

چکیده مبسوط مقالات

Design and Development of Faculty Talent Management Process Model for Talent-driven Universities

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Extended Abstract

The current paper was to design talent management process model for university faculty members of talent-driven universities. This is an applied qualitative-quantitative study in two stages. In the qualitative phase, the components of talent management were identified using semi-structured interviews with 18 managers and faculty members of Isfahan University, Isfahan Medical Sciences University and Isfahan University of Technology through purposive sampling method with regard to data saturation, and analyzed using content analysis method and deductive inductive approach. In the quantitative phase, the pattern was tested in a survey. The target population includes all faculty members hired by the three universities from 2010 to 2015, respectively. Stratified random sampling method proportional to size was used. The sample size of 130 was calculated using Cochran formula. Then validity and reliability of the questionnaire were evaluated using a questionnaire and variance based structural equation modeling approach. The number of 107 Codes of qualitative research data was extracted and classified in 7 categories. The quantitative findings of this talent management process consisted of seven distinct dimensions of “identifying talent needs, discovery of talent sources, talent attraction, talent potential development, strategic use of talent, talent retention, talent assessment and consistency of talent management activities”. In the end, given qualitative and quantitative

data a model for talent management process of faculty members in universities was proposed.

Introduction

Today, technological and financial sources are no more the only merit of talent-driven organizations; rather, it is believed that human resource is the main competitive advantage and organizational capital. Thus, talent-driven organizations focus on the valuable role of talents in organization; in addition, desired management is critically significant.

In the current competitive status and the context mostly characterized with consecutive changes and frequent innovations, the organizations may succeed that recognize the strategic role of human resources and afford expertise, knowledge-oriented, competent, elite, and capable human resources (Armestrang, 2006:18).

As organizations are ensured qualified individuals at proper occupational positions by talent management (*Collings and Mellahi, 2009; 307*); therefore, it is critically important to account for universities and higher education performances playing a strategic role in developing and meeting national objectives. Regarding faculty members are important assets of any university (Daigle & Jarmon, 1997) known as main forces of higher education commitments, knowledge development and technology authorities, trainers (educators) of educating community experts, and in general, development-oriented individuals in terms of overall dimensions of higher education and universities (Hosseininasab, 1994), it may be stated that despite permanent changes in higher education and several recruitment opportunities, recruited faculty members are of the largest sources of universities and faculties. Hence, it is necessary to plan and implement talent management process of faculty members at talent-driven universities such that the best are considered and selected. Further, the best who are the academic elites must be identified, and attracted. Thus, this paper initially reviews literature of talent management; then, it discusses features of talent-driven organizations.

Research methodology

As research objective is to provide a practical model of talent management process of faculty members at talent-oriented universities; hence, the research applied mix methodology. Research statistical population in term of quality included managers and faculty members of University of Isfahan, University of Medical Sciences, and Isfahan

University of Technology. 35 individuals were identified through purposive sampling method; then, according to data saturation criterion and repeated information, 18 individuals were provided by semi-structured interviews. In this interview, the researcher asked pre-determined similar questions by theoretical basics. However, more items were raised during interviews respecting to the interview condition in order to get extended and deeper information of the audience. The interviews were recorded, written down, and typed; then, the text data were coded through MAXQDA ver. 2017. Quality analysis led to extracting 224 codes. 107 codes were finally extracted following multiple review and code integration based on similarity in several steps. Thus, research main themes were extracted through seven classifications.

Research quantitative statistical population included 562 individuals of all faculty members attracted in University of Isfahan, Medical Sciences University, and University of Technology from 2010-2015 according to regulations of 'faculty member attraction at universities and higher education institutes by later recommendations approved by Supreme Council of Cultural Revolution in sessions 608 and 623 in 10 July 2007 and 29 April 2008. 130 research samples were selected through stratified random sampling method through using Cochran formula. Data were analyzed using inferential statistics and modeling structural equations. Validity was verified based on library studying and aid of experts. Reliability was examined using Cronbach alpha coefficient; and the questionnaire internal correlation and research standard constructs were investigated by confirmatory factor analysis. As alpha coefficient obtained 0.97-0.99 for all constructs, the results indicated the questionnaire internal consistency and reliability.

