



**International Journal of Biology, Pharmacy  
and Allied Sciences (IJBPAS)**

*'A Bridge Between Laboratory and Reader'*

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**AN EVALUATION INTO THE NECESSITY OF URBAN MANAGEMENT FROM  
MANAGER AND EXPERT'S VIEWPOINT OF ISFAHAN MUNICIPALITY**

**ZOHREH AGHABABAEIDEHAGHANI<sup>1\*</sup>, MASHAALLAH VALIKHANIDEHAGHANI<sup>2</sup>  
AND MOSTAFA RAHIMIADARGANI<sup>3</sup>**

**1:** Young Researchers & Elite Club, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran

**2:** Young Researchers & Elite Club, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran

**3:** Islamic Azad University, Dehaghan Branch, Iran

**\*Corresponding Author: E Mail: [Babaii@iran.ir](mailto:Babaii@iran.ir); [valikhani\\_ma@yahoo.com](mailto:valikhani_ma@yahoo.com);**

**[Mostafa61@yahoo.com](mailto:Mostafa61@yahoo.com)**

**ABSTRACT**

The main aim of this research is to evaluate the necessity of urban management from manager and expert's viewpoint of Isfahan municipality. This research is a descriptive and survey research and the statistical pollution contains all the managers and experts of Isfahan municipality in the 2013. The library and field method were used for collecting data in accordance with importance and the sensitivity of the topic. The Cronbach's alpha method was used for measuring credits and the reliability of questionnaire. The descriptive and survey methods were used for evaluating data and it was carried out in the SPSS18 software. The evolutions from statistical tests indicated that the urban management leads to improvement of urban processes growth, stable economic and social development, work conditions development, the quality of urban life, coordination and the solidarity of management in the cities and prevention of disinvestment and losing energy in cities.

**Keyword: Urban Management, Isfahan Municipalities, Managers And Experts, Strategic Management**

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## INTRODUCTION

The urban management is one of the important subjects in the recent years. The meaning of this concept is that all of the needs of city management such as traffic, environment and economic were placed in the field of public institutions named council. In the religious democracy, the activities and the power of councils are adjusted by legislator that in accordance it, people should manage the city [1].

People in city works are related to urban management that should be created by targeted plan. The efficiency of successful country experiment will not be non effective in this field for urban management. The efficient management of cities and metropolises is not possible without integrated urban management and the integrated urban management is the same systematic view that creates strategic view [2].

The municipalities are the more complete native organizations that are created for common needs of burgesses and they are created for solving cities problems. It is clear that the common needs of burgesses and solving problems instead of having plan, requires spending money and hence this duty is given to municipalities, the financial resources supply and decrease of costs are

the main topics [3]. In fact the prerequisite of the native and urban management is in the urban management development, resource availability, production and management of resources. It means the resources are accounted as main tools of duties and achievement of urban management aims. Duties such as: environmental conditions increase of economic efficiency, improvement of urban fabric and its development and empowerment of capabilities in order that convenience of burgesses [4].

### **Accomplishment of Strategic Management in Isfahan Municipality**

Isfahan has a significant role in the 20-Year Perspective Document for Iran as the second metropolis of Iran and the center of Iran culture and history [5]. The Isfahan municipality should efficiently play its role for getting Isfahan to its national place as main management institution in city [6]. The Isfahan municipality is an institution that serves to people in 14 urban regions and 7 department staffs (urban services and construction, city building, urbanism, transportation and traffic, social cultural and planning and official and financial), 1 support and executive institution and also some company and special management. Hence the Isfahan municipality carries out a strategic

plan and an evaluation of approaches from strategic management perspective in order that the protection of long-term balance in the social systems is just provided by mutual participations of subsystems that is in contrast with focused decisions, and in order that creation of Coordinated urban management in the future [7]. In this plan the municipality codifies its mission statement and the perspectives of Isfahan from municipality mission perspective by public participation by polls of people and by interviews from senior managers.

