



CHAPTER 30

Documentary review of strategic planning within Public Management

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ABSTRACT

OBJECTIVE: The main purpose of this research was to make a documentary review with the aim of making known the importance of a strategic plan within public management, since today carrying out such management requires many elements to become satisfactory. in all aspects. In other words, every company needs good organization and adequate control that can be achieved with a strategic management approach .

METHODOLOGY: The methodology used in this article has been under a quantitative approach, through the review of varied bibliography of national and international organizations as well as authors referring to the information previously investigated by them. **RESULTS:** As a result, it was evidenced that the use of the documentary review of strategic planning helps in public management by allowing plans, strategies and national policies to be carried out that are aimed at satisfying the needs presented by citizens. **CONCLUSION:** Finally, it is concluded that, at the international level, many companies, whether public or private, have presented a tendency to take into account strategic planning, since it favors their growth and development.

Keywords: Public Management, Strategic Planning, Company.

1 INTRODUCTION

Currently within the broad area of public management we find a systematic process called strategic approach, which is capable of developing and implementing previously detailed plans or projects, which provide execution facilities. All this with the objective or purpose set by the company, for which it requires the implementation of measures and training that allow the skills of the work team to be developed for a correct work development.

Public management is the body that manages a highly relevant company or state, seeking to provide and improve its services to people. That is why, within public management, the varieties of strategies and tools that are considered important for the effectiveness and efficiency of the services they offer are observed, improving the management and process of procedures, the use of technologies with the objective of carrying out the areas of work more effectively, and also improve the capabilities of employees through technology, improving the quality that is provided, so it is important to emphasize if public management had poor organization and/or administration, either for any of its different sectors, the effectiveness and efficiency of these would be dismal and there would be a delay with the objectives that the population expected (Machín et al., 2019) .

In addition, management in Latin America comes to be related as a changing state, due to the fact that over the centuries it has been adapting and evolving, obtaining new archetypes referring to the circumstances and environments, depending on the economic, political and social situation of the time (Valdéz, 2019).

Currently, public management is considered by the State as a process whose main purpose is to satisfy the deficiencies and illusions that citizens may present, all this through the establishment of more transparent and efficient tempering tools. In addition, this is a process that occurs gradually and only in governments that have previously established objectives, likewise, it is necessary to carry out a follow-up to ensure that it is being fulfilled in its entirety (Cepeda and Cifuentes, 2019) .

Public management is born as an alternative for governments that aspire to strengthen representative democracy, because it reflects that there is a great lack in the framework of acceptance by citizens; that is to say, governments are distrusted. In the same way, he mentions that public management in Latin America is important to apply due to its great benefits, which is defined as an agenda that involves changes in different areas of public management, which encompasses the various planning systems and management mechanisms (Pliscoff , 2017).

For Livari et al. (2020) indicates that technology in society must be encouraged by government powers, being them that promote through public management integrate and socialize within citizens, allowing them to know the development of the use of technologies in society; with the purpose of being able to improve the quality of life, which will be destined to offer more direct information to citizens.

In addition, Diaz (2017) mentions that it is important that in order to carry out public management it is necessary to take into consideration all citizens since they are part of public action and in the same way they can contribute to an improvement in management by incorporating them into all functions or administrative decisions so that they can have access and provide solutions so that they can work together.

Cohen (2017) points out that strategic planning is highly relevant within organizations, it has a fundamental role that provides status compared to others that lack it. In order to avoid a saturation of information within a company, tools are designed and coordinated that can provide opportunities and benefits, and in turn prevent future losses due to poor management.

Barreda (2016) comments that strategic planning is considered a systematic dynamic process of the points, both strong and weak, of an organization or system, in order to be clear about the threats and weaknesses that arise regarding the external environment. For which actions of a strategic nature are going to be formulated that will increase competition within the market and its fame within it, focusing on a more human praxis that allows demonstrating that this challenge is the responsibility of everyone in the organization. This process is divided as follows:

- Strategic management
- Strategic planning
- strategic plan

- Implementation of the control

Lopez and Pena(2016) consider that the competitive advantage has always been taken into account to carry out in organizations through a strategic plan determine the shortcomings and advantages to meet the objectives in a fast and results-oriented manner. The search for the objectives must occur avoiding high costs and putting first the recognition and comfort of the staff.

In addition, strategic planning is important and fundamental in all organizations, since it is an environment marked by uncertainty, and the constant changes in the market that makes the associations stay updated, establishing strategies to improve based on optimal results. (Robles et al., 2017).

On the other hand, it implies that planning is a process that is related to the implementation of a systematic plan, recognizes the importance of matching available resources with opportunities, and supports adaptation to a constantly changing environment, the "positioning" of the organization and its alignment with the realities of the environment (Thomas, 2020). Along the same lines, (Ojha et al., 2020) mention that the framework of a strategic plan is essential to be able to carry out an organizational plan to face problems and establish a action plan in order to solve and establish solution strategies.

