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## **Summary of Book "Strategic Decision-Making: A Shi'ite Apocalyptic Approach"**

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**In this article, the author has attempted to summarize one of the books by Dr. Gholamreza Goodarzi, a renowned scholar in Islamic management, and present it in simpler language for an international audience.**

### **1 Introduction**

The book "Strategic Decision-Making with a Messianic Perspective," authored by Dr. Gholamreza Goodarzi, is written with the aim of examining and analyzing strategic decision-making with a Mahdist approach. This book, consisting of seven sections, addresses various topics including foresight, eschatology, and strategic decision-making models, and endeavors to present indigenous and practical models for macro policy-making by combining religious concepts and strategic management. The expectation of the Savior, which belongs not only to the Shi'ites but to all justice-seekers, is the central theme of this book. Dr. Goodarzi seeks to demonstrate how the thought of Mahdism can be utilized in macro decision-making and transform this expectation into a new civilizational

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culture. The book, by offering the Global Horizon model and a detailed examination of related concepts, aims to assist managers and policymakers in making more long-term and comprehensive decisions.

### 1.1 Cultural Foundations

The Islamic Revolution of Iran is based on cultural foundations aimed at cultural transformation, with its essence entirely reliant on a cultural system. This has led the Islamic society to face various cultural crises and cultural invasion threats. Therefore, one of the evaluation criteria for programs, in addition to specialized criteria, is their cultural impact. The term culture here is used in a general sense, encompassing all areas of customs, traditions, beliefs, and convictions. Hence, the effectiveness of cultural management in Iran is of critical and special importance, making cultural issues and their management among the most important strategic issues and decisions of the country.

### 1.2 Strategic Decision-Making

Numerous studies have been conducted on the subject of strategic decision-making at the national level. What is often overlooked is the basis and governing principles of the methodologies and mechanisms proposed in the management literature. Given the sensitivity of the topic of macro and strategic decisions for countries and the necessity of finding practical, indigenous models based on Islamic and religious beliefs, another solution must be sought and proposed. Years of planning experience in Iran have shown that despite many successes in achieving program goals, the efficiency and effectiveness of programs from the perspective of culture and beliefs remain debatable.

### 1.3 Cultural Challenges

The Islamic Revolution of Iran is based on cultural foundations aimed at cultural transformation, with its essence entirely reliant on a cultural system. This has led the Islamic society to face various cultural crises and cultural invasion threats. Therefore, one of the evaluation criteria for programs, in addition to specialized criteria, is their cultural impact. The term culture here is used in a general sense, encompassing all areas of customs, traditions, beliefs, and convictions. Hence, the effectiveness of cultural management in Iran is of critical and special importance, making cultural issues and their management among the most important strategic issues and decisions of the country.

The present book aims to examine current global developments from the perspective of strategic decision-making in macro policy-making and to show the significant context of foresight in this field, combined with an operational and practical approach and a belief-based perspective. In other words, in defining the country's strategic decision-making model, attention to the significant factor of Mahdism as part of the belief-based perspective will hold a special and prominent place. The most important objectives of the book are:

1. Identifying the key axes of the country's strategic decision-making model in policy-making.
2. Designing the country's strategic decision-making model in policy-making.

#### 1.4 Research Questions and Hypotheses

To achieve these objectives, the author has initiated the study with three questions and hypotheses as follows:

1. What are the important components of the country's strategic decision-making model in policy-making?
2. What is the main distinguishing feature of the country's strategic decision-making model in policy-making?
3. How does the country's strategic decision-making model in policy-making differ from existing models?

#### 1.5 Research Hypotheses

1. The thought of Mahdism is the main distinguishing feature of the country's strategic decision-making model in policy-making.
2. Strategic expectation imaging and proactive response to global developments are among the most important components of the country's strategic decision-making model in policy-making.
3. Existing strategic decision-making models in policy-making are primarily based on future-building, whereas the country's strategic decision-making model in policy-making is based on divine foresight.

### **Key Terms**

The most important key terms in this book along with their English equivalents are as follows:

## 2 Strategic Decision-Making

**Definition and Importance:** Strategic decision-making means choosing the best solutions to achieve the organization's long-term goals. This process involves recognizing the problem, analyzing information, evaluating options, and selecting the best solution. Strategic decision-making is essential not only for managers but also for everyone in their personal lives.

