



A Systematic Review of the Research Literature in Identifying the Pattern, Dimensions, Components and Indicators of Urban Management¹

Mohammad Rezaei Rahimi¹ , Mahmoud Mohammadi² , Andisheh Ariana³ , Mozhdeh Jamshidi⁴ 

1. Ph.D. student of Urbanism, Department of Urbanism, Institute of Society and Media, ISF.C., Islamic Azad University, Isfahan, Iran. E-mail: m.rezaeirahimi@iau.ir
2. Corresponding author, Associate Professor, Department of Urban Planning, Faculty of Architecture & Urbanism, Art University of Isfahan, Isfahan, Iran. E-mail: m.mohammadi4263@gmail.com
3. Department of Urban planning, Na.C., Islamic Azad University, Najafabad, Iran. E-mail: anar_80@yahoo.com
4. Assistant Professor, Department of Urbanism, Institute of Society and Media, ISF.C., Islamic Azad University, Isfahan, Iran. E-mail: mojdeh.jamshidi@iau.ac.ir

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ABSTRACT

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Objective: Urban management is one of the issues that need to be revised for the administration of future cities. We cannot just rely on its conventional concept, which evokes the city administration based on the specific location and system. This concept is one of the areas in dire need of future research because it is directly tied to the daily life and fate of citizens. Based on this, the current study aims to know the dimensions, components, and indicators of urban management using the systematic review method of the research.

Methods: The present research was conducted using a systematic review method, which includes the definition, search, selection, analysis, and synthesis steps. The process of searching for research-related resources was carried out in August 2023 for 31 days. An initial search identified a large number of sources. Among these, 105 sources matched the title of the research and were selected for the final analysis. Selected sources belong to a period of 2000-2023. In order to conduct a comprehensive background check related to urban management, a three-step systematic process, i.e., search based on online databases, screening process, refinement, and final analysis, has been used to select papers.

Results: The findings of the systematic review show that most papers belong to the years 2010 to 2015. Finally, after studying and extracting various resources and by emphasizing the specialization of urban management and the developments that should become common in this field, the need for change in the laws and organizations of urban management was pointed out.

Conclusion: One of the main challenges of urban management is the problems caused by the increase in population and urbanization, as well as the lack of governance and social participation in the process of urban management, which in studies, less attention has been paid to the different dimensions of the city and its context in the quality of urban management and governance.

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Introduction

The emergence of urban management, as an independent concept, goes back to the early 1990s in developed countries. Urban management as a new discipline has been the focus of scientific communities in the last decade. The nature of urban management has caused researchers in this field to always be interested in the components, dimensions, and boundaries of this knowledge (Moghimi, 2006). Despite the efforts made, the components and dimensions of this scientific concept have not yet been agreed upon by all experts in this field. The most important reason for this lack of agreement is the fact that the definition of this concept is based on the experimental methods of urban management experts and not on a specific scientific method. Experiences and opinions are very appropriate and helpful in the hypothesis phase, but in the hypothesis testing phase, a clear and objective method is required. Management is the method of achieving the goals that are intended for an organization and includes the tasks that are assigned to the manager. If the city is considered an organization, it is necessary to use a technique referred to as urban management at its head in order to manage the affairs of the city. Urban management must carry out plans for the city, organize urban activities, supervise the activities carried out, and even create incentives for optimal performance of affairs (Saeed niya, 2010).

The urban management system is constantly making decisions to achieve its goals. It is believed that optimal decision-making is an art. However, studies show that most people perform much poorer than expected (Bonati et al., 2008). It can be said that all human deeds and actions in any area of life are the results of decision-making processes. Considering the need to make the right decision at the right time, the presence of a system that helps people make decisions is highly valuable (Sajjadian, 2022).

The role and importance of organizations in guiding and managing the affairs of society and making fundamental changes in the direction of economic, scientific, and cultural growth in Iran is clear. Where large and complex organizations are often involved in production, service provision, and the development of human resources. In this regard, the training of skilled and proficient human resources in society is an important and obvious matter, and this is an issue of extreme sensitivity. In addition, taking into account the fact that the development and growth of people in order to harmonize with the developments of society is one of the duties of organizations, especially organizations with the importance of educational services. This requires having organizations of managers with scientific and experimental competence (Bidmeshgipour, 20·9). One of the most basic requirements of current systems in organizations is having access to up-to-date information from different aspects of education and diverse and sustainable programs in various units. To provide the required information, the information management system helps managers with issues such as planning, control, and decision-making and provides the necessary support for managers to make strategic and optimal decisions (Ayeni, 2014). The increase in urbanization and population growth have caused serious problems in cities and have posed major

challenges to urban management (Freire, 2001). for this reason, the World Bank and the United Nations annually conduct research in this regard and present the results related to each country and the level of governance in solving problems. problems such as unofficial settlement, expansion of the unofficial part of the city, inadequate urban services, lack of sanitation, the weak institutional capacity of cities threat to the local community due to the strengthening of investors compared to citizens in the decision-making process, lack of attention to participatory approaches in decision-making processes, resistance to change, and inappropriate relations between the government and local and urban administrations are among these challenges (Rakodi, 2001).

The ever-increasing expansion of the population, especially in urban communities, has doubled the attention to the problems of the city and especially the urban management so that it has directed the studies related to the city and urban issues towards the management affairs of the city. In this paper, due to the great importance of urban management in regulating the disordered situation of cities, the issue of urban management has been investigated with its emphasis on integration in the management of urban affairs and it aims to reveal the importance of integration in the field of urban management in order to achieve urban sustainability (Barakpour and Asadi, 2008). The center of economic and political activities in the world's major cities and the attraction of dependence from other less privileged areas has led to a rise in migration to big cities to take advantage of the urban infrastructure so that in the coming years we will face a significant increase in population density and the imbalance of urban systems because cities are increasingly becoming complex systems driven by social, economic and environmental factors (Ma et al., 2019). Therefore, since a city is made up of complex systems and each system is important in and of itself, any disturbance in each of them will lead to an imbalance in the city (Ma et al., 2019). In this regard, the purpose of the research is to identify the dimensions, components, and indicators of urban management based on the systematic review approach of the research in order to deal with the different dimensions of the city and its context in the quality of urban management and governance.

