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THE IMPORTANCE OF IMPLEMENTATION AND STRATEGIC CONTROL IN THE EFFECTIVENESS OF STRATEGIC PLANS

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Introduction:

When the researcher set out to conduct this research to be a scientific addition in the path of science and knowledge, as this science is one of the sciences of modern management, and when we set out to discuss the issue of the effectiveness of strategic plans by explanation and analysis, the researcher decided that the title of the research should be the role of implementation and strategic control in the effectiveness of strategic plans.

However, we have faced a problem about determining the main and ruling thing in this evolving science, and extend the criterion for the interaction between the powers of formulating strategic plans and extend the relationship between this formulation and its implementation. It never means ensuring its success upon implementation unless this strong formulation entails creative and rational implementation processes that entail advanced and effective strategic oversight processes.

Then follow the adaptation of this logic, culture, and conviction through practical application, stages of implementation, and choice of alternatives in the light of good strategic management and taking into consideration theories of development and growth to start these strategies rationally, with full effectiveness, and in light of the processes of review, diagnosis, and continuous strategic auditing.

Therefore, the researcher has tried hard in this scientific research to address the idea by studying and examining it so that it will be a beacon for students and those interested in this logic through exposing the stages of rational strategic implementation and those of effective strategic control which depend on the axes of strategic knowledge to meet strategic goals with full efficiency.

Thus, the current study seeks to show the importance of implementation of strategic control in achieving compatibility and consistency in the various strategic management stages.

The research problem:

The problem of the study lies in the extent of understanding the importance of the stages of implementation and strategic control as effective basic axes in ensuring the success of the strategic plans formulated in light of the strategic environment variables and the impact of that as a whole on the choice of a rational strategic alternative to reach the stage of strategic implementation with the required efficiency and effectiveness and in an operative and effectual regulatory climate in the application of multiple stages.

Research questions:

1. What is the importance and role of the strategic implementation stage in the effectiveness of implementing the effective strategy?

2. What is extend of the impact of strategic audits in addressing deviations that are discovered in all implementation activities and processes to reach the achievement of the goals of the strategic plan in good time and rational resources?

The importance of the research:

The importance of the research topic, which is the link between theory and application in the effectiveness of modern strategic management, given that the stages of strategic implementation and strategic oversight do not remain open from the stages of formulating strategies because successful strategic plans never mean dependency. It is also recognized that successful implementation of plans needs the presence of scientific and creative strategic methods and flexibility to deal with multiple strategic alternatives in light of multiple internal and external influences and variables.

Objectives of the research

The main objectives of this study are to try to highlight the importance of the implementation of the strategic control stage in the various strategic management seminars, through the following objectives:

1. Identifying the basic and multiple stages of strategic management.

2. Showing the importance of the strategic implementation stage in the success strategy system.

3. Highlighting the importance of strategic knowledge as an active hub during strategies implementation processes

4. Analyzing the role of evaluation and strategic oversight as a hub that guarantees the achievement of the rational application of the strategy.

Researchmethodology:

The researcher uses the descriptive analytical approach that helps in studying the relationship of the stages of implementation and strategic control to the stage of formulating strategies and explaining the importance of consistency and harmony in the stages of strategic management in activating the rational application of promising strategies.

Chapter 1: strategic implementation

Introduction

The implementation of the various strategies by converting them into the form of plans, programs, and budgets, each of which expresses the activities that must be implemented, the resources allocated to each of them, the specific timing of performance, and acceptable performance standards.

The plans, programs, and budgets vary in terms of the period they cover (long-term, medium-term, short-term), and the degree of coverage (institution level, branch, sector, unit, or job ...). Likewise, the proper implementation of the strategies depends on the safety and efficiency of the organization entrusted with this issue. It also needs to be revised and reorganized to ensure efficiency and ease of flow of activities and processes to do the strategies.

The process of applying the strategy is one of the most important stages in transforming general visions and goals into practical reality and the implementation of the strategy is defined as "a series of activities that are interlinked with each other and that includes developing the chosen strategy requirements."

• We will address this topic through the following points:

- First: The first requirement: - The concept of strategic implementation

• Second: The second requirement: - Elements of strategic implementation

The concept of strategic implementation

The term strategy originated in the field of military literature, as military dictionaries define this term as (the art of leadership, or the art of managing war affairs) (Horwath, 2005), and later this concept was borrowed and appeared in the field of economic and social development where it has become called the art of managing economic and social development affairs, to make progress and prosperity for society. Nickols (2016) defined the strategy as the science and art of achieving higher goals by using the ideal use available resources and capabilities.

