

impact, and the strategies to curb them will go a long way to fostering strategic planning and bestowing competitive advantage on the various organizations.

1.4 Research Questions

To be able to come up with the required and useful information in this study and accomplish the laid research objectives, it will be important to have a number of research questions. The questions of this project include:

1. What are the challenges that have been faced by Sharjah Police to achieve the organizational objectives by collaborating with the Strategic Partners?
2. What is the impact of the above challenges to strategic planning and the organizational performance?
3. What is the relationship between Strategic Planning and Sustainable Competitive Advantage? *relationship between Strategic Planning and Sustainable Competitive Advantage*
4. What is the role of Strategic Partners as a mediating variable in the relationship between Strategic Planning and Sustainable Competitive Advantage? *① What are the roles of Strategic Partners and Sustainable Competitive Advantage mediates*
5. What are the challenges faced by Sharjah Police in collaborating with Strategic Partners to achieve the organizational objectives. *① What are the challenges faced by Sharjah Police in collaborating with Strategic Partners to achieve the organizational objectives.*

1.5 Research Objectives

There is a gap between the strategies of Sharjah Police and their strategic partners. A discussion on the decrease and increase in the strategic indications to achieves objectives with the general manager found that the organization expend much effort, capabilities and costly operations to Sharjah Police. The strategies of Sharjah Police are formulated after the analysis of internal and external environment based on the specific methodology installed from the Ministry of Interior to achieve UAE vision. The concern is on a policy of strategic partnerships that does not include Sharjah Police as a strategic partner of Dubai and Abudabi Police yet the public recognized it in many situations of safety and security as well as many dimensions of

critical to the successful implementation of strategic planning. It is particularly important that officials in the departments of security organizations participate in this role of change within their organization. They should work on a personal level with the upper management of the institutions to explore the trends and needs of strategic planning as well as help change the work environment (Chenaf, 2004). Sharjar Police Station is pushing to be able to deliver its best to citizens in pushing human service to excellence. Reaching the ultimate goal will need intervention that will necessitate recommendations made by studies like this to push the public service organizations to the level they ought to be. This research will incorporate various research methods to create the best solution for this problem.

Effective strategic planning identifies relevance in the Ministry of Interior as well as the most prominent problems faced by the ministry in the application of tools and mechanisms of strategic planning. It has been observed that Jordanian companies exercise the strategic role to the fullest despite there being some shortcomings. The adoption of the strategic role of these companies has also yielded positive results and has improved their financial returns, productivity and market share, particularly in external export markets (Chan, Ngai, and Moon, 2017). Mahmoud's study (2010) found that prospecting provides planners with an important aspect of the knowledge base, which requires formulating strategies and drawing plans. The study by Domb et al (2014) shows the significant momentous relationship based on the Vision and strategic philosophy of strategic HR planning empowerment, as well as a relationship between strategic planning practices for human resources and functional empowerment (Halabi et al., 2000).

The study by Mansour and Medhat (2012) showed that strategic planning is a vital tributary of HR. It is a cornerstone of any progress that is intended to progress

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what exactly the problem is in the country?

Crime increased? Add statistics and other proof.

economic, social, criminal, health and investments issues. It also influences tourist attraction in the state.

In this research I will illustrate the gap and give an evidence and validity by research methodology in collecting data, which proves that there is a relationship between the parties, which sets the Sharjah Police to face the challenges imposed on them and suffer because of its partners. The objectives of research are to illustrate significant strategic planning and sustainable competitive advantage for the public sector, as well as Abu Dhabi, the capital of UAE and Dubai by strategic partnership, and not bear any institution burdens of others when they look forward to achieving their objectives without concern of others. The objectives of this paper will be as follows:

1. To identify the challenges that has been faced by Sharjah Police to achieve the objectives of the organization by collaborating with the Strategic Partners.

2. To explore the impacts of the above challenges to strategic planning and the organizational performance.

1.6 Significance of the Study

The public service in the UAE therefore, needs to keep track of the people

they serve and make sure that they are moving in the same direction with them.

According to stakeholder's theory, a business should create more value from the stakeholders. Aligning interests of consumers, stakeholders, manufactures and the society in the same direction enhances success. It is iterant to put these interest aligned because it avoids stakeholders trading against each other. Management of stakeholders shows that the organization an create value for both shareholders and financiers of the firm. This study will help build this concept and give recommendation that will be very useful in improving the public service, particularly, Sharjah Police.

Add 3 more objectives based on Research Question 3, 4 & 5.