Research Background

In order to conduct a comprehensive review of the literature related to urban management, a systematic process has been used to select articles. This method consists of three stages: 1- Search based on online databases, 2- Screening process, and 3- Refinement and final analysis

For the systematic selection of articles to be reviewed in this work, three databases are used: Google Scholar, SID, and Web of Knowledge, which are the most important databases for academic research (Hosseini, 2016). By searching the database for articles and documents, several results were obtained. Therefore, for scientific articles, the period from the last 23 years between 2000 and 2023 of research on this topic was chosen.

The screening process was carried out in two stages to guarantee the quality and relevance of the articles found under the title of urban management. Initially, only articles published in international journals and domestic research, indexed to Web of Knowledge or Google Scholar and the SID database were considered, (because the revision process is more rigorous and the level of acceptance of the scientific community is more guaranteed). At this stage, there were 28 duplicate articles and therefore they were eliminated. In the second step, the titles, keywords, and abstracts were checked to ensure that the articles pertain to urban management. In the next step, 69 articles were filtered out that did not fit the research objectives. Then, the remaining 170 articles were thoroughly studied and reviewed to evaluate their usability. In this stage, 65 articles were removed because they did not match the research title. After completing these two stages, 105 scientific articles were obtained. In the last step, the articles found a better form through content review.

Analysis of studies: As was said before, by conducting a systematic review, 105 studies were extracted from 2000 to 2023 to identify, dimensions, patterns, and indicators of urban management. The highest number of studies and studies conducted in the field of urban management implementation belongs to the years 2010 to 2015. Although the number of these researches does not have a constant trend, in general, it can be seen that the number of researches in this period is much higher. The articles and studies extracted through systematic review have been published in 25 different journals, out of a total of 105 studies; most of them have been published in foreign journals. From the methodological analysis, out of a total of 105 identified studies, more than 70% were of an applied type and the rest of the studies had a conceptual purpose. On the other hand, the majority of extracted applied studies were mostly quantitative and a small number of about 10% were qualitative.

Table 1. Key information of studies related to the research. (Source: Researchers' findings, 2023)

Row	Researcher	Year	Publication	Status	Research objective	Research strategy	Type of research
1	Budhwar	2000	British Journal of Management	foreigner	Applied	Survey, in-depth interview	quantitative
2	Harris and Ogbonna	2001	Journal of Business Research	foreigner	Applied	Survey	quantitative
3	Way and Thacker	2001	The International Journal of Management	foreigner	Applied	in-depth interview	Qualitative
4	Gratton and Truss	2003	Academy of Management Executive	foreigner	conceptual	-	-
5	Chang and Huang	2005	International Journal of Manpower	foreigner	Applied	Survey	quantitative
6	Wei and Johnson	2005	Human Resource Management	foreigner	Applied	Survey	quantitative

Review							
7	Green	2006	The International Journal of Human Resource Management	foreigner	Applied	Survey	quantitative
8	Wang and Shyu	2008	International Journal of Manpower	foreigner	Applied	Survey	quantitative
9	Seyyed Javadin and Zadeh	2009	Iranian Journal of Management Studies (IJMS)	foreigner	Applied	Survey	quantitative
10	Dimba	2010	African Journal of Economic and Management Studies	foreigner	Applied	Survey, in-depth interview	mixed
11	Nigam	2011	journal of Indian Business Research	foreigner	Applied	Survey	quantitative
12	Lengnick-Hall	2011	Human Resource Management Review	foreigner	conceptual	-	-
13	Jagminas and Pikturnaitė	2011	Public Policy and Administration	foreigner	Applied	Survey	quantitative
14	Bidmeshkipur	2012	European Journal of Social Sciences	foreigner	conceptual	-	-
15	Mwatete	2012	The University of Nairobi, School of Business	foreigner	Applied	in-depth interview	Qualitative
16	Waiganjo	2012	International Journal of Humanities and Social Science	foreigner	conceptual	-	-
17	Attafar et al	2010	Management research	Internal	Applied	Survey	quantitative
18	Sani	2012	Business Intelligence Journal	foreigner	Applied	Survey	quantitative
19	Bas	2012	Procedia - Social and Behavioral Sciences	foreigner	conceptual	-	-
20	Kairu	2014	Review of Public Personnel Administration	foreigner	Applied	in-depth interview	Qualitative
21	Bellairs	2014	In Research in Personnel and Human Resources Management	foreigner	conceptual	-	-
22	Montiato	2015	In Research in Personnel and Human Resources	foreigner	conceptual	-	-

			Management				
23	McCann	2016	Robert Morris University- School of Communication and Information Systems	foreigner	Applied	in-depth interview	Qualitative
24	Zuhair et al	2016	Procedia - Social and Behavioral Science	foreigner	Applied	Survey	quantitative
25	Leo	2018	Journal of Human Resource Management	foreigner	conceptual	-	-
26	Alaraqi	2020	Journal of Global Economics	foreigner	Applied	Survey	quantitative
27	Rahmani et al	2021	Quarterly Journal of Human Resource Management Research	Internal	Applied	Survey	quantitative
28	Muduli	2023	Global Management Journal	foreigner	Applied	Survey	mixed

Materials and Methods

By searching the selected databases, all items related to the research area were extracted based on the research search protocol, whose results are shown in Table 2.

