

Effective strategic planning principles and concepts for the future of urban management

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ABSTRACT

Strategic planning as a regular effort to perform basic actions and decisions and that is what the organization does and why it does work. The main purpose of the research, strategic planning principles and concepts of the expression is. In addition, it is about how to use and edit it in the future urban management. Research methodology in the research of the application of the nature of the target is analytical and descriptive. The results of the findings of the research suggest that the use of strategic planning in city management improves performance; it will be in the future.

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INTRODUCTION

In the early 1960s, the United States Defense Department will share the basics of strategic planning and two years after it became one of the professors at Harvard University, the concept of strategy to the world trade and the import business. Moreover, in the Decade of 90, new age-style approaches with opinions because Mintzberg and Hamel began. Overall, strategic planning of 20 years ago has been entering into the public sector. In addition, this entry with the local government in planning is the focus. During the past two decades of professional practice-oriented academics and share interests in the strategic planning of its central core, and showed this was for general management [6]. In between the years of 1990 to strategic planning and strategic management for two elements separated was reviving. Many believe the strategic thinkers in the field in those years, the strategic planning is the responsibility of senior managers would be more focus on our processes and those senior leaders of the Organization for their strategic guidance formulation to work in the country. Strategic management and systematic approach to specify and make the necessary changes and measure the performance of the organization is thus moving the Organization to achieve their desired landscape. In fact, the goal of optimal, balance between strategic planning and the environment in order to achieve the overall vision of the Organization and the community. In order to formulate strategic planning from the perspective of Kaplan and Norton, the better the performance of the organization within the framework of the internal financial, customer, process side of the Organization and to innovation and learning was examine. Then the producer organization's strategic map. Then with the help of dynamic strategic management, strategic planning and the purposes for which it is implementing based on the optimal functioning of the organization. It seems if municipalities strategic planning put on their agenda the terms and features that can have more success in their performance. The aim of the present research describes the principles of strategic planning and its application in urban management.

Research questions:

- How strategic relationship between science and urban management can establish a successful?
- Do urban management in the future in line with the strategic objectives and will act within the framework of science?
- Generally, do not need to combine strategic planning and urban management?

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Research assumptions:

- Looks like it can be with the development of the relationship between strategic management and strategic planning, urban management and the relationship between the models it can be between the science of successful urban management strategy establishes the relationship.
- Seems to be now and in the near future urban management practice goals and framework of the strategic knowledge of the most important factors in the success of the municipal management.
- Looks no matter the science of planning and strategic management, urban management itself cannot succeed in operating performance is optimal.

Research methodology:

Research methodology in this study, in view of the objective applied, analytical, and descriptive nature of it.

2. Theoretical Background:

Strategic planning of such tools is that most organizations to improve the performance of your benefits. Strategic planning in the private market-based and competition and is trying to be that with the help of the market and competitive environment facing the company and its analysis based on the corporate strategy for the optimal performance of the plan. But this is the rule in public companies for the purpose of its establishment is not profit, is not true, hence the question here is that public company strategy is what? According to the competition in most public companies is meaningless. What the public finds the importance of organizations and institutions that people set of services that use the company or on its activities that affect [1].

In a democratic society between the desires and needs of the people and the legal services and activities, public organizations are interfaces. They are the ones who do not have the legal right to government managers who decided to work in State organizations are deployed. Therefore, the senior managers of the public sector must constantly coordinate with organizational goals and objectives, the formulation of politicians. This means that the Government Organization should be adjusted and the political pressures to adapt to pay (Moshtari, Mousavi was quoted by Joyce and Woods, 1385).

Planning and strategic management of public organizations:

Since strategic planning the strategic management system one of the following is deem to be, therefore, a different paradigm in this intellectual and managerial process is discusses. Therefore, by setting the strategic plan strategic managers are trying to combine with each other's leadership and management, and through the Organization of environmental changes in dynamic mode on the front and keep active. Up through it they can do step in the realization of the Organization's missions [3].

