

# Content

<b>Content</b>	<b>5</b>
<b>1 Introduction</b>	<b>11</b>
1.1 Introduction into regional management.....	11
1.2 Basic terminology .....	14
1.2.1 Management.....	14
1.3 Regional management.....	16
1.4 Institutional framework of ensuring regional management.....	17
1.5 International experience .....	18
1.6 Development of management theories .....	19
1.6.1 Classical management theory .....	20
1.6.2 Scientific management.....	21
1.6.3 Theory of open systems .....	22
<b>2 Regional and municipal strategic management</b>	<b>23</b>
2.1 Goals of local and regional development.....	23
2.2 Position and tasks of regional and municipal management .....	24
2.3 Participants of local and regional development.....	24
2.3.1 Human capital theory.....	26
2.3.2 Social capital.....	27
2.4 Programming, subsidiarity and partnership in regional management .....	27
<b>3 Actors of regional management and their roles</b>	<b>30</b>
3.1 Actors of regional development.....	30
3.2 Function of management in local and regional development .....	33
3.2.1 Making decision .....	33
3.2.2 Organizing .....	36
3.2.3 Planning.....	37
3.2.4 Implementation.....	38

3.2.5	Checking.....	41
<b>4</b>	<b>Management of local and regional development in conditions of dynamic changes</b>	<b>43</b>
4.1	Introduction .....	43
4.1.1	Strategies .....	44
4.1.2	Organizational structure.....	46
4.1.3	Processes .....	46
4.1.4	Information and communication .....	46
4.1.5	People .....	47
4.1.6	Leadership (creative management).....	47
4.1.7	Culture (relation to innovations and knowledge) .....	47
4.1.8	Knowledge .....	48
4.1.9	Innovation.....	49
4.1.10	Partnership and networks .....	50
<b>5</b>	<b>Regional disparities</b>	<b>52</b>
5.1	Introduction .....	52
5.2	The concept of disparities and the regional disparities.....	52
5.3	Approaches to disparity identification.....	52
5.4	Classification of disparities to positive and negative.....	53
5.4.1	Negative regional disparities and regional management .....	53
5.4.2	Positive regional disparities and regional management.....	54
5.5	Values of identified disparities.....	55
5.5.1	Information value of identified disparities.....	55
5.5.2	Cognitive value of disparities.....	55
5.5.3	Decision value of disparities .....	56
5.5.4	Motivation value of disparities.....	56
5.5.5	Operational value of disparities .....	56

5.6	Classification of regional disparities .....	57
5.6.1	Classification by material aspect.....	57
5.7	Methods of evaluation of regional disparities and regional management.....	58
5.8	Methodical approaches to evaluation of development potential of disparities	60
5.8.1	Index of development potential in municipals of selected micro regions	61
5.8.2	Summary evaluation of index of development potential.....	67
<b>6</b>	<b>Managers and their roles</b> .....	<b>68</b>
6.1	Introduction .....	68
6.1.1	Professions and professionals.....	68
6.1.2	General prerequisites of managers of local and regional development	69
6.1.3	Knowledge and skills of managers of local and regional development – searching their professional identity .....	69
6.1.4	Competence .....	70
6.1.5	Strategies management and planning .....	71
6.1.6	Implementation of strategies and projects .....	72
6.1.7	Checking and evaluation .....	72
6.1.8	Coordination and integration.....	72
6.1.9	Participation and civic society.....	72
6.1.10	Knowledge and innovation .....	73
6.1.11	Professionals and managers .....	74
6.1.12	Organizations of local and regional development.....	74
<b>7</b>	<b>Organizations of local and regional development</b> .....	<b>75</b>
7.1	Introduction .....	75
7.2	General requirements for organization of local or regional development.....	75
7.3	Typology of organizations of local and regional development .....	76
7.3.1	Development agencies as organizational units of local or regional authority.....	76

7.3.2	Independent private agencies .....	77
7.3.3	Associations of local or regional development on the basis of partnership between public and private sector .....	77
7.4	Evolutionary approach to organizational structure .....	77
7.5	Summary .....	77
<b>8</b>	<b>Strategic plan and its formation</b> .....	<b>79</b>
8.1	Strategic plan for city development .....	79
8.2	Strategic plan (SP) processing stages .....	79
8.3	Strategic plan processing steps .....	80
8.3.1	Preparation .....	80
8.3.2	Analytical stage .....	81
8.3.3	Strategic (synthetic) stage .....	81
8.3.4	Design stage .....	81
8.3.5	Implementation .....	82
8.3.6	Monitoring and evaluation stage .....	82
8.3.7	Updates, adaptation .....	83
8.4	Strategic plan dimensions .....	83
8.4.1	Strategic plan processing method .....	83
8.4.2	Characteristics of municipal strategic plan .....	84
8.4.3	Content orientation of situational analysis .....	85
8.4.4	Sources to draw up situational analysis .....	86
<b>9</b>	<b>Balanced scorecard – Strategic system of productivity measurement</b> .....	<b>87</b>
9.1	Balanced scorecard .....	87
9.2	Objectives of BSC program .....	89
9.3	BSC formation as process .....	89
9.3.1	Procedure of implementing BSC in public administration .....	90
9.3.2	Steps for BSC implementation .....	91

9.4	Conclusion .....	93
<b>10</b>	<b>Practical management of municipals and regions</b>	<b>94</b>
10.1.1	What is the subject of municipal and region management.....	94
10.1.2	Delegated state authority .....	95
10.1.3	Situational analysis when appointed .....	96
10.1.4	Planning changes in municipals and regions .....	97
10.1.5	Defining responsibility and authority for implementation of planned changes and management of the municipals and regions.....	98
10.1.6	Resources and economy of municipals and regions.....	98
10.1.7	Monitoring function of municipal / region's top managers .....	99
10.1.8	Activity timing of municipals/regions' top managers.....	100
<b>11</b>	<b>Regional development and manager's role – example from Vysočina region</b>	<b>102</b>
11.1	Regional development sections .....	102
11.2	Key documents .....	103
11.3	Regional position in the Fifth Cohesion Report.....	103
11.3.1	Model of regional competitiveness .....	104
11.4	Vysočina region 2020 strategy .....	105
<b>12</b>	<b>European grants and projects</b>	<b>107</b>
12.1	Lifecycle of a project.....	108
12.2	Some „pitfalls“ of European funding.....	112
<b>13</b>	<b>Conclusion</b>	<b>114</b>
<b>14</b>	<b>Literature</b>	<b>116</b>