ABSTRACT: This study has been performed to offer an appropriate model of strategic control within The Iranian administrative departments. Researchers have considered processes of strategic management and related steps like formulation, implementation, evaluation and control. At the same time, the researchers described the literature of interest and highlights the fundamental definitions of strategic control in the view of strategists. Different strategists have offered their own appropriate models. The statistical society consisted of 112 administrative organizations and a random sampling method was applied. This study was performed using library and organization documents as tool for data gathering. Researchers used a pre-validated questionnaires and analyzed of the findings by Affirmative Factor Analysis to test the hypotheses (1). Then, fitting the strategic model and using Path Analysis Method, the study has measured quantities and validated the model. In order to analyze the reliability, SPSS software was used as a measurement instrument (3, 4). Descriptive statistics were collected from the administrative organizations like The Ministry of Science, Research and Technology, The Ministry of Foreign Affairs etc.

Keywords: Administrative Organizations, Strategic Management, Strategic formulation, Implementation, Evaluation, Strategic Control, Fittingness.

Introduction

Since many organizations started functioning, the society figured that these organizations relatively had failed to reach their optimum efficiencies (An Introduction to the High Council of Educational Revolution, 2001). In order to solve the mentioned problem, researchers have developed some research hypotheses to offer an appropriate model for organization supervision and control.

In the era of communication and information technology (IT), changes in environmental conditions have provided senior managers and planners with a set of discrete data. These managers can use this data to enhance the efficiency of organizational performance. Given the determinant effect of the status of administrative organizations, strategic management pursues three dimensions: Development, implementation and evaluation of multiple decisions. These factors contribute to the efficiency of the organizations through perspective-mission and long-term objectives.

Strategic control is essential because it concentrates mainly the innermost nature of the strategic management process. This concept focuses on achieving process management objectives to evaluate organizational efficiencies. Peter Lorange and many other scholars preached on the organizational progresses and advised appropriate management development in order to fulfill the organizational objectives. Scholars called this process “strategic control” which is an important step often required by organizations to obtain effective organization management (Lorange, 2006; Benjamin Tan et al, 2001; Matthew Ford and James Evans, 2000, Arnold, 2006; Seyed Javaadey, 2003).

According to the literature, strategic control assesses strengths and weaknesses of the external and internal environments. These elements will not obtain to their maximum potential levels, unless they
spontaneously control and measure the progress of the organization along with its key strategic aspects (Lorange, 2006).

The necessities of strategic control are related to the internal properties of strategic management process. Accordingly, there is a special emphasis on "achieving management objectives" in order to measure and evaluate the effects and efficiency of the management process. Managers cannot design a control system in a vacant. This system should be a part of the strategic chain process which is obtained through formulation, selection and implementation of a given strategy. Accordingly, strategic control is developed usually by type management in order to achieve organizational goals. Management will be empowered to ensure the real outcome is aligned with the outcomes resulted from "strategy selection". In this process information is needed as a package which has been developed in operational areas. Type managers will be able to implement the chosen strategy (Harrison, Frank 1991).

The necessity of the strategic control results from the inevitable changes in the external environment of the organization. The surrounding world of a given organization carries changes and is a matter of concern. These forces are found in economic and social systems and also in the rate of the technology change.

Due to the dynamic aspects of organizational change and development, it is difficult for managers to ensure the outcomes resulting from a given strategy, contribute to the achievement of the objectives. If strategic management contributes to this effective possibility of change, managers at all levels must examine the implemented management results where it is possible. They also should make changes in the system where it is necessary.

**Research hypotheses**

To deal with the research problem, the lack of strategic control, based on an innovative model, the four following hypotheses are proposed:

1. "There is a significant correlation between formulation and the implementation of the national administrative organizations strategy ".

2. "There is a significant correlation between evaluation and formulation of the strategy" (Pour Ahmad, 1999).

3. "There is a significant correlation between the strategy and its evaluation for organizations".

