

Strategic Management, Environment Sustainable Development

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ABSTRACT

Sustainable development is a new term which substitutes loving nature development & protection of environment for traditional development. It was mentioned broadly in 1980 s. The reason of designing it was the damages that caused by industrial development fall in serious dangers. Constant development was a response to the problem of human in relation with nature. Human beings are interested in exploiting nature for their welfare. But if they think it & the destiny of next generations they have to constrain it. The key factor of it is protection of environment. Therefore strategic management of environment & consistent development can play a main role as effective mechanism & provide protection from God's gifts.

Key Words: strategic management, environment, sustainable development, the problems of life environment, managerial appraisals

INTRODUCTION

Once human beings were aware of the necessity of planning and intellectual growth in daily life, they use it in their social life as a tool for management. Today it is seen that the structure of urban life is so complicated that human beings cannot continue their existence without subtle planning in new century. The basis of planning is understanding and knowing future opportunities and threats, using the opportunities, development and identifying the ways for confronting the role of planning and management to govern the human society. One of the important affairs of human life in today societies is planning and management & in recent decades the role of planning is emphasized because of rapid growth of citizenship and variety of cultural products. It has a vital importance especially in developing countries. In addition, the modern role of management needs new sights in these countries. It is a legality that has been found by governments, organizations and national and international structures in a few recent years. They are not able to deny it and they know that they cannot continue living without its increasing population growth, great of changes in technology, the collapse of the border of human thoughts under the shadow of sovereignty of information systems and lack of human ability to unify with these great developments, the complication of social, economical and cultural relationship among different human societies is the image the human being carrying it in 21th century. The management of the complicated collection is a basic issue that needs societal approaches and acquiring appropriate understanding of realities, material resources and moral social values for paying attention to it. In early twenty first century there was a big challenge that managers and the planners of socially, economical and cultural development confronted it. It was how they can govern the human society and organizations by planning a comprehensive program and how they can solve social, political, economical and cultural problems in management and planning approaches that can remove or decrease the crisis. The necessity of planning

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today's planning as a way of living and view guarantee the commitment in action based on thoughts for future & firm decision in regular and continual planning. In other words, planning is not separable from management. In dividable and organizations need the planning to meet their objectives .Therefore, the necessity of planning is an undeniable reality and all the constitutions that effects in dividable life attempt in an environment that accompanied with changes. Lack of knowledge and confidence that results by environmental changes have caused the planning become an undeniable necessity in all organizations. Peter drucker believed that there was a difference between effectiveness and efficiency and both of them plaga similar role in choosing objectives and how they are a acquired. Strategic planning determines the target of organizations and coordinates the organizational activities along it. (Monavari, 1996 , 44) The key role of strategic planning is concentrate on the whole planning activities in the general route of direction of organization from origin to target and future perspectives.

There is a direct relation between the success of strategic planning and its performance with the key mangers' participation. The process of strategic planning is made up of seven elements :

1. organization mission
2. strategic analysis
3. strategies
4. long – tem objectives
5. composed planning
6. financial estimates
7. summary of executive

The mission of the organization is the basis that other elements of strategic planning are built on it. This is a term that means the identity of organization and creates logical links between objectives, high policies, and national strategy with organization by compiling suitable strategies. (Ahangaran, 2003). The necessity of strategic planning that was mentioned in organization because of some reasons is the same as necessity of acquiring confidence in relation with accuracy & directing appropriate programmes and long term objectives of the organization and adaption of it with organizational missions & also macro aims & national strategies correlate to organizational missions , subjecency of structure. Importance of planning is mandatory for top managers for long – term and evolutionary planning process. It is the most important duty of top managers which caused the exit of diurnal, creating strategic free atmosphere, giving of suggestions, criticisms, showing creativity, innovations and promotion of productivity.

Dehnitions & features of strategic planning

What is strategic planning ?

According to Alsen and Eidi we can define strategic planning as a regular & organized attempt to make decisions & fundamental measures.

This dehnihow what specie an organization is an what it does.