Table 2, the results of the literature search based on the systematic review of the research background approach

Table 2. Results of literature search based on the approach of systematic review of research background
(Source: Researchers' Findings, 2023)

Database	Search Domain	Search Time	Period	Number of papers	Cumulative Total
Elsevier	Title, keywords and abstract	August 2023	2000-2023	76	76
Emerald	Title, keywords and abstract	August 2023	2000-2023	64	140
SID	Title, keywords and abstract	August 2023	2000-2023	64	186
Noormags	Title, keywords and abstract	August 2023	2000-2023	42	228
Institute of Humanities and Cultural Studies	Title, keywords and abstract	August 2023	2000-2023	39	267
Total	-	-	-	-	267

Concept of Urban Management

Nowadays, the main goal of urban managers is to achieve sustainable cities and sustainable urban management. In sustainable urban management, efforts are made to ensure the stability of resources for future generations and prevent waste and destruction of resources, along with achieving an acceptable level of public services and urban welfare for all generations. Since efficient and sustainable urban management should plan, make policy, direct, organize, supervise, and coordinate all local affairs of the city system, integrated urban management is the first step in urban sustainability, not the long-term vision and goal of urban management (Desthieux, 2019).

Urban management is dependent on the government (state), political economy, and administrative structure of the city, and the structural and functional changes in social and political systems have created different platforms for the management of urban affairs (Wegelin, 2018). If the current unfavorable trends continue, in the near future, the majority of the new residents of the cities will live in unofficial, crowded, and lacking-proper-urban-service settlements. Although many of them will live within the legal boundaries of the cities, probably due to the unfavorable urban narrative rule, they have not enjoyed the right to live and security in informal settlements, and they will inevitably turn to parallel and expensive markets to get services and meet other needs, which for many, It will further reduce their quality of life (Rahnamai et al, 2019). Considering the multitude of factors and variables that can affect the provision of a desirable model of urban management, it is necessary to obtain the most important ones from the perspective of domain experts for the management of future cities. Urban management was first acknowledged when in 1976, along with concepts such as the sustainable urban development program and the healthy city project, it was included in the agenda of one of the United Nations development programs under the title of urban management program. This program, which was proposed to help the development of third-world cities, is a set of policies and programs provided for cities in developing countries, especially big cities. The urban management structure should be based on the principles that create the foundation of this structure. These principles can be enumerated as follows: - The principle of urban education and citizenship education, the principle of continuous consultation of citizens, the principle of documented and published criteria for the awareness and guidance of citizens, the principle of respecting time in actions and implementation of affairs, the principle of gaining the trust of the public and the private sector, the principle of authority and responsibility, the principle of reviewing and revising the actions taken, and learning from past experiences (Tavabakhsh and Arjmand Siahpoosh, 2009).

Table 3. Definition and concept of urban management with emphasis on integration.
(Source: Barakpour and Asadi, 2018 – researchers based on research background studies)

Churchill	1985	Emphasizing the idea of increasing complexity, argues that urban management does not only refer to the control of the city system, but also to the behavioral and process relationships of the numerous actors and the interaction of the inhabitants with each other or with the government or the city administrators
Baker	1989	Urban management needs to have a broader view of the issues because of the simplistic response that sectorial structures give to the intensely complex nature of rapidly growing cities
McGill	1998	To define urban management, we need to understand what the driving force of the city is, find a way to ensure that the existing organizational complexity of urban management corresponds to the complexity of urban issues, and to guarantee that there is a match between the officially declared and binding strategy and the existing operational capability of urban management
Stern	2000	Urban management means managing urban affairs and more efficiency for using World Bank loans. Sometimes urban management is considered as a tool for the implementation of urban policies, which means the science of community administration.
Chakrabarti	2001	by adopting an integrated management approach with flexible principles and taking into account the uncertainties and dynamics of the urban environment, it is possible to achieve the justice in solving complex interests and multiple beneficiaries
Saeed niya	2010	Management means planning, organizing, supervising and motivating, urban management must carry out plans for the city, organize urban activities, supervise the activities carried out, and even motivate for optimal implementation of affairs
Dick	2006	Urban Management strives to coordinate and integrate public and private actions to overcome the problems of city dwellers and create more competitive, equitable and sustainable cities
Ziyari	2008	Urban Management has been established using scientific management and the latest findings on the best ways to deal with human and environmental resources
Nalatiga	2009	In general, if management is considered equivalent to decision making and supervision, urban management includes supervision and decision making in urban affairs

Dimensions and Patterns of Urban Management

The management and administration of cities are influenced by various forces and sectors, including the private sector. Therefore, the city is the result of the individual and collective decision-making process of these groups. Among these groups, some have the authority to lead and coordinate, and the rest follow them. The mentioned groups, as activists of the urban space, guide and develop the city in accordance with their goals and desires. The types of activities of these groups in the management of cities vary in different societies and are directly influenced by how these societies are organized (Gleason and Spiller, 2012). In decentralized societies where democracy and citizenship dominate, the art of urban management is done systematically, tactfully, and according to the demands and needs of the citizens, based on the coordination and unity of all the factors affecting the administration of the city. In these communities (local governments), urban management plays a major role in the affairs of the city, and the result of this type of governance and management is the advent of advanced cities based on the participation of all the building forces of the city (Baclija, 2013).