2 METHODOLOGICAL STRATEGIES OR MATERIALS AND METHODS

This research was carried out with a quantitative approach, according to Guedes dos Santos et al. (2017), pointed out that a quantitative research is based on the elaboration of studies that are linked to numerical data, which encourage the conjunction of details and information in this way to corroborate theories and / or hypotheses

Along the same lines, Tobi and Kampen (2018) point out that this allowed the results to be numerically evidenced and the products to be quantified in statistical aspects, as well as to collect information in order to verify or corroborate the hypotheses and/or theories proposed.

Data collection techniques and instruments

Following the line of maintaining an effective and understandable approach for readers interested in the subject, it was decided to use a bibliographic review of authors relevant to the subject. This review consisted of an analysis of various sources, such as articles from indexed journals, among others, which were included taking into account the launch date and its relevance in the current historical context.

Reference sources

The record of information present in this research article was based on certain search engines, being mostly Redalyc, Scielo and Scopus, giving a total of twenty indexed journals, that is, in this one to reach the required information the search terms were the variables under study, "strategic planning" and "management" for proper research.

As for the reason why the sources of information were selected to be part of this research, it was based on space time, that is, only publications that were in the range from 2017 to the present were considered, in addition, it was made use of articles that were consistent with the study variables, which restricted a large number of investigations because their places of study were not related to the present. In addition, among the excluded publications are those that were not part of the determined range or those that did not come from reliable search engines or sources that lacked important data, reflecting doubtful origin for their inclusion.

PROCESS

Knowing the importance of strategic planning within public management, it is understood that it is recommended that any company or entity that participates within the administration has to appreciate and learn to make movements before the others.

This conclusion was reached after an investigation divided into three important steps: First, after raising the topic and the current problem, we continued to collect key and varied information to support the research work, in such a way that background and information were established. bases to clear the doubts around the variables. In the second instance, the results obtained from other authors could be contrasted, this with the aim of promoting and considering the relevant data skills of different search engines, years, and countries. Finally, the article responded to the objective and in turn will contribute to other investigations that have the same purpose.

3 RESULTS AND DISCUSSION

Results

Companies and organizations have chosen to implement strategic planning in their administration and management that allows them to increase the efficiency of their activities. However, this is not the case for many, since to implement this tool it is necessary to maintain a follow-up that evaluates the progress, problems and results that it can offer, which requires time and discipline.

Strategic planning, as mentioned by many authors, is a tool for improvement and damage anticipation that requires specific objectives, values and guidelines known by all its employees. This will allow the key factors in the methodological approach to be successful and the results to be observed not only in the long term, but also in the short term.

Due to the COVID-19 pandemic, various companies have had to resort to the implementation of more structured strategies, since before the arrival of the virus, companies were oriented to improve their services based on the increase in capital, however, currently, public management has had to innovate with planning strategies that allow taking care of the health of all employees, so that they have the confidence that the company cares about them, this being an important factor.

Discussion

Cavalcante (2018) refers that governments around the world have preferred to focus on continuous improvements in processes and services. They have also gotten better at developing management innovations that are increasingly gaining a strategic dimension in the public sector. Despite the variety of concepts, innovations in government are usually related to the progress of organizational processes and the implementation of procedures, services, policies or systems.

McBride et al. (2020) refer that for the implementation of strategic planning it is essential to take into account the support of citizens, so strategic planning aims to maximize the reach of public services to citizens, as well as improve national management and with this achieve a socio-productive country.

Veale and Brass (2019) refer that they seek to use new forms or implement new tools to provide better public services, the most significant reforms have been the strategic plans so that the efficiency of the government can be improved by improving the management and provision of public services for the continuous development of the country benefiting all citizens.

Melati et al. (2021) point out that the importance of a management is the information is based on the decision making of the public is directly related to the absence or scarce use of elements of knowledge management and intelligence in public management, in addition to analyzing the conditions and propose ways that lead to a higher quality in decision making and it was possible to contribute with intelligence in public management, as well as benefit the government with ways to be consolidated and better explored.

Gil et al. (2018) Among their results, they specified that innovation, transparency and data quality are essential elements to modernize the public sector and its administration. Moreover, to achieve efficient public management, it is a priority to propose access to information, in such a way that citizens can maintain an active participation, since this will achieve an equitable country where the population trusts the authorities and respects the rights. representation, individual rights, among others.