- Strategic planning is focused on recognition and remove of the problems in other plans & assessment internal situation of the organization.
- Strategic planning is about expectation of occurring new process, events, dread locks and variety of surprisals.
- Strategic plans involve the quality changes & extent of exigent programs.
- Strategic planning demands I deal forms of organization or successful perspective.
- Strategic planning has practical and measurable direction and ordinary is the extent of possible future events & considers variety of collections of decision making process and measurement and does its best to choose the best option for the organization.
- Strategic planning has a practical & participated direction & focuses on the need of opportunities that a society is confronted. (Ahangrang, 2003)

Theoretical basis of oehnibons Sustainable Development

In specialized recourses there are a lot of definitions for sustainable development (often they are contrary to each other). There are a lot of definitions because they are related to different environmental ideologies (faryadi, 2003).

From an economical point of view , ecologists have a lot of fanaticisms that consists of the policies of development based on sustainable using natural gifts and often they disagree with theme on their view the only strategy is supportable that has minimum development .

Unlike them on the view of pivoted technique, other analysts believe that the meaning of sustainability plays a little role in theory of current economy. On the global view , preserving permanent economical development in long – term depends on spending enough expenses (Perman, 2003).

Investment on natural resources isn't an irrelevant matter but it doesn't have extra importance.

Main theory for this is that there will be also a large degree of sustainability among all forms of investment (physical, human and natural). These two cases have been called very weak sustainability and very strong sustainability.

The most common definition of sustainability is the definition that world environmental and development commission has presented. The commission defined the sustainable development as follows: "the development that provides the current minor needs without damaging the ongoing generations' abilities. (Faryadi, 2004). According to this definition in every society there must be provided justice in and among generation before it can come to sustain ability.

Social & economical development must be provided in a manner that it doesn't impose any expenses for next generation. The effects of economical activities must come to minimum. Current vital and necessary activities will impose some expenses for future comers (for example, excretion of undeniable that the damages must be compensated totally). For example, they are some of the executive commitments that guarantee the financial help by using new technologies for possible exploitation of solar energy instead of fossil fuels.

This commission recognizes necessary needs of the poor in the world that needs high priority. In other words, sustainable development must be based on the focus on the welfare of the poor and provide possible way to improve the life standards and prevent of irreparable damage for new comers. (Comer, 2001) This commission had had an optimistic view for separation of economical activities and its effect on bio environmental and located itself on weak sustain ability according to our category system. We must consider that the fans strong sustainability don't ignore this separation but they claim that doing some revisions in economy scale (the application of material and energy) is necessary . The rate reduction of scale is discussed among the fans of strong sustainability. In general , there fore « sustainable development is consist of economy development can be estimated based on national gross per capita production or per capita real consuming of goods and services . (Redelift, 2007) In reality, if it is going to use traditional GNP criterion for the appraisal of sustainable development, it must be revised & become comprehensive. But now sustainable development is defined as minimum consuming undiminishing, gross national product or other welfare indicators. (Terlez, 1995).

The Condition of Sustainable Development

To determine necessary and suitable condition to attain sustainable development is a hard duty. Basically how can we compensate the damages of the new comers that caused by recent activities?

The answer to this question is, by transmission of capital inheritances we can compensate it. It means that current generation remains enough capital saving – not less than now for new comers. Transferred capitals provide possible welfare by producing goods & services that are related to human welfare.

Weak Sustainability (ws)

According to this meaning of sustainable development we cannot consider bio environment as an independent part that needs special view but environment is another form of capital. Therefore, what is necessary for sustainable development is transmission of a capital saving less than present. Therefore there is a form of constant capital rules for weak sustainability. (Terler, 1995).

When these damages aren't compensated by increasing roads, machineries or other artificial physical capital we cannot transfer fewer damages to new comers. On the other hand, if we have fewer rods, factories and instead of them we have forests, swamps or other pedagogical facilities, weak sustainability based on a very strong hypothesis that is possible perfect sustainability will be created among various forms of capital strong sustainability

According to the meaning of sustainable development, complete replacing among various forms of capital isn't creditable cannot be replaced by artificial ones. Some applications and services of ecosystems are necessary for human eternity.

