

Identify the impact of strategic planning on the efficiency of higher education in these colleges.

Research hypotheses:

For the purpose of achieving the research objectives, the following hypotheses formulated:

There is a significant correlation at the statistical significance (0,05) between the requirements of strategic planning and the efficiency of higher education in the colleges of UoD.

There is a significant impact of the requirements of strategic planning on the efficiency of higher education in the UoD colleges.

Literature Review

The Strategic Planning Strategic planning has emerged in response to the financial and oil crises and tax problems that have plagued the U.S. government, prompting it to reconsider its policy and seek a choice other than long-term planning that can be relied upon to solve these dilemmas, namely strategic planning (Bryson & Boreing, 1988:995). Mintzberg (1994: 107) argues that the emergence of strategic planning has led managers to consider the best way to do business in the best possible way and to have a good competitive position. Bryson (1988: 74) defined strategic planning as a tool designed to serve the government, non-governmental and community organizations and help them respond correctly to the new situation. Olsen and C. Eadie (1984) agree with RD (Young, 2001: 2) on the modernity of strategic planning in profit and nonprofit departments, since the term was used by the military and its first use in management dates back to the late 1950s and early 1960s the past century. While (Karki, 2005: 72) differentiates strategic planning in developed countries and developing countries. He believes that developing countries are trying through strategic planning to improve production, and in developed countries is used to increase production and competition in world markets. Based on this trend, strategic planning has been defined by many definitions and several concepts, but researchers in this area have almost gathered that this strategic planning is for the long term in order to reach the goals and objectives that enable the Organization to compete and lead.

The Significance of Strategic Planning

Many researchers have agreed on the importance of strategic planning and its positive effects on an organization's performance, whether in terms of organizational, financial or productive if it is best used. On the other hand, there are difficulties and obstacles in the success's way of this planning as (Beni Hamdan and Idris, 2007: 15) showed that there are problems and difficulties that will face strategic planning, but its benefits and importance far outweighed those problems. Andersen (2000: 184) argues that because of some failures, misunderstandings, or misuse of strategic planning, it has been advocated to downplay the importance of strategic planning, citing this by halting such planning in the face of development and management independence. Research has then shown the importance of this planning in the organization's performance in the changing environment, and individual abilities and skills are complementary to strategic planning.

There are several points that have been identified by some researchers in this field (Olsen & C. Eadie, 1984:360), (Bryson, 1988:77), (Andersen, 2000:184-185), (Jones, 2005:5), (Karki, 2005:77), (Maarouf, 2007:26) and (Beni Hamdan and Idris, 2007:15, and (Seydaghee., et al., 2012: 1448), namely:

Strategic planning is an effective way to increase performance efficiency in the none stable environmental (internal and external) of the organization and is the best tool to respond to the challenges faced by organizations since the early 1970s.

Help predict environmental changes and shocks that result from the external environment, such as competition, economic, demographic, technological and legal factors, as well as changes that come

within the internal environment, such as organization power, the intensity of information, and the individuals or their skills.

Show the strengths, weaknesses, opportunities, threats, its sources, and how to deal with them.

Facilitating the strategic decision-making process after stating the previous points, as well as assisting the managers in providing the necessary information in order to take these decisions.

5. A tool to facilitate access to and achievement of the Organization's long-term goals followed by short-and medium-term objectives, as the Organization cannot reach its productivity and operational objectives without prior strategic plans.

Attention to changes in strategic tasks and capabilities.

Strategic Planning Objectives

The organization objectives at the strategic level need to be studied, analyzed and considered. (al-Nima 2007: 30-31) see the organization strategic objectives are determined after a thorough examination of the current organization's present and of the challenges to be addressed in the future, as they are guided by a set of strategic objectives planned for the successful organization: 1) develop human resources, raising their efficiency, and increasing their participation to meet the requirements of strategic planning. 2) developing the organization with all its elements to ensure its internal and external efficiency. 3) attempt to transform the role of the adopted strategic Planning organizations into initiative organizations, not only organizations responding to external changes and pressures. They also noted that in order to achieve these strategic objectives, a set of short-term goals should be achieved: improve the quality of the system's output by developing its internal and external efficiency. Keeping pace with accelerating environmental changes. Adopting modern methods in the organization such as modern technology.

Strategic planning Requirements

(Bryson, 1988: 73) sees in order to ensure the success of strategic planning, we need to identify and study the state of strategic planning and then apply it. Here, decision-makers and strategic planners must be considered as facilitators of decision-making and decision-making at all levels.