Discussion and conclusion

The objective of this research was to plan a model for faculty members' talent management process in talent-driven universities. According to research findings, 7 main classes and 22 subclasses were obtained including identification of talent requirement (identifying the existing gaps between current and future talents of the organization, determining staff general competence, determining staff specific competence); discovering talent sources (talent supply chain management, talent discovering approach, evaluation of talent sourcing options); talent attraction (competence level evaluation (screening and selection), effective factors of talent attraction); talent development (increased potential of learning in organization, education programming along high

performance, learning evaluation); talent strategic employing (talent alignment with staff expectations and organization objectives, talent integration and reintegration); talent maintenance (university support, research atmosphere at university, occupational conditions, occupational development); consistency and assessment of management activities (assessment focused on competency framework, evaluation plan focused on insight enhancement, evaluation of significant factors of human resource health); and talent management process of faculty members. It is found out that the aforementioned provided by scholars are consistent with faculty members' talent management process. At quantitative stage, model was tested according to qualitative findings based on modeling structural equations; factor loading values confirmed all components of talent management process variable.

Key Words: talent management, competencies, faculty member, talent-driven universities

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Developing Customer-Oriented Human Resource Management Model in Manufacturing Industry

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Extended Abstract

Despite the fact that customer orientation as a strategic orientation has significant role in organization success, customer oriented human resources management has not received enough attention. Also the extant HRM models are generic and not appropriate enough for customer oriented organizations. According to the Systems View, all organizational elements and functions must be aligned with the strategic orientation in order to achieve success. This study aims at developing customer oriented HRM model in manufacturing industry.

Materials and Methods

It is an applied study using explorative strategy and mix methods. The qualitative data was analyzed using thematic analysis. At the first time, data was coded by MAXQDA and at the second time handy coding was used. Using the related keywords, customer orientation resources including books, book chapters, articles, conference papers and etc. were identified and accessed. All the accessed sources were studied thoroughly and the codes related to the research question were extracted. Then, similar codes were bundled into basic themes. Also, the basic themes were bundled into organizing and global themes. At the second stage of the research, a questionnaire was designed based on the results of the qualitative study and distributed among 20 human resources management expert to measure the themes' relevance to the proposed model.

Discussion and Results

Applying thematic analysis, 135 basic themes, 29 organizing themes and 7 global themes have been identified. The extracted themes have been

presented and described in a model. Results of the thematic analysis indicate that customer oriented HRM model in manufacturing industry has three main dimensions: content, context and results. Organizational orientation, infrastructures, leadership, organizational culture, and relations constitute the contextual factors of customer focused HRM model. HRM content refers to HR strategy, processes, and functions. Results of the model refer to employee, customer, organization, and society results. The context dimension not only directly influence HR strategy, processes and functions but also directly influence HR results, customer results, organization results, and society results. Also, results of the quantitative data analysis show that all the identified themes are relevant to the model and there is consensus among the experts on the importance of the themes.

Conclusion

This study presents some new and valuable insights to HR managers and researchers. First customer focused HRM is significantly different from generic HRM. The sub-dimensions and components of the model clearly show that HRM needs a substantially different approach in order to add value and be conducive to customer success. In order for HRM to be effective, HR strategy, processes and functions must be aligned with customer needs and developed in a way that exhibit the importance of customers. Second, customer focused HRM is not merely satisfying employees' needs in order to satisfy customer needs. Customer focused HRM goes beyond this traditional thinking and focuses on customers' needs, although it does not ignore the necessity of employee satisfaction. Third, customer focused HRM needs a system view from managers. If HR function is going to contribute to organization's customer success, the contextual factors including organization's orientation, infrastructures, leadership, organization's culture and relations must be conducive to customer orientation.