### 2.1 Decision-Making Models:

#### 1. **Rational Model:**

- This model seeks to find the best possible solution based on the available data and logical analysis.
- The basic assumptions of this model include unlimited information, the absence of cognitive limitations, and sufficient time for decision-making.

#### 2. **Organizational Model:**

- This model makes decisions based on organizational and informational constraints.
- The assumptions of this model include setting achievable goals, having limited information, and facing time and cost constraints.

#### 3. **Incremental Model:**

- This model makes decisions step-by-step, considering environmental changes.
- The assumptions of this model include analyzing the differences between the current situation and proposed alternatives and examining possible solutions.

#### 4. **Political Model:**

- This model bases decision-making on the power and interests of various groups.

- The assumptions of this model include limited goals, unlimited information, and the impossibility of quantification.

**5. Process Model:**

- This model involves applying a process approach to decision-making and emphasizes decision-making as a process.
- The assumptions of this model include dynamic goals, cognitive limitations, and an open system.

**2.2 Public Policy-Making**

**Definition and Role:** Public policy-making is a process used by governments and organizations to solve public problems and achieve social and economic goals. This process includes problem analysis, policy formulation, implementation, and evaluation.

**Types of Policy-Making:**

1. **Distributive Policy-Making:** Allocates resources and facilities among various groups and individuals.
2. **Regulatory Policy-Making:** Regulates and controls behaviors and activities in society.
3. **Redistributive Policy-Making:** Changes the distribution of existing resources and facilities in society.

**2.3 Vision**

**Definition and Role:** Vision means a desirable future image that an organization aims to achieve. Vision formulation involves setting long-term goals and strategies to reach them.

**Principles of Vision Formulation:**

1. **Realism:** The vision should be achievable and realistic.
2. **Coherence:** All parts of the organization should move towards achieving the vision in an integrated manner.
3. **Flexibility:** The vision should be adaptable to environmental changes.

**2.4 Islamic Management**

**Definition and Approaches:** Islamic management is based on Islamic principles and values and seeks to achieve justice, fairness, and divine satisfaction in management processes. This approach includes topics such as management and leadership in Islam and ethical and religious principles in decision-making.

**Islamic Management Models:**

1. **Rational Model:** Emphasizes rationality and the use of knowledge and experience in decision-making.
2. **Ethical Model:** Emphasizes ethical and religious values in management processes.
3. **Participatory Model:** Emphasizes the participation and collaboration of organization members in decision-making.

**Media and its Role in Strategic Decision-Making**

**Definition and Importance:** Media, as tools for transmitting information and news, play a significant role in shaping public opinion and influencing strategic decision-making.

**Role of Media:**

1. **Information Dissemination:** Providing information to the public and managers for better decision-making.
2. **Education:** Increasing the awareness and knowledge level of individuals in society.
3. **Supervision:** Monitoring and controlling the performance of governments and organizations.

**Strategic Decision-Making Process**

1. Identifying the problem
2. Awareness of strengths, weaknesses, opportunities, and threats
3. Formulating general information
4. Determining potential solutions
5. Selecting and implementing the appropriate solution
6. Evaluating the implemented solution and identifying necessary adjustments

**Table Comparing Decision-Making Models**

Model	Basic Assumptions	Disadvantages	Advantages
<b>Rational</b>	Unlimited information, absence of cognitive limitations	Not achievable in real-world conditions	Optimizes decisions

<b>Organizational</b>	Setting achievable goals, limited information	Limited quantifiability	More realistic
<b>Incremental</b>	Analyzing differences between current situation and proposed alternatives	Uncertainty in final outcomes	High flexibility
<b>Political</b>	Limited goals, unlimited information	Conflicting interests	Considers group interests
<b>Process</b>	Dynamic goals, cognitive limitations, open system	Complexity in implementation	Focuses on long-term outcomes

### 3 Global Foresight

The study of human civilization shows that foresight was initially conducted by divine prophets, emphasizing religious teachings and doctrines, as well as by the general public. With the expansion of epistemology and the prevalence of scientific perspectives, foresight entered its golden age.