The components of strategy as a method did not crystallize except in modern times, when people like Yarger (2006) were able to define the strategy to which they were later subjected to developing all components of the nation's forces through long-term strategic plans.

The development and integration of the strategic plan aims to reach the success of the organization's sectors with its various basic topics, (Kabeyi, 2019) and the strategic plan includes issues of application, evaluation, control and control, also trying to develop correct future scenarios. A level in the organization - strategic information that is produced in advance is placed in front of the higher levels. It comes from a local network of information throughout the organization (Ibrahim, 2019). Instead of the central working group in planning, consultants from outside and inside must be available to lead the working groups.

Therefore, the strategy is to define long-term goals and objectives, in addition to determining the direction of work, allocating the necessary resources to implement these goals, and strategic goals are the important policies and decisions taken by the management, which have a very important impact on performance, (Qarashay, 2018) and these policies and decisions often include a commitment to resources. Also, such policies and decisions cannot be

changed easily, as Tepara(2014) said that strategic choice is one of the most important tools that prepare the strategic manager to choose the strategy from among those alternatives that are compatible with the mission of the organization and its strategic objectives.

There are several theoretical models for choosing a strategy, presented by academics and consultants working in expertise and information houses, and the most important of these models are

Selection of strategy at the organizational level

There are several theoretical models for selecting a strategy that have been adopted by academics and consultants working in expertise and information centers

Porter's model of general strategies: Porter assumes three strategies in which organizations can gain a competitive advantage

- Cost Leadership Strategy: This strategy puts the organization as the least expensive producer in the industry through the ideal investment of resources

- Excellence Strategy: It is the strategy of seeking excellence or exclusivity with exceptional characteristics

- Focusing strategy: It is based on the selection of a limited competitive area within the industry; Tanwar (2013) discussed this issue by suggesting focusing on a particular part of the market, intensifying the organization's marketing activity in this segment, eliminating others and preventing them from affecting the share of the organization.

Other types of strategies

Stability Strategy

In certain cases, business organizations seek a relatively stable state of stability, which occurs when management is convinced of the current status of the organization. At the same time, it seeks to ensure the continuation of this situation, its achievements, and its results

This strategy is pursued several reasons, including:

-When the organization works well, there is no justification for change or transition to another activity.

- When the organization's achievements are acceptable, the administration does not want to bear the risk of entering into other activities.

- Managers are required to manage and direct a particular activity in a routine manner that does not require new decisions or take risks.

 - The difficulty of obtaining resources from the organization. This lack of resources can be due to lending or funding circumstances.

Defense strategies:

This strategy is also called a cost-cutting strategy. It is applied when an organization wants to reduce its operations comprehensively in order to stop a serious deterioration in its situation

or to overcome a serious crisis that threatens its existence and business continuity. Jofre (2011) pointed out that the strategy represents a short-term defensive mechanism of strategy trimming "get rid of some activities," strategy turnaround "transformation", strategy liquidation, and hybrid strategies.

11-Implementation of an organization's strategy

Relationship between the formulation and implementation of a strategy:

· If the formulation of a strategy is a difficult task, successful implementation is more difficult, as Cândido, Carlos, Santos, and Sérgio(2011) clarifies that the failure of the administration in implementing the strategy means the failure of the strategic management as a whole.

 Implementation requirements of an organization's strategy:

· The organizational strategy implementation model consistency can be seen in Genc(2017) which consists of four basic steps: organizational structure, appropriate administrative systems, efficient methods, and organizational culture consistent with strategy.

- Analysis of organizational structure:

Studies have shown that there is a complementarily between the structure and the strategy. Since the type of organizational structure designed is the dynamic field through which the strategy is implemented, it is important to consider the organizational considerations of formal and informal unions in the organization (Milgrom, Paul & Roberts, John, 1995).

- Determining whether the existing organizational structure helps to implement the organization's strategy (Jofre, S, 2011)

 - Identifying the administrative levels and the functions involved, which will be responsible for implementing various tasks of the strategic plan (Elbanna, Said & Andrews, Rhys &Pollanen, Raili, 2016).

