

Identifying the Management Categories of the Evaluating and Monitoring System for the Realization of the Resistance Economy Policies with an Emphasis on Ayatollah Khamenei's Statements



Journal of Industrial Strategic
Management
Year, 2023,
Volume 8 (Issue 1),
Pages: 11 - 19.

Ehsan Mahdavi^a, Sanjar Salajegheh^{b}, Masoud Pourkiani^b,
Saeed Sayadi^b, Alireza Arabpour^c*

a Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

b Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

c Department of Statistics, Faculty of Mathematics and Computer, Shahid Bahonar University of Kerman, Kerman Iran.

Article history:

Received: 06/13/2022

Received in revised: 09/01/2022

Accepted: 12/30/2022

Abstract

Economic development has always been the focus of Iran's statesmen and economists, but there was no consensus on the method of national economic development until the last decade. Considering the nuclear issue and different approaches in the international arena towards Iran, multilateral sanctions and the intensification of sanctions, Iranian economists have tried to present a local model called resistance economy in order to get out of the current situation. The "exploratory" approach has been carried out in order to identify the management categories of the system of evaluating and monitoring the realization of resistance economy policies, emphasizing the statements of Ayatollah Khamenei. The current research is qualitative and with an "exploratory" approach, which has identified the managerial categories of the evaluation and monitoring system for the realization of resistance economy policies by posing questions and without a hypothesis, emphasizing the statements of Ayatollah Khamenei. Research data has been collected using research literature and interviews with 10 elites of the national and political economy of the Islamic Republic of Iran. During the interview with 10 of the "politicians of the approved policies of the Islamic Council" and "scientific experts", the collected information and interview data were coded and a compilation model was presented with MAXQDA software. The dimensions of the resistance economy model and its components the system of evaluating and monitoring the realization of resistance economy policies is hopefully the proposed model in writing the development plans of the Islamic Republic of Iran to be exploited in the resistance economy.

Keywords: Management, Iran's economy, Sustainable Growth Policy, Resistance economy, Ayatollah Khamenei's statements.

1. Introduction

Planning in Iran started after the Second World War. The bill of the first civil programs, whose preparations were started in 1946, was presented to the National Assembly in 1948. Before the Islamic Revolution, five development programs were implemented. After the victory of the Islamic revolution, five development programs and a twenty-year vision document, and the general policies of the system were formulated. The development of six programs and the implementation of five programs before the revolution (1938 to 1978) and the development of five programs after the revolution provide a valuable treasure regarding planning and program implementation. It can be used as a light to elucidate the future way of the movement in this path. Iran's development and construction programs

were theoretically affected by economic literature and approaches of international forums. Regarding financing, they were strongly dependent on oil revenues. No indigenous characteristic is seen in the development programs (Azadi & Dosti, 2014). Increasing efficiency in economic policies will reduce uncertainty among households and businesses and increase the credibility of the government (Abounoori & Lajevardi, 2017). Policymaking and planning are the most important indicators of the resistance economy by the government (Kamfirouzi et al., 2014).

The main question of the current research is, what is the appropriate model for creating a system for evaluating and monitoring the policies of the government institutions of

*Corresponding author: email: s.salajeghe@iauk.ac.ir



Figure 1. Indicators obtained from Ayatollah Khamenei's statements about resistance economy (Khamenei, 2012)

the Islamic Republic of Iran in the field of resistance economy?

2. Review of Literature

Development planning means that determining public policies should have content features such as sustainability, realism, purposefulness, and structural features including internal and external coherence, so they can be a guide for implementation. Accordingly, analyzing and evaluating the policies provides appropriate information about their capability to achieve their goals in the field of public interest to policymakers, managers, and public stakeholders (Consemuller, 2017).

The most important characteristics of the policy include openness and clarity, enforceability, flexibility, comprehensiveness, coordination, reasonableness, distinction from laws, and being in a written form (Memarzadeh Tehran et al., 2011).

Ayatollah Khamenei, the Islamic Revolution Leader, announced the general policies of the "Resistance Economy" on 11 February 2013 in Article 110 of the Constitution. He stated that following the scientific and indigenous model resulting from the revolutionary and Islamic culture is the cause of the enemy's defeat in the

imposed economic war against the Iranian Nation He also stated that a resistance economy can provide an inspiring model of the Islamic economic system in the increasing global crises and provide an appropriate opportunity for people and economic activists (Khamenei, 2012).