#### 3.1 Foresight in Iran

Foresight in Iran has a history of over 50 years but has never been seriously included in the agendas of various planning organizations in the country. Except for a few instances, due to its episodic nature and lack of methodological coherence, the efforts made have remained fruitless. Notable attempts include the development of long-term 20-year visions for various economic sectors in the years 1974 and 1975 and the formulation of the Iran 1400 Vision Plan during the reconstruction era.

#### 3.2 Position and Role of Foresight

Foresight plays a vital role in science and technology policy-making. Scientific policy focuses on the impact of the future on an innovative, scientifically and technologically advanced society. This policy, with broad goals and responsibilities, offers systematic guidance and fosters stronger links between the various stages of technological transfer to technological innovation.

### 3.3 Futurists and Their Characteristics

Futurists must possess specific characteristics, including:

- Being planners, not soothsayers
- Having a broad and long-term perspective
- Possessing the ability to infer, generalize, and be creative
- Being less confined to established rules and relationships
- Being very meticulous, sensitive to changes, and observant

### 3.4 Principles and Rules of Foresight

Foresight values the interests, attitudes, and behavioral principles of the futurist highly.

Some general principles and guidelines in foresight include:

- **Uncertainty:** The future cannot be known with certainty, but the degree of understanding depends on conditions and the types of systems involved.
- **Combining Methods:** Utilizing multiple methods simultaneously rather than relying on a single foresight method.
- **Participation:** The necessity for the involvement of all decision-makers and stakeholders in implementing methods.
- **Fallibility:** All forms of human foresight have a degree of deviation and error.

### 3.5 Approaches to Foresight

There are two major approaches to foresight:

1. **Predictive Approach:** Emphasizes the current state of society and uses exploratory, descriptive, and causal methods.
2. **Prescriptive Approach:** Focuses on creating a desirable foresighted state and uses strategic and normative methods.

### 3.6 Future-Makers

Future-making involves efforts to construct the future by presenting a desirable image of tomorrow to the global community. This process requires coordination and mobilizing public determination on a wide and global scale. Challenges include addressing the diverse desires and inclinations of human societies and coordinating the public towards a common goal.



### 3.7 Philosophical Foundations of Foresight

Scientific foresight has been influenced by epistemological foundations and social transformations in the 1960s and 1970s. The philosophy of post-positivism and critical realism as philosophical foundations of foresight emphasize that all knowledge is conjectural, and this approach makes conjectural knowledge possible.

### 3.8 Foresight in Religious Perspective

Many view religion as a great source of foresight. Religion represents the link between science, knowledge, and foresight. Divine foresight includes specific principles and rules, conducted in the realm of religion by the Imams (peace be upon them) and by divine permission.

**Table Comparing Foresight Terms**

Term	Definition
<b>Prophecy</b>	The declaration of the inevitable occurrence of future events, lacking scientific basis
<b>Prediction</b>	A scientific guess regarding the future continuation of specific variables
<b>Futurology</b>	The process of studying and investigating probable futures using scientific methods
<b>Foresight</b>	The ability to envision the future through study, research, or scenario planning

## 4 Strategic Decision-Making Models in Policy-Making

### 4.1 Classification Presumptions

Strategic decision-making at the societal level requires analyzing human behaviors and social systems. This analysis is challenging due to the dynamic and ever-changing components of social phenomena and their diverse dimensions. Nonetheless, foresight encourages individuals and countries to move in this direction for growth and progress in a highly competitive global environment.

#### 4.2 Strategic Decision-Making Models in Policy-Making

Based on the foresight framework, strategic decision-making models in policy-making are categorized as follows:

**1. Reactive Model:**

- The decision-maker has a passive stance towards the future and feels powerless in shaping it.
- They are content with the position that the future-maker has delineated and do not make significant efforts to improve their situation.

**2. Conformist Model:**

- The decision-maker adopts a cooperative and conformist stance towards the future-maker and believes they are capable of achieving the future-maker's goals.
- The decision-maker is satisfied with the position delineated by the future-maker and strives to attain it.

**3. Active Model:**

- The decision-maker has an ambitious stance and seeks to increase their share of the future and attain a higher position than that defined by the future-maker.
- The decision-maker accepts the generalities of the future and relatively trusts it.