4. "There is a significant correlation between the model's main indicators and the strategic control of the organizations ".

**Note:** The number of hypotheses in the graph 1 (Harrison’s model) and figures 13-22 (the final model of the research) is three. This has been offered according to the strategic control, the final model literature and their dimensions (Harrison Frank, 1991).

**4- Review of the research literature and the background**

In relation to strategic control, definitions have been offered in a wide range from simple to complicated, depending on the case. Traditional and new definitions of the term are presented beside the viewpoints of some experts and management scientists. This will bring about familiarity with the definitions from different aspects. H. Harvey has defined strategic control as a management-related term: "Strategic control is management-related and connects real performance of the organization to its planned performance" (Harvey, 1990; P329). Pearce and Robinson define strategic control as the following: "tracking the operating strategy that identifies the issues through changing the fundamental hypotheses and does necessary modifications (Argrieve, et al, 1963, pp. 91-103). Experts in this discipline have suggested various classifications of the kinds of control. Each of them might have properly viewed the issue of concern, but in general, the following classification can be offered (Tabarsa, 1381, 2002; p162)

1. **Feed forward control**,  
2. **Process control**,  
3. **Feedback control**.
Feed forward control has been performed in earthquakes. This process refers to the measures that must be taken before the operation starts. Three processes review, evaluation and estimations of capabilities, facilities and instruments (financial resources and staff support etc.) are performed before the implementation of the strengthening operation for reducing the number of casualties in the earthquake situation. This action referred to as "feed forward control". It is worth mentioning that although this control is very important per se, but its efficiency is doubted without process control and feedback control (Nikookar, 1995; P140 ).

Process control, a.k.a. "steering control", reflects the evaluation of operations and the resulting casualties during the earthquake crisis. The main aim of this process is identifying the deviations during the operation and employing corrective actions in usually irreparable operation performance (Nikookar, 1995; P150 ).

Feedback control reflects the review and evaluation of the operations and activities after the earthquake operation and reconstruction are done. This control contributes to understanding opportunities and threats and making use of its findings for rescue operations. During the future crises, this control is mainly enforced with a pathological view (Nikookar, 1995; P15 5 ).

Control in view of the organizational levels

Controlling steps are implemented from the operational to the senior management levels. There are three kinds of control to every organization (Anthony et al, 1989; p 2-28):

A- The operational control
A process that ensures efficient and effective performance of the operation.

B- The managerial control
A process that enables managers to make sure the proper enforcement of the planned strategy is running.

C- Strategic control
It determines and evaluates the general objectives of the organization and also develops and reviews the strategies and general policies to fulfill them. The aforesaid controls are not exactly distinct from each other, but they have a lot in commons. Strategic control defines the outlines of the managerial control and the managerial control, in turn, defines the operational control. Disregarding the common characteristics and the differences between these types of controls by the developer or the user of the control system will impose extra costs upon the whole organization (Anthony et al, 1989; p 510).

The main differences between the operational control and the managerial control are as follows:
1) The managerial control is subsidiary to a set of strategies, while the operational control follows a set of rules and practices.
2) The techniques applied to the managerial control are seldom carefully developed, while the practices and the rules used in the operational control provide carefully measured standards for controlling and evaluating the performance. As a result, the progress or the freezing of the tasks and of the activities are ensured (Anthony et al, 1989; P31).
3) The managerial control is used for controlling the organization, but the operational control is applied to control a given unit of the organization.
4) The managerial intervention in the control is significant, while it is of little significance in the operational control.
5) The managerial control manages people, while the operational control manages the tasks and the activities. Human considerations are of high priority in the managerial control, while in the operational control, the control system issues decrees without considering such aspects (Nikookar, 1995; P125).
6) Information required by the managerial control results from the past performance, while information required by the operational control is reported during the process.
7) Information required by the managerial control includes all cases, while the information required by the operational control is related to a specific action or activity.
8) The managerial control system is developed around the financial centers and uses financial standards, while information required by the operational control is often non-financial (Nikookar, 1995; P125).