Key Words: Human Resources Management, Customer Orientation, Manufacturing Industry, Thematic Analysis

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Introducing a Talent Management Model based on Grounded theory (Case Study: Telecom Operator)

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Extended Abstract

Changing economic and technological paradigms, causes very significant issues in different industries, especially technology-laden ones, like telecom. One of the most important issues is talent management; acquisition, development and retention of talents. This is because after McKinsey's talent war notion, many companies, adopt focused efforts and investment in this part of human resource management of their companies. Academic researchers also entered the field and tried to explore different aspect of talent management. However, as Tarique and Schuler (2010) mentioned, there is not enough qualitative research in the field and most of the researches are based on North-America culture. On the other hand, most of the introduced models are manifesting an ideal model of talent management and did not notice the current condition of the phenomenon in the organizations. Based on this issues, we tried to develop a talent management model based on grounded theory for a telecom operator

Case of the study

The research was conducted in the third mobile operator of Iran. This operator has been chose, because it is younger than others and do not have established talent management procedures

Method and Measurement

25 in-depth interview was conducted with different stakeholders of talent management in the case. Interviews was conducted with managers in different levels, professional talents and HR experts.

The Research Method was grounded theory, based on Corbin and Strauss (2015) version. The evaluation of the rigor and validity of our results based on this version validity indexes

Discussion and Results

The final Finding was a comprehensive model of current condition of talent management in the telecom operator. The process model was based on conditions, action-interaction, and consequence parts that is mentioned in Corbin and Strauss (2015) as the ideal type of a process. The talent management procedures, were different in different department based on their managers' viewpoint. Three category of condition was found: talent characteristics (what is known as talent in organization), management and Organization maturity level. In Action-Interaction, three main procedures of talent management system is introduced (Talen acquisition, talent development and talent retention). The consequence of these action-interaction was employer brand, talents' self-actualization and organization success. All of this has a cultural background that impact all of the aspects of the model.

Conclusion

Notice this important point that talent management is not a rigid process in organization and cultural factors affect all of its aspect, is the main conclusion of this paper. The quality of talent management is in direct relation with what organization and departments' manager think about the subject. So for establishing a talent management system in the organization, the first and the most important aspect is to make a common language on the issue.

Key Words: Talent Management, Talen Acquisition, Talent development, Talent Retention

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Develop a model to investigate how the dynamic infrastructure knowledge-based enterprise knowledge management to enhance productivity

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Extended Abstract

This study was to examine the direct effects of dynamic capabilities on increasing the productivity of the company's knowledge management due to the effects of other functionality is faced with new results. So, their influence on corporate information systems through complementary relationships with other assets, capacities and capabilities of the company in some capacity. Following this concept, this study is based on a dynamic vision of the capabilities of the underlying mechanisms of effective knowledge management capabilities are examined.

In this study, using stratified sampling people were chosen between managers and senior corporate investigated the distribution and using confirmatory factor analysis was assessed validity. Also, structural equation modeling was used to test the hypothesis. The results showed that knowledge management capabilities through the mediating variable absorption capacity and agile supply chain impact on improving company productivity.

The results showed that knowledge management capabilities involved in the development of absorptive capacity, however, the results of this study support the hypothesis that a direct link between knowledge management capabilities and supply chain agility is not approved. In other words, the effects of knowledge management capabilities in agile supply chain is fully mediated uptake capacity. The results mediating role of absorptive capacity in the relationship between knowledge management capabilities and supply chain agility shows. This view is consistent with previous research, which assumes that the effects of knowledge management capabilities, as lower-order capabilities to

enhance productivity by dynamic capabilities and operational capabilities, the higher the impact.

Case study

Subject: Develop a model to investigate how the dynamic infrastructure knowledge-based enterprise knowledge management to enhance productivity

Researched it in: The study involved 724 managers and experts working in companies active in the field of knowledge management systems that are present in the collection Science and Technology Park of Tehran, Iran.

Materials and Methods

Using SPSS software by Alpha Test total credit and collection questionnaire was independent and dependent variables. Cronbach's alpha ranging from 81/0 to 90/0, which is higher than the value of the standard 70/0 is a value in the range of 88/0 to 93/0 reliability combined and higher than the standard 7/0. AVE values in the range of 55/0 to 77/0 and more than standard 50/0. The results showed that the measurement model reliability satisfactory. To assess the validity of the method used exploratory factor analysis and confirmatory. Analysis and confirmatory factor analysis showed a correlation between the measurement and data collection was satisfactory.