In General, when planning and strategic management of public organizations to define can express such a strategic planning process, which resulted in internal resources of the Organization and the Coordinator of foreign opportunities it is. The aim of this process is to determine the opportunity that will benefit them and the Organization, or they can give the answer. Therefore, the process of strategic planning, a management process that includes coordinating capability of the organization with existing opportunities is [1].

Strategic planning useful applications:

- Possible problems before they occurred before the coming of the news.
 - To become managers interested to help organization.
 - Specifies changes and changes in the conditions of reaction against the image provides.
 - Defines every need that is necessary for the determination of the Organization again
 - To achieve the objectives of the proper predetermined the creation platform.
 - Helps managers to clear understanding of triglycerides that have
 - Identification of opportunities to enable easier future markets
- Targeted management issues deliver honest shows.
- Revision to the uniform implementation of the program and provide the control activities.
 - To help managers to determine fundamental goals are in line with the decisions they make.
 - An effective way to time and resources to fulfill the allocation of opportunities
 - Coordination in the implementation of the program to which tactic finally brings may create a sell.
 - A placeholder icon replaces the time and some bad decisions that must be corrected and are without long-term views, at least by itself
 - Forming respectively the priorities in the form of response time provides program operations.
 - The findings for the organization are to be in front of his rivals.
 - The basis for determining the responsibility of individuals to provide and increase the motivation to the cause
 - Will encourage prospective thinking

- Integrated coordinated approach to having one, along with the necessary enthusiasm by the Organization in dealing with people issues and opportunities, the creation of motivation [1].

The process of strategic planning in public organizations:

Mr. Bryson is the process of strategic planning in ten steps. In other words, it seems the model presented by Mr. Bryson more logical than other models and at the same time is more participatory. The ten steps are as follows:

1. Preliminary agreement: in this stage the necessity for strategic planning for the Organization, planning, evaluation and introduction to this type of planning can be achieved. Organizations, units, groups or individuals that are involved in the planning are specific and justified. Activity should be carried out in the planning are described. How to do the planning, scheduling, performing, and regulations required for the determination of specific meetings and reporting may be necessary, and determine the resources and soil.

2. Determination of the tasks: At this stage the aim is that the Organization and its people the duties on behalf of the competent authorities entrusted to them has been identified. Maybe this is very clear, but it appeared to target the fact there are more organizations in which the Organization's duties and powers of the people that are working on it and not know Constitution once it didn't even have to study. On the other hand, the duties delegated to the overall spatial organization and generally, the entire organization can be defined as it does in his/her activities. Therefore, it is necessary that the study was organized according to the tasks, was familiar with the duties of the Act, and in cases where the powers of the organization may not be multiplied, but have you ever knowing.

3. Analysis of the clients: Customer is organization or group that can affect the output of the Organization's resources, or the attitude of output and impact of the organization or agency. Analysis of the income levels for the mission planning clients' organization. Customer analysis is necessary, because the very success of governmental and public sector code satisfy the clients' organization. If the organization does not realize that his client what those are, what indicators to judge about the organizations to work in, and what is the Organization's functional criteria, most likely the activity will not be able to satisfy their customers should do, he identified key.

4. Regulation of the Organization Mission statement: the mission is the final goals of the Organization, although the philosophy of religious values on the Organization and how to respond to the specific needs of the customer. In addition to these cases, disputes within the Organization and made constructive and effective activities can smoothly. Agreement on the Organization of the mission, all belong to the activities, staff motivation, and customer attention, in particular, the organization increases.