Moving towards a participatory urban management system requires a fundamental and extensive change in the nature characteristics of institutions, and such a change mutually affects

the actual functioning of each activity. However, in societies that are governed according to a centralized system, cities are mostly governed in a centralized manner, and according to the will of the ruling forces and without considering the position of other urban groups, especially citizens. In these communities, local governments have not been fully formed, and the management and administration of all urban affairs are exercised by the central government, due to the strong concentration, they face many socioeconomic problems. Urban management in such societies, due to various reasons, lacks the necessary coherence and coordination in the management of the affairs of cities. Moreover, due to the imbalance and inefficiency of urban management in controlling the physical growth and expansion of cities, we witness many disturbances and disorders in the cities of these societies (Yarahmadi and Avakian, 2015). The integrated management versus dispersed management model has three dimensions, and in urban management, it seems important to pay attention to these dimensions and their relationship to each other. The first dimension is the functional dimension, meaning that the different functions in the city must have integrated and related management. The second dimension is the spatial dimension. Based on this, the urban space is not only equal to the legal boundaries of the city, but it also includes the suburbs and periphery of the city, which are mutually connected with the city center. Therefore, the whole city is one space and this single space cannot be divided. The third dimension includes the people and beneficiaries of the city (Barakpour and Asadi, 2009).

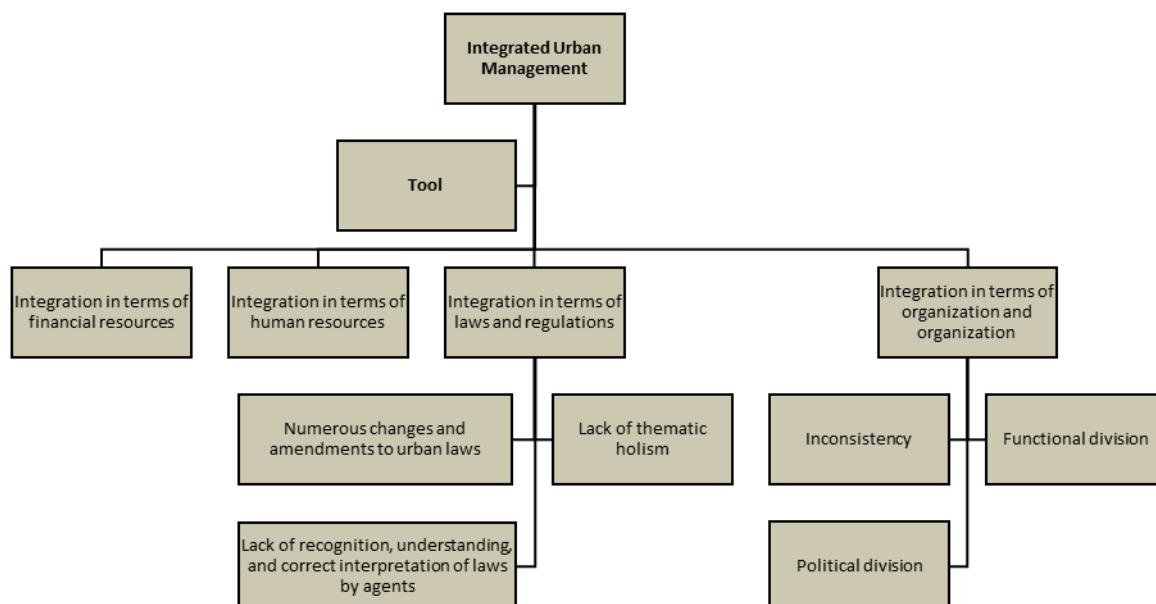


Figure 1. Urban integration management structure (Source: research findings, 2023)

In one classification, three urban management models can be expressed:

Participatory Management Model: Participatory management means citizens have the power to influence decision-making and they receive a share of power (McEwan, 2005).

Integrated management model: inter-organizational coordination is the process of creating or applying decision-making rules established by two or more organizations collectively and regarding their work environment (Chakrabarty, 2001).

Strategic management model: It means going beyond the daily urban issues and avoiding drowning in them, which requires a broad and long-term vision of the future or having a strategy in the field of urban development (Haslett and Olsen, 2002).

In another typology, four types of administrative structures and main models can be mentioned, which, according to the division of responsibilities, are as follows (Bertrana and Margre, 2008).

- Weak mayor-council structure
- Strong mayor-council Structure
- Commission System
- Council Manager System

In another view, there are two spectrums of urban management models: the European urban management model and the urban management model in the United States. Four models of urban management can be identified in Europe: the strong mayor model, the collective leadership model, the commission-led model, and the council-manager model. In addition, the study of urban resources in the United States indicates the existence of four major models of urban management in this country: the mayor and council model, the commission model, the council city manager model, the open urban gathering and meeting with the representative model (Ayini, 2013). In the management model in Europe, three managerial factors are mentioned: planning, implementation of urban management programs, monitoring, and promotion of urban management programs, certain characteristics are needed for good urban management, which include having the necessary information about the urban system, relevant organizations and the process of activities. It should also be noted that the private sector, pressure groups, and the general public can contribute to the improvement of urban management, and by using these contributions, they can achieve the necessary funds to improve the economic situation, so that these functions can affect the citizens, the urban environment, and the efficiency and production capacity of the city (Pieter meine and Dijak, V 2006).