There are some services for providing life and cannot be replaced. Other gifts & ecological concessions if they are not necessary for human eternity, they will be needed at least for human welfare like natural see sights,

tranquility and partial calm. These are a portion of critical natural capital and cannot be replaced easily therefore the role of sustainable development orders that we support and take care of them. (Perman and Roger 2003).

Evaluation of Sustainable Development

Another way of review of sustainable development is to provide welfare for contemporary humans without any damages to welfare of new comers, and thinking about sustainable flow of income. It means the level of income that a nation is enjoyed it without reduction of the prices of whole saved capital. The only problem is the lack of accuracy about taking into account natural capital & its role on economical welfare and income that causes lack of appropriate understanding of how economical condition is. This is a serious danger because temporary systems of the list of national finance is using at a lot of countries nearly in all cases related to natural capitals the gifts have vital roles on providing outcome process or income during the time, is unable . To improve the national accounts policies and strategies joint to sustainable development is needed (Bahreyni, 1991).

There are two kinds of setting of the values of natural capitals (changes in quantity) and the other is related to destroying natural saved capital (changes in quality). The frame work of this kind of revenue operation from natural resources on nation's statistical office agrees with it. But this regulating operation is complicated in both case of theory and performance. And we cannot explain it here.

Instead of we can comment on easy test for sustainable development that its data are the least signs of national sustainability. Of course, this test is far from the sustainability description indicator but financial accounts have been regulated based on revised in formations.

Simple Indicator of Sustainable Development

One of the rules of sustainable development is based on the theorem that an economical system must have reserves of the required size of sum of the reduction of artificial and natural capitals. (Comer, 2001). If in the process of a business or rerunning a business system, replacement of machineries and ruined building we don't have enough capital we have to float our business in short term because business hasn't sustainability under this condition. This is correct for every economical saving to an economical system is like surplus saving to income criteria like gross domestic product ratio of national saving must be more than reduction price of natural saved capital and artificial capitals.

The Shadows of Green Spaces

Different bio environmental ideologies form the basis of the biologist environment. They are complicated and dynamic phenomena and today there is a possibility that persons can experience shadows or some levels of partiality of bio environment. There are 3 common specifications on economic dimension point of view:

1. Disagreement with the thoughts that economic systems must be designed intentionally so that unlimited demands and economical persons in an unlimited economy market. Therefore we must think more about the needs of group of people and we don't consider in individuals desires. The human behavior must be revised somewhat and prevented from greed.
2. Green economy is a kind of economy that can to recreate its own in a sustainable form. There is a lot of definition, for sustainable development but here we don't limit ourselves to some extent of simple definition that means economical sustainable development is a kind of economic development with long – term duration.
3. A green economy must be perfected in a way that distinguished economic outcome growth from the effect of bio environmental activities. According to material equilibrium principals this isolation will need technical changes that causes we use resources more efficiently and decrease its pollution to less harmful one. Complete discrimination isn't possible according to thermodynamic rules and some environmentalists believe that separation is necessary for an green economy but it isn't enough. They go further and stabilize or limit the economy scale practically. In general we can recognize two ideological schools in environmentalism course: techno – centrism & Eco – centrism. The fans of techno – centrism believed that we must not impose any pressure or force on consumers or markets. They are the fans of this philosophy « free market without any limitation ». They compose this philosophy to the power of technology in order to overcome to the problems of bio environmental limitations. This view called cornucopian techno – centrism & its system is called the

anti – green economy. Another view that has less extravagance is called Accommodating techno – centrism. According to this view, free markets have useful effect on environment when people have green thought or action. Therefore green consumer, green investor, green citizen and green employee are the powerful elements of a green economy. From this point of view, there is possibility of separation but for a sustainable economy and also for some bio environmental limitation is obligatory and need some changes. Some kind of bio environmental sources that are known as critical natural capital and a void of developmental activities in order to transfer to future generation more or less. These bio environmental sources are exploited with regard to replacement of other different classes of natural, physical and human capitals. The characteristic of fixed capital is that it is known as sustainable economy development.