- The possibility of benefiting from the informal organization to facilitate the implementation of the strategy (De Toni, Alberto &Nonino, Fabio, 2010).

Forms of organizational structures, which are:

Hierarchical orders: The main structures common to most organizations are simple, complex, small, large, or multinational. They take several forms that may be simply functional or divides according to the product or geographical location (Diefenbach, 2006).

Structure of the organizational matrix: A flow of power and authority for both functional departments and project departments is required in a balanced manner in the organization. This format is used to facilitate the development and delivery of various and different programs and projects (Grubenmann&Stephanie, 2016)

Structure of the Organizational Team: This structure is based on the idea of power-sharing among members of a single team. The structure of the organizational circle refers to the equality of power distributed among individuals (Ahmady, Gholam&Mehrpour, Maryam &Nikooravesh, Aghdas, 2016). Equitable distribution depends on several factors. Putman (2012) said that the core meaning of team management is participation in decision-making,

sharing power and responsibility between the administrative leader and the subordinate personnel.

Alliance structure: This structure requires a strategic alliance between two independent companies to achieve common objectives (Thechatakerng, 2003). The common form of a strategic alliance is the joint venture, that is, the involvement of two distinct organizations in order to achieve specific objectives (Todeva, Emanuela&Knoke, David, 2005). The partnership seeks to reinforce the strengths of the strong parties and reduce or address existing weaknesses of the other parties. In addition to material and competitive benefits to others, DyReyes (2008) showed that it is essential that strategic management should consider the design of an appropriate organizational structure for the implementation of the strategy.

12-Strategic information systems

Strategic information systems play an important role in strategic management processes for the formulation and implementation of business strategy through three key areas:

- Improving the operational efficiency provided by IT technology, specifically the impact of this technology in reducing costs, and improving the quality of the product and services

- Promoting technological innovation in the field of business, thus providing the ability to manufacture new products

- Building sources of strategic information for advanced information systems to improve the productivity and efficiency of the organization's internal processes and activities(Nikoloski, 2012)

13- Administrative leadership style

It means how the manager/leader influences the achievement of the goals or the implementation of the strategic plans (Michira&Anyieni, 2018). The managerial leadership style consists of three interrelated variables: the method of motivating the individuals and the workgroups, the method of making administrative decisions, and the areas of focus in the work environment.

The first variable: Motivation can take the form of reward or punishment; (Eshun&Duah, 2011) there are departments based on positive stimulation, focusing on officials, excellence based on efficiency and seriousness of work, developing feelings of belonging and loyalty to the organization, and applying fairgrounds for material reward.

The second variable is the method of making administrative decisions, in other words, the degree of delegation of decision-making powers and the degree of participation of individuals involved in the decision-making process (Kentab, 2018). There are several types of decision-making. Decisions can be made by one individual (the administrative leader). In leadership style, autocracy or decisions may be made through participation, which is the method that makes the Japanese administrative outstanding. (Method Z)

The third variable relates to the perspective in which the manager or leader finds the best way to make people do satisfactorily. There are two main trends about the focus and attention of management: the direction of focus our attention on employees, and the direction of focus our attention on duty.

14-Monitoring and evaluation of the organization's strategy

Monitoring is a systematic effort to set achievement standards organizational goals, designing feedback systems (Monitoring & Evaluation Strategy and Action Plan HEALTH, POPULATION, AND NUTRITION SECTOR DEVELOPMENT PROGRAM 2014), comparing real achievement with previously established standards, identifying any deviations and errors, and taking the necessary administrative action to make sure that all shared resources are used efficiently.

Elements of strategic implementation

- A clear mechanism for setting goals and desired results and following up on their achievement, change, and development in light of the internal and external variables.

- A flexible mechanism for preparing and activating a set of policies that guide and direct work in various fields, and an organizational structure that is characterized by simplicity, effectiveness, and compatibility with the requirements of the situation in the institution.

- Implementing systems and ways for guiding performance in various operations, which are flexible and effective, and aim to make results.

- Carefully selected individuals, possessing the qualities and capabilities to the types of work, and willing to accept change, that is, their most important traits of flexibility.

- Well-defined and distributed powers among individuals commensurate with their responsibilities with clear standards of accountability and accountability, performance evaluation, reward, and punishment.

