

The Study of Relationship between Strategic Planning Components (Information System Education, Knowledge management, Rethinking, Reconstruction and Revitalizing) Inorganizational Innovationisfahan Department of Education

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Abstract

In the age knowledge is known as developing axis and Education system is the motivation of sustainable and comprehensive development, the great mission to train development forces should be paid particular attention by this system. Strategic planning is one of fundamental tools for Education system to promote and develop itself comprehensively. The statistical population of this study includes 1124 experts of Isfahan Departments of education that 286 of them were selected randomly. In order to collecting data, two researcher-developed questionnaires of Strategic planning and organizational innovation have been used and their stability was respectively 0.87 and 0.85 respectively that has been calculated through Cranach's alpha coefficient. In order to analyzing data, descriptive and inferential methods such as Pearson correlation coefficient and one sample t-test have been used. The results of this study indicated that status of Strategic planning and organizational innovation in Isfahan Departments of education located in relatively favorable. Also the results indicated that there is relationship between Strategic planning and organizational innovation and its value was 0.56 (with sig= %1). Also the results indicated that there is significant direct relationship among components of Strategic planning (Rethinking, Reconstruction, Revitalizing and Educational information system) with organizational innovation.

Keywords: knowledge management, Strategic planning, Strategic thinking, Educational information system, Reconstruction, Educational information system, knowledge application, organizational innovation,

Introduction

In the age knowledge is known as developing axis and Education system is the motivation of sustainable and comprehensive development, the great mission to train development forces should be paid particular attention by this system. Strategic planning is one of fundamental tools for Education system to promote and develop itself comprehensively. In this regard, the main aim of this study was to compare the degree of application of strategic planning component in "sustainable development", in six components including strategic thinking, educational information system, rethinking, rebuilding structures, Revitalizing, and strengths, weaknesses, opportunities, and threats (SWOT) in the administrators, assistants and Education's experts' points of view in Isfahan and Kermanshah. [1]

The rapid population growth and incrementally increasing in unemployment rate especially between graduates is one of the important challenges that many societies handle it. The academic system of each country as one side of education has responsibility to educating professional and efficient human resources that are needed to society in all levels and academic fields. Attracting the universities' graduates and high educational institutes is depended on having which abilities and traits and some of them should provide in universities. There are some factors that create problems in work issues, including mismatch between capacity of universities and the future needs of labor market, mismatch between educational courses and job skills, universities' inability to providing and reinforcing scientific esprit between students, the minimum levels of academic and practical competencies for graduates, lack of appropriate grounds for scientific and practical educations, inefficiency of faculty members in order to educating professionals that the society needs them, decreasing motivation and self-esteem between students, and finally risk-avoiding sprits between them (Ghasemi, 2010).

The academic system has many important and especial functions in every society that escaping peoples from inability, educating and directing them toward labor market are important instances of these (Emaminejad, 2004). Therefore which society has graduates that are able to providing creative and efficient production resources and performing job with their creative efforts and being entrepreneurship will achieve its goals (Jaribi, 2004).

Complexity of innovation has been increased with growth and increase of available knowledge in

organizations. The process of innovation is depended on the amount of available knowledge in organizations. Because of this, the created complexity through knowledge and wealth should identify and manage in order to providing and attaining successful innovation. In order to this, knowledge is usable instrument for organizations to developing their intellectual capital and encouraging innovation [2]. Though it is considered as the main key to attaining competitive advantages in organizations during later periods, but attaining knowledge, competency, and creativity considered as one of the main factors to maintaining competitive advantages in the knowledge-based societies [3]. Nowadays Strategic planning increasingly consider as the main and critical factor in the organization's strategies. The organizations that encourage Reconstruction among their employees successfully ensure improvement of their organizational performance [4].

Strategic planning

Strategic planning is very important issue for organizations and leads to integration of resources and organizational abilities innovatively and creates more values for the organization than other competitors. For example, the individual knowledge commutated to organizational knowledge through sharing employee's knowledge and then organizational innovation formed that this maintains competitive advantage for the organization [5]. Nowadays knowledge entered to many of organizational gorges and it consider as one of the main factors to creating strategic and competitive situation. Gupta & Gavindarja (1999) indicated "the process of tacit and explicit knowledge is the critical blood of innovation in the organizations". The knowledge sources should continually provide and are adaptable with environmental changes, in order to that Strategic planning processes have ability to providing backgrounds of Rethinking and these knowledge sources continually are valuable. Indeed, existence of knowledge sources is necessary and critical to perception and outbreak of knowledge. The coordination of innovations in organizations not only should be in line of existence resources, but also should be in line of which potential services that they offer. As indicated at the following section, organizational innovation is depended on ability of organization in terms of utilizing knowledge sources closely. Strategic planning is an approach to active utilization of knowledge and skills in order to creating and elevating organizational effectiveness [7].

