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Strategic management of foreign vassals in Iran regarding world recession period

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Abstract

This paper which introduces strategic planning for foreign vassals during recession period is the result of a research project. This project has been done for Yazd Government, therefore due to security issues; statement whole of this project is not possible and therefore only some of permitted information could be mentioned.

As a basic model Bryson's model was selected and the research group did its stages after each other. During this process, the group used observations, questionnaires, interviews and official national and international documents, analyzed internal and external different stakeholders, defined strategic issues and finally proposed possible strategies for the Yazd government. The procedure of strategy planning is illustrated briefly in this paper. In the end of project, the research group presents its findings and results to the client with a one year operating plan. In the next sections a short report of this project will be depicted.

Keywords Strategic Management; Planning; Yazd; Afghans; Foreign Vassals

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1. Introduction

With an area of 131575 km² Yazd is the fourth largest province in Iran, Located in the central part of the plateau of Iran on the rim of the vast desert of Kavir-e-Lut with the longitude of 55' and 52 to 37' and

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56 east and the latitude of 52' and 29 to 27' and 33 north from the Greenwich. Yazd province consists of 11 towns and 23 townships, bordering Semnan province in the northwest, Esfahan province in the west, Fars province in the east Razavi Khorasan province in the northeast and Kerman province in the east and the southeast.

According to the 1385 census, Yazd province has a population of 983052, which 785213 of them take residence in the urban areas and 197839 occupy in the rural areas. The people living in Yazd province are of Iranian origin, and Aryan race. Due to Yazd's geographical position and its historical background, the people of Yazd mingled less with non-Iranian races, the people of Yazd speak Persian with Yazdi accent know for its authenticity, it survived the influences intact with few borrowed words from Arabic. The Zoroastrians preserve their ancestor's language, speaking Parsi Dari. The people of Yazd are mostly Ja'fari, however the Jewish, Zoroastrian, and Christian minorities take residence in the province, too [1].

Yazd province has about 90000 foreign vassals. The majority of these people (about 90%) are Afghans which travelled to Iran during three past decades. About half of these Afghans are illegal vassals which could not get any official permission. Also in most cases they have not identification documents. In other words, Yazd government deals with about 45000 people that do not know them and have not enough information about them. Foreign vassals include about 10 percent of province people. Thus, this is relatively a high portion in social indexes. Furthermore, this group consumes 10 percent of national resources and transfers a huge amount of money to their country. Another great problem related to this group is drugs contraband. They are the main source of drugs and therefore case a great number of problems. Also, as police reports shows, they have a high index of crime which proves they potentially have a high crime context [2].

These issues become more important when a widespread event like world recession affects whole of society. Based on these facts, Yazd government asks us as a strategic management consultant to help them in modifying their strategies

2. Literature Review

2.1. Bryson Model

The roots of strategic planning can be traced back to the industrialists of the early 1900s with the publication of Fredrick W. Taylor's *The Principles of Scientific Management* 1 and the later advent of the Harvard Policy Model.2 the Harvard model outlined the basic SWOT analysis still in use today. Broad-based formal strategic planning became common practice in the 1950s, driven by the demands of mass reindustrialization following World War II. Dr. Igor Ansoff, considered by many to be the father of strategic management (and planning), developed a very sophisticated and detailed process model.3 Strategic planning was simplified and further popularized by George A. Steiner in his 1969 book *Strategic Planning: What Every Manager Must Know*.4 Michael E. Porter turned the focus of strategic planning to the five forces of competitiveness in the 1980s.5 Henry Mintzberg declared the end of one era of strategic planning and the dawn of a new age with his popular book *The Rise and Fall of Strategic Planning*, published in 1994[3],[4]

As Bryson, said strategic management is "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it." He also define this term as : "To deliver best results, strategic planning requires broad yet effective information gathering, development and exploration of strategic alternatives, and an emphasis on future implications of present decisions."

He proposes a model which can be seen in Figure 1. These steps are:

- Design: a process of conception (SWOT)
- Planning: a highly formal, structured process

- Positioning: an analytical process (market niche)
 - Entrepreneurial: a visionary process
 - Cognitive: a mental process
 - Learning: an emergent process
 - Power: a process of negotiation
 - Cultural: a collective process
 - Environmental: a reactive process
 - Configuration: a process of transformation
- We used this model in our research due to its reliability and comprehension.

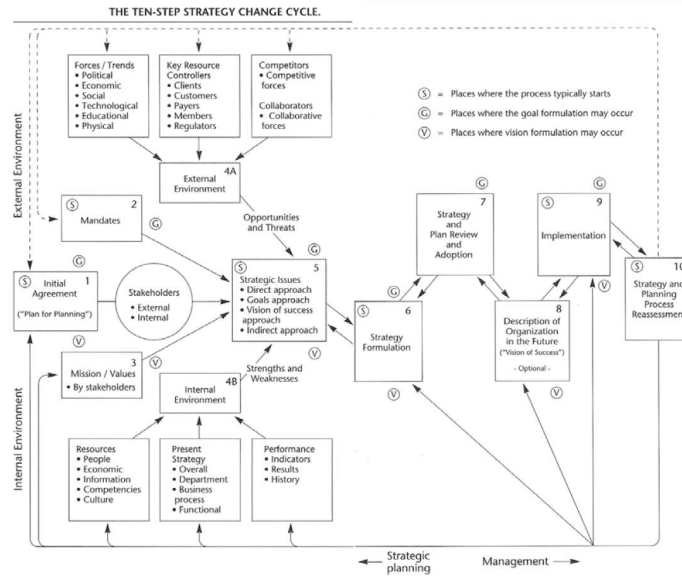


Figure 1: A Schematic Bryson Model [6]