Discussion and Results

Based on the results of the structural model can be concluded that there is a fit between the model and data set. Results showed that the structural model of the research hypotheses, (except H4b and H5b) in the relationship between knowledge management capabilities and supply chain agility are confirmed. The results showed that flexible knowledge management infrastructure ($36 / 0\beta =, p < .01$) and matched KM ($32 / 0\beta =, p < .01$) had a positive effect on absorption capacity, therefore, hypotheses H4a and H5a are confirmed. In addition, higher supply chain agility ($74 / 0\beta =, p < .01$) and higher absorption capacity ($27 / 0\beta =, p < .01$) had positive effect on improving the company's productivity, thus hypotheses H1 and H2 confirmed are. In addition, the adsorption capacity was positively associated with supply chain agility ($61 / 0\beta =, p < .01$), then it can be concluded that the hypothesis H3 is confirmed.

Conclusion

The study suggests three roles: First, the study of separate studies on knowledge management, dynamic capabilities, supply chain efficiency and promote the communications company has created and to empirically test their relationships in the context of the supply chain. Second, although knowledge management capabilities have a direct impact on improving the company's productivity, but they indirectly by attracting capacity and agility in their supply chain on it. Third, this study examined how the absorption capacity of the company can be directly and indirectly affected through the formation of supply chain agility.

Keywords: Knowledge management infrastructure, supply chain agility, absorption capacity, productivity, integration of knowledge management.

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Investigating the Relationship between Quality of work life(QWL) and Professional Ethical Culture Among Managers of Technical and Vocational training Organization of Kerman

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Extended Abstract

Most of people learn ethical norms at home, at school, in Mosque, or in other social settings. Although people acquire their sense of right and wrong during childhood, moral development occurs throughout the life. human being pass through different stages of growth as they mature. Ethical norms are so ubiquitous that one might be tempted to regard them as simple commonsense. When most people think of ethics (or morals), they think of rules for distinguishing between right and wrong.

Organizational culture is a system of shared assumptions, values and beliefs that governs the way people behave in organizations. An organization with a positive culture helps employees learn and grow in their jobs and careers. An organization with an ethical culture promotes ethical behavior among members of the organization. Unethical behavior is any activity by which a member of an organization does not conform to the standards set by the culture of that organization. Ethical Culture is premised on the idea that honoring and living in accordance with ethical principles is central to what it takes to live meaningful and fulfilling lives, and to create a world that is good for all. Practitioners of Ethical Culture focus on supporting one another in becoming better people, and on doing good in the world. Members are committed to personal ethical development in their relationship with others and in activities involving social justice and environmental stewardship.

How can Organizations improve ethical culture? Answering to this question is our goal in this research. In this research, we introduce quality of work life as factor that can facilitate conditions in relation to ethical culture. Quality of Work Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, paying and wages satisfaction and relationship with work

colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being. Today, improvement of quality of work life play an important role in job satisfaction and organizational commitment . Quality of work life, through providing conditions such as participation in decision making, causes employee's good morale. Managers of organizations who can create a balance between work life and family life lead to appropriate organizational performance.

Case study

The population of research includes administrative department managers of Technical and Vocational training Organization of Kerman in east of iran (28 members). Because of limitation of population of statistical society, all of them (managers) selected as statistical sample.

Materials and Methods

Research method is descriptive and correlation. In this research, cross-correlation method was used. Sergei and et al quality of work life questionnaire (2001) and Syngpakdy and Whittle (2008) ethical culture questionnaire have been used to collect the data. To assess validity and reliability of the questionnaire, expert opinion and Cronbach's Alpha have been respectively used with the emphasis to internal consistency of data. Alpha coefficient of quality of work life and ethical culture questionnaire was 78% and 82% respectively. Collected data analyzed through Lizrel software.

Discussion and Conclusion

Findings of the research by lizrel software showed that there is a significant positive relationship between the components of quality of work, salary fairness, justice, cooperation and participation in organizational decisions with ethical culture but no relationship was found between the safety component and job security with ethical culture. Then, the conceptual model has been discussed in two cases of significant numbers and standard estimate. Findings also showed that the conceptual model is an acceptable fit model. Therefore, it can be concluded that managers of the organization through paying attention to components of quality of work life can help ethical culture growth.

Key Words: Quality of work life, Ethical Culture, Wages and Salary Fairness, Occupational Safety and Security, Justice.