4.2. Definition of strategic control:

In “Principles of Management”, Harold Koontz defines control as:
"The managerial task of control is to measure and modify the performance of subordinates, to make sure that the organization's objectives and plans (developed to achieve those objectives) are on the
run". J.A Stoner suggests: Control is a regular activity, through which the expected results are defined in the core of the performance operation standards. The information receiving system is developed as well and then the predicted and the implemented operations are compared with each other. The observed differences and deviations are evaluated and their significance is determined. Corrective actions essential to the achievement of the organizational objectives and missions are taken at the end.

Strategy is the other part of the combined word. Derived from the Greek word of "Strategos", strategy means the army general. "Stratos" means army and "ago" means directing; hence strategy means directing the army.

Historically, "Strategos" has been the title of high-rank officers in Byzantine, who governed a military area (equal to a modern army). "Strategos" has usually been the governor of this area, where he used to gather his forces or had a military base. Accordingly, in its traditional implication, strategy is the knowledge and the art of military governors in respect to planning, implementing and directing a military operation. Therefore, this word has changed over time and has obtained wider implications, some of which will be offered in the following section. In "Strategy Implication", Father of the strategy concept, H. Igor Ansoff has defined strategy as:

"A- The organization requires clear path and prospect. 
B- Objective alone cannot meet these needs. 
C- If an organization is To have a systematic and profitable growth, requires more rules and guidelines for decision making."

These decision making rules have been defined as "strategy" or "what is the business about".

In "Strategy of Change", James Brain Quin defines strategy as: "Strategy is the pattern or plan combining objectives, policies and operational chains of an organization in an interconnected whole. Finally, the word "strategy" has been defined in various ways in combination with such words as objectives, policies and decision. Thus, a review of all these concepts can help to get familiar with the word "strategic" and its components.

**Strategic objectives** include the main objectives that influence the overall organization and development of an organization existence.

**Strategic policies** include the rules and guidelines that direct the path and the general status of an organization or have a role in its stability.

**Strategic decisions** include decisions that define the general path of an organization and its stability in the light of predictable and unpredictable changes.

In the above definitions the following common points exist:

1) Emphasis on the development of the whole organization. 
2) Consideration of the the stability of the organization. 
3) Outlining the general path of the organization in the light of predictable and unpredictable changes.

Scientists have offered definitions for following meanings: A management issue that relates the real performance of the organization and its planned performance (Harvey). 
-To see whether performed choices of strategy result in the strategic objectives (W.F. Cluech and L.R. Jash). 
-A reporting system developed for providing timely information related to successful administration of the strategic decisions of senior managers (Roush & Ball). 
-Evaluation of the organization's general objectives and reviewing general strategies/policies to achieve objectives. 
-The strategic management process and kind of organizational control in order to improve strategic management. A kind of organizational control to improve strategic management and ensure that the strategy works properly (Samuel Certo).

### Methodology and the type of research

This field study was performed using a survey method. To collect the required data, administrative organizations and their internal environment were identified for the factors influencing the strategic control system. Then the strategy and the framework of the managers' performance were recognized. Organizational chart and the scientific bases also were implementing for the research hypotheses. This was done according to the literatures. The indices were defined subsequently for the success factors and key variables. Standards of each index were formulated based on the fundamental strategies and objectives. In addition, the weight and the significance of each standard and the gap between the current status and optimum status were determined. Evaluations were obtained by distributing questionnaires and choosing sample populations and data collection; in this step experts’
opinions and strategists were considered for developing the model. The basis of the conceptual model for strategic control within administrative organization was taken from this model. The model is attributed to Frank Harrison, a group of management experts and manager strategists.

