

The Importance of Management in the Future Horizons of Policy Making, Decision Making and Planning of Organizations.

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Abstract

Today's human life is connected with public policies from all sides and every moment of his life is somehow related to policies. Complex political, economic and cultural issues surround us and the speed of environmental changes is more than we can imagine. The complexity, evolution and speed along with the global communication that engulfs the countries today has made the policy makers face a serious responsibility, they must be equipped with new tools and methods to make decisions in such a space and to achieve this goal they must base new knowledge in policy making. In general, decision-making is a mental process that all human beings deal with throughout their lives. The decision-making process takes place in the light of culture, perceptions, beliefs and values, attitudes, personality, knowledge and vision of the individual and these factors have a mutual effect on each other. In contemporary management, decision making is defined as the process of solving a problem, and decision making is often called problem solving. It can be said that all the activities and actions performed by human beings in all fields are the result of the decision making process. This article examines the importance of management in the future horizons of policy making, decision making and information systems planning.

Keywords: Policy, future horizons, general policies, management, information systems, planning, decision making.

Introduction

One of the important elements of social life is leadership and management.

The necessity of this importance in social life is so much that even many animals that live socially choose a manager based on instinct and follow him.

The role of the manager in an organization is like the brain in the human body, and just as the brain is responsible for making decisions with the information it acquires through the senses and nervous system, the manager of an organization is also responsible for guiding the organization in the desired direction by making a decision. It is a catch. Many decision-making and management can be considered synonymous; Because decision making is the main part of management; For this reason, knowing the decision-making process is very important (1).

In order to make a favorable decision, one must be able to predict the value of each of the possible results that will be obtained after making the decision, and implicitly compare these values with some kind of quantitative scale, and check the probability of success, which This will not always be easy. Decision-making is one of the integral components of management and it is manifested in every management task; In determining the policies of the organization, in formulating goals, designing the organization, selecting, evaluating, and in all management practices, decision-making is the main component and the main pillar.

The policy of information systems at the company level with a comprehensive and non-contradictory attitude has created a launch pad for the planning process.

The systems program, in turn, harmonizes the policy and is considered as the foundation for starting the methodology of creating systems (1,2).

Without a correct policy formulated by the highest level of management and also without a well-defined system plan, the effort to implement the methodology of creating systems is futile.

The highest level of management should make a policy that includes all the departments and executive tasks and eliminate all the information systems that are designed based on the information needs of only one part and work based on separate and daily tasks.

The highest level of management should clearly and loudly convey this point to everyone's awareness that the information system is as important for the organization as the land, buildings and equipment (3).

The topic of policy is one of the important topics of management science, which has been seriously considered by experts during the last three decades. Public policy has emerged as a young science after World War II. The main role of the government in the new world is "public policy". Governments, which include the executive and legislative branches, shape public policies, "implement" them, and then "evaluate" what has been implemented. Public policies are general directions that determine how government organizations and institutions will act in the future and usually arise to deal with a public problem and problem and to solve it (2,3).

Public policies are logically based on two premises; A "descriptive" and "explanatory" introduction, a "value" and "normative" introduction. This rule is correct for all policies and in different fields (cultural, economic, political, social, etc.). It is possible to criticize any policy by criticizing one or two of its introductions. The constitution, subject laws, religious values, social philosophy, political ideology and ethics are the most important sources for policy criticism. The effectiveness of public policy in the new world is the result of the emergence and spread of science and its use as one of the sources of policy (4).

1- Policy definition

The literal meaning is policy, statute, creed, method and procedure. The first word that comes to mind from policy is politics. But sometimes the meaning of a word is not directly deduced from the word itself, such as the word "motivation" which is often used in management instead of purpose, but in Arabic it means stimulus and "movement" is hidden inside it.

From a point of view, "policy-making" is equivalent to "decision-making", that is, it can be considered a type of decision-making because when a policy is determined, it is taken in the same position as a decision. with the difference that the policy is higher and more basic than case and secondary decisions. Therefore, a policy is drawn and then decisions are made according to the standards foreseen in the policy (1).