(Graph 1) the kind of sustainability from view point of strategic management

(inter ferential class) Techno – centrism				
Green titles	deep ecologic	participatory	Flexible	A abundance of blessing
Economy type	The view of severe protection of resources	The view of the protection of resources	The view of support of management of resources	The view of exploitation of resources in order to go to development
Kind of economy	The most green economy that is very collected in order to minimize using the resources	Dark green economy « it is a stable economy that is supported by huge bio environmental standards and encouraged economical tools	Green economy green markets that conducted by encouraged economic tools (like pollution fine and etc)	Anti – gree economy free markets without any limitation
Management strategies	Reduction of economy scale of collective measure	Economic growth is zero and population growth is zero	Modifying economic growth and adjusting green accounting g in order to estimate GNP	The aim of execution of primary economic principals is maximizing gross national product
	The reduction of scale is inevitable finally for some kind of literal interpretation « Gaya » as a private organization that moral conditions is created for it « is existed	Separation a long with lack of increased scale the view of systems the health of all system is important hypothesis and Gaya contents.	Separation is important but un limited replacement is not accepted principals of sustainable capital and some scales are changed	It is clear that un limited free markets along with technical development and complete replacement un conditionally quarantine that compensate all limitations and reductions
moralties	Acceptance of existing moralities (for all un human and non living things) the innate value of nature without considering human experience	More expanding of moral reasoning: gyring more priority for society than individuals. Primary value of ecosystems and secondary value of application and their services	Developing of moral reasoning : the movement for sake of other people justice among and inter generations the value of tools in nature	Partiality of moral national and legal reasoning and individuals interests of temporary human society and the value of tools in nature
The tiles of sustain ability	Very strong sustain ability	Strong sustainability	Weak sustainability	Very weak sustainability

Cautious principals and minimum confide cable standards on the view of some analysts that are the fans of strong sustainability there must be sustainable limitations (like the rule of protection of critical natural capital) based on cautious principals and similar to some minimum confidence able standards.

The meaning of minimum confidence able standards is one of the ways to provide the meaning of social convention among generations in a manner that we have to create a balance between using the resources for gaining economy benefits and protection of resources for guaranteeing sustainable resources. Decision making about equilibrium must be according to non-finalized and non-rituality.

It means that it is possible the decisions caused some changes that aren't returnable physically or aren't economical. For example, we can point to the destroying of jungles, tropical areas and swamps.

The temporary generation maybe come to returnable border to provide social convention among generations through developmental activities that maybe causal budestroying natural capitals in a large volume that haven't been determined, (that means wasting critical natural capitals provided services and death of key species of plants and animals and vital processes) and they cause damages and impose expense to new comers in future (as some expenses that known as expense for lost opportunities that means whitener society must dispense with or ignore it. But compatibility and harmony aren't strong sustainability completely between minimum confide cable standards.