Strategic planning is the approach to creating which organization that its members can acquire, share, and creates knowledge or applies it in their decisions activities [8]. Gloet and Terziovski [8] defined Strategic planning as the formality of attaining to experiences, knowledge, and expertise that creates new competencies and abilities, encourages innovation, and finally increases customer values [8]. Strategic planning defined as the method of simplification; development and improvement of knowledge creating, acquiring, collecting, sharing, and publishing process [9].

Newman offered the general model of knowledge that knowledge organizes in the four areas based on it and includes: 1) Rethinking, 2) Educational information system, 3) sharing and transferring knowledge and 4) Revitalizing [10]. These have been described at the following section.

- 1) **Rethinking:** this is the process of acquiring new knowledge in the internal or external environments. Much of knowledge creating occurs in organizations, while knowledge addition process is depended on external resources. Knowledge acquiring is a social process that occurs among individuals [11]. Therefore the role of organization is to provide appropriate conditions and situations in order to acquiring knowledge based on organizational goals [12], and the most important activity of management is to integrate and recombine them with respect to environmental changes [13].
- 2) **Reconstruction:** this is the basic function of Strategic planning [14]. Different and continuous communications and interactions among technology, professions, and individual's skills are necessary that organization develops new knowledge effectively. The main purpose of Reconstruction process is to create knowledge through different combinations of the existence knowledge and better exploitation of it. In order to creating effective process of Reconstruction, individuals should have high levels of ability and tendency [15]. Bailey and Clarke believed that the main purpose of managers in the organization or between individuals and organizations is to create competitive advantages. Therefore the necessity of identification and application of effective methods to sharing and transferring internal knowledge that is very important than later [16].
- 3) **Educational information system:** This refers to transforming knowledge to perceptible format of machines in order to its future utilization. Generally this step refers to documentation of new knowledge and its storage so that all of stakeholders utilize this knowledge. The main purpose of Educational information system is to retrieval and attaining to knowledge and utilizing it and also includes some processes such as documentation, development, outsourcing, translating, classification, and updating the knowledge [17].
- 4) **Revitalizing:** This refers to the latest process of knowledge management. But based on Fifer and Souten, this is the main step of knowledge management. They indicated that the most important competitive advantage is for which organizations that utilize the best form of their knowledge in action,

not the organizations that have the best form of knowledge assets. Strategic planning activities and processes are abortive and unfaithful if the knowledge don't apply and utilize in action. Based on the knowledge-oriented perspective, action was focus on knowledge. On the other hand, organizations are able to identify their future needs and also adjust their strategic goals based on these needs with respect to feedback of knowledge implementation process[18].

Organizational innovation

Nowadays the post-industrial organizations are knowledge-based and their survival and situation is depended on their creativity, innovation, discovery, and devise [19]. Nowadays innovation considered as one of the important factors of organization's long-term successfulness in competitive markets. The main reason of this is which organizations those have competency to creating innovation and are able to response environmental challenges rapidly and better [20]. In nowadays flexible and knowledge-oriented world, only the innovative organizations could maintain their existence and response their costumers and stakeholder's needs and wants timely. Indeed, it is should remembered that the innovative organizations answer environmental challenges and needs better and rapidly than other organizations. Innovation is the window that provides new opportunities for organizations. Based on this, it is necessary that organizations attend their innovative activities and also identify existence resources and limitations in terms of this and then strive to improve these resources and remove such limitations. Indeed, organizational innovation considered as one of the basic advantages for organizations with respect to the complexity of competition. Generally organizations need new and modern ideas to survival in nowadays competitive world. The new and modern ideas are spirit for organizations and reclaim then from nothing and doom. The innovation not only leads them to attaining competitive advantage than their competitors, but also offers fruitful instrument to organizational performance excellence [21]. Herkema defined innovation as the process of knowledge that its purpose is to creating new knowledge in order to developing commercial and growth-able resolutions. Innovation is the process that the knowledge acquires, share, and combine with purpose of creating new knowledge [6].

Also organizational innovation refers to development or adoption of an idea or behavior in businesses activities that are new and modern for all departments of organizations. The creation of value from new technology or modern official activities is based on the new products or processes[22].

In order to this, we select the dominant components of other studies and research our main components after reviewing later studies and researches in terms of organizational innovations and also models of them. The official, production, and process components are the most important components among them and these components have been considered as the main dimensions of organizational innovation in this study that describe at the following section.