Administrative requirements: (Obeng & Ugboro, 2008: 420) Argue that the requirements of successful strategic planning are: each unit or division of the Organization must develop its own work-plan for integration with the organization's strategic plan. Participation and commitment by senior management, managers have to turn speech into deeds. Respond to customer and stakeholder demands. Strategic planning must be focused on the external environment. Identify and exploit future growth opportunities. the participation of employees of all levels and according to the planning need. Need to fit strategic planning with a management orientation and decision-making style.

Regulatory requirements: Amedi (2008:38-44) argues that based on the views of researchers (Hilali, 2006: 243), (Hilal 2007: 111) and (Harrison, 2009: 239), the requirements for strategic planning are: Organizational structure requirements

like appropriate organizational structure, communication between units, and determine the degree of centralization and decentralization in the preparation and implementation of plans, strategic leadership, organizational culture, and organizational change. While Administrative system requirements are strategic control systems, strategic information systems, incentives system.

The Efficiency of Higher Education Performance in UoD colleges

In the recent period of the current decade, there have been many calls from some specialists and theorists of education on the attempt to reform and promote higher education, the development of its buildings, and its human and material potential. Although the reform process requires all aspects of education like curricula and courses, teaching methods and means of education, etc. However, it should go a little further to the teacher and faculty members in particular, because it is the most

influential focus of the educational process. Hence, the voices started to reconsider the institutions for the preparation of teaching staff and to try to reform them or to develop education, improve their curricula, strengthen teaching and training mechanisms in order to achieve their goals in the preparation of qualified teachers who are able to cope with rapid and successive changes in the field of education (al-Mughrabi, 2009:1). Nasir (2009:4) and Hassan (2008:1) stated that higher education in the Arab countries is one of the main pillars of social advancement, as it represents the locomotive of progress, It represents a locomotive that advances the society considering the starting points of the importance of education in the formation of a graduate who, if used properly, can contribute to the advancement of society especially higher quality education, providing the community with human cadres trained in many fields. The attention is given to the efficiency of education due to many problems that must be addressed, mainly, funding, the contents and teaching methods do not reflect the needs, technology and rapid changes, unemployment, and finally the disguised unemployment (al-Daham, 2009, 1).

Measuring the efficiency of the performance of higher education

Building a modern society requires attention to the knowledge-building, of which education is the most fundamental pillar, and therefore it is necessary to devote the efforts and energies needed to achieve a qualitative leap in education, and not only to work towards the effort of government institutions, but based on the foundations of decentralization, the growing community partnership, which makes it possible to make the most of our own potential and diversify the resources of education and the development of its economies, must be accompanied by environmental development to employ information technology to improve education. (Hassan, 2008:2).

Performance indicators, in general, are a set of quantitative and qualitative metrics used to track performance over time to demonstrate the extent to which they meet agreed performance levels and are considered as checkpoints that monitor progress towards standards (Quality Assurance Manual, 2008:11). The *efficiency of higher education performance* depends on the quality of higher education and the concept of quality, as agreed at the UNESCO education conference held in Paris in October 1998, which states that quality in higher education is a multidimensional concept that should encompass all the functions and activities of education such as 1. School curricula. 2. Educational programs. 3. Scientific research. 4. Students. 5. Buildings, facilities, and tools. 6. Provision of services to the local community. 7. Internal self-education. 8. Establish internationally recognized quality benchmarking.

Barriers to performance in higher education

There is a conviction in the social and academic circles in the Arab world that the administration of universities lacks effectiveness. Most Arab universities suffer from the lack of autonomy, the enormity of the regulations and instructions, their ambiguity and contradiction, and the multiplicity of levels of management, and hierarchical in reporting and seizure. Decisions are taken at the highest level at the top of the administrative pyramid and neglect of the role of the central and executive leadership, resulting in a shortage of capable administrators and the supremacy of an administrative pattern known as "emergency and crisis management." In addition, most of the university's energies are routine and there is no administrative control over performing academic and administrative staff and thus the level of performance is often used as evasive and delaying tactics to resist reform and change. This in its entirety has led to impediments in university education that have had a negative impact on the administration of the university not only in one country, but in the Arab universities, resulting in the so's existence-called problem of university education in the Arab world and its repercussions on the administration of universities (al- Daham, 2009:1). Linking strategic planning to performance is one of the most recent and vital issues, where serious attempts have been made to measure and apply them in the light of the rapid economic, social and political changes and fluctuations at the local and global levels and reflect all this on performance levels. In business organizations, which is the dividing line between success and failure. Based on performance, the process of strategic planning and decision-making is important in determining the trends of the organization's activity, determining the approach or distance from achieving objectives, implementing plans and programs, rationalizing the use of resources (al-Faris, 2010: 60).