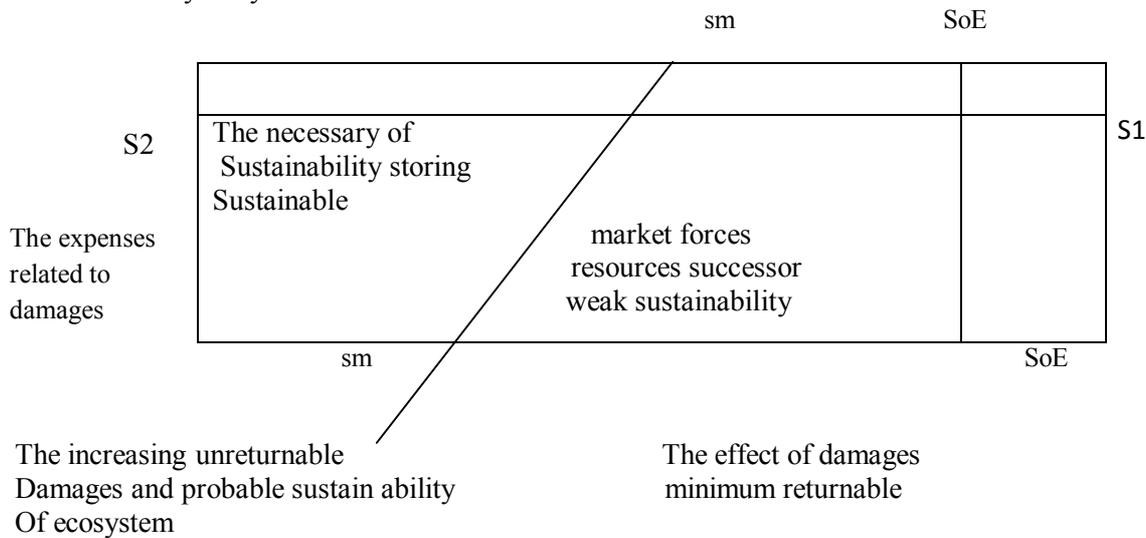
The meaning of minimum confidenceable standards shows that we must protect resources unless the volume of profits that we ignore is large. Strong sustainability shows that the volume of lost profits even less or more, their destroying isn't acceptable.

The minimum graph

The effect of

Un returnable

Un sustainability of system



Sm – sm line shows the imaginary decisions related to some of minimum confidence cable standards. The fans of strong sustainability (techno – centrist) on splint desire SI –SI but the fans of very strong sustainability consider a line like SDE- SDE like mere ecologists.

Sustainable earning of livelihood

to make any decisions for sustainability far future we must answer the question how can a large provide ones minimum earning in a permanent form?

For the people of south countries a large part of their earning for livelihood basically is provided from damageable & breakable areas.

The earning is only strengthened through policies that reduced damageability. For example, like: building bunds for floods when the water of sea increased by weather changing that caused by earth warming, use the ways for improvement of foods product and balance of market and compensate of some inter Frances like unsuitable price control and unharmonious development policies.

The executive principles of strategic management of sustainable development. Now we can mention some rules by which we can exploit sustain ably from Saved natural capitals. Their sequence is accorded with progress from very weak sustainability to very strong one:

1. Lack of success in market & inopportune interferences in accord with value marking and the right of ownership must be corrected.
2. Preserring rebuilds capacity and revives of Renewable natural capital and prevent of emerging pollution highly that by them the capacity of absorbing waste materials and vital providing system fall in danger.
3. Technologic changes must be managed by management and controlled system of planning to provide using the renewable natural capital instead of unrenueable natural capital and caret technical development and cause more of efficiency than increased application technology.
4. The rate of exploitation renewable natural capital must be as same as the rate of rebuilding them.

5. The whole scale of economic activities must be limited and it must remain at the capacity of remaining natural capitals.

In according to some unpredictable cases we must adopt a precautionary course that has an inner security border (Ahangaran, 2003). The graph shows some of the courses and powerful political tools that are used in executing the policies of sustainable development.

Political tools (more favorable)			Management strategy like those kinds of in projects policies or set of actions	(interferential category)The kind of sustainability
(3) Management & preserving welfare facilities	(2)The policy related to row materials	(1)controlling pollution & management of waste materials	Previous profit expense approach revision of market and lack of success in interferes by efficient price making (assumed compensation) : authority & sovereignty on consumers, unlimited replacement	Very weak sustainability (V W S)
For example : heavy of taxes for pollution, omitting subsidiary, I denitrifying the rights of ownership				
For example: heavy tax for pollution , issue authorization, repayment of saving and comprehensive objectives			Revised expense – profit approach : The wide application of value of money, real compensate , shadow project & etc systems approach , weak form of minimum confidence able standards	Weak Sustainability (W S)
For example: comprehensive zoning, the process that conclude of standard technology of wastewaters, heavy taxes & guaranteed commitments.			The approach of fixed & defined standards: vital principals, primary and secondary values, natural capitals, The rules of fixed naturals capitals, double subjective thoughts, preferable social value. The strong & acute form of minimum confidence able standards.	Strong sustainability

Conclusion

Settlement of strategic management is needed comparison of different options of every kind of project or plan, any option of economical expenses, benefits and other bio – environmental effects that can be useful or harmful. Naturally, there must be a balance between positive and negative points, there for harmful effects of bio environmental can be reduced by increasing capital for using in projects or vice versa. Economical resources that are profitable for bio environmental values can begin to increase and expandable.