**4. Super-Active Model:**

- The decision-maker comprehends the depth and foundations of the future and understands its goals and objectives.
- The decision-maker engages in foresight themselves and redefines the foundation of the future according to the future-maker's objectives.

**5. Chaotic Model:**

- The decision-maker cannot trust the future-maker or lacks sufficient capability to confront it.
- The decision-maker acts in a chaotic and unstable manner and does not maintain a stable position.

### 4.3 Case Studies

#### 1. **Nostradamus' Prophecies:**

- Nostradamus, a French astrologer and seer of Jewish descent, made prophecies about the future of human society, some of which have come true.
- Despite their scientific skepticism, Western theorists engage in distorting and promoting his prophecies.

#### 2. **Clash of Civilizations Theory:**

- Huntington, an American theorist, portrays the future as international conflicts with cultural and civilizational natures.
- Despite numerous criticisms, his theory remains discussed due to its focus on cultural differences and violence.

#### 3. **Fukuyama's End of History Theory:**

- Fukuyama believes that the 20th century culminated in the ultimate and global victory of Western liberal democracy.
- His theory is not considered a scientific prediction but more of an emotional endorsement.

### 4.4 Images and Media

Images and media play a crucial role in strategic decision-making and policy-making. The West has recognized the power of imagery and uses it through cinema and visual media.

#### 1. **Hollywood Films:**

- Films such as "Independence Day" and "The Matrix" promote and advertise Western cultural and political systems.
- These films, with special effects and implicit messages, showcase the cultural and political power and influence of the West.

#### 2. **Video Games:**

- Video games like "Gulf War Hell" engage in specific imagery and promote Western thoughts and beliefs.
- These games indirectly justify the U.S. military presence in the Persian Gulf.

This section reviewed strategic decision-making models in policy-making and analyzed the role of imagery and media in defining and promoting these models. The importance of

using strategic decision-making models and an accurate understanding of foresight and eschatology for designing macro policies and effective decision-making was highlighted.

**Table Comparing Strategic Decision-Making Models**

Model	Advantages	Disadvantages	Characteristics
<b>Reactive</b>	Acceptance of current status	Inability to improve status	Passive stance towards the future
<b>Conformist</b>	Capability to achieve goals	No change in future status	Cooperative and conformist stance
<b>Active</b>	Improvement of current status	Requires more resources	Ambitious stance and increased share
<b>Super-Active</b>	Capability to change the future	Requires high capability	Understanding depth and foundations of the future
<b>Chaotic</b>	Diverse reactions	Lack of trust in the future-maker	Unstable and erratic decision-making

## 5 The Expectation of the Savior

In this section, we examine one of the most important pillars of the proposed model, namely the concept of Mahdism. This discussion is analyzed from two perspectives: civilizational and strategic. Before delving into these discussions, we first explore the concept of Mahdism and its related domains within this research, as well as the theological and doctrinal topics associated with it.

### 5.1 Mahdism Thought

Mahdism thought is a form of foresight in which the past, present, and future of the world are portrayed as a continuous, dynamic, purposeful movement towards perfection. This thought is based on the Holy Quran, which states: "And We have already written in the book [of Psalms] after the [previous] mention that the land is inherited by My righteous servants" (Quran 21:105). In this thought, the end of the world is accompanied by the governance of the righteous and the establishment of justice.

## 5.2 Foundations of Mahdism Thought

During the major occultation, although the Imam is not present visibly, he remains the axis and source of movement and blessing in the Shiite community. The type of relationship between the Shiites and their Imam, as well as the issue of governance and leadership, are among the most important issues facing the Shiites in this era. The theory of Velayat-e Faqih (Guardianship of the Jurist) during the major occultation is one of the fundamental discussions that has been expanded by Shiite scholars.

### **The main questions in this field are:**

1. Is it permissible to establish an Islamic government during the major occultation?
2. Who has the right and the conditions to govern?
3. What are the conditions and characteristics of the desired ruler?
4. What are the limits and boundaries of interaction between the ruler and the people?
5. What is the role of the people's choice in determining the ruler and his legitimacy?

## 5.3 Systemic Model of Mahdism Thought

In this perspective, Mahdism thought is represented as a system and a framework for analyzing events and strategic decision-making models. The input to this system can be any issue or decision under consideration by analysts, with the output being an analysis based on this viewpoint.