It should contain: Theoretical Contribution, Practical Contribution, Contextual (Location) Contribution.

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organization oriented their activities performance to achieve their objectives regardless of any dimensions may affected to other organizations, like sharjah police which take burden of organizing their activities and programs, which that affect security and safety in the public security and roads and that reflect too to investment and economic of the city.

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For instance, many roads in the emirate of sharjah are constructed with adherence to standards of high quality. However, some were not concerned with the dimensions of road, and without a good collaboration with traffic police, the roads constructed by road engineering perspective, but police traffic have more actual perspective because they deal with all events that happen in the roads, and measure that to all partners as example. This research will illustrate the gap between sharjah police and all strategic partners which affected to flourish emirate of sharjah and excellence institutions

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1.3 Research Problem

Law enforcements forecasts trends which help them plan for future in their department. The processes are done by police leaders and professional bodies in the department. The law enforcement provides documents that show the vision and goals of the firm. The document includes a roadmap that shows how the goals and visions are accomplished. According to Flores, (2019), the document provided by a smaller organization allows the organization to plan properly regarding the operating budget of the firm

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Organizations are dealing with an unprecedented amount of change and they find it challenging to keep up with the pace of change. Organizational leaders must understand the process of managing change and ensure that employees recognize the cause for change and how change will be implemented (Chen et al., 2008). This is

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CHAPTER 1

1.1 Introduction

In current years, there has been changes in economies globally and number of forces have emerged which has influenced the theory and model governance. There are different reasons and variables, but the most important is globalization, the world that has become a small village. Technology and internet development are the main cause of intense competition in many countries and organization. This theory leads to emergence of modern approaches theory and model the deal with these variables. To respond to these forces, there has been improvement and management of human and material resources to increase the goals level to achieve the greatest (VanDerMerwe, 2002). From the modern concepts of strategic management concept, strategic planning is the quintessence of the management process, and the administrative means enables the organization to cope with different events (Bass, 1985).

Most institutions facing challenges in their strategic planning are unable to achieve their objectives and institution excellence in a perfect way (Blagg et al., 1988). To achieve successful objectives some organizations need strategic partners because they share same external environment and general vision like government institution in UAE, which they seek contributions to achieve country vision 2021 by formulating their objectives and performed their activities in high quality standards depending on strategic methodology they adopted.

To achieve the objective, the government needs to collaborate between government based-project across-public sectors, because there are relationship and interrelationship among some of government institutions. The Department of Economic Development "DED" drives the development of economy in the Emirate. DED manages the operations between business sector and the government. The

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organization and its employees, and achieve the goals of both of them efficiently and effectively high.

The sum of these past challenges is likely to be the reason for the lack of comprehensive strategic planning within the Organization.

2.12 Sustainable Competitive Advantage

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The modern era is witnessing a series of rapid and accelerating transformations. This is due to the technological and informational revolution, which led to the emergence of the world as a small village dominated by strong and rigid competition. Following these changes, the business world is living in a new direction. To the accelerated progress of information and communication technology, which is witnessing continuous development; resulting in the intensification of competition that has been exerting pressure on institutions in all countries and all sectors, so today organizations need to follow the approach of technological and information development together to keep pace with this expansion, in order to ensure the sustainability of its activities and strengthen its competitiveness.

This development in information technology has been accompanied by the emergence and emergence of new concepts and methods of adoption in the field of information management, and good conduct to keep up with today's organizations of this age. Perhaps one of the most important of these new brochures, especially in the Arab world, is the strategic vigilance. The organization must optimize and dynamically manage information.

The recent decades have witnessed rapid changes in all fields. The organizations have been required to develop their performance by adopting ways and means to achieve the appropriate competitive advantage, abilities and potentials and to improve and develop these features in order to maintain the desired excellence. Th

interpretation of the strategic issues facing the manager referred to a positive or negative interpretation of a particular strategic issue, having a great impact on determining the quality of administrative conduct and future organizational action. One factor influencing the direction of interpretation (positive or negative) is previous experience associated with that issue.

2.17 What makes for successful partnerships?

Application in partnerships is designed to provide understanding behind the effective performance of partnership. The applications show how partnership may produce specific benefits with the respect of reducing crime, society and engagement of the community. The ^{spelling} main respect from these studies is broken down into particular themes, such as trust, style, operation and identity and diversity management.

