The Strategic Evaluation of Integrated Management Development in Tabriz Metropolis

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Extended Abstract

1. Introduction
Nowadays, management knowledge and planning for cities has become an interdisciplinary science in which it is believed that the main obstacles to sustainability in cities are more socio-cultural and managerial than technological ones (Button, 1992). The urban sustainability of Iranian metropolises has increasingly distanced from urban stability and has thus endured much instability (Rezvani, 2001). The structural inadequacies and contradictions in the duties of civil administration have become routine and have distanced from the principles of the sustainability of scientific management models (Burgess et al., 1997). In many cases, the developmental process of cities has surpassed the development of organizations and management tools causing some problems. More problems and shortcomings of the philosophy of management patterns are related to “the lack of scientific attitude, especially obvious contradiction with the management system and structure at the national level are clear and undeniable barriers in urban management” (Mozayani, 2008, p. 122). Therefore, as long as urban management in cities, especially in metropolises has not been realized, As long as urban management in cities, especially the metropolises unrealized still in control urban the lack of access to a sustainable development, the waste of public property and the environment will continue (Saeidnia, 2000).

The case study of present research focuses on Tabriz which like other metropolises of Iran needs strategies for more effective urban management. This study attempts to study these strategies along with their opportunities and challenges from the viewpoint of managers and officials in this city. In this context, the main questions include the following:
1) What is Tabriz’s strategic position in an integrated urban management?
2) What is an optimal integrated management strategy for Tabriz in order to operationalize this process?

2. Theoretical Framework
“The foundation of urban management is to take an active part in the development, management and coordination of resources to achieve urban development goals” (Saeedi, 2009, pp. 131-133). Rakodi (1991) and Sharma (1989) describe urban management as a strategic responsibility with operational consequences following urban development in all dimensions, so urban management requires effective interaction with power, political, social and economic areas (as cited in McGill, 1998). The definitions and functions of urban management emphasize on the comprehensive outlook on urban issues and the preference for the integrated structures as compared with the individual sections in urban management (Kazemian & Mirabedini, 2011). As a part of geopolitical hierarchy of each country, a city is formed on the basis of various indicators such as the type of government, knowledge management, social interest and public participation in decision-making and soon (Sarafi, 2002). The art of planning is to understand system elements and establish relationships between them in a way that these elements act to achieve the system goal (Maknon, 1997). Lack of attention to the elements as well as disability to discover the relationships and the effect of each element on the decision-making system will never lead to a coherent and effective decision-making system focusing to desirable goals (Nili Aram, 1998).

If a city is considered as an organization, it should be considered as an element at the top of the pyramid for future planning; this element is called urban management (Saeidnia, 2000). One of the main and important tasks of urban management is planning. Another task is to organize the supervision and motivation; therefore, urban management should include the following 1. Plan for city, 2. organize the urban activities 3. Create the necessary motivation for citizens in urban
management (The above tasks form the central core of urban management) (Akbari, 2005).

3. Methodology
Three fundamental questions are essential in a strategic approach: 1) Where are we going to be? 2) Where are we now? 3) How do we want to get there? (Olsen & Haslett, 2002). In order to attain the objectives of the study and answer the research questions, SWOT is used to identify, classify and analyze the strategic factors of internal and external environment (Ali Ahmad et al., 2004).

In this study, the opinions of 11 experts have been used to determine the goals, internal and external factors of each section and identify the most important actions using various sources. Then 105 experts available in Tabriz municipality helped to weight the internal and external analysis. To prioritize the strategies, the questionnaires were distributed among 111 people from these experts through determining the different strategies. After prioritizing the main aspects, 68 experts helped to prioritize the actions in each subgroup through the formation of the relevant matrices.

4. Results
After identifying the pros and cons of evaluating the matrix of internal factors, it becomes clear that the final score of IFE matrix equals to 2.21, indicating the weakness of urban management in relation to internal factors.

In evaluating the matrix of the external factors, the mean of total final scores is 2.1. Accordingly, the matrix shows the fact that urban management of our study area has not been realized desirably due to the lack of benefitting from the strengths and the lack of removing the existing threats.

5. Discussion
According to the matrix of internal and external factors, urban management position for sustainable development in Tabriz has been determined among the four positions in the worst possible situation. This means that the position is defensive. On the one hand, there are the internal weaknesses, but on the other hand, external threats exist, likewise. Accordingly, the priority of strategies based on the total scores is listed in the following:

1) The acceptance and satisfaction of managers to perform integrated urban management and the need for inter-agency coordination
2) The promotion of the capacities and specialization in order to communicate regularly with citizens and the optimal response to their needs
3) The creation of an appropriate way in order to provide empowerment of the private section in urban management

The second strategies for urban management of Tabriz in sustainable development are competitive. These include the following:

1) To create a mechanism for urban management of Tabriz Metropolis within the rules, organizations, actions and decisions
2) Taking advantage of the experiences and strategies of the leading countries in relation to earning sustainable incomes and implementing the advantages based on local- indigenous potentials
3) To enforce the role of Islamic Councils and increase their legal authority to engage more citizens based on tangible actions

6. Conclusion
The structural and fundamental changes in urban management system should be performed to achieve the goals and ideals of Iran perspective in 1404. In this regard, two basic points should always be considered:

1) The need for entire supervision of system on the whole geographical space and function of the city and its urban areas, including the developed core and the underdeveloped peripheries (systemic view).
2) The need for the integration of all elements involved in the management and urban planning within the organizational structure of urban management (integrated management).

Keywords: Urban management, strategic planning, SWOT analysis, Tabriz Metropolis.

References (in Persian)

**References (in English)**

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