5. Recognizing the strategic basis of the practice of the Organization: the environment, identification of the conditions is. A successful football player, in addition to that of the abilities and responsibilities of each of your team members has the knowledge the opposite team and conditions to the strengths and weaknesses of each of the persons it deems this mission in mind, and having become victorious in the match. It means that at any given moment, the best way to do that. For an organization to achieve its mission as well as we should be successful under his ruling to well identified. At this stage, foreign media organizations in the form of conditions of political, economic, social and technological studied and their strengths and weaknesses are determined for the organization. In line with the recognition of the Organization's environment, in this stage, the internal environment as well as in the form of input, process, output, and performance of the Organization will be studying.

6. Determination of zinc in the strategic issues of the Organization: this is the heart of the strategic planning process step. Political decisions are fundamental and strategic issues that power, mission, values, product or services, or the use of those clients, costs, provision of financial resources, will affect the organization or management of. The purpose of this step is to determine the choices that the organization is facing.

7. Determination of strategies: in order to address the strategic issues of the Organization should be on the prevention measures in the form of programs, goals and plans has expressed. These actions have called strategy. In fact, the strategy of the uniform of the goals, policies, programs, activities, and resources allocation decisions or that they determined what organization, what you're doing and why it is done. The strategy, organization, levels, can under the duties and times are defined as different.

8. Describe the plans and actions: this stage can be in the form of the previous stage, i.e. at the stage of determination of the strategy are to be carried out. However, since the task with strategic planning and strategy to the end and in the definition of strategic management plans and measures and done this program produced by the separation has taken place. In other words, from this point to the next model of the program implementation and management related to Bryson strategic plan will be. At this stage in order to perform any of the following values selected will be defined and the action plan.

9. The Organization for the next landscape regulation: in this descriptive stage of the future organization of the conditions for the use of the strategy of developing and using all the energy and resources of the Organization, shall be provided. This description is called the Outlook for the success of the Organization in

which the fundamental strategy of the mission, were, criteria for performance, some of the most important ethical standards and rules of decision making consider all employees will be provided. In the event of such a regulation, people will know what organization they are going, the dynamics of failure expectant management, motivation and goals of the Organization in reaching people resources to direct surveillance and the need for reduction of elevations.

10. one final program: in this stage have been compiling information using the eighth stage and based on priorities determined by decision-makers, operational plan has been prepared and one based on the management and control of its plans and actions will be performed.

3. Theoretical Framework:

If municipalities as local governments and urban management institutions accept, the principles and concepts of the result can be a strategic planning framework of urban management in accordance with the following.

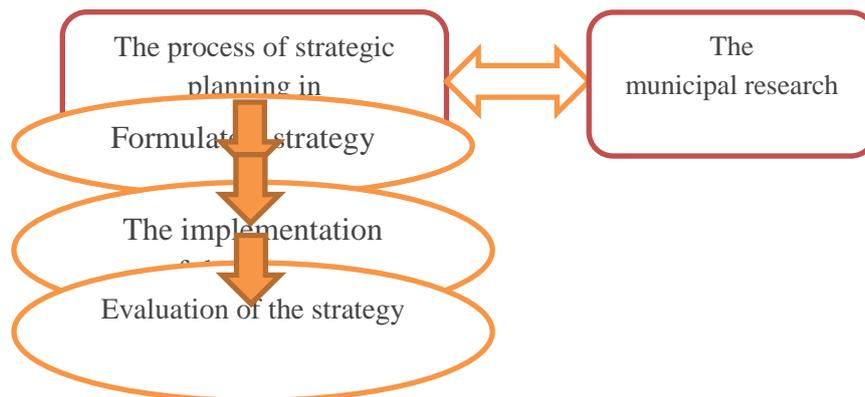


Fig. 1: Strategic planning implementation map in urban management

4. Results:

According to the principles and concepts of strategic planning and how to implement it in public organizations are, can be the strategic planning under the Mayor and the municipal administration by the research in order to better implement the city. In addition, if the municipality within the framework of their duties within the framework of the implementation of strategic planning and organizational structure, basic reforms there and in their duties according to the strategic principles to reform can be successful in the near future will be the performance of the organization.

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