1. Trust

Trust is an important role in a company that duties the company to its professional partnerships. The main feature is based on the interviews of officers in the waste consistency of representing a firm, this issues is crucial which allows understanding every agency's drive and the goals that are used in partnership performance. Involvement in cooperation workings brings the need to understand cultures with the art of tact assistance while respecting and understanding the welfare of the agency. The police have the responsibility of engaging in various types of partnership work.

2. Style, Identity and Operation

One general frustration which can be spoken by police officers is the partnership meeting that are not like taking shops (Pearson et al., 1992) which is the ^{? what do you mean?} absent of some tasks which has inadequate liability to ensure that partners provides support. It is the duty of the police to ensure their styles off governing are prudently delivers in ways that bring people together rather than estranging ^{spelling} fellow partners. The

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advantage of many organizations have shown that their source is not linked to good prospects in the face of the external environment, but to the ability of these institutions to exploit their internal resources, which are skills, knowledge and quality one of its basic elements. By providing and effectively exploiting these two sources, the following final sources can be obtained:

i. *Efficiency:*

The efficiency of the optimal utilization of available resources is measured by the amount of inputs used to produce specific outputs, as the organization is a tool for converting inputs into outputs. The higher the efficiency of the organization, the less inputs required to produce certain outputs. The organization has lower costs if it has higher productivity efficiency with its competitors, allowing it to build competitive advantages.

ii. *The quality:*

Interests of satisfying customers' wants and needs, of an organization, has increase due to changes and developments. The price is no longer the engine of consumer behaviour, but quality is the primary concern and the value sought. This is why organizations wishing to stay in Competition that manufactures high quality products.

iii. *Knowledge:*

Intellectual property is an essential foundation for the continued activity of the Organization in an information and knowledge-based competitive environment. The interest of those organizations based on measurable intellectual assets, such as knowledge, has become an essential condition of their investment policies. The measurement of the true value of knowledge has become necessary for organizations with special transactions, patents Invention, and distinctive brands.

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2.10 Strategic Planning Challenges:

The challenges facing strategic planning can be identified by identifying the obstacles facing them, as well as identifying the problems related to the strategic planning process, as follows:

Human resource planning constraints:

There are several obstacles facing the strategic plan, including:

1. The lack of data required for human resources planning in detail and coverage, and the modernity, which is completely reflective of the status quo, namely the lack of accurate and correct information.
2. There is a clear lack of human resources planning specialists who are able to help cover and address the interrelated aspects of this process at the appropriate level.
3. The existence of a set of overlapping terms, such as performance, productivity, abilities, knowledge, skills, level of work, etc., and the relationship between them is difficult to define in practice in a comprehensive sense.
4. It is often difficult to have precise and specific criteria for defining the functions of certain functions, specific methods for measuring their performance, and the ways in which treatment of certain problems in the organization may vary from one official to another.
5. The difficulty of reconciling the interests of the Organization and the laws of the Government in the case of a conflict between them, with the change in many cases in the laws and regulations governing the government of the work.
6. Productivity levels are often low in the adjustment period for new employees, and it is difficult to predict in advance that period and the limits and subsequent levels of decline in performance. The performance here means "the responsibilities, duties, activities and tasks that constitute the work of the individual, which he

constant change, which necessitates the preparation for this change, through the adoption of strategies that allow the provision of the best and unique and unique, and even anticipate the expectations of the customer a path of continuous excellence.

2.13 The Concept of Competitive Advantage

Porter says competitive advantage is not about the state, but about the organization. "Competitive advantage arises mainly from the value that an organization can create for its customers, so that it can take the form of lower prices for competitors' prices with equal benefits or provide unique benefits in the product. Conscious price increase imposed".

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Competitive advantage is also seen as: "the ability of the institution to meet the needs of the consumer, or the value it wishes to obtain from the product, such as high quality" and thus an investment of financial, human and technological assets; As defined in the definition of competitive advantage, as "a set of skills, technologies and capabilities that the management can coordinate and invest in order to produce higher values and benefits for the customers than competitors, and to ensure a state of excellence and difference between The institution and its competitors".

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In this sense, the development of competitive advantage is a strategic goal pursued by the organization, through the outstanding performance of internal resources and strategic competencies with the underlying knowledge within the various systems, strategies, activities and operations of the enterprise, leading to cost reduction and quality improvement, market leadership, the long term.

2.14.0 Sources of Competitive Advantage

There are two main sources of competitive advantage: distinct skills (such as know-how, capabilities and intelligence), and outstanding resources (e.g. financial resources, excellent production capacity, etc.). Attempts to interpret the competitive

Customers want quality products that meet their desired characteristics, which they expect to see in the ad. Organizations that do not offer quality products that meet the needs and desires of customers and their expectations cannot survive and succeed in the behaviour of competition.