Various policies in different economic sectors have an effect on economic resilience and resilience, and the characteristics of resilience are usually evaluated with macro-economic indicators related to performance, such as production rate and employment rate (Sensier & Artis, 2016). In resilience literature, resilience components in They are classified into two groups: one, the components that indicate the characteristics of resilience sustainability, redundancy and resourcefulness and the other, the components that evaluate the performance of resilience reaction and recovery (Azvaji, 2018) in general, the dimensions And the constituent components of resilience are planning and preparation, resistance and coping, recovery and improvement and adaptation (Mohammadi et al., 2017), which the mentioned researches show the application of resistance economy.

The main problem in developing countries, including Iran, when facing economic problems, is that it is incompletely implemented (Zabihi et al., 2013). Considering that the

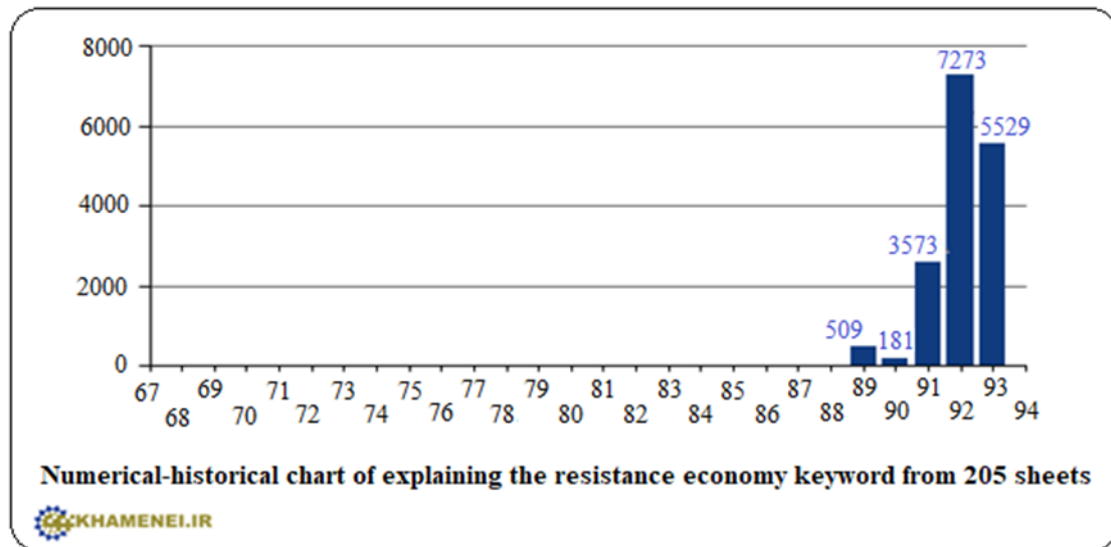


Figure 2. Numerical-historical chart of resistance economy keyword from Ayatollah Khamenei's statements

resistance economy will be able to cope with increasing global crises, It should objectify an inspiring model of the economic system of Islam and provide the right context and opportunity for people and economic activists to play a role in the realization of the economic epic (Khamenei, 2012).

These policies require creating a mechanism for realization to prevent some problems faced in the path of the development programs of the Islamic Republic in its implementation and realization.

Research in this field is essential. The question is what are the components of evaluation and monitoring system management in the realization of resistance economy policies?

Figure 1 shows Ayatollah Khamenei's statements on resistance economy during his Ayatollah Khamenei.

3. Material and methods

The present study uses a qualitative method and an "exploratory" approach. The qualitative method used in this research is the "grounded theory" method, which is an "exploratory" approach by presenting a research question without a hypothesis and by evaluating the country's higher education policies to collect data. It has been used. The reason for choosing the exploratory qualitative approach of this research was to try to find an answer to the research questions without "prejudice". In order to analyze the data, the results of the library and document studies and the review of related research history and the opinions of experts and specialists were collected and categorized. Since the grounded theory is based on field data, participatory observation techniques and in-depth interviews were used to collect data, and field data were based on the principles of grounded theory and in three stages of open coding, axial coding and selective coding were analyzed and explained, By presenting questions and without a hypothesis, it identifies the management categories of the evaluation and monitoring system for the realization of resistance economy policies. The number of people interviewed, in other words, the sample size

depended on the "theoretical saturation" of the investigated questions, and finally, 10 people were selected as the sample population.