Graph 2: Research process model of strategic control by Harrison

To identify the information needed for the strategic control models (Table1) through document searching. They have tried to provide significant features and characteristics of the models in order to
deliver transparency in the desired model. As can be seen, each model carrying its special features suits a kind of strategic control that has finally been developed based on Frank Harrison’s model. In addition, the researchers have determined the strengths and weaknesses of each model through comparison.

Table 1: Comparison of the different models of strategic control

<table>
<thead>
<tr>
<th>Row</th>
<th>As a pattern</th>
<th>Author</th>
<th>Extracted component model</th>
<th>Axes titles and categories that have been patterned</th>
<th>Compare patterns</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic management as a new task for top managers at the top of the pyramid</td>
<td>Horvitz (1979)</td>
<td>1 - Standard 2 - performance evaluation by the sensor 3 - Assessment of executive responsibility by seeking 4 - Corrective Action</td>
<td>Application and system planning to introduce concepts and experimental data, recommendations, evaluation planning and control processes</td>
<td>Model and has more foreign</td>
<td>Has been paid to the organization but also France, Germany and Great Britain and review has not reviewed the goals and perspectives</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Strategic control through the basic functionality</td>
<td>David Ward (1989)</td>
<td>Resources, tools, construction, management information systems, profit planning and budgeting process, human resource management, program development and research procedures and norms, values, organizational obvious, course evaluation, strategic vision, focus on usability, making Mnzbt organizational behavior, contribute to culture, human resources and infrastructure</td>
<td>What is strategy? Why is it important? Definition of strategic control, the traditional approach to strategic management, new attitude and Jygryn. Reviews Model Archive, causes, control, cash control system is cumbersome traditional pattern that Dstv.</td>
<td>Previous models have been criticized. Their performance was under question and the culture as a means of control is introduced.</td>
<td>Unfortunately, the specific model presented is not drawn and the economic use of</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Considerations in implementing strategic control</td>
<td>Peter Avranzh (1990)</td>
<td>1 - Strategic Goals 2 - Strategy 3 - the operating budget.</td>
<td>Prerequisite for successful implementation strategies, ways of measuring performance and its use in strategic control, the precise definition of long-term goals and plans.</td>
<td>The model provides a very brief and has introduced and implemented a strategic factor, and control is developed.</td>
<td>Dimensions of strategic control is limited and self-control always deals with three areas.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Strategic control for improved performance</td>
<td>George clinics Klazvvp n Hasn and Horst (1990)</td>
<td>1 - Manager 2 - Knowledge 3 - handle 4 - Reaction of 5 - Evaluation of Project 6 - Results</td>
<td>Introduced the concept of strategic management and its process, crises, operations planning and control overview, review of strategic</td>
<td>Provided very detailed model that is a little confusing</td>
<td>Was very high volume of transactions is used to attract customers to the extent</td>
<td></td>
</tr>
<tr>
<td>Page</td>
<td>Title</td>
<td>Authors</td>
<td>Concept and Control Concepts</td>
<td>Why do Strategic Control? What is Strategic Management?</td>
<td>Steps for Strategic Control of These Machines? Strategic Control How They Act?</td>
<td>Detailed Model Is Presented and Also Review the Organization Structure Has</td>
<td>High Volumes and Much More, Is a Commercial Application</td>
</tr>
<tr>
<td>------</td>
<td>-----------------------------------------------------------------------</td>
<td>----------------------------------------------</td>
<td>------------------------------</td>
<td>--------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6</td>
<td>Strategic Control at the Level of Senior Managers</td>
<td>Harrison Frank (1991)</td>
<td>1 - Set of Strategic Objectives, 2 - the Tasks 3 - Answer 4 - Money 5 - Merit Personnel 6 - Feedback Mechanism 7 - Track 8 - Aqdan Corrective</td>
<td>Criticism of Previous Models, Especially Model 3 - Strategic Control Autopsy - Definition of Strategic Control - A Hierarchy of Officials - Decisions on Strategic Management - The Concept of Strategic Control - Control of Strategic Objectives - Model Parameters and Variables</td>
<td>Model Is Relatively Good Because It Has a Fairly Logical and Functional Variables and Factors in Our Culture</td>
<td>Model Is Relatively Good Because It Has a Fairly Logical and Functional Variables and Factors in Our Culture</td>
<td>Some is Also Used for Other Devices</td>
</tr>
</tbody>
</table>
Methodology