2.2. Mitigation Definition

The definition of the word can be "the movement of people from one place to another". There are two main types of migration: first, internal migration, i.e. migration within one country, and secondly international migration, which means the movement from one country to another [7],[8]. A good example of internal migration is the movement from East Germany to West Germany, which causes big problems for East Germany. A good example of international migration is the movement from third-world countries to Europe or America. The next question is: What makes people migrate from one place to another? The reasons for migration can be divided into two main aspects, the so-called "push" and "pull" factors. Push factors are those in their old place which force people to move. For example, there may be civil wars or wars in general in the country, but political or religious oppression, climate changes, lack of jobs or simply poverty are all important push factors. Pull factors are factors in the target country which encourage people to move; these include peace and safety, a chance of a better job, better education, social security, a better standard of living in general as well as political and religious freedom[9],[10]

3. Assess the internal environment

Because above the 97% of vassals in Yazd are Afghans, we concentrated mostly on this group and studied this one as our internal stakeholders. A brief description of these groups is mentioned as below.

3.1. Religious Composition

About 52% of vassals migrated to Sonni provinces of Iran and the rest dwelled in other provinces. Like other provinces, Yazd has more Sonni vassals than others.

3.2. Family Distribution

Most of families (About 54%) are one person family. This is because the migration of masculine persons to Yazd. Two and three person families placed on other positions with about 8 percent.

3.3. Age Pyramid

The composition of vassals regarding their ages is as below:

- 0-14 : 41.5 %
- 15-59 : 56.5 %
- Over 60 : 2%

With these figures, it can be concluded that most of vassals are the young people.

3.4. Vassals Education

About 53% of vassals are unread. 18percent can only read. This means about 70 percent of vassals have not official education. Of rest, about 80% have primitive education. This case is one of important and highlighted characteristics of Afghans [11],[12]

4. Assess the external environment

We investigated internal and external environments as a section of our models. Because external environment had more important and amount parameters, we focused on and divided it to two main parts: Yazd and Afghanistan and analyzed various factors based on this framework.

Table 1: Negative and Positive Factors of Yazd (Iran) for Afghans

Opportunities and Strengths	Threats and Weaknesses
Possibility of education	Limited jobs
Islamic environment	Lack of academic education
Security	Tuition fee (Lack of free education)
Available facilities	Lack of legal citizenship
Possibility of job and income	Distance to relatives
Being in cultural community	law threats
Law existence	General negative viewpoint of people
Lower price	Economical problems
Better condition for women	Deport fears

Table 2: Negative and Positive Factors of Afghanistan for Afghans

Opportunities and Strengths	Threats and Weaknesses
citizenship	Lack of basic facilities
Better climate	Lack of home
Having identify	Tuition fee (Lack of free education)
Having Afghani culture	Higher culture of immigrants
Possibility of possession	Lack of security
Reconstruction of Afghanistan	Expensive fees
Existence of relatives	Existence of foreign troops
	Terroristic attacks

These factors expedite the immigration from Afghanistan to Iran .Based on these factors; we designed the strategies and operating plan.

5. Defining the strategic issues and strategies

We defined strategic issues after internal and external factors analysis. This section included a vast area of various subjects that had been obtained through observations, official reports, interview with managers & experts and questionnaires. These factors divide in these management issues:

Culture management, communication management, execution management, education management, identification card management, dwelling management, deporting management, security management, job management and law management.

After this stage, we define possible strategies as below:

- Context management
- Priority of deports
- Partition and limitation management
- Using individual sections
- Empowering the vassals to return to their country

In each of above strategies, we design related operating plans with their appraisal indexes. For instance, in context management, we proposed that the official penalties should focus on clients instead of vassals or in partition management; we believed that Yazd government should declare prohibition of live in some traditional sections of Yazd.

6. Designing operation plan

After defining the strategies, we designed the operation plan based on the capabilities of client organization and the condition of vassals to approach the defined strategies. Table 3 shows the tactics which can be used in next 5 years an operation plan.

Table 3: A proposed operation plan

Strategies	Tactics
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Context management	Shifting penalties from illegal vassals to their clients
	Releasing of special cards using vassals for clients
	Categorizing job positions for vassals
Priority of departs	Enhancement of education and communication with Iranian for better relationship
	Establishing RFID cards
	Financial management of workers and clients
	Selecting proper representatives for managing themselves
	Giving useful information to Afghans before departing
	Educating work skills and entrepreneurship
	Notification about Afghanistan supporting systems
Partition and limitation management	Improving the education systems in Afghan education systems
	Declaration some counties with less vassals as exclusion area
	Declaration the villages as exclusion area
	Declaration Yazd traditional context as exclusion area
	Establishing Guest Cities
Using individual sections	Establishing specific office for vassals in different organization
	Devolving some responsibilities to individual sections
Empowering the vassals to return to their country	Establishing entrepreneurship center to order and organize vassals daily worker
	Expectation management
	Enhancing penchant to Afghanistan through vassals education for living together rightly
	Identification educating
	Using the UNICEF programs for daughters
	Establishing independent school in camps
Identification of talented persons among Afghans for better education	

7. Conclusion

Strategic planning for vassals does not define by Yazd government solely. It is obvious that this planning is influenced by national strategies thus this is not place in research scope. But in a province scope, some strategies which have the same directions may have defined. This study focused on this part of strategic planning.

Based on our study, it can be said that using soft method especially inspiring strong thought to vassals can prepare the environment for any needed action in this period. On the other hand, partition and limitation management of vassals helps in flexible management of vassals issues regarding possible various scenarios. Using individual sectors and vassals capabilities involves more population and certainly affects more than ever. All these strategies should be considered for this period as recession period and political condition. These strategies can be modified after receiving and analyzing their feedbacks in next year.

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