The headlines of Ayatollah Khamenei's statements are used as a source for asking questions from the research population. According to his viewpoint, it is necessary to monitor the activities in the field of resistance economy and to collect precise and up-to-date statistics. Without them, the resistance economy will not be realized. Also, to achieve these goals, we need indigenous indicators to identify the level of resistance and vulnerability of our economy based on them and to know how much our economy can resist the pressures and how much pressure this economic barrier can resist. The western economy has unique indicators. We need indigenous indicators that are appropriate to our culture and society. Figure 2 shows the numerical-historical chart of the resistance economy keyword from Ayatollah Khamenei's statements. (see figure 2)

Finally, Table 1 is presented the axes of the resistance economy concept based on Ayatollah Khamenei's statements.

The interview questions are as follows:

1-What are the most significant challenges and weaknesses of Iran's economic structure, as an expert in the field of macro-management and policy-making in the field of the main policies of development programs in the government and Islamic Consultative Assembly, considering your practical and theoretical experiences in this field?

2-Several economic, social and cultural development programs of the Islamic Republic of Iran have been formulated and regulated by the governments after the Islamic Revolution and approved by the Islamic Consultative Assembly. Given the previous experiences in the fulfillment of the principles and headings of quantitative and qualitative development, what are the

Table 1. Genealogy of the economic resistance process

Dimensions	Method	Motivation	Coping methods
-Creating financial and economic chaos	-Through negotiations like JCPOA	-Consolidation of western modernization models	-Knowing the economic influence
-Economic scenario creation	-Poor decisions in the economic field	-The deepening of neoliberal institutions such as the International Monetary Fund and World Bank policies	-Having a jihadist spirit
-Economic restrictions and sanctions	-Continuation of economic influence		-Synergy of economic institutions

most significant success and failure factors of the goals formulated in the development plans?

3-What was your assessment of the government's role in realizing the goals desired by Ayatollah Khamenei in the field of resistance economy? Have the governments drawn policies and programs that fit Iran's socio-economic-cultural and political capacity to realize the resistance economy?

4-What is your assessment of the role and performance of the Islamic Consultative Assembly and the commissions related to the formulation, approval, and monitoring of policies and programs related to the resistance economy? Given what has occurred in this field in the quantitative and qualitative dimensions, has the Islamic Consultative Assembly fulfilled its supervisory and monitoring role at a high level?

5-Regarding the trend of changes in the role and status of Ayatollah Khamenei's guidelines in compiling high-level documents in Iran's development and the third to sixth plans and considering what has happened so far in the field of comprehensive development and the political-social and cultural-economic structures of Iran, what is your proposed model for realizing as Ayatollah Khamenei's guidelines in this field?

The study data were collected using two methods. The first data collection method was first-hand information (interviews). The interviews were implemented with government managers, representatives of the Islamic Consultative Assembly, those involved in writing the development program, and experts in the field of economics and planning. The second data collection method was available information (library, Persian and English magazines and journals, and archival sources). A purposeful sampling method or "theoretical sampling" was

used. "In this sampling method, which is specific to qualitative studies, the number of interviewed people or the sample size depends on the "theoretical saturation" of the questions. If the researcher concludes that the answers given to the interviews are so similar to each other that it leads to the repetition of answers and no new data is added, he will stop the interview (Rostami & Bahramipour, 2017). Finally, 10 people were selected as the research sample. Table 2 shows the expertise and scientific and administrative (political) records of each of the participants.

To analyze the data, interview data coding is done to provide a model of desired themes and categories using MAXQDA software. In this study, we tried to ensure reliability and validity by selecting well-known scientific experts. In this study, the data were collected and analyzed simultaneously. Based on this method, after each interview, the recorded interviews were transcribed and coded. In the first stage of data analysis (open coding), the data were read line by line and open codes were extracted. Codes that had a common concept were placed under one category. Accordingly, several categories were formed. According to the concepts obtained in this stage, primary categories were formed. This stage led to summarizing the data obtained from interviews and documents into concepts and categories that are similar to these questions.