6-1- Research method
This paper follows a descriptive research method to develop strategic control model in the realm of administrative organizations. In the theoretical aspect, various factors effective in the model have been analyzed, referring to the scientific literature of the management and the strategic control. The following steps have been taken to develop the research model:

Step 1: Inspired by A. Frank Harrison's model, which has identified 61 top managers (Aarabi and Chavoshi, 2009), a list of experts and strategists was prepared. These chosen managers had the competency to fill out the questionnaires and enjoyed such characteristics as PhD degree and some more like: continuous work experience in managing administrative departments and organizations and also familiarity with theory making in management issues.

Step 2: In addition to the people named in the list mentioned above, some other experts and strategists were studied. These people had PhD degree in management or had expertise in implementing cultural issues.

Step 3: In addition to people listed in the two steps above, opinions of a number of top managers, as a part of statistical society who had expertise in strategic issues, were used. The specific characteristics of these people were their knowledge about administrative organizations, in what concerns both familiarity and theory making.

6-2- Research instruments and statistical sample

The research instrument was a research-made questionnaire (Horvitz, 1979) and a statistical sample of 112 out of 200 samples was selected from the statistical society. A random sampling method was applied to the research and all members of the population had equal chance to be selected for the sample group. Steps of the process of sampling included: defining the population, making a list of the population members and choosing the sample group with a randomly determined method showing which member would be located in the sample group.

7- Hypotheses testing

7-1- testing the first main hypothesis

"There is a significant correlation between the implementation of the strategy and formulation of the strategy of the Iranian administrative organizations.” Table 2 shows the result of the analysis of the correlation between implementing the strategy and the strategy formulation of the national cultural organizations (Band David and Canlan, 1995; Loranj Peter, 2005).

Table 2- The results of the correlation testing related to the first main hypothesis

<table>
<thead>
<tr>
<th></th>
<th>Formulation</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman's rho</td>
<td>1.000</td>
<td>0.590</td>
</tr>
<tr>
<td>Correlation Coefficient Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.00</td>
</tr>
<tr>
<td>N</td>
<td>112</td>
<td>112</td>
</tr>
</tbody>
</table>

Figure 12-22- Research pattern (the final fitted pattern).

As the significance level obtained in the Table 2 is less than the significance level of interest, the zero hypotheses (H0) is rejected. This means with 99% of certainty, there is a significant correlation between the formulation and implementation of the strategy within the administrative organizations of the country.
7-2- testing the second main hypothesis

"There is a significant correlation between formulating and implementing the strategy within the administrative organizations of the country."

Table 3 shows the result of the correlation analysis between the strategy evaluation and the strategy formulation within Iranian cultural organizations.

<table>
<thead>
<tr>
<th>Formulation</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman’s rho Correlation Coefficient of Formulation</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig (2-tailed) N</td>
<td>112</td>
</tr>
<tr>
<td>Evaluation of Correlation Coefficient Sig. (2-tailed) N</td>
<td>0.530**</td>
</tr>
<tr>
<td>** Correlation Coefficient at the 0.01 level (2-tailed)</td>
<td>0.000</td>
</tr>
</tbody>
</table>

As the significance level obtained in the table (0.000) is less than the significance level of interest, the zero hypothesis (H0) is again rejected. That is, with 99% of certainty, there is a significant correlation between the formulation and evaluation of the strategy within the national cultural organizations.

7-3- testing the third main hypothesis

"There is a significant correlation between the implementation of the strategy and its evaluation within the national cultural organizations." Table 4 shows the result of the correlation analysis between the strategy implementation and the strategy evaluation within the national cultural organizations.