The Isfahan municipality carries out the strategic management by its assistance of planning, research and information technology and it wants to accelerate this method into all sections and levels of municipality. The first sections that were been strategic, was organizations that related to municipality. They bring significant achievements for municipality and citizens such as: creation of proper tools for evaluation of municipality movement in direction of definite goals, increasing the citizen's satisfaction, to save in the use of resources and to improve the consumption method, to reinforce the participation of private sector, to increase the agility of some organizations in services presentation [8].

The creation of horizontal and vertical coordination among organizations is another result of strategic management creation in municipality. The Isfahan municipality tries to create coordination among its organizations and other outside organizations in the city in accordance with integrated strategic plan by developing approaches and also by creating necessity tools, and it made other sectors to use this useful strategic approaches and they are so successful in this field that Isfahan was selected as best city for examination of urban management [9].

The effective leadership among organizations, commitment of all persons, an agreement on necessity of common actions, participation of important stakeholders, democratic decision processes, all are the necessities of coordinated management that fortunately Isfahan could use them increasingly by attention to its organizational culture and after creation of strategic management [10].

The Isfahan municipality tries to coordinate these plans in the annual budgeting and to allocate limited resources to projects in the regional planning frameworks that the related organizations detect the needs of municipality. Here it is necessary that the proper policy should be created for a single priority in order that the importance of limited resources allocation for activities and

different projects. At least the selection of a method that can help managers to their efficient goals achievement will be necessary. The idealistic planning is an important and flexible model that enables this planning to consider different goals that are in conflict with together and to help managers in the direction of efficient goals [11].

So the use of idealistic models of decision making was a selected solution that the goal function of organizations and urban regions were simultaneously improved in it and a balance point should be found among needs of organizations and regions. The limitations that lead to finding an efficient solution for organizations and, in addition to executive conditions, they are policies that the assistance of municipality uses in the model of decision making in accordance with city perspectives and massive goals. The regional planning has multiple dimensions and goals. It adds a new dimension into planning in different levels. This dimension, “focused controlling and planning”, is beside non focused management. It is considered by assistance of planning of central municipality [12].

The problem of idealistic decision making contains a set of goals that simultaneously are not achieved. This method practically is a focused decision and it is solved by

mathematic method. Municipality could achieve a coordinated management by accepting their independence of organizations in accordance with their constitution that is a legal independence and also by accepting the independence of municipality regions that is a minor independence and by strategic plans and the models of decision making and other proper methods that are known as “management engineering”. Now this institution can create this model in the city and among itself and other executive organizations and it creates a coordinated urban management, because the municipality can achieve to development of urban goals by accepting the independence of other organizations and by using above tools and its variable experiences by creating integration among strategic plans related to different institutions for developing city [13].

### **Loss of a Comprehensive System for Decision Making**

Loss of a comprehensive system for decision making in different level of management is a factor of non single management in different cities. For example some necessity activities of city should be approved into center of city in massive cities. On other word the city cannot solve its problem without approval of center. Some organizations cannot make a decision in the city and they sometimes

should be allowed by city center. The organizations have not any financial ability and they should spend more times that they can convince experts of center for financial supply of this urban project. These factors have a direct role in time delay of project, increase of construction costs, lack of development for city and finally dissatisfaction for people [14].

### **Limitations and the Barriers of Urban Management**

The biggest barriers in single management are centralization of structure and planning system of country that is current in all levels of national, regional and local. In the local level, all different sectors had their own definite plan that was from top to bottom and the local institutions were not aware of it and they had no role in its collection. There is no coordination intersectional and among other sectors. In this level there is no single goal and definite framework for whole the city that we can coordinate policies and other goals with it [15].

The separation of policymaking and planning, execution and control and devolution of it to definite responsible institutions in different levels are from prerequisites of integrated management in all levels of planning. The main barriers in the city for the single management are: separation and dispersion of

planning organization duties, executive and control. The main barrier may be the same one that avoids against decentralization [16].

The urban management can manage the city by methods, systems and management tools and known planning. One of these systems is strategic management system that the urban management can be carried out efficiently by it and by the relation between other institutions. The necessity of using this technique of planning is more felt in the complex systems like massive cities that the municipality has an important role in management and control of city. By this tool the single urban management will be changed into coordinated urban management or integrated urban planning [17].