## 5.4 Theological and Doctrinal Discussions

The issue of Imamate, like Prophethood, is divided into general and specific Imamate. General Imamate deals with general and macro topics such as the necessity of Imamate, its essence, and the attributes of the Imam. The principle of the necessity of Imamate is agreed upon by most Islamic sects, though there is disagreement on the attributes and instances of the Imam.

## 5.5 Theory of Velayat-e Faqih

The discussion of Velayat-e Faqih among Shiite scholars is divided into two main theories: the elective guardianship and the appointive guardianship of the jurist. This research examines the theological and jurisprudential foundations of the theory of Velayat-e Faqih and discusses the legitimacy and acceptance of a qualified jurist.

#### 5.6 Principled and Jurisprudential Discussions

Since the time of the minor occultation, Shiites have always awaited the appearance of Imam Mahdi (May God hasten his reappearance) and considered the existing governments as usurpers, showing reluctance to cooperate with them. Therefore, the political theories of the Shiites during the major occultation of the infallible Imam have not been elaborated and have mainly been discussed in scattered jurisprudential sections. The relationship and interaction between scholars and the Safavid rulers became more novel and serious over the years, leading to the formulation and development of the theory of Velayat-e Faqih.

#### 5.7 Messianic Discussions

The concept of the savior and the expectation of a reformer during the end times is not exclusive to Shiite or Islamic thought but exists in all religions and perspectives. This research delves into messianic discussions in various religions and examines their common points.

#### 5.8 Examples of the Savior in Different Religions:

- **Zoroastrianism:** Multiple saviors are introduced, known as Saoshyants.
- **Hinduism:** The expected reformer is the avatar of Vishnu.
- **Buddhism:** The awaited savior is the fifth Buddha.
- **Judaism and Christianity:** The concept of the savior is discussed in the Bible and various books of the Torah.

#### 5.9 Savior in Sunni Islam

In Sunni sources such as Sahih Bukhari, Al-Risala of Shafi'i, and Musnad Ahmad ibn Hanbal, the discussion of the savior of the end times is mentioned. Many Sunni scholars have referred to the narrations regarding Imam Mahdi (May God hasten his reappearance) in their works, discussing his life, characteristics, signs of his appearance, and other attributes.

#### 5.10 Savior in Shiite Islam

In Twelver Shiite beliefs, Imam Mahdi (May God hasten his reappearance) is the son of Imam Hasan al-Askari (peace be upon him), who is both an infallible Imam and the promised savior of religions and the ultimate redeemer. There are evidences and

testimonies regarding his birth, visitations, and letters during the times of his father, the minor occultation, and the major occultation.

#### 5.11 Historical Discussions

The concept of Mahdism as the promised Mahdi and awaited Imam is a historical topic in both Shiite and Sunni Islam. Some individuals and followers of Islamic sects have exploited the concept of Mahdism by promoting someone as the promised Mahdi.

#### 5.12 Civilizational Discussions

Despite its importance, the civilizational discussion within Mahdism thought has received less attention. However, this research attempts to analyze and review civilizational and civilization-building discussions scientifically.

#### 5.13 Strategic Discussions

Messianic and foresight-related discussions are examined as an executable and reliable theory in strategic management and decision-making. The main goal of this research is to demonstrate the capability of Mahdism thought in delineating the vision of strategic programs.

## 6 Global Horizon

The sixth section of the book "Strategic Decision-Making with a Messianic Perspective" presents the proposed model for strategic decision-making in the field of public policy-making. This model, which is the result of studies, research, expert opinions, and the experiences of the researcher, is introduced as the Global Horizon model. This model must be tested and validated in comprehensive future studies.

To explain the research model, it is necessary first to review different types of models to determine the position of the designed model among other models. Models can be categorized as follows:

1. **Iconic Models:** These are physical substitutes for the real system and are usually shown in different sizes from the original system. Examples include three-dimensional models of airplanes or cars.
2. **Analog Models:** These represent the relationships governing reality and can refer to organizational charts.

3. **Mathematical Models:** These use symbols to abstractly describe system behavior and are often expressed quantitatively.
4. **Verbal Models:** These interpret and define the connections and various components of reality in the form of sentences and words.
5. **Conceptual Models:** These describe the constituent elements of a reality in the form of a series of concepts and the relationships between them. The model designed in this research is also a conceptual model.