- Systems, rules, and criteria for decision-making commensurate with the importance of problems and evolving with changing situations.

- Systems for investing and developing human resources energies and directing job relations commensurate with the quality of the human resource, its intellectual level, and the extent of scarcity.

- Information systems and channels for effective communication that make communication between parts of the organization.

- Equipment, equipment, and material resources have been carefully selected and employed to meet the greatest possible return from them.

- Appropriate techniques in the field of various activities(Jacobs, Alex & Barnett, Chris & Ponsford, Richard, 2010).

The following is a brief explanation of the implementation problems:

• Implementation takes more time than originally planned.

• Major unexpected problems have arisen.

•Lack of effective coördination of activities required for implementation.

• Competing activities and the emergence of crises that divert attention from implementation.

• The staff responsible for implementation have insufficient capabilities and skills to do their jobs.

• Those working at the lower levels did not reach enough training.

• External and uncontrollable environmental factors caused significant implementation problems.

• Departmental managers are ineffective in terms of leadership and direction.

• The inability to accurately find some tasks and activities related to implementation.

• The failure of the information system to check the implementation of activities.

Principles and criteria for implementing the strategy:

• Linking with the future vision and strategic goals.

• The availability of material, financial and human resources for implementation.

• The mutual influence between the project and other institutions.

• Complete the infrastructure and institutional systems.

• The institution's place on the hierarchy of priorities for achieving strategic goals.

• Contributing to solving existing problems or facing existing challenges.

• Direct and indirect return to the institution.

• The idea of the institution, the general goals, the beneficiaries.

• Responsible bodies / participation in implementation(Maleka, Stevens, 2014).

Relationship between strategy formulation and implementation:

• Cândido, Carlos, Santos, and Sérgio (2015) explained that if the process of strategy formulation is a difficult task, its successful implementation represents more difficult in the sense that the failure of the management in implementing the strategy means the failure of the strategic management.

Requirements for applying the strategy:

Organizational structure of the institution:

• Knowing whether the existing organizational structure helps in implementing the organization's strategy.

• Defining the administrative levels and the functions they contain, which will be responsible for implementing the various tasks of the strategic plan as Kabeyi and Moses (2019) pointed out.

• Quain (2019) talked about the possibility of taking advantage of the informal organization to facilitate the implementation of the strategy.

• A set of questions can be asked to investigate the organizational structure:

☐ Does the organizational structure reflect the relative importance of the different activities?(DeCanio, Stephen & Dibble, Catherine & Amir-Atefi, Keyvan, 2000).

☐ Is there a clear definition of the powers and responsibilities?

Are the powers or authorities commensurate with the responsibilities?(Aparna J, 2019).

☐Is there a conflict in exercising some powers? What is the?

☐Are there tools to achieve coordination and integration between the works of the different units?

☐Is there a job description guides? Is it being developed?

☐How reliable is the job description?

☐What are the training needs?

☐ How to evaluate the performance of employees?

☐How appropriate is the current organizational structure for the nature of the required work?

☐Does the organizational structure allow for the delegation of powers?

Are there obstacles to authorization? What are they?

☐Does the organizational structure help to serve all regions?

☐What is the dominant feature of providing police services (centralized/decentralized)?

☐Does the organizational structure allow for rapid response to a change in different circumstances?

☐Does the ratio of administrators to specialists seem reasonable?(Larks, 2020)

The forms of organizational structures are:

• Hierarchical forms of organizational structure: These are the main structures common to most simple and complex organizations, small, large, or multinational.

• The structure of the organizational matrix: It is required by an influx of authorities and authorities for the functional and project departments in a balanced way in the organization (Anshika, 2019).

• Team Organizational Structure: This structure is based on the idea of sharing power among members of the same team in the form of the organizational circle. It indicates equal power distributed among people. Liu, Jiamou, Moskvina, and Anastasia (2016) explained that the equal distribution of power depends on several factors, but the essential meaning of team management is participation in decision-making.

• Alliance structure: Albers, Sascha, Wohlgezogen, Franz, Zajac, and Edward (2013) cleared that this structure requires the existence of a strategic alliance between two independent organizations to carry out common goals.

Strategic Information Systems:

• Strategic information systems play an important role in the strategic management processes of strategy formulation and implementation through three main areas:

☐Alshubaily and Altameem (2017) said that the first area is the improving the practical efficiency provided by information systems technology, specifically the effect of this technology in reducing costs and improving the quality of products and services.