For the continuation of life, the organization or society must go through situations and reach the desired situation from the existing situation, but before the possibilities and ability to reach the desired situation are discussed, the basic principles of transition from the existing situation to the desired situation are discussed; Therefore, the policy is the general and necessary rule and principles for actions and planned movements.

A policy is a general rule that must be followed by laws and regulations. The general policy includes the components that are called the goal, content and effect (2).

1-1- Features of the new policy-making knowledge:

1-1-1- Avoidance of acquisition methods:

In any new policy making knowledge, we must pay attention to the scientific principles and not ignore the facts. The policy makers should not fall into the mistake that the experimental methods will provide them with the solution to all the problems. Methods are subject to problems, not problems subject to methods (2).

In policy making, the accuracies of the results cause us to make mistakes. Because not all things can be sensed by means of knowledge. And this is a point that is well expressed in this proverb "It is better to reach the right conclusion than to be wrong."

In the new knowledge of policy making, some kind of exploratory and innovative methods should be used instead of rational methods (3).

2-1-1- Responding to the changing environment and shaping it:

The new policy making knowledge should be designed based on mutual relationship with the environment. In facing the changing environment, one should be prepared in advance and while responding to the environment, if necessary, shape it to one's advantage. Active and appropriate coping with the environment is one of the characteristics of new policy making knowledge that gives us the power to have an effective interactive relationship with our changing environment (1).

3-1-1- Paying attention to historical experiences but not being trapped in the past:

In the new knowledge, the organizational policy should be such that we learn from the past and history. But let's not stay away from the changes and developments of time. The future is definitely not the same as the past, but the threads that connect the future to the past are very strong. We can build the future based on the past. While what I have made may be very different from the past (4).

4-1-1- Maximizing success and minimizing failure:

The new knowledge of policy is to maximize the probability of success and minimize the probability of failure. Adverse events should be identified and efforts should be made to avoid them as much as possible. And in front of the desired events, we should define and determine and try to reach them. Therefore, it is very important to know the events and determine the probability of their occurrence. Creativity and dynamic mind help us in this field more than quantitative calculations and measurements (3,4).

5-1-1- Necessity of policy making methods:

Absolutism in policy making was not a working method. And the model should be selected according to the conditions and requirements. In some cases, it is better to develop a policy with minor changes and refrain from extensive changes. In some cases, it is necessary to make major and fundamental changes. and acted decisively to solve the problem. In general terms, different conditions require different policy methods. Therefore, in the new theory of policy making, there should be flexibility to the extent that the models can adjust themselves to incompatible conditions.

In new theories, dynamism should replace static, and flexibility should replace difficulties and hardships (5).

6-1-1- The ability to deal with extensive complexities:

Today's issues are much more complicated than in the past, and policy-making must be able to face these complications and understand their depth. Facing issues that are simple and easy to understand should not be used as a criterion for decision-making, but should be taken to the depth of the issues and decisions should be made with foresight and complex theory. Opinion is one of the complexities of today's decision-making issues. The human mind

does not have the ability to face these uncertainties and they must be overcome with the help of scientific and statistical methods and relying on information systems (2,5).

7-1-1- Being responsible in critical situations:

Crises are unexpected and predictable events for which decisions should be made quickly. Nowadays, there are more and more scientific discussions about crisis management, which is actually decision making in times of crisis. But most of these efforts are done with the aim of maintaining the status quo (6).

While the new policy making knowledge should be able to respond to future crises, and deal with the crisis before it occurs. Consistently speeding up decision-making in times of crisis and having predetermined plans for emergency situations are among the recommendations that continue to be made for policymaking in crisis situations (5,6).

8-1-1- Political trends in policy making:

Political realities should be reflected in policy making. These facts as limit. Rather, they act as policy guides and guide policy makers.