Open coding brought themes and concepts to the surface from the depth of the data. These themes and concepts are taken from the initial research question and concepts in the literature or the words used in the interview. Open coding and data categorization is done to identify the criteria and sub-criteria of the categories of the evaluation

Table 2. Expertise and scientific and administrative (political) records of each of the participants

Row	Participant	Expertise	Scientific and administrative records
1	Participant 1	Researcher and university professor in the field of public administration	-----
2	Participant 2	Economy	Economic secretary of Sazandeghi Newspaper
3	Participant 3	Ph.D. in economics	Senior expert of the Economic Commission of the 10th Islamic Consultative Assembly
4	Participant 4	Anthropology	Academician and government top manager
5	Participant 5	Technology management	Academician and government top manager
6	Participant 6	Management of healthcare services	Academician and government top manager
7	Participant 7	Academician and government top manager
8	Participant 8	Academician and government top manager
9	Participant 9	Academician and government top manager
10	Participant 10	Master of Management	Academician and government top manager

Table 3. The categories and the concepts extracted from the interviews

Category 1: Trust in the capability and plans of policymakers	
Concepts	The capability of scientific policymakers (Interviews 1, 3, and 6)
	Coordination between policymakers (interviews 3 and 5)
	Coordinating the speech and behavior of policymakers (Interviews 1 and 8)
Category 2: Institutionalization of resistance economy thinking	
Concepts	The government's alignment with the resistance economy (Interviews 3 and 5)
	Seriousness in realizing resistance economy and sovereign determination (Interviews 1 and 8)
	Sloganism and pragmatism (Interviews 2 and 3)
Category 3: Comparing with other countries of the region regarding economic growth	
Concepts	Progress of neighboring countries (Interviews 6 and 9)
	Economic growth rate of the country (Interviews 1 and 5)
Category 4: Intra-group and institutional collectivism	
Concepts	Personal and party utilitarianism (Interviews 1, 3, and 5)
	Collective vision and an alignment between the government and scientific elites (Interviews 2, 4, and 6)
	The ability to create a team and shape the "We" concept (Interviews 1 and 5)
Category 5: Participation of elites in realizing the goals of the resistance economy	
Concepts	Acceptance of university proposals by the government (Interviews 3, 6, and 9)
	The participation of the scientific community in the design of the resistance economy vision (Interview 1)
Category 6: Material motivations of the resistance economy agents	
Concepts	Job security and work stability (interviews 2, 3, and 6)
	Material and various job concerns (Interview 10)
Category 7: Independence of policymakers and elites	
Concepts	The political atmosphere governing universities and scientific centers and the obligation to follow government policies (Interviews 1, 3, and 10)
	The attitude of policymakers toward the university from the university members' viewpoint: development or justification of government policies (interviews 2 and 3)
Category 8: The status of Ayatollah Khamenei's opinions in policy making	
Concepts	Determining the dimensions and indicators emphasized by Ayatollah Khamenei (Interview 1)
	The dignity and status of Ayatollah Khamenei's opinions in policy-making (Interviews 2 and 3)
	The problem-oriented opinions of Ayatollah Khamenei's opinions (Interview 9)
Category 9: Characteristics of management structure	
Concepts	The structure and belief in not providing the requirements to realize the vision (Interviews 1 and 5)
	Believing in the good thinking of human resources (Interviews 3 and 6)
Category 10: Evaluating the quality of the resistance economy policies so far	
Concepts	Lack of a vision and strategic plan in the field of the resistance economy (Interviews 1, 2, and 6)
	Lack of language and a common thought of the mentioned concepts and terms of the resistance economy (interviews 1 and 3)
	Lack of paying attention to evaluation as a specialized field (Interview 1)
	Lack of paying attention to the results of evaluation activities for policy making (Interview 1)
	lack of connection between management functions of planning and evaluation (Interview 1)
	Lack of observing a comprehensive evaluation model (Interview 1)
	Providing macro policies and regulating the implementation of monitoring and evaluation programs (Interview 8)
Category 11: Effectiveness of the resistance economy	
Concepts	Application of dimensions and indicators of the resistance economy in society (Interviews 1, 5, and 6)
	Empowering elites to accept the goals of the resistance economy (Interview 1)
	The link between the government and various executive and economic sectors of the country (Interview 1)
	Implementing the dimensions of the resistance economy (Interview 1)
	Lack of coordination between the government and resistance economic agents (Interview 9)
Category 12: Ineffectiveness of government policies	

Table 3. The categories and the concepts extracted from the interviews (continued)

