

In the Name of God, the Most Benevolent, the Most Merciful

Inspired by the teachings of the late Imam Khomeini on a just and self-sufficient economy, the faculty of the School of Public and Business Administration of Tehran University continued their search for effective and efficient methods of managing public and private enterprises in the postwar reconstruction era. This summer edition of *Danesh-e-Modiriat* (Management Knowledge) is devoted to essays on management policy and behavior which would be effective in administering Iranian enterprises geared to reconstruction and development programs.

The foremost consideration at this stage of the national development process would have to be the incorporation of ethical values in managerial planning and implementation. Our editorial addresses some of these issues and offers a framework for decision-making within these value considerations.

The lead article by the venerable Hojjatolislam Reyshahri explores Islamic values of Management and explains the concept of ultracapacity (*sadr*) as an important characteristic of managerial behavior in Islam. The venerable asserts that Islamic principles require managers to possess a high level of capacity in dealing with organizational conflicts and be open to subordinates at all levels in the enterprise.

In the article that follows I have presented the theoretical foundations involved in the process of organizing and have dealt with their applications to various types of organizations. I have further explained the essentials of coordination in the present environment of Iranian management.

The next article on Vulnerability of Bureaucracy is a continuation of an essay by Farboodi on the characteristics of bureaucratic organizations under sovereign directors. Farboodi explains why such organizations suffer from a lack of resiliency in times of stress and external threat.

Khorshidis' essay deals with the structure and policies of public debt. He discusses various objectives and strategies which are used to create, maintain, augment, shrink, and (believe it or not) eliminate the public debt. His views are particularly relevant to present situations in Iran as they offer new perspectives for public debt in developing economies.

Ja'farnejad discusses production planning and intergrated production systems. His essay deals with critical variables in decision-making for production management. Some examples of model building in operation management are also provided.

Research in Management is an article by Dr. Shahidi which portrays some of the obstacles in the way of Iranian researchers. The author provides a diagram of the fundings for research in Iran as a percentage of the GNP and demonstrates that research budgets in Iran have been significantly low in comparison to other nations. Secondary data on the ratio of the research assistants to principal researchers and the ratio of administrative staff to research personnel are also provided to support his findings.

Islami Bidgoli takes a critical view of auditing and argues that state enterprises and private firms would benefit from this crucial controlling system only if they take it seriously. He offers a number of auditing models which improve the human and monetary performance of business firms.

Management Knowledge is the quarterly journal of the School of Public and Business Administration of Tehran University. Its circulation exceeds 2000. We invite contributions which deal with innovative approaches to management in developing countries. The essays are published in Farsi. However, for the benefit of our international readers we will provide abstracts of selected articles in English. We will also publish at least one article in English. Please forward your manuscripts for publication consideration to my personal attention.

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