Table 4. Criteria for identifying traditional and modern management. (Source: Mehdi and Najafi, 2005 and researchers based on background studies)

Row	Criteria	Traditional management	Modern management
1	Organizational styles	concentrated	Decentralized
2	Management and decision-making methods	Inflexible, relational	flexible
3	Implementation of decisions	Time and place constraints	Through notification and request
4	Expertise	Incomplete and relational	Related to urban and specialized management
5	The leadership power of managers	unrelated	strong (coach, supporter)
6	Practical training	weak	Documented and continuous training
7	Supervision	low (trial and error)	Strong, versatile
8	Rules and regulations	Weak and superficial	Logical and Binding
9	driving force	Complicated and strict but ineffective	private sector
10	Work pattern	Government sector	Project and mission
11	Participation	Arbitrary	active
12	Policy	passive	Targeted and forward-looking planning
13	Strategies	Routine	Specific, long term
14	Solutions	Indeterminate, intermittent and short-term	Transparent, public
15	Thinking - vision	Opaque, hidden	systemic - general
16	Type of resources	ethnic and tribal	Relying on human development
17	doing work	Use of natural resources	group
18	Monitoring and evaluation	individual	continuous
19	Productivity	low	High
20	Distribution of resources	low	Appropriate, systemic
21	Sourcing	Inappropriate, relational	competitive
22	Circulation of resources	non-competitive	Fast
23	risk taking	slow	High
24	planning	low	Decentralized planning
25	Management coordination in system implementation	Limited planning	homogeneous, harmonious
26	the approach	Heterogeneous, harmonious	Bottom-up approach in design, implementation and evaluation
27	time and Location	Top-down approach in design, implementation and evaluation, personal approaches	Infinity of time, Location and attention to past place and time

Urban Governance

The governance system is transparent and allows citizens to participate in decision-making. Information and communication technology facilitates the participation of citizens and access to information and data related to the management of their city. By creating a continuous and efficient governance system, communication and cooperation barriers can be eliminated (Pourahmad et al., 2016). However, citizen participation is a key point of smart cities and has been cited as one of the requirements for good governance (Givinger et al., 2010). By employing educational institutions and investment in technology, partnership with the private sector,

and using new technologies in this sector, we can involve institutions (government, non-government organizations, associations, cooperatives). Therefore, through managerial responsibility, efficient governance, economic development, improvement of welfare, and quality of life are possible (Koleman, 1990). Managers are responsible for improving the quality of life in smart cities, reducing inequalities, and providing access to various urban services (Haley, 2006).

Table 5. Experimental studies of governance variables in urban management.

(Source: Researchers based on research background studies)

Quality of life	Enjoying the quality of life in smart cities depends on the interaction between government and private institutions using information and communication technology and providing services and access to social and environmental resources. Nirot et al. (2014), Latre et al. (2016), Bahagia Nathalie Silva (2018), Smagilova, Hughes, Dwivedi et al. (2019), Adeoluwa Akande (2020)
Transparency (TRANS)	Transparency in decision-making leads to more communication between the government and citizens, reducing corruption, and creating a democratic environment. Shevar and Dean (2003), Moich (2003), Edendal (2003), Harrison (2012), Chorabi (2012), Albino et al. (2015), Blanche et al. (2020)
Cooperation (co)	Cooperation of citizens with the government and any interactions between institutions and private government organizations helps to improve the social process. Deuce (2010), Caraglio et al. (2011), Nam and Pardo (2012), Harrison et al. (2012), Koldahl et al. (2013), Capdevila and Zaranga (2015), de Chang et al. (2015), Ahmed Pourahmad et al. (2016), Engelbert et al. (2019)
Participation (p)	Active participation in human and social capital; Supporting the decision-making process and ensuring development, participation of citizens with institutions and the government, creates interest in proper performance and maintaining justice. Pourahmad et al. (2016), Davis and Teresa (2002), Meir and Wildem (2003), Shull et al. (2009), Giffinger et al. (2010), Carraglio et al. (2011), Harrison et al. (2012), Damri (2013), Lee et al. (2013), Oli et al. (2014), Paya et al. (2015), Capdevila and Zarlenga (2015), Adeoluwa Akande (2019), Dwivedi and Raman (2019), Wowiswezi and Litrás (2020).
Communication (COM)	A continuous dialogue between the government and citizens and their institutions and audience with the help of information and communication technology to creates communications that lead to the correct decision-making for optimizing and solving problems. Komnenos (2002), Odendaal (2003), Hollande (2008), Chen (2010), Caraglio (2011), Komnenos (2011), Chorabi et al. (2012)
Responsibility and Accountability (ACC)	Accountability of rulers and transparency in responsibility leads to the reduction of corruption and efficient governance, economic development, improvement of quality of life and well-being of citizens. Moeij (2003), Haley (2006), Chorabi et al. (212), Hernandez et al. (2013)

Principles and Components of Urban Management

During the last few decades, especially since the 1990s, a new paradigm of urban management has received increasing attention from international organizations, local governments, local authorities and citizens. In this paradigm, newer urban roles and functions have been defined to involve the urban management system and citizens in planning, policy-making, monitoring, and proper and logical direction of urban life (Parker, 2013). The main focus of new management programs is on strengthening large and small foundations to improve the management of urban economic growth, city development and urban poverty reduction (Baclija, 2013).

A) The political Principle of urban management: The way of decision-making and Implementation in urban management is one of the matters of interest to administrators and those involved in urban affairs. Based on this, achieving the development and improvement of citizens' living conditions as the main goal of city managers requires the direct participation of interested social groups in identifying and searching for appropriate solutions to problems, and this will not be possible except through the proper analysis and distribution of power in the society. McGill, 1998).

B) The economic principle of urban management: The rapid expansion of cities causes problems such as determining the location of production units and households, migration and marginalization, transportation, housing, the optimal size of cities, distribution system, and pollution of the urban environment, all of which are among the issues that fall into the scope and duties of urban management. In urban management, economic tools are used to explain the urban problems. Contrary to economics, urban management does not look at human beings as a production factor, but as a beneficiary in urban issues (Pourahmad et al, 2015). However, urban management is concerned with that part of urban activities and spaces that is called the public sector from an economic science perspective (Mazini, 1999).

C) Legal principle in urban management: The issues arising from the state of private and public ownership, administrative, military domains and influence, etc., each has a special complexity, which necessitates the existence of city legal systems. In fact, it is only in the presence of an efficient and capable system of urban law that we can hope for the success of urban management (Meshkini, Lotfi, and Ahadi, 2013).