☐Promote technological innovation in the business field to provide new services.

☐Building strategic information sources for advanced information systems that contribute to improve the effectiveness and efficiency of the organization's internal operations and activities (Jurevicius, 2013).

Chapter 2: evaluation and strategic control

• Strategic control represents the last stage in the strategic management model that enables the institution to know the results of its implementation of the strategic choice and the extent of success in that. Strategic control is an essential part of the strategic manager's job, which is represented in the completion of activities as planned, as it includes (monitoring, evaluating, and improving the various activities that occur within the organization).

And thus, it can show the potential deviations that may occur so that the strategic manager can take proper and correct measures at the right time to make sure that the strategy runs in the right direction.

• Fuertes (2020) clarified that it is a systemic effort to set achievement standards in light of organizational goals, design information systems for feedback, compare real achievement with previously established standards, show any deviations and errors, and take the required administrative action to make sure that all shared resources have been used in a very efficient and effective way to achieve common goals.

• Here comes the role of strategic control as a common denominator in all stages of strategic management to derive from it the stages of auditing, diagnosis, evaluation, and strategic control always opportunities and threats in the external environment and to find strengths and weaknesses in the internal environment that change and change during the stages of strategic management in a rapidly developing and changing world (Standard Minimum Rules for the Treatment of Prisoners 1955).

We will address this topic through the following two points: -

- Diagnosis and strategic auditing.
- Strategic monitoring and evaluation.

Diagnosis and strategic auditing

Strategic diagnosis consists of two dimensions, namely: internal diagnosis and external diagnosis, which are two interrelated and complementary dimensions.

(1) External diagnosis:

• The external diagnosis is made at the level of the perimeter of the institution in all its dimensions to show the opportunities for growth and development that can be seized on the threats that must be avoided (DEAC & DUNĂ, 2012).

(2) Internal Diagnosis:

• Simons (2013) defined that the internal diagnosis in the institution is based on searching for the strengths and weaknesses within the institution by adopting several types by the internal diagnosis, such as functional diagnosis, diagnosis according to the basic success factors, and diagnosis according to the capabilities and acquired knowledge.

(3) Traditional control:

• Organizational control is traditionally classified into several levels: organizational control, tactical (functional) control, and operational control.

☐ Strategic Control: It is a dynamic, continuous process to control the strategy of the organization through the implementation of the strategy and immediately after the implementation is completed, which is the function of the higher management (Waldron, Vsanthakumar, &Arulraj, 1991).

☐ Tactical Control: Moloney (2020) illustrated tactical control by the process of controlling the operations of functional management to make sure that the activities in these departments are carried out according to the functional plans set for them that lead to the achievement of the strategic objectives of the organization.

☐ Operational control: It is the process of controlling and routinely controlling the performance of employees to ensure that they carry out the tasks and duties specified in advance based on the objective description cards of the work or the job.

• The conventional control approach is also called the feedback system, which consists of the following lines:

☐Establishing standards of achievement (RaoVallabhaneni, 2014).

☐ Measure real achievement.

☐ Compare real achievement to benchmarks.

☐ Correct errors and adjust deviations.

Strategic audit:

Concept of strategic auditing:

• The activity that compares the current situation with the desired goals that combine the basic direction of the organization is auditing. It is defined as the systematic evaluation of the effectiveness of the organization's strategies, policies, and administrative procedures (Strategy-related auditing exploratory research on the consideration of strategic risk and organizational strategy in internal audits 2015).

• Strategic audit is a broader and comprehensive type of management audit that provides a comprehensive estimate of the overall strategic situation. It not only describes how to formulate goals, strategies, and policies as strategic decisions, but also how to implement, evaluate and control them with programs, budgets, and procedures (Strategic analysis - the process of conducting research on a company and its operating environment to formulate a strategy 2020).

• Therefore, strategic auditing enables the manager to better understand the ways in which the various functional areas overlap and the manner in which they contribute to achieving the mission of the organization.

It is an examination and evaluation of the operations of the organization affected by the strategic management process.

Sammut-Bonnici, Tanya, Galea, and David(2015) clarified that the audit can be comprehensive for all aspects of the strategic management process, or it can focus on one part in the process such as environmental analysis, and the strategic audit can be formally committed to the fixed organizational laws and procedures, or not Formal so that managers are allowed to take metrics when they want, whether the audit is comprehensive, formal or informal, it must work to make the functions related to each other connected.