The model in this research is based on two fundamental pillars: theoretical and doctrinal. The values and beliefs upon which the model is designed are highly sensitive and decisive. The present model is built on the following theoretical and doctrinal foundations:

**Theoretical Foundations:** This model is based on the emerging theory of insight-based strategic decision-making, which the researcher introduces.

**Doctrinal Foundations:** The values governing this model stem from the pure Mahdist thought elaborated in the previous section.

#### **Basic Assumptions of the Model**

The Global Horizon model is designed on a set of fundamental assumptions. Some of these assumptions are:

- **Mahdism Thought as a Vision:** The Islamic Revolution of Iran in 1979, through divine providence and under the guidance of Imam Khomeini (RA), was realized with the movement of the people.
- **Divine Foresight Framework:** Foresight based on Islamic principles and divine traditions is used to identify and solve current and future crises.
- **Justice-Centeredness in All Dimensions:** The glad tidings of all divine religions about the dominance of the oppressed on earth and human efforts towards true happiness and prosperity.

#### 6.1 Global Horizon Model

The Global Horizon model is a strategic decision-making model where the input is the strategic issue, and the output is the strategic decision. This model comprises six critical



components that act as the brain of the model, responsible for processing and making decisions.

### 6.2 Position of the Global Horizon Model in Management

The Global Horizon model is among qualitative decision-making models with a foresight perspective. In this model, the primary context for decision-making is justice, whereas in other models, the primary context is profitability.

### 6.3 Components of the Global Horizon Model

The Global Horizon model includes the following components:

- **Mahdism Thought:** A systemic perspective on the Mahdist issue, where Imam Mahdi (AJ) is at the center of attention.
- **Leadership:** Key roles in this model include decision-maker, guide, evaluator, and supporter.
- **Policies and Strategies:** These policies and strategies are determined based on the vision, logic, and governing assumptions of the model.
- **Country's Conditions:** While strategic decision-making in this model is future-oriented, attention to the current conditions of the country is necessary.
- **Global Conditions:** Global conditions also influence strategic decision-making.
- **Divine Eschatology:** Practical implementation of divine foresight in the decision-making process.

In this section, the most important part of the book, the design of the strategic decision-making model in the field of public policy-making, was reviewed and introduced as the Global Horizon model. This model should be further refined and operationalized in future studies.

**Table Comparing Types of Models**

Type of Model	Definition	Examples
<b>Iconic</b>	Physical substitutes for the real system	Three-dimensional models of airplanes
<b>Analog</b>	Represent the relationships governing reality	Organizational charts

<b>Mathematical</b>	Abstractly describe system behavior using symbols	Multi-criteria decision-making models
<b>Verbal</b>	Interpret and define connections and various components in words	Explanatory models
<b>Conceptual</b>	Describe the constituent elements of a reality in the form of concepts	Proposed and abstract models

## 7 Conclusion and Recommendations

The seventh section of the book "Strategic Decision-Making with a Messianic Perspective" summarizes the findings and provides recommendations. This section includes a brief review of the previous sections, analysis of the research questions and hypotheses, and presentation of the findings and recommendations for future studies.

### Summary of Sections

- **Section One:** Provides the overall framework of the research, including questions, hypotheses, research methodology, and data collection methods.
- **Section Two:** Reviews the literature, covering strategic decision-making, public policy-making, vision, and communication theories.
- **Section Three:** Discusses foresight and eschatology, including the differences between human and divine foresight, and the general principles and rules.
- **Section Four:** Examines various models and strategies in the field of policy-making and presents case studies.
- **Section Five:** Elaborates on the concept of Mahdism and its various philosophical, jurisprudential, rational, and traditional dimensions.
- **Section Six:** Introduces the Global Horizon model, including its theoretical and doctrinal foundations, components, features, and practical examples.

#### 7.1 Analysis of Research Questions and Hypotheses

##### Key components of the country's strategic decision-making model in policy-making:

- Mahdism Thought
- Strategic Expectation Imaging

- Proactive Response to Global Developments

**Main distinguishing feature of the country's strategic decision-making model in policy-making:**

- Mahdism Thought

**Differences between the country's strategic decision-making model in policy-making and existing models:**

- Existing models are primarily based on future-building, whereas the proposed model is based on divine foresight.