- 1) **Production innovation:** this provides instruments of production [23], that also refers to developing and offering new and improved products and services. Indeed, it is should remembered that the production innovations refers to which level that the organization is vanguards in terms of offering new services, allocating financial resources to research and development and related areas.
- 2) **Process innovation:** this provides instruments to maintaining and improving quality and saving cots [20], and also includes adopted new or improved methods of production, distribution, and delivery. Indeed, process innovation refers to which level that the organization applies new technologies and also experiment new methods of doing work.
- 3) **Official innovation:** this refers to procedures, policies, and new organizational structures [20], and also includes which changes that influences policies, resources allocations, and other factors that are related to organization's social structure [24]. Indeed, official innovation refers to which level that the organization's managers utilize managerial modern systems in order to administrate their organizations.

Research backgrounds

Chang et al., [5] in their study entitled "the relationship between knowledge storing and organizational innovation" indicated that the competency of knowledge acquiring influences positively the production and process innovations. They also resulted that the competency of knowledge improvement has significantly positive effect on official innovation (Chang et al., 2008). Darroch [25] in his article entitled "the examination of relationship between Strategic planning processes and types of innovation" studied the relationship among knowledge acquiring and answering knowledge with innovation (radical or incremental). The results of his examination indicated that there is significant positive relationship among these variables. Also he indicated that there is more incremental innovation than radical innovation in the market-oriented companies, because this type of innovation could leads to effectively acquiring, distribution, and responding to knowledge and finally leads to elevating organization's abilities and competencies[25].

Isfahan Departments of education as one of the important production areas in Iran needs to organizational creativity and innovation with respect to its conditions. One of the effective factors in terms of

this is applying appropriate Strategic planning systems. Therefore the present study was aimed to study the relationship between Strategic planning and organizational innovation in Isfahan Departments of education.

In this study we effort to answer these following questions:

- 1: is there relationship between Strategic planning and organizational innovation in Isfahan Departments of education?
- 2: what is status of Strategic planning and its components in Isfahan Departments of education?
- 3: what is status of organizational innovation and its components in Isfahan Departments of education?
- 4: are there relationships among the components of Strategic planning (including Rethinking, storing knowledge, Reconstruction, and Revitalizing) with organizational innovation in Isfahan Departments of education?

Statistical population, sample, and sampling method

The statistical population of this study includes all of 1124 experts of Isfahan Departments of education. The size of sample was determined based on Kokran table of sampling (286 experts) and then sampling conducted through random sampling method.

Data collecting methods

Strategic planning questionnaire

In order to collecting data about Strategic planning, the researcher-developed questionnaire has been used that consists of four dimensions (including creating knowledge, storing knowledge, Reconstruction, and applying knowledge) that each of these dimensions had respectively 7, 6, 5, and 7 questions. In order to measuring stability of this questionnaire, Cronbach's Alpha has been used that its value was 87% and indicated that this questionnaire has acceptable stability.

Organizational innovation questionnaire

The second instrument of data collecting data was another researcher-developed questionnaire that has been used to measuring organizational innovation. This questionnaire consists of three dimensions (including production, process, and official innovations) with 17 items. This questionnaire was based on Jimenez- Jimenez [20] and Plisses [6] Cronbach's Alpha indicated that stability of this questionnaire was 85% that shows appropriate stability.

Methods of data analysis

In order to analyzing the findings, descriptive and inferential statistics have been used that includes Pearson correlation coefficient and one sample T-test.

Findings (analysis of questions)

In this section based on the collected data, questions have been analyzed. With respect to this fact that the normal distributions of samples were accepted through K-S test, then Pearson correlation coefficient and one sample T-test have been used to analyzing questions and concluding results.

In order to answering the first questions that indicated there is relationship between Strategic planning and organizational innovation in Isfahan Departments of education, Pearson correlation coefficient has been used that its results has been indicated at the table 1.

Table 1: The results of Pearson correlation coefficient between Strategic planning and organizational innovation in Isfahan Departments of education

Variables	Correlation coefficient	sig
Strategic planning and organizational innovation	0.462	0.01

As indicated at the table 1, there is significant positive relationship between Strategic planning and organizational innovation ($R = .462$) with sig 0.01. In other words, the existence of Strategic planning in each organization leads to organizational innovation.

In order to examining and answering second question of this study that indicated what is status of Strategic planning and its components in Isfahan Departments of education, it is should remembered that determining decisions about favorably or unfavorably of Strategic planning and its dimensions status in the organization can be conduct only through one sample T-test, we utilize which standard that developed by Bazargan et al., (2007), in order to describing status of Strategic planning and its dimensions. The results of this test have been indicated at the table 2.

Table 2: The standard of Bazargan et al., (2007) to measuring results

Standards	1- 2.33	2.34- 3.67	3.68- 5
	Unfavorable	Relatively favorable	Favorable

In order to examining status of Strategic planning and each of its dimensions in Isfahan Departments of education, one sample T-test has been used and its results indicated at the table 3.