Along the same lines, under this new perspective, the population claims to be taken into consideration when public decisions are made; in other words, they want to assert their right to participate vigorously in public affairs. In the same way, it is pointed out that public management is fundamental for local development in Cuba since it is pointed out that attention is lacking in various areas such as the different strategies and programs that are executed in the country (Arias et al., 2018).

Therefore, according to Arundel et al. (2019) point out that public management is related to public sector innovation policies, so the innovation process is important, or how innovation occurs, in order to increase the use of innovation to solve problems and improve results in public management. Along the same lines, Lacovino et al. (2017) point out that the importance of taking into account public management is why they have been profoundly transformed, justified by the need to evolve and adapt to the social, economic and political contexts of the society .

Gomis (2017) points out that in relation to strategic planning it is important to implement policies, as well as to propose improvements in the Colombian capacity for intervention in the territory, where

digitization was an important factor so that citizens who lacked resources and who were away from the administrations can have the same powers as other citizens and in this way would help the development of public management.

Vargas (2020) mentions that the structure and culture of the new paradigm of a new public management is a constant concern of companies, since it has to do with the scope it has had throughout the population and what effects there are on the new governance. instrument of the State, so the authorities need to implement new strategies. In addition, it is pointed out that strategic planning has reduced by 60% the concern of carrying out adequate public management.

Papke et al. (2017) point out that the characteristics of the strategic planning of public management is through previous research, it is based on a planning of strategic information systems and strategic manufacturing planning, these two phases are a set of characteristics and innovative methods that are adopted to create a comprehensive model in favor of citizens.

4 CONCLUSION

As a first conclusion, it can be interpreted that the strategic approach provides benefits in the long and short term, since by preventing and warning of problematic situations , one is more aware and generates the realization of a good management of tools and skills for the satisfaction of the clients. involved. For this reason, its implementation in public services, both labor and educational, will generate considerable growth in the development of the country.

As a second conclusion, it is evident that many private and public companies have taken the step to implement new tools offered by technology. The purpose of this is for the company to be able to generate long-term profits after the correct use of transparent public management that provides the tools to meet the objectives that seek to generate greater benefits for the labor community.

As a final conclusion, it can be mentioned that, when comparing the satisfactory results obtained based on the documentary review, the implementation of a strategic plan within public management will bring satisfactory results where citizens will be the greatest beneficiaries. By being able to count on services that facilitate the procedures within each process that includes a petition to the State, and for this reason, it will improve the profitability and development of public entities, offering a better job for its employees.

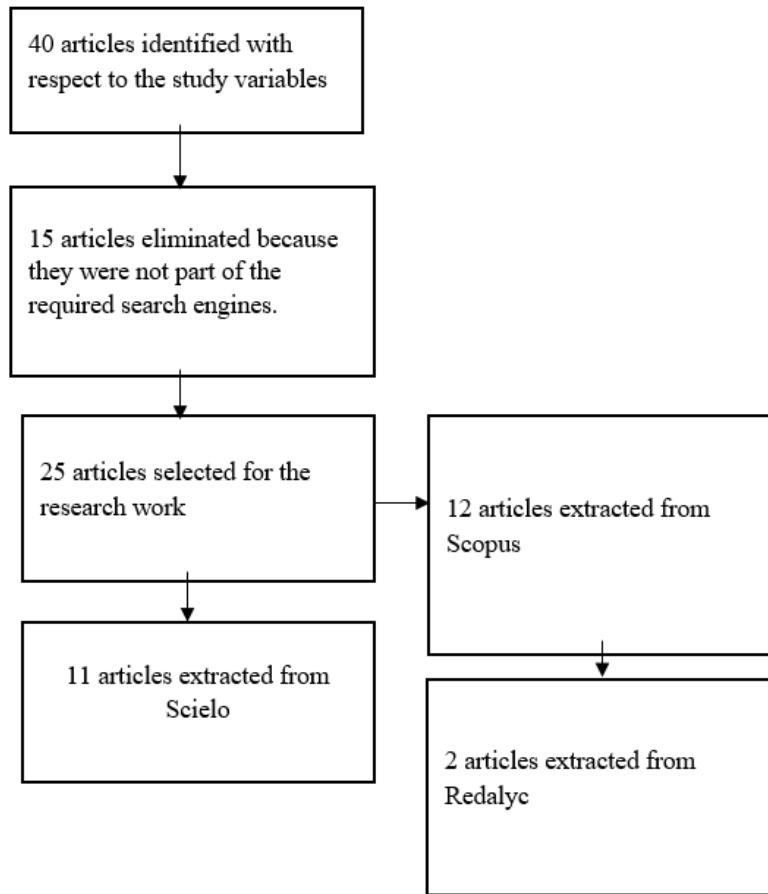
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PRISM DIAGRAM ANNEX

Figure 1: Prism diagram of the selection of articles and sources.



Source: Own elaboration.