<table>
<thead>
<tr>
<th>Formulation</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman’s rho Correlation Coefficient of Evaluation</td>
<td>0.540**</td>
</tr>
<tr>
<td>Sig (2-tailed) N</td>
<td>0.000</td>
</tr>
<tr>
<td>Implementation of Correlation Coefficient Sig. (2-tailed) N</td>
<td>1.000</td>
</tr>
<tr>
<td>** Correlation is significant at the 0.01 level (2-tailed)</td>
<td>112</td>
</tr>
<tr>
<td>*** Correlation is significant at the 0.01 level (2-tailed)</td>
<td>0.000</td>
</tr>
</tbody>
</table>

As the significance level obtained in the Table 4 is less than the significance level of interest, zero hypothesis (H0) is again rejected. That is, with 99% of certainty, there is a significant correlation between evaluation and implementation of strategy within the national administrative organizations.

Table 5- Causative correlations between the observed variables

<table>
<thead>
<tr>
<th>Row</th>
<th>Target variable</th>
<th>Original variable</th>
<th>T statistics</th>
<th>Path coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organizational culture</td>
<td>Quality of planning</td>
<td>3.84</td>
<td>/36</td>
</tr>
<tr>
<td>2</td>
<td>Organizational culture</td>
<td>organization</td>
<td>4.60</td>
<td>/33</td>
</tr>
<tr>
<td>3</td>
<td>Organizational culture</td>
<td>Resource allocation</td>
<td>6.93</td>
<td>1/46</td>
</tr>
<tr>
<td>4</td>
<td>Quality of planning</td>
<td>Key factors</td>
<td>13.89</td>
<td>7/6</td>
</tr>
<tr>
<td>5</td>
<td>Strategic control</td>
<td>Key factors</td>
<td>3.88</td>
<td>/24</td>
</tr>
</tbody>
</table>
7-4- Fittingness testing of the research model:

As previously mentioned in the methodology, path analysis method was utilized in this work to test fittingness of the research model. The initially introduced model had a poor fittingness to the collected data. Therefore, in order to obtain the fittingness between the data and the research model, corrective actions were taken. Finally, the good fitting was obtained. The fitted model and its indices are shown in the following figure.

The final model has the following characteristics: Normal Fit Index (99%), non-Normal Increasing Fittingness (1%), the Relative Fittingness Index (98%), Goodness of the fit index (GFI) (98%), Adjusted Goodness of Fit Index (95%), the Root Mean Squared Error of Approximation (RMSEA) (1%) and the ratio of the chi-square value to the degree of freedom is less than 2, the p-value is more than 0.05 and the RMSEA is less than 0.05. Fit indices of the above model show that the end model has a good fittingness with the data collected from the cultural organizations of the country. This is a very special feature of this model (Ebn Rasul, 2004; Ali Ahmadi, 2004; Ali Ahmadi, 2003; Kast and James, 1980).

8- Answers to the research hypotheses and their respective results

There is a significant correlation between the implementation of the strategy and the formulation of the strategy of the national administrative organizations. The results of this research (Table 3) showed that there is a significant correlation between implementation and formulation of the strategy of the national administrative organizations. According Fred David’s theory in “A Summary of Strategic
Management” (Qorbani, 2006) the comprehensive model of strategic management has been explained as "Benefits of Strategic Management". According to the above theory, organizations that formulate and implement their own strategies are more successful than those which continue operating without formulating and implementing strategies. Besides, the studies performed by other researchers (Nikookar, 1995; Ebn Rasul, 2004) suggest that different elements of strategic management have interactive impacts on each other and must be considered in the quality of strategic management. Therefore, the response to the first research question is positive, meaning that there is a significant correlation between implementation of strategy and formulation of strategy of the national administrative organizations. The intensity of involvement of the national administrative organizations in formulating their own strategies will be related to the rate of their involvement and implementation.

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