D) Socio-cultural principle of urban management: Urban management as a comprehensive management institution, involved with the broad and complex issues and phenomena of the city and urbanization, is naturally influenced by its social conditions and coordinates and adapts itself to the potential considerations and the resulting limitations. Urban management requires a high level of citizen cooperation and acceptance of generally accepted rules and controls. This cooperation relies on both the understanding of the quality of urban management and cultural attitudes (Malayeri and Planning, 2010).

E) The planning principle in urban management: The ultimate task of any management system is to implement plans and programs and achieve the goals that have been set for it in advance. The urban management system is not an exception to this rule and according to its definition and practical duties, it is responsible for planning and urban development and implementation of related plans and projects. Performing these tasks is a kind of planning and social identity. Among the other aspects of urban management, we can mention the technical principle and the administrative and social principles (Vegline, 2018).

The revolution of urban management ideas and its challenges

Since the 20th century, various theories concerning urban management have been proposed, each of which has pursued specific goals according to the time and conditions. Each of these theories has turned into another theory based on the problems and challenges ahead. The following table presents the evolution of urban management theories and their challenges.

Table 6. Urban management ideas and their challenges. (Source: Author based on Razavian et al., 2012)

Theory	Time	Objectives	Challenge
Traditional regionalism	The early 20th century	Efficiency thrift Effectiveness	Multiple local management, and consequently wasting funds
Reformism (macro model)	After World War II (its peak in 1950s and 1960s)	Directing the residential patterns and industrial clusters as a continuous mosaic Continuous mosaic in all urban, suburban, regional scales	Numerous local government institutions and separate structures, and the preparation of multiple and uncoordinated plans inefficiency in providing services due to the lack of coordination between existing institutions (unequal distribution of local public services)
Public choice	Late 1950s	Competition Innovation	lack of innovation in metropolitan governments increasing production costs in metropolitan governments Lack of independence of local governments
Regionalism (metropolitan governance model)	Since 1990	Cooperation and participation Paying attention to economic development in the global economy Providing solutions for intra-regional issues with the participation of all actors	Inappropriate institutional segregation structure Losses resulting from globalization Lack of participation of all actors

Discussion and Research Findings

Urban management challenges

Numerous researches have been conducted on different aspects of the city; however, only a few of them focused on the issue of urban management and consider it to be effective in the performance of the city. What is important is how the city government needs to reform to the city management and translate these reforms into positive economic outcomes for the city (Baclija, 2013). The challenges can be classified into several general categories. According to this research, economic issues such as unemployment and urban poverty are considered the most important problems in cities. Issues such as improper disposal of solid waste, improper collection of solid waste, lack of water and sanitation facilities, poor health and treatment services, and air

pollution are among the health and environmental problems of cities. Transportation and accessibility are another part of the problems of cities. Finally, we can mention social problems such as low civil society participation, violence, crime and delinquency, safety, and discrimination (Brinkerhoff, 2011)

Since the 1980s, local management systems have faced major changes in Europe and more recently in developing countries to adopt new approaches which have challenged urban management.

- Changing relationships between government and local communities, especially in the form of decentralization and adjustment of decision-making processes and financial relations;
- The emergence of new forms of local governance and the appearance of partnership for management, which leads to a redefinition of the buffer and the front between the people, the public sector, and the private sector;
- Following the Rio Summit, a commitment to sustainable development as a holistic and cross-sectorial vision of development that requires the coherence of management actions and activities and the expansion of cognition and forecasting;
- Increasing opposition to projects having adverse effects on the environment, for political and economic reasons, as well as due to media liberalization and diversity;

One of the results of the above challenges is the complexity of management and the necessity to create wider communication for its successful implementation. This type of urban complexity has been the subject of debate and controversy for decades in developing countries and is now considered a major challenge. In this regard, the approach of good urban governance is the most effective, low-cost, and sustainable method of management, which is created with the cooperation of the three pillars of government, civil society, and the private sector, and highlights the role of social participation; and has four main principles: accountability, transparency, participation, effectiveness and efficiency (Desthieux and Repetti, 2005).

Classification of urban management challenges

Here, following what has been customary in the field of urban planning since the 1960s, i.e., the definition and separation of planning theory and theory in planning and transferring the point of emphasis from the product to the process and procedure, the challenges facing urban management in terms of their emphasis and their relationship with the content and subject of urban management, as well as in terms of the process and procedure of decision making and implementation, can be classified into two categories: content and procedural challenges. According to Faloudi, the distinction between content and procedural theories is not only limited

to theoretical discussions but rather reflects two completely different types of problems that urban planners and managers face (Goldfrank, 2019).

Content Challenges: Issues and problems such as unofficial settlement, expansion of the unofficial part of the city, inappropriate urban services, and lack of sanitation, which were mentioned in the first chapter as the challenges of rapid urbanization, can be categorized among the conceptual and content issues of the city. Additionally, most of the issues and problems that are classified from the perspective of municipalities fall into this category (Goldfrank, 2019).

Procedural Challenges: Although these issues, which concern the planning and administration system of the city are intangible and hidden, they are more fundamental than the content and overt issues of the city, because they create or exacerbate the content issues. Weak institutional capacity of cities, isolation, and division of different departments of city administration, lack of motivation and initiative in creating fundamental changes in the city, resistance to change, and inappropriate relations between the government and local and city administrations are among these challenges. Any fundamental change in the city and the reduction of its content issues depends on fundamental reforms in urban planning and management approaches and systems (Barakpour and Asadi, 2017). According to what was explained, the challenges of urban management based on the studied sources are as follows in Table 7.

Table 7. Urban management challenges.