**Strategic decision-making model in policy-making based on divine foresight:**

- This hypothesis is confirmed by introducing divine foresight and eschatology.

## 7.2 Findings and Achievements of the Research

**Hypotheses Confirmation:**

- Mahdism Thought is the main distinguishing feature of the country's strategic decision-making model in policy-making.
- The country's strategic decision-making model in policy-making is based on divine foresight and eschatology.
- Existing strategic decision-making models in policy-making are primarily based on future-building.

**Key Assumptions of the Strategic Decision-Making Model:**

- Mahdism Thought as a Vision
- Divine Foresight Framework
- Insightful Strategic Imaging Method
- Justice-Centeredness in All Dimensions
- Reliance on Islamic Resources alongside Benefiting from Positive Human Achievements
- Global Perspective
- Belief in Divine Guidance
- Relying on Both the Public and the Elite

**Adoption of the Expectation Strategy Based on Proactive Response to Global Developments:**

- This strategy is one of the key components of the country's strategic decision-making model in policy-making.

**Global Horizon Model:**

- The most important outcome of this research is the design of the insightful strategic decision-making model or the Global Horizon model.
- Key components of the Global Horizon model include Mahdism Thought, Leadership, Policies and Strategies, Country's Conditions, Global Conditions, and Divine Eschatology.
- The requirements of the Global Horizon model include focusing on truth and potential intellectual capabilities, methodological criteria in scientific theorization, and providing a comprehensible and critique-able vision of the promised society.

**Necessities of Designing the Global Horizon Model:**

- The necessity of cultural and intellectual renaissance
- The necessity of moving away from a passive stance
- The necessity of relying on divine guidance in foresight and confronting future-building
- The necessity of establishing and upholding justice and creating hope among the people
- Protecting value and belief boundaries
- Preparing against future-building media and theoretical waves

**7.3 Research Limitations**

**1. Sources:**

- In some areas, such as the strategic and civilizational perspective on Mahdism, available resources are limited, while in other areas, resources are abundant.

**2. Model and Design:**

- The designed model is in its initial stages and is currently a conceptual model. It has content and formal deficiencies.

**3. Challenges and Problems in Mahdism Discussions:**

- Neglecting the unique historical conditions of Iran and the world in the present era

- Ignoring the cultural transformations and activities of adversaries over the past two centuries

#### 7.4 Research Innovations

##### **A new and fresh perspective on the issue of the savior and Mahdism thought from the viewpoint of Islamic management:**

- Providing new definitions for terms such as policy-making and Islamic management
- Presenting information in the form of various charts and diagrams for quicker and better understanding
- Avoiding repetitive and tedious content

##### **Presenting the initial idea of two new theories in the field of decision-making:**

- Religion and Decision
- Image and Decision

##### **A new and practical perspective resulting from interdisciplinary studies in management, communication, and political science on real global issues:**

- Presenting the insightful strategic decision-making model
- Presenting the Global Horizon model in contrast to the globalization theory

#### 7.5 Recommendations

##### **Examination of each of the foundations of Mahdism thought by a team of experts under the supervision of a central team:**

1. Conducting messianic-oriented studies on the policy-making model in selected countries
2. Defining principles, concepts, components, and interrelations of the Global Horizon model
3. Designing an operational strategic decision-making model for the country based on Mahdism thought

#### 7.6 Final Word

Given the prevailing global conditions and their impact on Islamic countries, especially Iran, it is essential to pay attention to fundamental differences and define and interpret Islamic management with its specific methodology. Ignoring these fundamental differences can reduce the desired effectiveness. Macro organizational and even individual decisions

should be based on principles of justice, perfectionism, enhancing intellectual power, and fulfilling responsibilities.

7.7 Fundamental Assumptions of the Global Horizon Model:

1. Mahdism Thought as a Vision
2. Divine Foresight Framework
3. Insightful Strategic Imaging Method
4. Justice-Centeredness in All Dimensions
5. Reliance on Islamic Resources alongside Benefiting from Positive Human Achievements
6. Global Perspective
7. Belief in Divine Guidance
8. Relying on Both the Public and the Elite