Concepts	The necessity of revising programming methods (Interview 1)
	Determining development strategies (Interview 1)
	Criticizing past programs and explanation of their negative and positive points (Interview 1)
	Determining the road map for the future (Interview. 1)
	Lack of connection with the existing reality and objective issues, including economic, political, and cultural issues (Interview 1)
	Lack of necessary structure and organization for the implementation of programs (Interview 5)
Category 13: Development of the executive system structure	
Concepts	Proper communication with other systems (Interview 3)
	Holistic and systematic attitude and dominance of trivial thinking (Interview 3)
	Concentration of decision-making at the macro level (Interview 3)
	Response time due to multiple management levels (Interview 3)
Category: Coping with sanctions	
Concepts	Aligning the executive management with the resistance economy indicators (interview 4)
	Designing a clear vision in the process of economic transformation of the country (interview 4)
	Scientific and technological development of the country (Interview 4)
Category 15: Design of the resistance economy programs	
Concepts	The logical connection between goals, policies, executive actions, and financial and human resources in policy programs related to the resistance economy (interviews 10, 3, and 4)
	Development of comprehensive and holistic programs (interviews 2 and 10)

According to the conceptual commonality of the categories, the themes were extracted in the form of more abstract concepts. After preparing and setting the table of initial concepts and categories as the first stage of the qualitative analysis of the information obtained from the interview, the obtained concepts were grouped at a higher and more abstract level to reach the main themes.

4. Results

After comparing the grouped categories, the categories related to each other were grouped into a general theme. According to the titles in related theories or concepts obtained from the research literature, general titles were considered for these themes. Table 3 shows the categories and the concepts extracted from the interviews.

5. Discussion and Conclusion

Statesmen and economists have always paid attention to development, especially economic development. Thus, various theories have been presented from about one century ago to achieve development, such as modernization theory, underdevelopment including the structural school and dependency, post-development theory, etc. However, there was no consensus on the method of developing the national economy until the last decade. For this reason, a proper economic and well-being situation has not been formed. Different approaches toward Iran were taken by the major powers by raising Iran's nuclear issue as a political issue in the international arena. The most significant approach was multilateral sanctions. With the intensification of the sanctions, Iranian economists provided an indigenous model to solve the existing problems. In the current world's situation, the economy is considered the most significant component of power. This resistance economy method was proposed by

Ayatollah Khamenei in 2013.

The present study identified the components and indicators of the resistance economy from the opinions of economic elites and expert policymakers and experts in the national economy and political economy of the Islamic Republic of Iran. It sought to answer the question of what are the management components of the evaluating and monitoring system for the realization of resistance economy policies using an exploratory approach. In this regard, a report was presented on the goals and materials of the development programs and Ayatollah Khamenei's opinions about the "resistance economy" paradigm. Then, the headlines of Ayatollah Khamenei's statements are used as a source to ask questions from government managers, representatives of the Islamic Consultative Assembly, and those involved in writing programs to identify the management categories of the evaluation and monitoring system for the realization of resistance economy policies. Finally, by analyzing and coding the interviews, 15 categories were identified as follows:

Category 1; Trust in the capability and plans of policymakers

Category 2; Institutionalization of resistance economy thinking

Category 3: Comparing with other countries in the region regarding economic growth

Category 4: Intra-group and institutional collectivism

Category 5: Participation of elites in realizing the resistance economy goals

Category 6: Material motivations of the resistance economy agents

Category 7: Independence of policymakers and elites

Category 8: The status of Ayatollah Khamenei's opinions in policymaking

Category 9: Characteristics of management structure

Category 10: Evaluating the quality of resistance economy policies so far

Category 11: Resistance economy effectiveness

Category 12: Ineffectiveness of government policies

Category 13: Development of the executive system structure

Category 14: Coping with sanctions

Category 15: Design of resistance economy programs (Rostami & Bahramipour, 2017), state that although the resistance economy model is defined based on the indigenous components of Iran, it is a combination of the modernization and dependence theories presented earlier. Thus, it cannot be considered a new model. However, it has an independent nature.

In a study entitled "Duties and organizational policy with the approach of the resistance economy model", (Khodayi Mahmoudi et al., 2016). state that the resistance economy model developed by the efforts of Ayatollah Khamenei and the participation of the Expediency Council and a group of economists of the country includes two types of responsibility.