Main challenges	Description	source
Failure to correctly define the role of urban management	Efficient response to the problems and issues of cities with an active and not passive approach, the main challenge of urban management, lack of attention to urban management as the main tool to solve urban problems	Borja and Castells in Repetti and Desthieux, 2005 Van Dijk, 2006 Hambleton, 2004 Freire, 2001 Brinkerhoff, 2011 Hambleton, 2002 Barakpour and Asadi, 2017 Barakpour, 2018
Ambiguity in the definitions of urban management	The failure in defining the concept of urban management, the use of the term urban management without considering its meaning	Bačlija, 2010
Lack of urban governance in urban management	Lack of effective management in city growth (qualitative concept of development), lack of effectiveness and productivity due to illegitimacy	Rakodi 2001 Davey Borja and Castells in Repetti and 2005 Desthieux, 2019 Bačlija, 2005 Parker, 2013 Brinkerhoff, 2011 Barak pouro Asadi, 2008 Malekipour, 2009

		Meydari, 2006 Yarahmadi & Avakian, 2016
	The contrast of old assumptions and new perspectives in urban policy making (inefficient incentives and resistance to innovation), the need to increase the productivity of the government due to neoliberal developments	(Bačlija, 2010; Borja and Castells in (Repetti and Desthieux, 2005) Hambleton 2002 Brinkerhoff, 2011 Bačlija, 2010
	Low transparency and predictability in the decision-making process	(Parker, 2013); Borja and Castells in (Repetti and Desthieux)
Lack of integration in sustainability dimensions	Lack of a coherent and integrated view of economic, social and, environmental dimensions in the city	Rakodi 2001 Davey Borja and Castells in (Repetti and Desthieux, 2005) (UNHSP, 2004)- (Van Dijk ((Van Dijk, Bačlija (2010) Tavabakhsh & Arjmand Siahpouosh, 2009
The negative effects of globalization	The extreme competition between cities to attract investors (global companies), the need for participation (shareholders) in urban planning (creating an attractive environment for citizens and companies), the lack of necessary infrastructure to attract investors, the emergence of multicultural cities	Van Dijk, 2006 Bačlija 2010 Wegelin 2018 Leitner and 2010 UNHSP, 2004 Freire, 2001 Ayini, 2013
Decentralization and issues of local governments	Granting duties and authorities to the local level; more importance and responsibility of local governments, greater independence of city governments	Borja and Castells in (Repetti and Desthieux, 2005 Steinich 2015 Goldfrank 2019 Van Dijk 2006 Bačlija, 2010 Prud'homme (ECOTEC 2007) Hambleton, 2002 Pieter meine & Dijk V2006
Lack of legitimacy of governments (lack of social acceptance)	Lack of belief in the ability of the political-administrative system to act impartially (law enforcement without regard to justice), lack of people's correct understanding of the usefulness of losing some individual freedoms in favor of public interests (In terms of security, environmental quality and property value), the absence of a monitoring system on urban managers, and consequently their unwillingness to attract public support, tax evasion	Rakodi, 2001
Lack of proper planning and policy-making	Lack of cadastral maps and planned programs, establishing a longer time frame for decision-making, consideration of short-term horizons in the policy-making system, and planning of the automatic role of urban manager (for long-term strategic planning of city development)	Rakodi, 2001 Bačlija, 2010 UNHSP, 2004 Bačlija, 2010 Wegelin 2001 Meshkini, Lotfi, and Ahadi, 2013
Lack of sustainability	Increasing costs and decreasing sustainable revenues, earning no revenue from new developments derived from taxes or providing	Wegelin 2001 Mumatz, 2001 Leautier, 2006

services, incompetency in creating economic capacity for the city	Rakodi, 2016 Davey Borja and Castells in Repetti and Desthieux,2020 Bramezza, 2010
Increasing social inequalities, limited access of the urban poor to the city's infrastructure, increasing social deviations, and decreasing the safety and security of cities	(Rakodi, 2001) Borja and Castells in (eRpetti and 2005) Desthieux (Bačlija, 2010) Leautier 2006
Inefficiency in the use of natural resources, the presence of environmental pollution	Borja and Castells in (Repetti and Desthieux, 2005) UNHSP, 2004 Wegelin and Mumatz (Bačlija, 2010)