Therefore, in new knowledge policy making, it is necessary to embed a mechanism that provides the possibility to be aware of policies in the related field. While paying attention to the political realities, the policy makers should not be drowned in politics and lose their nobility towards the issue (6).

9-1-1- Being sensitive to the successes and failures of others:

New theories of decision-making should be equipped with feedback systems that inform them of the experiences of others and make them benefit from the failures and successes of others. This historical teaching has not taken a place in our knowledge of today's policy making, while it has been very fruitful and effective and can help policy makers in many aspects (7).

10-1-1- Emphasis on the basic policies of the society:

The new knowledge of policymaking should have a holistic view and consider the basic policies, main strategies, areas of political thought and general lines of ruling thoughts. Basic policies act as a guide and guide the policy-making system towards the goal. Lack of direction towards general policies and main strategies will cause repeated fluctuations and changes in the adopted policies and this will cause irreparable losses (8).

11-1-1- Emphasis on basic choices with a holistic view:

You may have heard this famous Chinese saying, "Sometimes a half-step error in choosing a path can lead a person astray for thousands of steps." Therefore, the emphasis of the new knowledge is to make the right and basic choices with a holistic view. All decisions should be taken into consideration in the national and transnational arena and the balance between the components should be established in a continuous context. This feature prevents the one-dimensionalization of decisions and neglecting the whole, thus ensuring their success. Accuracy in initial choices and considering distant horizons is one of the characteristics of new policy making knowledge (6,8).

12-1-1- Being comprehensive and forward-looking:

Decisions and policies should not be formed under existing pressures, but should look to the distant future and be comprehensive as a broad umbrella.

Of course, it is necessary to pay attention to the current conditions in order to use the future process, and one cannot comment on the future without considering the current situations. Many examples of successful policies show that paying attention to the future, designing long-term and wide-ranging policies, and keeping an eye on current conditions are the main reasons for success. The policies to fight against poverty, unemployment and development, and on the hour, are among these policies. In general, all social efforts to create change must look to the future, and the only way to achieve this goal is to design forward-looking, long-term and comprehensive policies (9).

13-1-1- Attention to social structures and institutions:

In policy making, it is necessary to pay attention to organizational structures and various institutions that exist in the society. Policies are carried out in different stages, from discovery to implementation and evaluation in the

organization, and structural factors affect decisions in different ways. Political decisions should be formed according to social and cultural structures, and this does not mean matching policies with social structures, but means coordinating the two with each other. In societies where policies are aimed at changing structures, it is more necessary to recognize social and cultural structures and to be aware of how they function, and without this knowledge, policy making will not be successful (7,9).

14-1-1- Policymaking in conditions of uncertainty:

Today, the environmental conditions are changing and transforming at a dizzying speed, and policy making in such conditions is highly dependent on possibilities. The future is mainly formed by unstable, uncertain, dynamic and slippery factors, and probability and luck play a major role in giving it direction.

In such conditions, theories of uncertainty and theories of disorder are essential for policy making (8).

New policymaking should be able to predict uncertain futures, and models based on certainty are not able to help us in this situation. We should look for models that, with uncertainty and uncertainty, such as fuzzy and chaos theory, indicate the beginning of efforts that make uncertain futures predictable and controllable within specific limits, and new policies should be based on techniques and techniques. These theories are equipped and prepared to face the turbulent and uncertain years ahead (9).

15-1-1- Creativity and innovation in decision making:

With old methods and old solutions, we cannot welcome the future, new policy making knowledge must find new solutions and possibilities and use creativity and innovation in its decisions, although apparently, this The recommendation is simple and easy, but it is difficult in practice, because people and organizations generally resist new ways and methods and refuse to accept new successors due to familiarity with a series of solutions. . Established minds and traditional organizations simply cannot ignore past experiences and accept other solutions. Therefore, in order to create innovation and creativity in policy making, he should find methods of encouragement, training and guidance to help policymakers and make them successful in realizing this. In this field, many research works should be done and the psychology of creativity and innovation should always be considered. From an organizational point of view, the creation and expansion of research and development units will be a positive step in this field (10).