One type of responsibility is general. In this type of responsibility, people and organizations have duties of improving the country's economic situation. The second type of responsibility is specifically and explicitly or semi-explicitly given to specific institutions and organizations assigned to them in the country. The mentioned article aimed to identify the second type of responsibility considered in the resistance economy model based on the general policies of the resistance economy announced by Ayatollah Khamenei in the past seven years. This study seeks to answer the question of what duties and responsibilities have been assigned to public and private institutions and organizations based on the resistance economy model. By clarifying the responsibilities and duties of organizations, the conditions are provided to accelerate planning and goal-setting and use the resistance economy model practically. It is in line with the present study regarding the significance of guidelines and policies (Khodayi Mahmoudi et al., 2016).

Abdullahi et al., (2016) conducted a study entitled "Designing and explaining the model of the indifference of human resources of government organizations in the path of realizing the resistance economy by applying the interpretive structural modeling approach". They reported that notifying the general policies of the resistance economy by Ayatollah Khamenei and his emphasis on the activation of all the human and scientific capitals of the country to have human resources with a firm determination for progress highlighted the significance of paying attention to the country's human resources at this time. In this regard, organizational indifference is one of the most significant human resource issues for most government organizations. It creates a barrier to achieving the goals of a resistance economy. After examining the causes of organizational indifference based on different viewpoints, this article explains the behavior of organizational indifference using the interpretive structural modeling method, thematic analysis method, and semi-structured interviews with experts and specialists. It identified the

effective factors in explaining organizational indifference behavior. The initial results led to the extraction of 280 open codes, 60 basic themes, and 10 organizing themes in explaining organizational indifference behavior. Paying attention to "material needs" and avoiding "mismanagement" are the most significant variables of this category.

The key factor to achieve the resistance economy is the human resources of organizations. Nowadays, human resources are the most significant factor in gaining a competitive advantage. It will be impossible to manage the organizations without them (Delery & Roumpi, 2017).

Danesh-Jaafari & Karimi, (2013), reported that planning based on a resistance economy requires coping with any disruptive factors of sustainable growth and selecting strategies that minimize the risks and uncertainties of achieving its goals. Investigating the performance of Iran's economy in recent decades suggests that it also has high volatilities in addition to the low average performance of key variables. The causes of the low performance and its volatility are two main factors, namely inappropriate economic policies and the impulses caused by foreign sanctions.

Implementing the strategic plans is a function of participatory formulation, the executive commitment of managers, the organizational environment, and internal factors. Participatory formulation (participation of human resources in formulating, creating motivation for participation, formation of leadership committees, and skilled formulators) is a causal condition for creating the executive committee of managers. Executive commitment (managers' belief in the plan, commitment to implement the plan, appropriate formulation, clear goals, and feasible plan) is the most important factor in the implementation of strategic plans (Mazloumi & Motevali, 2013). The results suggest that the effectiveness degree of various types of implementation is different. To increase the effectiveness of each type of implementation, attention should be paid to different indicators (Wicher et al., 2019). It can be stated lack of observing the desired combination of rationality in the policy drafting phase has led to the unsuccessful implementation of the policies (Danaei Fard et al., 2019). (Nouri et al., 2020) argues that the goal of implementation is to respond to global risks and prudent measures should be abandoned.

Based on the present study the dimensions of the resistance economy model include strategic management, trust in the capability and plans of policymakers, balanced development of inputs and outputs of the planning system, factors involved in the implementation, the realization of the infrastructure policy, and the management components of the evaluation and monitoring system for the realization of resistance economy policies (group and institutional collectivism, independence and paying attention to the opinions of Ayatollah Khamenei. In the confirmation of the current research in the field of issues such as indigenous indicators of resilience and resistance economy in the economy of Iran, we can refer to the studies (Azizi & Khorsandi, 2016) and (Amiri et al., 2018) in the field of

human development and the researches of (Taherpoor & Amiri, 2018) pointed out.

Recommendations

Based on the results, the following recommendations are presented:

Designing a strong, coherent, and comprehensive evaluation system managed by a group consisting of Islamic Consultative Assembly members, the government, and all regulatory institutions and implementation under the supervision of Ayatollah Khamenei of the Islamic Republic of Iran and selected members of the Ministry of Science, Research and Technology as designers of development policies, and the professors, researchers, and selected experts active in the field of designing policies and scientific headlines and those who have used the output of the measures and the degree of realization of the approved policies of the resistance economy program and giving necessary warnings to prevent wrong actions in the case of observing defects and shortcomings.

Paying special attention to knowledge-based and technological companies as the output of the country's higher education system, assigning a central role to the National Elite Foundation as a management institution communicating with the elites.

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