Innovation Dimension:

Mead defines innovation dimension as "the process of a person that produces a new product or something. Scott's creativity refers to "the product of useful ideas, the ability to adopt these ideas and put them into practice." The most important organizations can achieve through creativity and the benefits that creativity brings to the organization are as follows:

1. Facing increasing in competition
2. Safe working environments.
3. Finding answers to challenges facing the organization
4. Developing methods of effective distribution and manufacturing.
5. Gain competitive advantage of the organization by:
 - a. Reduce manufacturing costs and capital through innovation in operations.
 - b. The pace of adaptation and development, the possibility of change in production processes, and the introduction of new products.
6. The strategies presented by management staff bring benefits to the creators themselves through the material and moral rewards.

2.14.3 Sustainable Competitive Advantag

Combine with previous 2.12.

The concept of sustainability was introduced at the end of the 1980s and crystallized further after it was identified by the United Nations World Environment Commission (UNEP) in 1987, referring to sustainability as a concept that reflects the continuous development of resources as well as maintaining them to meet the

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Many researchers studied the competitive advantage of study and analysis, but most of the studies focused on each of the strategies of cost leadership, excellence, and concentration adopted by Porter (1991) and adopted by many researchers. In this regard, it is applied in a clear manner, adopted by many organizations, and achieved success in more than one sector at the service and industrial level, and we present them successively as follows:

Cost Leadership Strategy:

The cost-management strategy focuses on minimizing product costs not affecting the production levels. Machinery use and equipment with high capacity and constantly reducing cost, whenever possible, at the level of production, expenditure, advertising or after-sales service, which will achieve the organization the lowest cost compared to others (Macmillan & Tampoe, 2000). Although cost leadership seems easy to reach, it requires high capacity to achieve the lowest cost, especially the unforeseen. Cost control is the toughest and most cost-effective choice among the growing competition.

The discrimination strategy:

Discrimination strategy provides the organization with excellent competitor's production products, thus satisfying the wants and needs of consumers in a distinctive way, as creative and best quality products, through the introduction of discrimination on abandonment of lies of production of outstanding and contemporary organizations. For a company to achieve the strategy, attention should be given to the first organization that discriminates its competitors regarding price competition (Krajwiski et al., 2013: 217).

In the opinion of Wheelen & Hunger (2008: 214), different organizations differ in their strategy of excellence, and according to their internal capabilities and

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2.14.1 Importance of Competitive Advantage

The importance of competitive advantage is highlighted by the organization's many positive achievements. The management is the catalyst for its development in order to continue with excellence.

1. Competitive advantage is an indicator of the organization's ability to have a leading position in a highly competitive market.
2. Competitive advantage is the focus of the work of organizations, and through the adoption of competitive advantage strategies can be formulated with an appropriate competitive advantage.
3. Competitive advantage is one of the most powerful tools of the Organization to meet its current and potential competitors.
4. Competitive advantage is a cornerstone in the study of strategic management, making it some of the most important elements of modern management.

2.14.2 Competitive Advantage Dimensions:

Cost dimension:

Organizations that seek to acquire a larger market share as the basis for their success and superiority are the ones that offer their products at a lower cost than their competitors because the lower cost is the main goal of the organizations that compete through the cost, and even the organizations that compete through other competitive advantages other than cost, it seeks low costs for the products it produces. It is essential in the organization as well as helping managers support and support the organization's strategy to be a leader in the field of Cost.

Quality Dimension:

Quality is an important competitive advantage, which refers to the performance of things correctly; to provide products that fit the needs of customers.

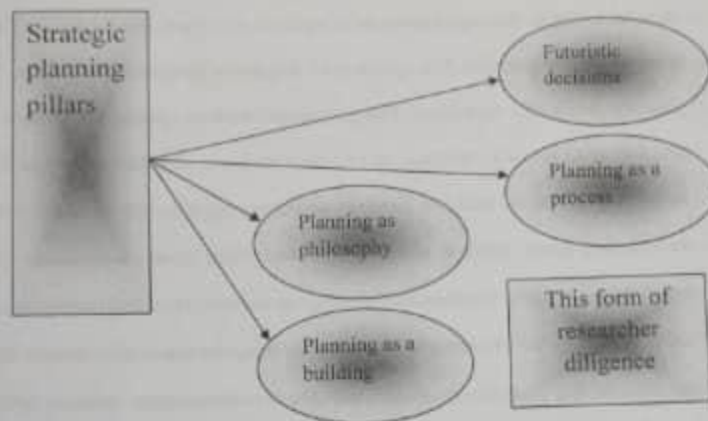


Figure 1: Strategic planning pillars (Source: Steiner, 1979)

2.6.1 Futuristic Decisions:

This involves strategic planning where the approach is to identify the strengths and weaknesses of the future, to take advantage of opportunities and avoid risks, and therefore strategic planning here means design or model for the desired future and specifically the means to it (Punch and Markham, 2000).