2- Decision making

There are two basic factors in any type of decision making:

- The value of the results of making a decision and its implementation, or in other words, the expected value of a person
- Chance and possibility that in case of action, there will be to achieve possible desirable results (10).

According to Herbert Simon, decision-making is the main essence of management, and management can even be considered synonymous with it. He presented his decision-making theory under the title "Manager as a decision-maker". In his opinion, a decision maker is a person who is ready to step on one of the paths at the crossroads, at the moment of choice. If we consider management as synonymous with decision-making, it is no longer just one way of decision-making, but the title of decision-making refers to the entire process. In many organizations, especially administrative and public organizations, the decisions taken with different ratios include both executive decisions and policy making. Decision making and problem solving As stated in the introduction, decision making is a process related to solving an issue or problem and is often referred to as "problem solving".

In many cases, the issue or problem is very complex and only a part of it may be understandable and controllable. Therefore, decisions are usually not designed to provide ideal results or complete answers, but rather to improve the situation of the problem. In some cases, the managers may see themselves in such a way that they can only reduce the severity of the problems as much as possible until they systematically search for a completely correct answer for all the problems (9,10).

Russell Ickoff differentiates between problem solving, resolving, dissolving, and absorbing or digesting the problem and says:

- Solving the problem (Solution): It means finding the optimal answer, the best choice or the best option. Rational decision-making is an effort to find such an answer.



Steps	Necessary key skills
The feeling of trouble	Clarity of thought
Explanation and analysis of the problem	Collecting and receiving information
Determination of goals and standards	Accuracy of opinion
Finding possible solutions and cracks	Creativity
Evaluation of possible results	The power of prediction
Choosing the best solutions	Judgment and decision making

3-2- Using the model in decision making

A model is a pattern derived from reality and shows the relationships between variables and can be used to make predictions in decision making. By using the model, we can make the most favorable decision without having the risk of making a decision in the real world. By means of a model, the effects of various changes can be measured quickly and accurately, and the decision maker can be informed of their results without risk. Models are a perception of reality, but they are not the same as reality, and therefore do not accurately represent real systems. A desirable model is a model that has the main components required for analysis and decision-making, and although it is not exactly the same as reality, it provides a simple and suitable tool for analysis by the decision-maker by showing the relationships between the components (11).

1-3-2- Types of models

There are various models for predicting decision-making and analyzing management activities, but generally they can be divided into four categories:

- ☐ Verbal models: In verbal models, the model is expressed and explained in writing and in the form of phrases and sentences.
 - ☐ Graphical models: In these models, the relationships between variables are drawn in the form of graphs and shapes, such as the break-even point analysis graph, which is very useful in production decisions.
 - ☐ Visual models (3D): In these models, the physical condition of the subject is visualized in a certain scale, such as a replica of a building or a factory or a car showroom.
 - ☐ Mathematical models: Mathematical models show mathematical relationships between variables, such as the formula for determining the number of goods at the break-even point, is considered a type of mathematical model.
- In decision-making, efforts are made to choose the best possible solution using models, but sometimes such a precise scientific model is not available, so the exploratory-innovative method should be used. In this method, the person tries to find a suitable solution to solve the problem according to his experiences and mental abilities, although the heuristic model is not as accurate as the previous models, but it makes the person quickly choose the right solution for the problem (13).

4-2- Choosing the right model

A suitable model depends on the type of problem and goal of the decision maker and his situation and conditions. The appropriate model should include several factors that are involved in decision making. If decision-making does not require many factors and if a simple model meets our needs that expresses limited relationships between variables, it should be chosen. In any case, we should choose a model that will reach our goal faster, simpler and more accurately (12,13).

5-2- Choosing criteria for decision making

The final decision-making process consists of choosing a section from among different sections. The criteria that managers use to make decisions and choices are factors that are important in reaching the organization's goal. We can know these criteria through scientific analysis and examination of the organization's goals and policies. One of the most basic steps in decision-making is to find the criteria for evaluating ways by it (9,11).