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The Mediating Role of Organizational Learning Capability on the Relationship between Knowledge Sharing and Organizational Innovation Capability

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Extended Abstract

Innovation plays an important role in the economic development of individuals, organizations and societies and those who do not keep pace with the rapid changes would probably fail to prosper (Liao, Fei & Liu, 2008: 185). Knowledge sharing is one of the most important factors that leads to innovation. When employees share their knowledge with coworkers, learning opportunities' possibility increases (Zhou & Li, 2012: 1904).

Organizational learning capability is recognized as another important influential factor in organizational innovation (Sheng & Chien, 2016: 2302) and have a significant part in improving organizational performance (Chung, Yang & Huang, 2015, 1217).

This study investigates the mediating role of organizational learning capability between knowledge sharing and organizational innovation capability.

Case study

The cases of study are all employees Agriculture Jihad of Torbat-e-Heydariyeh, Zaveh and Mahvelat.

Materials and Methods

The population of study included all employees of Agriculture Jihad of Torbat-e-Heydariyeh, Zaveh and Mahvelat and stratified sampling

method was applied. The sample of study was determined 107 by Morgan table. The data was collected by three standard questionnaires developed by Chung et al (2015), Sheng and Chien (2016) and Hau, Kim, Lee, and Kim, (2013).

Face validity of questionnaire was approved by several specialists. Construct validity was confirmed by average variance extracted (AVE) and transverse loads test. The reliability of questionnaire was approved by Cronbach's alpha and combination coefficient (Dillon- Goldstein). To investigate the reliability of items in partial least squares method, loading test was applied. Most items had loading factor higher than the minimum level 7/0. Normality of variables were analyzed using the Kolmogorov-Smirnov test. Factor analysis and structural equation modeling with partial least squares approach was performed using SMART-PLS.

Discussion and Results

H1: There is a significant relationship between knowledge sharing and organizational innovation capability.

The hypothesis test results showed that the path coefficient was 0.399, and the t-statistic was 2.916. Since the t value is not between -1.96 to 1.96, knowledge sharing had a significant impact on the innovation capability and the first hypothesis is confirmed at 95% confidence level. Following, in table 1, the calculation of t-statistic and path coefficient are presented for H1 and its sub-hypotheses.

Table 1. Direct Effects Hypotheses

| | Independent variables | Dependent Variables | Path Coefficient | T | Result |
|-----|------------------------------|--|-------------------------|----------|---------------|
| H1 | knowledge sharing | organizational innovation capability | 0/399** | 2/916 | Confirm |
| H1a | tacit knowledge sharing | Incremental organizational innovation capability | 0/369** | 2/849 | Confirm |
| H1b | tacit knowledge sharing | Radical organizational innovation capability | 0/188** | 3/022 | Confirm |
| H1c | explicit knowledge sharing | organizational innovation capability | 0/217*** | 3/342 | Confirm |
| H1d | explicit knowledge sharing | Radical organizational innovation capability | 0/100 | 0/858 | Reject |

* $P < 0.05$; ** $P < 0.01$; *** $P < 0.001$

The results of H1 and H1a, H1b and H1c were consistent with the results of Sheng and Chien (2016), Hau et al., (2013), and Fayzi, Yousefi and Solaymani (2012). These researchers showed that knowledge sharing had significant impact on innovation. However, H1d was rejected.

H2: Organizational learning is a mediator between knowledge-sharing capability and innovation capability.

Following, in table 2, the indirect effects hypotheses are presented.

Table 2. Indirect Effects Hypotheses (Mediation Effect)

| Hypotheses | Independent variable | Mediator | Dependent | Path Coefficient | Result |
|------------|----------------------|---|--------------------------------------|------------------|---------|
| H2 | knowledge sharing | organizational learning capability | organizational innovation capability | 0/083 | Confirm |
| H2a | knowledge sharing | Explorative organizational learning capability | organizational innovation capability | 0/101 | Confirm |
| H2b | knowledge sharing | Exploitative organizational learning capability | organizational innovation capability | - | Reject |

No research was found to explicitly support H2 and H2a. However, the results suggested by Hau et al., (2013), Chung et al., (2015) and Sheng and Chien (2016) and Mohammadi Hoseini, Bedokhti and Jamshidi (2014), were closely related to the present paper.