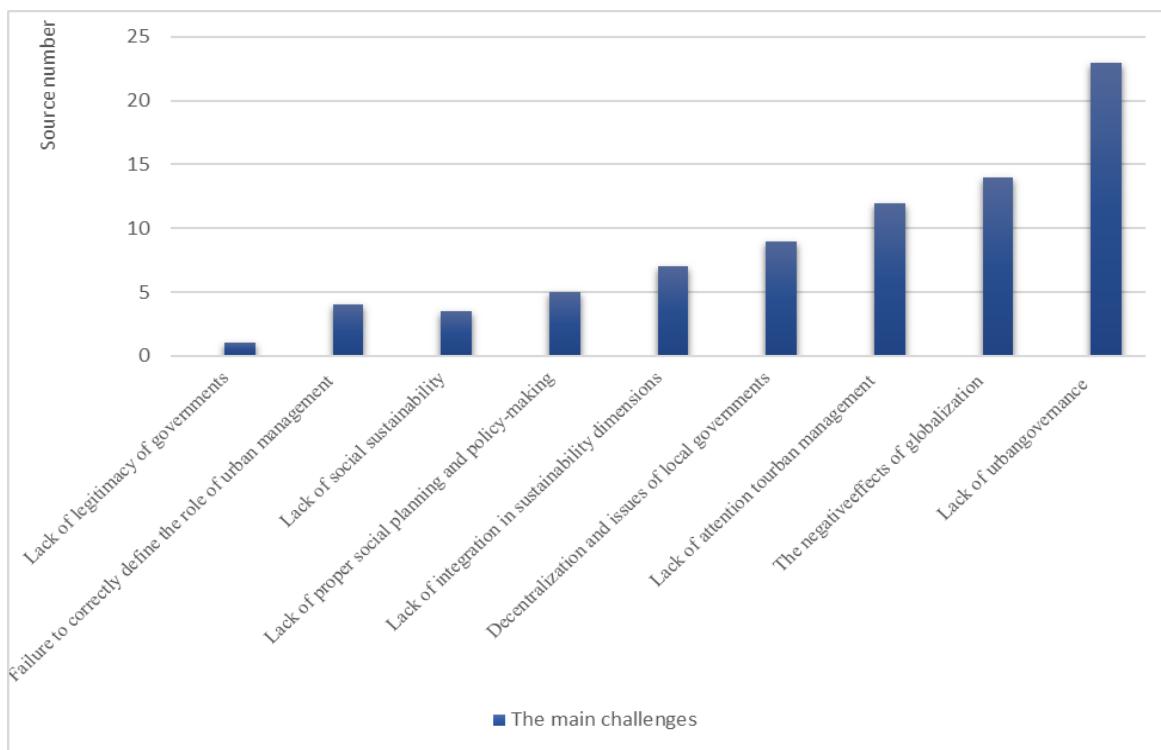


Figure 3. Urban management challenges from a global research perspective (Source: Researchers, 2023).

Conclusion and Suggestions

In this section, the findings of the systematic review have been discussed and interpreted, and according to the analysis of the selected studies extracted in terms of research methods, including the purpose, strategy, and type of research, it has been identified and extracted. By examining the history of research from 2000 to 2023, it can be argued that urban management is a process that will lead to a decision-making system, the degree of success or failure of urban management

depends on the power and legitimacy and the legal, social and economic structure of the society to be managed or the integration of city management, which is sometimes referred to as urban unit management. One of the concepts that is heard a lot is a city as an integrated system whose management must also be integrated; Because cities have a single and integrated identity. The experiences of different models of urban management in the historical periods of the country effectively help recognize and determine the basic strategies of urban management in today's world, in such a way that the correct understanding of valuable historical experiences and their use, increases the success rate of urban development models, especially sustainable urban development. Since urban management is faced with different ideas in decision-making due to the dynamics of cities, and decision-making becomes complex, therefore it is necessary to adapt management experiences and prevent trial and error and slippage in decision-making; citizens should be more involved in the city's activities and decisions should be more scientific and efficient. This is why cities are assumed as an integrated system and as a living entity, which require dynamic and intelligent management to coordinate between different elements and set and achieve their goals. The historical course of trends and tendencies dominating the formal and content features of urban management in different periods represents a kind of formal, conceptual, content, and functional evolution of management. The model and structure of urban management in the country at the local levels require strengthening the position and role of local management and local community participation, multi-level and multi-factor governance for efficient and effective urban management by enriching the indicators of urban governance (citizen participation, accountability, transparency, responsibility, and justice). Strengthening good urban governance against the government-oriented urban management approach requires a political determination and strong resolution at the high levels of governance especially their belief in such a management model. This research is in line with Hosseini et al.'s study (2012), whose findings also indicate a positive and significant correlation between the characteristics of urban managers. What can be stated from the analysis of the studies of this research is that Iranian cities have problems and bottlenecks in the field of smartization, by examining urban management, the goals of urban management in today's world can be examined, and based on the results obtained from the analysis and data analysis, we can show how municipalities overcome their problems and point out the measures they have taken in their management area in order to improve the level of urban development and solve the problems of cities, and also compare the principles of urban management with developed countries. The results of Damri and Richardi (2015) showed that the city indicators include sustainability, flexibility, and quality of life. Furthermore, urban management needs a set of key resources that include organizational capital and environmental capital, including land systems such as transportation and pollution, and important management challenges, which is aligned with the results of this study. Bifulco et al. (2016) also stated that information technology and sustainability are the main elements in the city management process because they are the connection point with all relevant services in a city and

play a key role in city planning. In particular, sustainability and information and communication technology can be used as a tool to activate better urban management, and this is also aligned with research.

Conclusion

Urban management consists of a set of decisions and processes that lead to practical and effective actions for the urban community, these actions are based on complex mechanisms, processes, relationships, and institutions through which citizens and groups express their interests, exercise their rights, and obligations, and raise their differences. The main challenge facing urban management is the problems caused by demographic changes and the increase in urbanization, which has reduced the quality of life in cities. In addition, the lack of urban governance elements and lack of social participation in the process of urban management are other important challenges of urban management. Low quality of life in cities, the negative effects of globalization, the lack of a proper definition of the role of urban management, decentralization, and the problems of local governments are other challenges facing urban management. According to the new ideas in the field of urban planning and urban management, paying attention to the citizens and social acceptability of local governments in order to create a better life in cities can be one of the main goals of urban managers in creating future policies and plans. The following are some suggestions for improving and promoting urban management and achieving optimal urban management:

- Strengthening the supervisory aspects of urban management;
- Implementation of comprehensive urban management to prevent arbitrary actions
Strengthening and formulating effective laws to overcome challenges to city development
- Attracting citizens' participation in solving city management problems and Issues
- Integrated planning and policy-making in urban construction and management
- Scientific thinking and conducting similar studies to identify urban limits and obstacles in achieving Integrated urban management.

Author Contributions

All authors contributed equally to the conceptualization of the article and writing of the original and subsequent drafts.

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Data available on request from the authors.

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Ethical considerations

The authors avoided data fabrication, falsification, plagiarism, and misconduct.

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Conflict of interest

The authors declare no conflict of interest.

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