6-2- Classification of decisions

The classification of decisions simplifies the work of managers and analysts in choosing decision models and criteria and decision making methods. Here we will mention two types of classification.

The classification of decisions in terms of confidence in the results obtained from different stages of decision-making is classified into three groups:

- Decision-making under conditions of complete certainty: when the decision-maker knows with complete certainty what the result or results of each possible clause is and under what conditions it will happen. In terms of decision-making, it is in complete confidence.
 - Decision-making under risk conditions: when the decision-maker does not know with complete certainty what the results of each clause are, but knows the probability of their occurrence, he makes a decision under risk conditions (10,13).
 - Decision-making in conditions of uncertainty: when the decision-maker does not know the probability of occurrence of the results from possible gaps; He makes decisions under uncertainty.
- Classification of decisions based on stages: other ways to classify decisions are based on the stages that are the criteria of action in decision making, which are divided into two categories.
- Single-stage or static decisions: are one-time decisions in which only the results of one stage are considered. In single-stage decisions; The decision maker does not consider the next steps and their results, and his intention is to make a decision about an issue that he has assumed to be fixed.
 - In multi-step and sequential decisions: the opinion of the decision-maker is focused on the next steps and the results of the decision. In such decisions, the goal is not to achieve a good result in just one step, but rather, it is the idea that a series of choices are made in such a way that a good overall result is obtained from their sum. Multi-step decisions are actually a set of decisions that are related to each other and the effects of each decision on the next decision are considered. The matrix decision-making method is a single-step decision-making process. The decision tree method is a multi-step decision (20,21).

One of the methods used for multi-stage analysis is the decision tree. In multi-step decisions, where decision-making depends on taking a series of consecutive decisions, the mentioned method is a very useful and effective method (14).

3- The place of policy in organization management

Policy is a key concept in strategic management. More than addressing the position of policy in strategic management, it is necessary to briefly review the importance and necessity of planning. Planning is one of the most important duties of managers and precedes all other aspects of management. Achieving individual and organizational goals requires planning, so that even a small goal needs to be planned. Planning has a special hierarchy that is emphasized in all strategic management books. A plan begins with a statement of existential philosophy (mission, mission, and long-term goals), then short-term goals are determined based on the organization's existential philosophy. After short-term goals, strategies, policies, procedures, regulations and operational plans are placed. This hierarchy continues.



1. Mission
2. Short-term goals
3. Strategy
4. Policy
5. Procedure and regulations
6. Operational plans

According to this hierarchy and the position of the policy in planning and strategic management, it is clear that the policies are the most important tools of the managers in order to realize the strategies of the organization (15).

4- Preparations of the organization and management in policy making and decision making:

The basis of the general policy of movements and decisions is presented in a word called policy. The general and comprehensive policy includes the general characteristics of the decisions that will be made in the subgroups of an organization or society. In the macro policy, a basic issue is raised that all the decisions of the organizations and the system should be in that framework. In other words, "it is a comprehensive and guiding policy that includes all future decisions." Management is equivalent to decision making and policy making. Decision-making takes place in all management tasks, and for this reason, decision-making and management should be considered equivalent to each other. The policy as a macro decision is at the top of the management duties and one of the management duties must be in line with the organization's policy (8,13).

The origin of preparations:

- ✓ Necessity: The "necessity" factor, which is the first source of preparation, causes policy making and then decision-making in different organizational areas. It is necessary to have a "proportion" between the position of the policy maker, the policy itself and the message issued from it. Necessity is raised in the form of management duties such as planning, organizing, etc. If the management does not have the capability of "planning", planning will not take place. The scope of necessity is to the extent that a qualified manager needs to be familiar with other sciences, such as sociology and politics (22).
- ✓ Objectives: The second source of preparation is "objectives". Policymaking takes place in various fields - legal, economic, cultural, ethical, social, political, scientific, technical, etc. Knowing the goals of the policy and establishing a relationship between them indicates the ability or readiness for policy making and decision making. Every decision follows a goal, and the goal of each component of the system is "the main goal and policy of the system"; Therefore, the set of goals forms the components of the main goal system (20).
- ✓ Responsibility: The third source of preparations is "responsibility". Having sufficient authority makes it reasonable to carry out the responsibility. That is, for rational policy making, authority must be proportional to responsibility. In other words, the responsibility of the policy maker and decision maker should be appropriate to the subject of the policy.
- ✓ Creation of transformation: In addition to maintaining the status quo, every manager has ideas for transformation and optimization of the organization. The successful transformation of any organization is a reflection of a series of rational motivations that if there are no such motivations, the transformation will not take place and therefore the policy maker should try to "motivate rationality and the flow of transformation (middle managers)."
- ✓ Fulfillment of rights: The policy must be successful in fulfilling rights, and the policy maker must have "outside thinking" and understand the far and near areas of the organization. The organization interacts with the environment and the legal burden of the policy is for this reason. Therefore, the group should be recognized and the policy should be able to fulfill the rights of society and other organizations. As it can be well seen in all the preparation bases that were mentioned, the role of communication and interactions within the organization is very clear and must be well embedded and managed between the manager and the employees of the communication and media network (13,15).

5- The role of the manager in determining policy and planning

Managers play a very vital role in the planning and policy making of organizations. These roles include:

1. Strategic planning

Managers must determine the organization's long-term goals and design strategies to achieve them. This planning includes analyzing the internal and external environment, identifying opportunities and threats, and allocating appropriate resources (16).

2. decision making

Managers must make key decisions about policies and procedures. These decisions can have profound effects on the future of the organization.

3. Creating an organizational culture

By creating and promoting organizational culture, managers can provide a positive and motivating environment for employees. This culture can affect productivity and job satisfaction (17).

4. Leadership and motivation

Managers must have the ability to lead and motivate employees so that they can build effective teams that achieve the organization's goals.

5. Evaluation and control

Managers should evaluate the organization's performance and make necessary changes if needed. This process includes monitoring progress and compliance with set goals.

6. Change management

In today's world, organizations must react quickly to changes. Managers must have the ability to manage changes so that the organization can withstand new challenges and opportunities (16).

6- The importance of the manager in the future of the organization

- Predicting and adapting to changes: managers must have the ability to predict future trends and prepare the organization to adapt to these changes.
- Innovation: Managers should pay attention to innovation and creativity in the organization in order to remain competitive in the market.
- Sustainability: Managers should pay attention to the aspects of social and environmental sustainability so that the organization can act as a responsible institution in society.

Overall, the manager's role in planning and policy making is critical not only for the current success of the organization but also for its future (15,18).

7- Future horizons of policy making, planning and decision making in organizations

The future horizons of policy-making, planning and decision-making in organizations are influenced by several factors. Below are some of these horizons and trends:

1. Using big data and advanced analytics

- Data analysis: using big data and advanced analytics for evidence-based decisions and process optimization.
- Artificial Intelligence: Applying artificial intelligence and machine learning to predict trends and identify hidden patterns.

2. Agility and flexibility

- Agile management: Organizations should move towards agile management models to be able to quickly respond to market changes and customer needs.
- Rapid changes: the ability to adapt to rapid changes in the business and market environment.

3. Focus on sustainability and social responsibility

- Sustainability: attention to environmental and social aspects in policies and decisions.
- Social responsibility: Organizations must adhere to their social responsibility and pay attention to the effects of their activities on society and the environment.

4. Innovation and creativity

- Innovation culture: promoting innovation culture in organizations to develop new products and services.
- Inter-organizational collaboration: Collaborating with other organizations and startups to create innovative ideas.

5. Technology and digitalization

- Digitization: implementation of digital technologies in management and decision-making processes.
- Digital tools: use of digital tools to facilitate internal and external communication (18,19).