2.6.2 Planning as philosophy:

Strategic planning is a trend and way of life, by focusing on study-based performance and forecasting the future, as well as on the continuity of the planning process and not just on a set of procedures and methods (Teece et al., 1997).

2.6.3 Planning as a building:

Strategic planning seeks to link four key types of components: strategic plans, medium-term programs, short-term budgets and procedural plans, with a view to integrating them into immediate decisions (WFP, 2000). Tregoe and Zimmerman

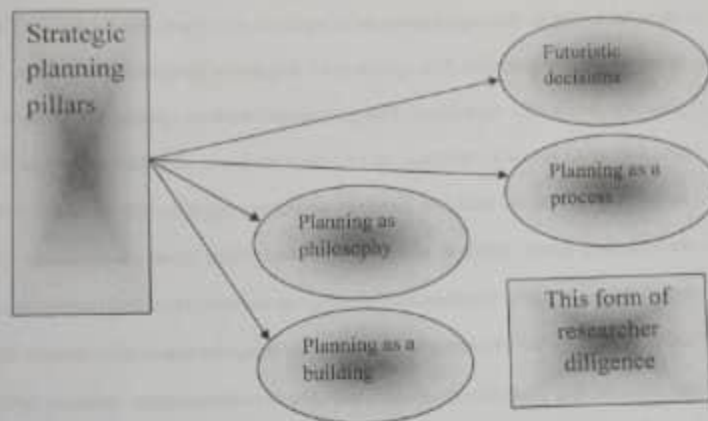


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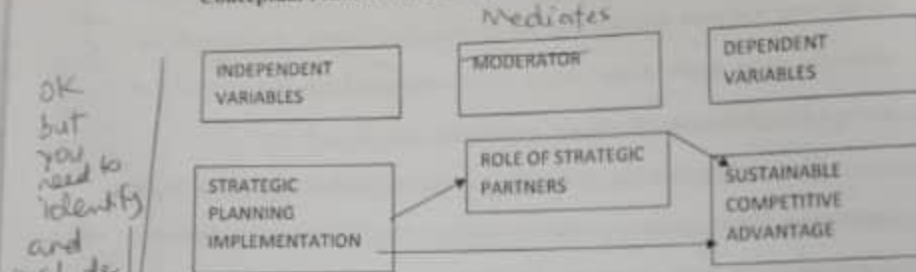
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and a specified number of production lanes and precisely defined markets. The organization achieves the best strategy of the organization's products, or cost leadership in the specified sectors focuses on targeting a specific group of customers, markets or geographical areas.

Conceptual Framework and Hypothesis



Hypotheses

- H1: There is a relationship between Strategic Planning and Sustainable Competitive Advantage.
- H2: There is a relationship between Role of Strategic Partners and Sustainable Competitive Advantage.
- H3: The role of Strategic partners *mediates* moderates the relationship between Strategic Planning and Sustainable Competitive Advantage.

Conclusion

Tactical planning or commonly known as strategic planning should match the goods and services that a company provides to have long term effects which is more than 2 years. For a company to be successful it needs a market and business strategy. Business strategy incorporates financial and mission planning while market strategies comprises of matching goods and services to the society.

and keep abreast of changes, challenge the difficulties, and achieve long-term tasks and objectives. Farabat (2015) found that there are difficulties that severely limit the strategic role of planning in the growth of human resources in the General Directorate of Training at the Ministry of Interior. Maurer (1996) concluded that the senior management of an organization is tasked with working on the obstacles of firm's plans in the Human Resources management field. The senior management presents the strategic plans and programs to all departments to obtain their opinions and observations before implementation. The theory leads to the implementation of planning has become a pressing necessity in the Sharjah Police General Command to continue with the improvement of performance to achieve the desired goals. The Sharjah Police General Command can be reached through the cooperation of the strategic partners who can share responsibility by developing strategic plans to raise the productivity of their employees and achieve sustainable competitive advantage (Narayanan, 2001).