Conclusion

The results of H1 indicated that there is a positive significant relationship between knowledge sharing and organizational innovation capability. Therefore, managers of these organizations are recommended to take steps to strengthen knowledge sharing.

According to the results of H2, organizational learning capability mediated the relationship between knowledge sharing and innovation capability. It demonstrates Agriculture Jihad of Torbat-e-Heydariyeh, Zaveh and Mahvelat has considered organizational learning capability. Therefore, to improve the organization innovation capability, it is recommended to managers to define some plans for knowledge sharing between employees and use high organizational learning capability to increase innovation capability.

Keywords: Organization Innovation Capability, Organization Learning Capability, Knowledge Sharing.

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The Role of Export Entrepreneurship-oriented Behavior in Firms' Export Performance Promoting by Clarifying Mediator role of Competitive Advantage*

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Extended Abstract

According to the importance of exporting in today's competitive economic and in to the aim of reaching to the export borders of 105 trillion rials in the vision document in 1404 (Statistical Report Trade Promotion Organization of Iran, 1395), this study aimed at investigating the performance effect of export-oriented entrepreneurial behavior with clarifying the role of competitive advantage among food export companies.

Case study

This research's case study population was managers and experts of 36 companies in the food industry. As the population size was limited by the number of people, the population size was equal to population sample.

Materials and Methods

The present study, in terms of purpose and data collection, was functional and descriptive, respectively. A standard questionnaire was used as a data collecting tool which the Cronbach's alpha was used for examine its reliability. The research model was assessed by structural equation modeling.

* This article is the part of PhD thesis of international marketing management at the Semnan University.

Discussion and Results

The results show that export-oriented entrepreneurial behavior have a significant effect on export performance, and competitive advantage of the firms has a significant impact on export performance; in fact, it can be said, export-oriented entrepreneurial behavior through the competitive advantage of firms exporting compared with the main competitors in the export markets will improve the export performance of these companies. So companies exporting food products in export markets, could provide products / services on the market later than competitors, using the opportunity, more power to respond to new export markets to help improve their export performance.

Conclusion

The results show that export entrepreneurial oriented behavior has a significant positive influence on export performance, despite the fact that competitive advantage has a mediation role.

Key words: Export Entrepreneurial Oriented Behavior, Export Performance, Competitive Advantage, Food Industry

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A Performance Evaluation of Mehr Eghtesad Bank Branches Based on the Balanced Score Card (BSC) and Analytic Network Process (ANP) Combined Model

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Extended Abstract

The Knowledge of the functional status of banks provides the ability to identify the strengths and weaknesses caused the Strategic management act in a more aggressive compared with competitors. In this regard, the present study aimed to evaluate the performance of Mehre Eghtesad's branches in Sistan and Baloochestan province based on BSC approach and analytic network process (ANP) was done. For this purpose, four performance dimensions, including financial, customer, internal processes and learning and growth were considered. To assess the performance of the branches in terms of financial, internal processes and learning and growth, the actual data contained in the financial statements and documents in 92 were used. And to measure customer dimension a questionnaire based on 5 Likert designed and distributed among each branch separately. In addition to comparing the functional aspects of the BSC and branches in terms of performance, a questionnaire was designed with the scale of 9 by ANP, and distributed among managers, department heads and experts numbered 40. Data analysis by SPSS and Super Decision software showed Iranshahr branch with 0.092 factor won first place. And then Moalemand bazar branches and other branches were the next ranks.

Introduction

As before, Sistan and Baloochestan Province Mehr Eghtesad Bank only adopts financial index to evaluate its branches' performance and rate them. A branch with high attraction of resources, appropriate consumption norms, and lower outstanding debts will naturally be more successful. Financial instruments, though, cannot by themselves express

customer-oriented policies and employees' agility in doing their tasks—the facts which refer to a deficit.