Need for Managerial Appraisals

This method is one of accepted ways to access to sustainable development objectives and can be a tool of planning. It is accessible for planners, managers and decision makers. They can recognize and identify the potential effects of bio environment that is created by performing reconstruction projects and development. They can choose reasonable options to solve these problems. A lot of anxieties that obtain of the parts of a project in environment are increasing day to day. Therefore, governments and international organizations are going to find some rules to oblige employers of projects & responsible of development plans to obey the rule and do appraisals. for this reason managerial appraisals find a special place in the countries all of the world and all responsible persons, employers society specialists and their representatives would like to identify different activities of a project and want to know their probable affects, this inclination is based on following

needs: the responsible person of the project must be aware of finding suitable places, execution of the project and reduction of probable effects of it.

The investors of the project would like to know the effect of the project on activities cycle and what damages maybe impose on the project. Governmental responsibility (environmental protection organization) need to know the results of appraisal in order to offer authorization of the projects. Other governmental responsible would like to know what effects the proposed project will have on other projects. Regional planners need to know the effects of the project on other similar development plans and usage of land. Local society or their representatives would like to be aware of the effect of the proposed project on effectiveness of people and results. According to the above cases, just some parts of needed affairs are appraised. Appraisal is able to do several information needs. Therefore it is important for all the people or groups who have a role in development planning and performance of project or have any effect on them: in other words, by this was clean environment will be in access in long – term and short – term. It is obvious that sustainable development cannot exist without planning.

The more planning based on realities and natural potential capabilities coming to the result of predetermined objectives is more possible. If social, cultural and bio environmental issues don't consider through planning term, economical development not only will not remove critical issues but also will increase it. If development process can not be able to reach the social problems to its real objectives and aren't along with protection of natural resources, it will lose its vital theme. Settlement of management is done with bio environmental view that offers extent and importance of bio environmental effects with recognizing all of its dimensions, considering expenses and economical profits. So if at first appraisal ' bio environmental taking into account development patterns and if there is a composition among bio environmental policies, by constructive planning and development plans we can affect and without any doubt every kind of investment for environment and land resources will be economical in long – term . By recognizing appraisal process this method as a managerial tool for authorities and managers of big project gives opportunity to them that take accurate and logic decisions. Lack of attention to appraisal in last year's caused serious problem for big projects because they did not consider the value of environment some of these projects cannot continue because of lack of resources. Some others came to stand still because of some problems like public disagreement of society, financial problems through lack of prediction of expenses, piling fine for destruction of environment and even big and unpleasant events. For this reason appraisal is as a tool of planning for decision makers of development projects. In this direction appraisal is used as two fundamental principles:

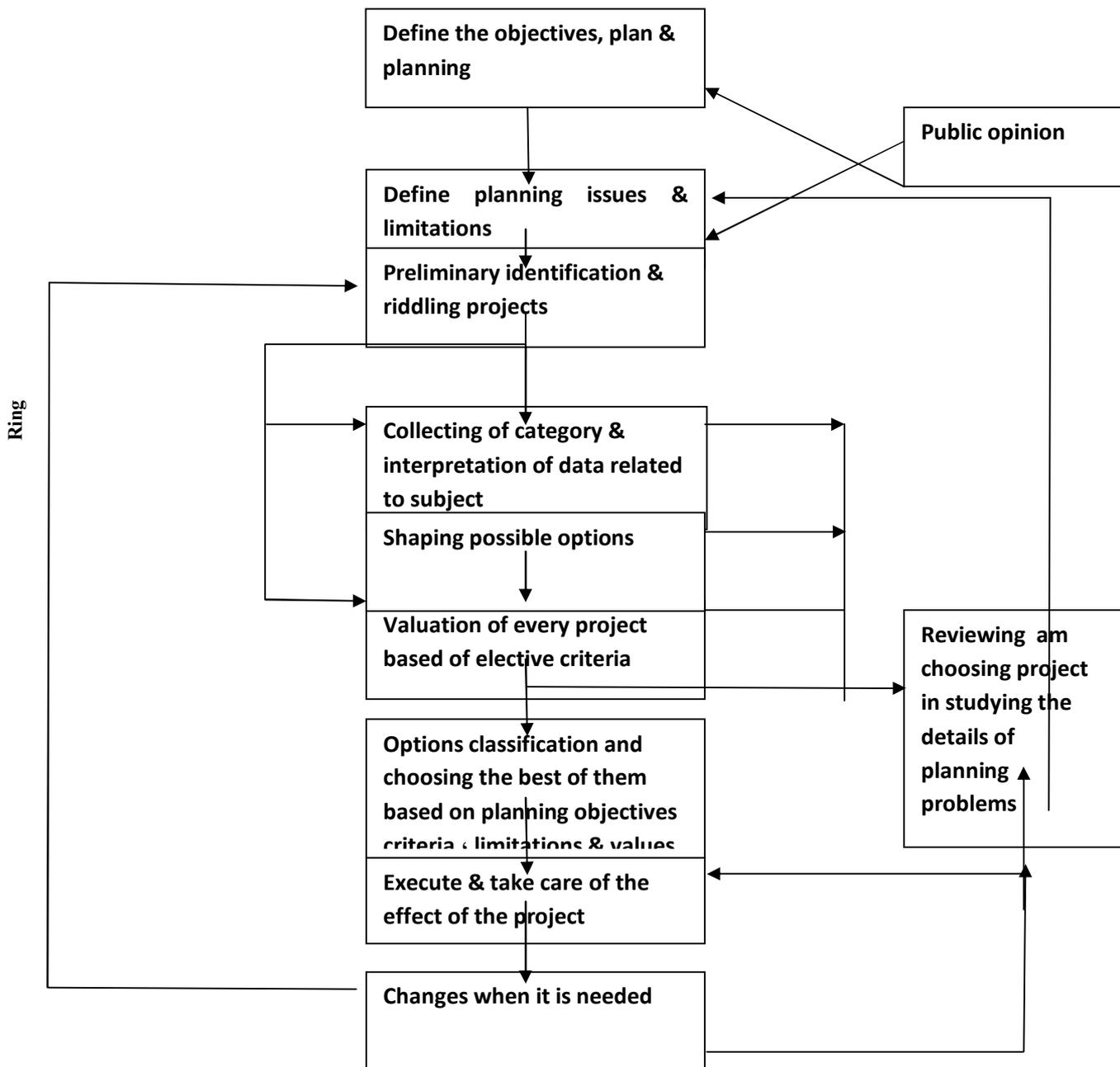
1. As a tool of decision making, is it accepted for creating expenses on environment?
2. As a planning tool for reducing unwholesome effects that causes by project. (Monavari, 1996) appraisal can have an especial role in huge planning of countries. In plan process and in the cycle of plans and projects, useful information for decision makers and responsible persons can be obtained by appraisals. In other words , doing appraisals cause increasing of appropriate information that is needed in the process of planning and confidence of success of sustainable economy .(Adams, 1999) .

The main and primary aspect of appraisal application as a tool of strategic planning is to us it in all steps of development of the project that consists of:

Planning, final designing of building construction, beginning of work and exploitation. At last, there is a relation between different steps of development project & time schedule of different activities in process of bio environmental strategic management.

It is as follows:

Therefore, the writers of this paper believe that graph no.2 can have a fundamental vole for delusional Kens and authorities as indicated below using multipurpose and the process of appraisal.



Graph (2). Multipurpose planning & appraisal process (Perman, 2003)

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