The importance of knowing and determining efficiency in the field of higher education

Schwartz said the administration should pay attention to the continuous communication and planning that must take place between management and staff. When the organization adopts the model of performance management, it moves from the model that controls all individuals to the guidance-based approach, and that a good performance level is reached, the administration must do the following: 1) Understand the functions of all employees in institutions of higher education. 2) Engages staff in setting standards and expectations. 3) Ensuring that each employee has an honest and continuous evaluation of his / her work colleagues, supervisors and clients. 4) Circulates the uses of strategic planning and its applications. Performance according to Schwartz is the symbol of the organization's position in the market and its success in achieving its internal and external objectives (al-Faris, 2010: 66).

The importance of assessing the performance of higher education as one of the dimensions of the organization's development can be identified and reached by identifying the usefulness of the organization in general and the workers in particular, as follows: 1) assess supervisors and managers and their effectiveness in developing team members who work under their supervision. 2) Provide organizations with indicators of the performance and conditions of workers and their problems. 3) Enable employees to identify strengths and weaknesses. 4) a method used by organizations to use objectivity and fairness in dealing with their employees by following concrete criteria and benchmarks. 5) Provides an opportunity for planners and decision makers to rectify their mistakes and avoid them. 6) Contribute to the adjustment of performance standards and increase the performance of employees and the organization in general.

Results and Discussions

To define the role of strategic planning in the performance's efficiency of higher education in the colleges of Duhok University, 42 questionnaires were distributed to the deans of the colleges and the heads of scientific departments in 5 colleges within the University of Duhok. The researcher retrieved 37 questionnaire forms. Where the various scientific departments differed opinions of respondents in a statement provides strategic planning elements of different colleges of the university or not and its role in the performance's efficiency of higher education.

Table (1) Identifying Strategic planning variables

S. D	X	Disagree		Neutral		Agree		Variable s
		%	F	%	F	%	F	
1.0898	2.92	35.14	13.00	24.32	9.00	40.54	15.00	X1
1.1150	2.92	37.84	14.00	18.92	7.00	43.24	16.00	X2
1.1304	3.00	32.43	12.00	24.32	9.00	43.24	16.00	X3
1.1868	2.62	48.65	18.00	21.62	8.00	29.73	11.00	X4
0.9145	3.68	13.51	5.00	21.62	8.00	64.86	24.00	X5

1.1462	3.73	18.9 2	7.00	8.11	3.00	72.97	27.00	X6
1.2167	3.27	29.7 3	11.00	13.51	5.00	56.76	21.00	X7
1.2834	3.27	24.3 2	9.00	21.62	8.00	54.05	20.00	X8
1.1251	3.89	18.9 2	7.00	2.70	1.00	78.38	29.00	X9
0.8751	4.11	5.41	2.00	16.22	6.00	78.38	29.00	X10
0.8147	4.05	2.70	1.00	21.62	8.00	75.68	28.00	X11
1.0836	3.78	10.8 1	4.00	21.62	8.00	67.57	25.00	X12
1.1560	3.68	13.5 1	5.00	21.62	8.00	64.86	24.00	X13
1.0926	4.03	8.11	3.00	16.22	6.00	75.68	28.00	X14
1.0097	3.62	21.6 2	8.00	10.81	4.00	67.57	25.00	X15
0.9563	3.59	13.5 1	5.00	32.43	12.00	54.05	20.00	X16
	3.51	Frequency Distributions						

The ratio of the computational ratios in Table (2) for the distributions of the strategic planning variable shows that the contribution of the calculation rate of the administrative performance variables reached (3.51) which is a very good factor affecting the efficiency of the performance of higher education in the colleges of Duhok University.

Table (2) identifying performance variables of higher education

S. D	X	Disagree		Neutral		Agree		Variables
		%	F	%	F	%	F	
1.1753	3.30	32.43	12.00	21.62	8.00	45.95	17.00	x17
0.9609	3.51	13.51	5.00	32.43	12.00	54.05	20.00	x18
0.9962	3.70	16.22	6.00	18.92	7.00	64.86	24.00	x19
0.9757	3.78	16.22	6.00	10.81	4.00	72.97	27.00	x20