6. Managing diversity and inclusion

- Workforce diversity: attention to cultural, gender and ethnic diversity in the recruitment and management of human resources.
 - Inclusion: Creating an environment where everyone feels valued and can participate.
7. Risk analysis and crisis management
- Risk management: developing strategies to identify, assess and manage risks.
 - Preparedness for crisis: creating preparedness plans for facing crises and natural disasters.
8. Attention to customer experience
- Customer centricity: focusing on the needs and experiences of customers in planning and decision-making processes.
 - Customer Feedback: Using customer feedback to improve products and services (18,19).

8- Solutions for the success of managers in organizational planning in the face of future challenges:

In the future, managers will face new challenges and opportunities to succeed in making decisions. Some solutions that can help them include:

1. Using big data
 - Data Analytics: Collecting and analyzing big data to identify trends and patterns in order to make more informed decisions.
 - Analytical dashboards: using visual dashboards to view the status and key trends in real time.
2. Collaborative decision making
 - Multidisciplinary working groups: formation of diverse teams with different expertise to investigate different aspects of a problem.
 - Collecting opinions: using surveys and online platforms to collect opinions and suggestions from stakeholders.
3. Developing soft skills
 - Communication skills: Strengthen communication skills to clearly communicate ideas and decisions.
 - Stress management: learning stress management techniques and the pressures caused by decision making.
4. Agility and flexibility
 - Empiricism: testing ideas and accepting failure as part of the learning process.
 - Adaptability to changes: the ability to change the course of decisions based on new conditions and feedback.
5. Use of technology and artificial intelligence
 - Artificial intelligence tools: using artificial intelligence tools to predict results and analyze scenarios.
 - Automation of processes: using automation to reduce decision-making time and increase accuracy.
6. Focus on sustainability
 - Sustainable decision-making: considering social and environmental impacts in the decision-making process.
 - Social responsibility: adhering to the principles of social responsibility in business decisions.
7. Continuous training
 - Lifelong learning: encouraging continuous learning and keeping management knowledge up to date.
 - Workshops and training courses: participation in workshops and training courses related to management skills.
8. Risk analysis
 - Risk management: identifying and evaluating risks before making important decisions.
 - Crisis planning: designing emergency plans to face crises (21).

9- Discussion and conclusion

In the mentioned topics, the ways and methods of decision-making were discussed, which are proposed in comprehensive and rational ways. In these ways; The goal is to find the best solution among the possible ways. Also, the goal and problems are clear and clear; They can be expressed and the required information can be collected and available to the decision maker, by which he can logically choose the optimal solution. But in the real world, due to the limitations of time; Financial and lack of sufficient and reliable information, it is not possible to choose the best possible solution so easily, and the manager has to use experience. mental judgments; He makes limited comparisons and gradual changes in previous decisions and makes decisions with the information he has available, and although his decisions may not be the best, they are acceptable and satisfactory within the range of possibilities. Therefore, we should not limit ourselves to rational-comprehensive methods, and this article does not cause the rejection of these

methods, or that decision-making should not be subject to rules and a logical and regular method, but the goal is to present other methods that are in line with the realities of the environment and The real conditions of the organization and managers are more compatible and can better respond to the needs of managers.

Considering the importance of public policies in public administration, in this article, public policies were examined and analyzed. And it was observed that general policies provide a framework for other decisions of the organization. In today's world, organizations must react quickly to changes. Managers must have the ability to manage changes so that the organization can withstand new challenges and opportunities. The manager's role in planning and policy making is critical not only for the current success of the organization, but also for its future. The future horizons of policy, planning and decision-making in organizations are moving towards the use of new technologies, focusing on sustainability, innovation, agility and attention to human needs. These changes can help organizations to be more successful in today's complex and changing world. Creating more effective and responsive policies helps to better identify the needs of the society and as a result, the needs of the people of the society are better met. Future managers must be equipped with a combination of analytical, communication, technological and social skills in order to be more successful in the decision-making process. These approaches not only help to improve the quality of decisions, but also increase the trust and satisfaction of stakeholders.

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