### **Research Literature**

The Gopican be considered as researches that were carried out in the field of integrated urban Management for development of urban stabilization. From Gopi viewpoint the city is a cultural truth. Because the culture is the significant factor in the human phenomenon and it should be considered in the integrated urban management for stable development of city. The facilities and services for citizens can be paid in accordance with this measure and generally by urban management and especially by municipality. From M. Friedman viewpoint, the city and urban

management should be clearly explained for development plans of management and regional and national plans. The different plans are carried out in the city, should be determined that how they have effect on city and some plans should be adjusted that increase the urban and regional development plans [19].

From Ismail Shia viewpoint, some approaches are presented in accordance with strategic and integrated urban management for cities of Iran after pathology of urban management in Iran and the history of urban management [20].

From Mozafar Sarafi viewpoint the urban management based on citizens is considered as best approach for urban management. His research is named "evaluating concept of citizenship and analyzing its stage in laws and urban management" [22].

## METHODOLOGY

This research is a descriptive and survey research and the statistical pollution contains all the managers and experts of Isfahan municipality in the 2013. The library and field method were used for collecting data in accordance with importance and the sensitivity of the topic. The Cronbach's alpha method was used for measuring credits and the reliability of questionnaire. The descriptive and survey methods were used for

evaluating data and it was carried out in the SPSS18 software.

## RESULTS

The descriptive and survey methods were used for evaluating data. At first the individual data was evaluated, and then each hypothesis of research was evaluated by statistical test method.

### Descriptive Findings

**Table 1** indicates that, the 94 persons are mayor and 56 persons are expert in the total of 150 persons. On other word the members of statistical sampling is contained 63% of mayor and 37% of expert.

**Table 2** indicates that, the 3% is among -26 30, 32% is among 40-31, 39% is among -41 50 and 26% is in 50 and more groups, that the bigger range of age group is related to 50-41 group.

**Table 3** indicates that, the 26% have associate degree, 54% have bachelor's degree, 18.60% have Master's degree and 1.40% have PhD that the bigger range of education group is related to bachelor's degree group.

**Table 4** indicates that, the 18.65% of respondents have lower than 5 year of precedent, 26% of respondents are among -6 10, 16.65% are among 15-11, 22.70% are among 20-16 and 16% of respondents have more than 21 year of precedent.

## Hypothesis Test

**Hypothesis evaluation (1):** the urban management leads to improvement of development for urban processes.

H<sub>0</sub>: the urban management is not effective in the improvement of development for urban processes.

H<sub>1</sub>: the urban management is effective in the improvement of development for urban processes.

**Table 5** indicates that the T is in the significant level of  $P < 0.05$  and the null hypothesis is rejected. On other word the mean of responses is more than 3 and the first hypothesis that is: the urban management leads to improvement of development for urban processes, is accepted.

**Hypothesis evaluation (2):** the urban management leads to stable economic and social development.

H<sub>0</sub>: the urban management is not effective in stable economic and social development.

H<sub>1</sub>: the urban management is effective in stable economic and social development.

**Table 6** indicates that the T is in the significant level of  $P < 0.05$  and the null hypothesis is rejected. On other word the mean of responses is more than 3 and the second hypothesis that is: the urban

management leads to stable economic and social development, is accepted.

**Hypothesis evaluation (3):** the urban management leads to development of work condition.

H<sub>0</sub>: the urban management is not effective in development of work condition.

H<sub>1</sub>: the urban management is not effective in development of work condition.

other word the mean of responses is more than 3 and the Forth hypothesis that is: the urban management leads to quality of citizen life, is accepted.

**Hypothesis evaluation (5):** the urban management leads to coordination and solidarity of management in cities.

**Table 7** indicates that the T is in the significant level of  $P < 0.05$  and the null hypothesis is rejected. On other word the mean of responses is more than 3 and the Third hypothesis that is: the urban management leads to development of work condition, is accepted.

**Hypothesis evaluation (4):** the urban management leads to quality of citizen life.

H<sub>0</sub>: the urban management is not effective in quality of citizen life.