1.0164	3.46	21.62	8.00	27.03	10.00	51.35	19.00	x21
1.1968	2.89	40.54	15.00	24.32	9.00	35.14	13.00	x22
1.1456	2.51	59.46	22.00	21.62	8.00	18.92	7.00	x23
1.0484	2.11	72.97	27.00	18.92	7.00	8.11	3.00	x24
1.3169	2.65	48.65	18.00	24.32	9.00	27.03	10.00	x25
1.2099	2.62	54.05	20.00	16.22	6.00	29.73	11.00	x26
0.9902	3.27	24.32	9.00	29.73	11.00	45.95	17.00	x27
1.0926	3.03	32.43	12.00	32.43	12.00	35.14	13.00	x28
1.0668	2.97	40.54	15.00	21.62	8.00	37.84	14.00	x29
0.9013	3.51	18.92	7.00	18.92	7.00	62.16	23.00	x30
1.0745	2.89	40.54	15.00	27.03	10.00	32.43	12.00	x31
0.9864	4.16	13.51	5.00	0.00	0.00	86.49	32.00	x32
	3.15	Frequency Distributions						

The ratio of the mathematical variables to the variable of the efficiency of the performance of higher education (3.15) shows that the indicators of this variable are good and thus it can be said the performance efficiency in the colleges of Duhok University is fairly good and reliable.

Analyzing correlation relationships between study variables

Correlation between strategic planning requirements and the efficiency of higher education performance at the macro level of the study community. The research hypothesis refers to the "existence of a correlation between the requirements of strategic planning and the efficiency of higher education ", table (3) shows the results of statistical analysis of the correlation between the requirements of strategic planning and the efficiency of higher education performance in the colleges of the study community.

Table (3) Requirements for strategic planning and efficient performance of higher education

Significance	Requirements for strategic planning	IV DV
0.05	*0.385	efficient performance of higher education

$p \leq 0.05$, N = 37

The correlation coefficient (0.385) is at a level ($p < 0.05$) which shows a correlation between the two study variables and confirms acceptance of the study hypothesis. According to the researcher: The reason for the relationship between the variables of the study is that the colleges of the study

community have adopted strategic plans for progress and prosperity and compete with their counterparts at home and abroad. Although there is a weak intestinal link in some colleges, this is because of the researcher that the officials in these colleges cannot adopt strategic plans either because they do not understand them or they cannot understand or adopt them.

Analysis of impact relationships between study variables

The impact of independent variables on dependent variables and their sub-hypotheses is measured in this paragraph, and for this purpose the researcher used the simple linear regression model using statistical software (SPSS), the results as illustrated in table (4) showing the impact of planning requirements The strategy defined in the theoretical aspect of the study as independent variables in the efficiency of higher education performance as a variable approved at the macro level of the colleges examined.

The impact of strategic planning requirements on the efficiency of the performance of higher education at the macro level of the studied society

The results of the analysis of the field data shown in Table (4) indicate that there is a significant correlation between the requirements of strategic planning and the efficiency of the performance of higher education. It is supported by the calculated value of (6.080), which is greater than the numerical value of (3.94) (0.148) indicating that (14.8%) of the response is due to this factor, and the remaining (85.2%) is due to other factors not included in the study model. Based on the nature of this relationship, which occurs in the requirements of strategic planning leads to a change in the efficiency of the performance of higher education and in the same direction.

Table 4 The correlation between the requirements of strategic planning and the efficiency of higher education performance at the macro level of the study community

F		R ²	requirements of strategic planning	Bo	IV
calculated	Tabular		B ₁		DV
6.080	3.94	.0148	0.507 (3.084) *	0.374	higher education performance

() refers to calculated t values * P ≤ 0.05

N = 98

D, F = (31,1)

Conclusions and recommendations

Conclusions

The theoretical framework has some agreement on a close relationship between the adoption of strategic planning and its impact on the efficiency of performance in the faculties of the UoD.

There is considerable agreement among respondents to the existence of formal authorities and orders in these organizations and the existence of formal and informal relations in these organizations.

Most respondents agreed that there was a quality control unit in the faculties, but there was a complaint that the unit did not play the right role or did not activate it to get the desired results.

The concentration of colleges is more focused on planning and formal orders than looking for ways to link this planning to the efficiency of higher education performance, especially as the results show clear agreement on the existence of strategic planning requirements and the reversal of performance efficiency that did not enjoy this agreement.

The factors adopted in the study varied in their impact on raising the efficiency of the University of Duhok faculties.

Recommendations

Support the development centers and quality control units in these colleges so they can perform their work according to the strategic plans.

More attention to strategic planning and an indication of important points that will have a direct impact on raising the performance efficiency of these colleges.

To open training courses on strategic planning in higher education and to emphasize that planning is not the collection and analysis of information but the formation of far-reaching and impact-based plans.

Create a more dynamic mechanism to link the contents of performance efficiency in higher education to what exists and is universally recognized.

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