There is need to think and plan for the future and to transform the innovative ideas into realistic work plans. This will ensure that everyone who lives on the land of the UAE has access to the best of the government services of Vision 2021. The Sharjah Police General Command should also involve all officers and staff in the process of strategic modernization, transfer top-level knowledge to staff in the field and vice versa. This will add quality to the members of the community, through which areas of excellence will be identified in the future. Long-term proactive approach at all levels to achieve qualitative achievements for Sharjah Police is necessary and this can be feasible by first understanding the challenges affecting Sharjah Police in its strategic partnerships with other organizations. A study and on these challenges, their

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the direction of the organization to be aligned to environmental change (Meibodi and Monavvarian, 2010).

2.2 Theories related to the study

Theory of Stakeholders

The theory of stakeholders involves viewing of capitalism which relates to the connection relationship between business and people who take part in organization success and operations. The theory states that an organization should create value for both stakeholders and shareholders (Nadler, 1989). Freeman had award-winning on tactical managing identifies and creates the groups which are considered to be part of an organization, and both describes and recommends approaches that management will make regarding interests of these specific groups (Pansiri, 2005). This theory is the key consideration that is studied in business and this regarding platform provided by scholars and researchers (Porter, 1991).

Development of stakeholders and its definition arise due to booming of stakeholders (Aidan, 2001). Friedman, (2006) states that a group of scholars came together and unite around a certain social theories of reality therefore referring to others without being sure of the significant theories. The utilization of the stakeholder method in big variations of situation leads to criticism to the impression in the concepts. Some studies use the term stakeholders without reference to any notion of stakeholder's theory (Chafee, 1985).

Resource-based View Theory

This theory is used to determine the resources required for strategic planning to give a competitor advantage over a firm. These available resources are employed by the organization to achieve added value on competition (ElyPavaiet al., 2004).

1.7 Scope of the Study

This study is done to inspect the challenges that have been faced by Sharjah Police to achieve the objectives of the organization by collaborating with the Strategic Partners. It also seeks to establish the impact of these challenges on the planning of this firm. It is done in the context of strategic role of planning and partnerships in the states of UAE therefore will be carried out in Sharjah Police, a security agency in UAE. The respondents will be the Sharjah Police General Command and the strategic partners who are accredited to attain competition. The investigator will use questionnaires and interview schedule to collect information from the respondents between 2015- 2018. The data collected will be analyzed and reported using graphs, tables, charts etc. *Change the date.*

1.8 Operational Definitions of Terms

Competitive advantage – this is a benefit that one organization has over the other for providing better services and being better managed.

Strategic management – include continuous processes carried out in an organization to help it meet its goals.

Sustainable- the ability of an organization to maintain a stable rate of growth

Institution burdens- the constraints the organizations need to bear

Policies ?

1.9 Conclusion

This study aims at implementing strategic planning by relying on strategic associates to have a competitive advantage in the Sharjah Police General Command. In Chapter one, there is background of the problem and set the problem that is under study. It states the significance of the research and states the objectives of the research. The objectives that provide the basis of this study include identifying the

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department encourages investments in the business services of the emirate. The emirate management system is responsible for the cooperation between the organization and the public and private sector. The process is done through contributing to government's objectives and utilizing resources. However, some institutions have smart objectives that vary greatly but if the dimension of achievement is measured, it will facilitate observation of strategic partners and how they have been affected by this work. Due to a gap between these partners affected to others, this study seeks to determine the gaps and the ways to address them.

1.2 Background of Study

The pillars of the organization are mapped into six priorities which focus on governmental sectors. UAE is a federal government that comprise of seven emirates; Sharjah is one of that seven. Based on government orientation the general command of Sharjah Police oriented all departments to achieve the objectives of ministry of interior vision that associated to UAE vision, and analysis internal/external environment and formulate the strategic plan according ministry of interior methodology and Sharjah police orientations.

Sharjah police is facing challenges to achieve most of its strategic objectives successfully. There are some objectives have not been achieved or some indistinctive way. Depending on Sharjah police capabilities and its potential, the strategic objectives are associated to strategic partners; these partners are government institutions in Sharjah emirate, for instance, Roads and transporter Authorities (RTA). They liaise with Sharjah police in decreasing the accidents traffics in the roads. Other strategic partners include economic development department, ministry of education, department of culture and ministry of infrastructure as well as any activities of public or private sector that affect safety and security in sharjah city. And all of those