The present article, thus, is aimed at adoption of the Balanced Score Card (BSC) and Analytic Network Process (ANP) combined model in evaluating the performance of Sistan and Baloochestan Province Mehr Eghtesad Bank Branches in order to present an in-depth evaluation of branches' performance and rate them by means of four financial, customer, learning and growth, and internal processes

Case study

Performance of Mehr Eghtesad Bank Branches in Sistan and Baloochestan Province

Materials and Methods

The present study is descriptive-analytic in its nature, and practical in its purpose. To collect required data and analyze information, library-based investigations, interviews, and questionnaires were employed. Statistical populations of this research include 40 Sistan and Baloochestan Province Mehr Eghtesad Bank managers, branch heads, and employees in order to identify and evaluate relative importance of performance-cantered criteria and sub-criteria. In addition to them, a number of 205 customers were selected to examine their allegiance to and satisfaction form their bank services and products. To select manager and experts, non-probability, purposive judgmental sampling method was adopted. This is taken when collection of technical and accurate data has vital implications, and other probabilistic designs are unable to provide such assistance. Although, due to the fact that we select our sample group from among available technicians, judgmental sampling method may confine generalizability of findings, it is the only method which can be used about the persons who have the information intended by us. In order to distribute questionnaires among our unlimited customers, random stratified sampling method was employed. Here, open and guided interviews based on standard questions were made with a number of bank managers and experts to identify BSC criteria and sub-criteria for evaluation of Mehr Eghtesad Bank branches.

Discussion and Results

After analyzing the information by the software Super Decision for priorities and performance of Sistan and Baloochestan Province Mehr Eghtesad Bank branches.

| Table 7: rating of by Sistan and Baloochestan Province Mehr Eghtesad Bank branches repecting their performance | | |
|--|-------------|--------|
| Branch | Coefficient | Rating |
| Moalem | 0.060 | 3 |
| Imam Ali | 0.027 | 10 |
| Mostafa Khomeini | 0.023 | 11 |
| Shohada | 0.029 | 9 |
| Bazar | 0.071 | 2 |
| Hamoon | 0.045 | 5 |
| Zabol | 0.031 | 8 |
| Iranshahr | 0.092 | 1 |
| Kenarak | 0.048 | 4 |
| Chabahar | 0.044 | 6 |
| Saravan | 0.035 | 7 |

Conclusion

According to the research findings, Iranshahr Branch has obtained the 1st rank at all BSC performance aspects: it is more profit-making, more customer-oriented, and with more motivated, skilled employees. It, moreover, accomplishes its internal processes with the least expenses incurred.

Key Words: Performance, financial, internal processes, learning and development, customer, Mehre eghtesad bank, analytic network process (ANP)

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Evaluation of E-Learning of the virtual learning program from the student's point of view

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Extended Abstract

The purpose of this study is to evaluate E-learning of the virtual learning program from the student's point of view in university of Sistan and Baluchestan, It gives a clear picture of the current state of e-learning in the university and provides useful information for the administrators to adopt policies and strategies for improving it. The study has a descriptive-scrolling design and suggests applied objectives. The research population were 108 college students in 2014-2015 academic year. A sample of 84 participants were randomly selected based on Cochran's formula. To collect the data, a researcher- made questionnaire was applied. To determine the validity of the questionnaire, the opinions of professors and experts in the field of study were asked and to estimate the reliability of the questionnaire Cronbach's alpha coefficient was used. The results of the study showed that learners' individual characteristics and infrastructure factors were desirable, supporting was relatively desirable, and instructional content and evaluation methods were undesirable. Furthermore, investigating the gap between the performance and the importance of each component of electronic learning revealed that all of them had negative gaps. The negative gaps indicate that the students' expectations are unfulfilled and have to be addressed.

Case study: University of Sistan and Baluchestan.

Materials and Methods

The study has a descriptive-scrolling design and suggests applied objectives. The research population were 108 college students in 2014-2015 academic year. A sample of 84 participants were randomly selected based on Cochran's formula. To collect the data, a researcher- made questionnaire was applied

Conclusion

The evaluation of e-learning development in universities and educational institutes has always been a concern of educational administrators. The present research aims to study e-learning of virtual learning program from the student's point of view in university of Sistan and Baluchestan. It is hoped to identify the strong and weak points of this program in the university and to suggest some policies to remove the barriers and to improve the present state. To this end, after reviewing the literature and consulting with prominent professors of the field, five factors of individual characteristics, instructional content, infrastructure, supporting, evaluation and also 33 indexes related to these factors were selected. The results of the study showed that the individual characteristics are desirable which supports salim's(2007) findings. The results showed that instructional content was undesirable which are in line with findings of Ghaedi(1385), Rastgarpour and Gorgizade(1391) and Noorollahi et al.(1392). It is desirable with respect to infrastructure condition which supports salim's(2007) findings. With regard to supporting is undesirable which confirms Ghaedi(1385), Noorollahi et al.(1392) and anarinezhad and Mohammadi(1393) findings.