H<sub>1</sub>: the urban management is not effective in quality of citizen life.

H<sub>0</sub>: the urban management is not effective in coordination and solidarity of management in cities.

H<sub>1</sub>: the urban management is effective in coordination and solidarity of management in cities.

**Table 9** indicates that the T is in the significant level of  $P < 0.05$  and the null hypothesis is rejected. On other word the mean of responses is more than 3 and the Fifth hypothesis that is: the urban management leads to coordination and solidarity of management in cities, is accepted.

**Hypothesis evaluation (6):** the urban management leads to prevention of capital loss and energy in cities

H<sub>0</sub>: the urban management is not effective in prevention of capital loss and energy in cities

H<sub>1</sub>: the urban management is effective in prevention of capital loss and energy in cities

**Table 10** indicates that the T is in the significant level of  $P < 0.05$  and the null hypothesis is rejected. On other word the mean of responses is more than 3 and the Sixth hypothesis that is: the urban management leads to prevention of capital loss and energy in cities, is accepted.

**Table 1: Arrangement of Respondents in Accordance With Gender**

Organizational chair	abundance	percent
Mayor	94	63
Expert	56	37
total	150	100

**Table 2: Abundance Distribution of Respondent's Age**

Age	Abundance	Percent
30 -26	5	3
40-31	48	32
50-41	59	39
50 and more	38	26
total	150	100

**Table 3: Abundance Distribution of Respondent's Education**

Education	Abundance	Percent
Associate Degree	39	26
bachelor's degree	81	54
Master's degree	28	18.60
PhD	2	1.40
total	150	100

**Table 4: Abundance Distribution of Respondent's Precedent**

Precedent	Abundance	Percent
<b>Lower than 5 year</b>	28	18.65
10-6	39	26
15-11	25	16.65
20-16	34	22.70
<b>More than 21 year</b>	24	16

total	150	100
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Table 5: T-test for First Hypothesis

First hypothesis	mean	standard deviation	T	P
The urban management leads to improvement of development for urban processes.	4.0450	0.97840	50.634	0.000

Table 6: T-test for Second Hypothesis

Second Hypothesis	mean	standard deviation	T	P
The urban management leads to stable economic and social development	3.3400	0.73594	55.584	0.000

Table 7: T-test for Third Hypothesis

Third hypothesis	mean	standard deviation	T	P
The urban management leads to development of work condition	3.1933	0.66692	58.643	0.000

Table 8: T-Test for Fourth Hypothesis

Forth hypothesis	mean	standard deviation	T	P
the urban management leads to quality of citizen life	3.4222	1.04408	40.144	0.000

Table 8 indicates that the T is in the significant level of  $P < 0.05$  and the null hypothesis is rejected. On

Table 9: T-Test for Fifth Hypothesis

Fifth hypothesis	mean	standard deviation	T	P
The urban management leads to coordination and solidarity of management in cities	4.2253	0.73578	70.333	0.000

Table 10: T-test for Sixth Hypothesis

Sixth hypothesis	mean	standard deviation	T	P
The urban management leads to prevention of capital loss and energy in cities	4.1000	0.81554	61.572	0.000

## CONCLUSION

The results of statistical evaluations of hypotheses are indicated as follow:

The result of first hypothesis: the statistical tests indicate that urban management leads to improvement of development for urban processes.

The result of second hypothesis: the statistical tests indicate that the urban management leads to stable economic and social development.

The result of third hypothesis: the statistical tests indicate that the urban management leads to development of work condition

The result of forth hypothesis: the statistical tests indicate that the urban management leads to quality of citizen life.

The result of fifth hypothesis: the statistical tests indicate that the urban management leads to coordination and solidarity of management in cities.

The result of sixth hypothesis: the statistical tests indicate that the urban management

leads to prevention of capital loss and energy in cities.

### Proposal

- 1- Development of supervision on urban activities for decrease of pollution of this activities
- 2- Development of compatible activities with potentials of urban environments
- 3- To provide education and public knowledge
- 4- Use of applied and exact legal tools
- 5- Efforts for efficiency development of urban economic for decrease of economic deprivations of job opportunities creation.

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