The strategic audit is very important because of the main feature of change that characterizes the internal and external factors and variables, as they are not fixed in the long run, and they will affect strengths and weaknesses, opportunities and risks, and that this change will include the timing, style, or way in which it will take place.

And that this tool used in evaluating the strategy can be implemented by three groups: the independent auditors, the government auditors, and the internal auditors (Piotr, Hadrian, 2018).

Stages of strategic audit:

The first stage: diagnosis:

☐It includes Access to key documents such as the strategic plan, operational plans, organizational arrangements, and key policies that govern activities such as resource allocation and performance measurement.

☐Review the operational, market, and financial performance and compare it with industry indicators and norms to identify variances and deviations.

☐Full knowledge of the main roles and responsibilities required and the main decision-making processes, and the internal relationships between members of the staff and operating units, and resources including buildings, capital, management, and technology.

☐Determining the strategic implications of implementation represented in the organizational structure, models of managerial behavior, the prevailing organizational culture, and defining internal activities and links to the strategy.

☐Determining the internal and external perceptions such as surveying the views and the degree of perception through focused interviews and questionnaires.

☐Identify aspects of the strategy that are working well and formulate hypotheses regarding problems and opportunities for development, based on the above results, with specifying how to follow them and in what order (3 main stages of Strategy Audit Programme 2016).

The second stage - focused analysis:

It includes testing hypotheses of problems and opportunities for development by analyzing specific issues and determining the internal relationships between components or elements of the strategic system. Ackerman, Rucker, Wells, Wilson, and Wittmann (2007) said that Hypothesis testing is followed by the formulation of conclusions regarding weaknesses in strategy formulation and deficiencies in implementation.

Third Stage - Recommendations:

It includes developing alternative solutions to problems and testing them in light of their resource requirements, risks, rewards, and other applicable procedures. This is followed by the development of specific recommendations to provide an integrated and measurable action plan to improve strategic results (Channa, 2013).

Strategic monitoring and evaluation.

Monitoring is a systemic effort to set achievement standards in light of organizational goals, design information systems for feedback, compare actual achievement with previously established standards, identify any deviations and errors, and take the required administrative action, to ensure that all shared resources have been used in a very efficient manner, and effectively to accomplish common goals.

It is important when applying the strategy that the administrative leadership is aware of the strategic plan to be implemented, the capabilities and available materials on the one hand, and the external challenges: threats and competitive variables in the business environment, the challenge facing leaders lies in leading the process of radical change within the organization. It is also important to conduct a deliberate and planned reversal of organization and duties, or administrative levels, work systems, and organizational culture.

We can summarize this important topic through the following points:

1- Overseeing the preparation and development of the general leadership strategy as part of the organization's strategic vision.

2- Supervising the development and restructuring of the work of the General Command following the requirements of achieving the strategy.

3- Supervising the preparation of the General Command's draft operational plan, the annual timetable, and following up its implementation.

4- Supervising the preparation of monthly reports on the follow-up of the implementation of the strategy of the General Command, and proposing alternatives and developmental solutions to it.

5- Supervising the implementation of the quality system, and working on developing and auditing quality applications.

6- Supervising the design and development of systems for measuring and evaluating institutional performance.

7- Supervising the application of the institutional performance evaluation system in the General Command, by the approved measurement standards, submitting reports on this, and supervising the application of standards and foundations for obtaining local and international certificates and awards of excellence.

8- Supervising the development of systems and mechanisms that support and develop the process of interaction with customers, and benefit from the results of surveys and suggestions submitted by them; To support and develop the general leadership strategy.

9- Establishing programs to strengthen strategic partnerships with governmental and civil society institutions to achieve the strategic objectives of leadership within the jurisdiction.

10- Supervising the follow-up of project plans of the General Command in coordination with the Project Management Office in the General Department of Strategy, and developing performance.

11- Supervising the application of modern administrative systems in accomplishing the tasks of management by striving to keep pace with advanced technologies and software, and adhering to quality and excellence standards.