Moreover, the study of the gap between performance and importance of each component of e-learning revealed a negative gap. The existence of this negative gap indicates that the student's expectations are not satisfied and some actions are required from the administrator's side to fill these gaps.

Key Words: electronic learning, e-learning, virtual learning, evaluation.

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Empirical Test of the Arbitrage Pricing Theory Based on the Downside Risk (D-APT) in the Tehran Stock Exchange

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Extended Abstract

Arbitrage pricing theory presented by Ross is based on theory of the absence of arbitrage opportunities in financial market and its main condition is the existence of a linear relationship between the actual return and a set of common factors, In this model, asset pricing is based on risk, although the risk source is not just one factor and its not only the market portfolio, But several factors affect the assets which they are called risk factors. In most APT studies, the researchers test the model through using two scales of beta coefficient and variance. But, the experimental evidences indicate the inefficiency of mean-variance framework, which means that stock returns can't be described well by the mean and variance. In this study, in order to identify the inefficiency of variance (standard deviation), for the first time the new standards of semi-variance and downside Beta in form of APT Model called downside arbitrage pricing theory (D-APT) were used.

Case study

This is an experimental quantitative research based on the regression of composite panels with an efficiency of 97 traded stocks in Tehran Stock Exchange as the dependent variable, and six macro-economic variables as the independent variables from 1384 to 1393; so that these companies are among the major stock industries that their activities have not been interrupted during this period and their fiscal year ends on 29/12 of every year.

Materials and methods

The dependent variable in the D-APT model is the annual stock return which is calculated in in the form of $[\min (R_i - R_F, 0)]$. To calculate the

stock returns derived from RAHAVARD NOVIN 3 software, the required adjustments for dividend, stock awards, priority, and stock splits were conducted. Independent variables are predetermined macro-economic factors involving: exchange rates, stock index, OPEC oil price, the consumer inflation rate and the deposit rate, which are calculated in this way [$\min(r_i - r_f, 0)$]. To estimate the model, EVIEWS 9 software is used.

Results and discussion

In the present study, at first, the stability of the variables was examined which the results represented that all variables are stable. Based on the F-LIMER statistic, the model was judged whether it is pool or panel which the findings confirmed the existence of fixed effects in comparison to the least square approximation (to put it simply the findings approved panel data in comparison to the pool ones). After confirming the panel model, the Hausman test was used to determine whether the fixed effects model is more efficient or not. The Hausman test results also indicated that there is no need to use random effects model and fixed effects model should be used. Therefore, the model was estimated based on fixed effects and the final results reflected the negative correlation between the exchange rate and deposit rate variables and the return rate of stock companies, which means that the increase of exchange rate and deposit rate, decreases the return rate and vice versa, as well as the positive relationship between stock index, consumer inflation rate and oil price variables and the rate of return, meaning that with increase of the stock index, consumer inflation rate and oil price, the return rate increases and vice versa.

Conclusion

Finally, by estimation of D-APT model, it can be concluded that a significance of more than one factor confirms the APT model with a downside risk approach, and this means that more than one factor can explain changes in stock returns. In addition, 27.17 percent of the changes in stock returns is explained by these factors, while 72.83 percent of return changes can indicate the idiosyncratic risk that this amount is the volatility of stock returns in the portfolio of firm that is the specific variance to each firm which has the reasons unrelated to systemic factors, So we can conclude that a large amount of return variance of each portfolio firm has an uncertain cause that for this type of risk, the market does not pay any compensation to investment. Results of

determination coefficient indicates lack of adequate performance of APT model based on the Downside Risk in Stock Market. Therefore, it is suggested to the investment companies, investment funds, institutional and real investors to mind both the upside and downside risk dimensions in their analyzes for buying and selling stocks, and also pay attention to the effects of counterproductive economic activities based on downside risk on stock returns.

Key Words: Arbitrage pricing theory, Downside arbitrage pricing theory, Downside beta, semi-variance

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