12- Preparing periodic and exceptional reports on the performance of the General Command, by adopting standards for measuring institutional performance, identifying problems, proposing alternatives, and developing solutions for them, with the adoption of modern control systems, consistent with the processes of developing performance as follows:

First - traditional censorship:

Organizational control is traditionally classified into several levels: strategic (organizational), tactical (functional) control, and operational control (Strategic control 2019).

Strategic control: It is a dynamic, continuous process to control the organization's strategy through implementing the strategy, and immediately after the implementation is completed. It is the function of top management.

- Tactical control: means the process of controlling the operations of functional departments, such as production, marketing, personnel, and finance ... and others; to ensure that the activities in these departments are carried out according to the functional plans set for them, which lead to the achievement of the strategic objectives of the organization.

- Operational control: is the process of controlling and routine control of the performance of workers in production lines. Ferreira, Aldonio, Otley, and David (2009) used this process

to ensure that they carry out the predetermined tasks and duties based on thematic job or job description cards.

Traditional censorship approach:

It is also called a feedback system, which consists of the following lines:

1. Establishing achievement standards:

Standards: Abouzeid (2017) pointed out that standards are precise, specific measures against actual achievement results in light of the organizational objectives and job description vocabulary. And designing standards are the first lines for implementing organizational control at various administrative levels.

2. Measuring actual achievement:

Thomson (1998) said that it is the process of determining the results achieved on the completion of job activities at the level of functional departments, duties, and tasks, which were carried out by working individuals, using quantitative and qualitative tools.

3. Comparing actual achievement with standards:

This comparison aims to accurately characterize the deviation, and the errors that occurred in the achievement process, like when Waldron, Vsanthakumar, amp, and Arulraj (1988) explained that there were unacceptable deviations from the objective standards of achievement.

4. Correcting errors and adjusting deviations:

At this stage, the causes and location of the defect are identified and addressed at any stage of the production system life cycle, and it is important to ensure that the same problems and errors are not repeated.

Second - Strategic Control:

Continuous organizational control processes are concerned with implementing the organization's strategy efficiently and effectively, in a manner that ensures the achievement of the organization's mission and strategic goals.

Modern approaches have been developed in strategic control, the most important of which are: the critical approach or the front feeding system, and this system consists of the following steps (Jofre, 2011).

☐ Control the premise of strategy:

Designs every business strategy on the premises, assumptions or predictions necessary for the planning process; Therefore, at this stage, a regular and continuous examination process is carried out to ensure the validity of these introductions during the two stages of strategy formulation and implementation.

☐The premise of strategy relates to two types of factors:

The first factor is the environmental factors for the external environment and factors for the internal environment.

☐ Application control:

The control process at this stage includes identifying and evaluating events and factors of vital importance to the organization, which were not considered during the strategy formulation process. At this stage, the gap between the two stages of the formulation is bridged.

Conclusion:

In the conclusion of this study, the researcher concludes with the necessity of distinguishing between the concept of strategic planning, strategic implementation, and strategic control and the importance of the close relationship of these episodes of strategic management.

The rational strategic logic requires us to fully pay attention to all stages and cycles of strategic management because what is revealed to us during this study confirms that failure in any episode or stage of rational strategic management is a failure of the entire strategy, even if this episode of the end rings is in order. The stages of strategic management, so that all stages of strategic management can deal with multiple strategic alternatives to activate the ability to efficiently implement strategies under the diagnosis, auditing, review, evaluation, and control of multiple scientific strategies to complement all stages of rational strategic management and through this study, the following results and recommendations can be reached: -

First: Results: -

1- The formulation of distinguished strategic planning does not mean by extension the success of the strategic implementation of the planning that was formulated and approved.

2- The integration of all the strategic management circles is an indispensable axis for the success of the strategy.

3- The necessity of strategic reviews and evaluations for all stages of strategic management to reach the achievement of the strategic objectives that were formulated in the stage of strategic planning.

Second: Recommendations: -

1- Holding specialized courses for those in charge of formulating strategies to deepen the basics of the importance of observing the coherence and logic of the multiple stages of strategic management as a work method that affects all their strategic decisions.

2- Creating specialized organizational units in strategic planning departments to follow up the identification of lean strategic alternatives for the creative and distinguished implementation of the strategic items that were formulated and approved.

3- Creating specialized organizational units in strategic planning departments specializing in strategic diagnostic and auditing processes to activate the strategic evaluation and control phase to achieve the final strategic goals with quality and distinction.

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