Table 3: The results of one sample T-test to examining status of Strategic planning and each of its dimensions in Isfahan Departments of education

Variables	Average	Standard deviation	Standard error	t	Sig	Status
Strategic planning	3.25	0.71	0.04	5.27	0.000	relatively favorable
Rethinking	3.43	0.92	0.61	7.08	0.000	relatively favorable
Reconstruction	3	0.74	0.04	0.006	0.000	relatively favorable
Revitalizing	3.38	1.09	0.07	5.31	0.000	relatively favorable
Educational information system	3.18	0.96	0.06	2.83	0.005	Relatively favorable

As indicated at the table 3, t-value of all dimensions (including Rethinking, Reconstruction, Reconstruction, and knowledge storing) were significant with $P < 0.05$, and generally was relatively favorable.

In order to answering third question that indicated what is status of organizational innovation and its components in Isfahan Departments of education, with respect to above mentioned description, this method has been used and its results indicated at the table 4.

Table 4: The results of one sample T-test to examining status of organizational innovation and each of its dimensions in Isfahan Departments of education

Variables	Average	Standard deviation	Standard error	t	Sig	Status
Organizational innovation	2.97	0.65	0.04	-0.65	0.000	relatively favorable
Production innovation	2.96	0.75	0.05	-0.69	0.000	relatively favorable
Process innovation	2.89	0.73	0.04	02.15	0.000	relatively favorable
Official innovation	3.05	0.85	0.05	0.97	0.000	relatively favorable

As indicated at the table 4, t-value of all of dimensions of organizational innovation was significant with $P < 0.05$, and generally was relatively favorable.

In order to answering fourth questions of this study that indicated there are relationships among the components of Strategic planning (including creating knowledge, storing knowledge, Reconstruction, and applying knowledge) with organizational innovation in Isfahan Departments of education, Pearson correlation confident has been used and its results have been indicated at the table 5.

Table 5: The results of Pearson correlation confident between Strategic planning and organizational innovation in Isfahan Departments of education

Variables	correlation confident	sig
Rethinking and organizational innovation	0.406	0.01
Reconstruction and organizational innovation	0.595	0.01
Revitalizing and organizational innovation	0.289	0.01
Knowledge storing and organizational innovation	0.492	0.01

With respect to the results that indicated at the table 5, it should be remembered that there are significant relationships among all of Strategic planning dimensions (including Rethinking, Reconstruction, knowledge application, and knowledge storing) with organizational innovation. Values of correlation each of these variables were 0.40, 0.59, 0.28, and 0.49 with $P < 0.05$. In other words, it should be remembered that the organization could increase its organizational innovation through Rethinking, Reconstruction, knowledge application, and knowledge storing.

Discussion and conclusion

Nowadays which organizations are successful and can survive in the competitive world that have ability to confront with changes and adapt with them and continually apply new and modern thoughts and thinks in their organizations. The companies concentrate on reconstruction and restoration in their products and follow modern business strategies in order to creating and reinforcing competitive advantages. These companies could reinforce their competitive situations only through offering new products rather than increasing their incomes, profits, and direction in line of improving companies' trust [2]. With respect to importance of Strategic planning (including Rethinking, Reconstruction, Revitalizing, and knowledge storing) in increasing and implementing innovations in organizations, the present study examined the relationship between Strategic planning and organizational innovation in Isfahan Departments of education. The results of these examinations indicated at the following section.

The results of the relationship between Strategic planning and organizational innovation (with sig 0.01)

indicated that there is significantly positive relationship between these two variables. The findings of Chopani (2011), Chang et al., [5], Jimenez- Jimenez [20], and Sophen Lin (2007) supported our findings in terms of relationship between Strategic planning and organizational innovation. This result indicated that knowledge as the main source of organizational innovation and productivity has many important. Strategic planning provide and organizes environment that in which individuals develop their knowledge, interact with each other, combine their own knowledge with other's knowledge, and finally apply them. Revitalizing leads to innovation in their organizations. Therefore Strategic planning introduced as the main resource and source of organizational innovation and as one of the main necessities of innovation process in organizations.

Therefore it is should remember that there is relationship between ability of innovative-acceptance of Isfahan Departments of education with its ability to utilizing and applying its knowledge resources. Strategic planning is the perspective of effective influence and applying knowledge and expertise in order to creating value and increasing organizational effectiveness. When this company shows high levels of Strategic planning capabilities, then will experience effect of learning that this could leads to reduction of reworking, rapid response and reaction to change, creating new ideas and increasing innovation. Effective Strategic planning facilitates necessary transition and interaction of knowledge in the innovation process. This also leads to increasing innovative performances through creating and developing new insights and capabilities. Therefore the capability of Strategic planning plays an important role in innovation supportiveness and its expedition.

Other results of this study indicated that the status of Strategic planning and each of its components and also organizational innovation and its components are relatively favorable in Isfahan Departments of education. Therefore managers of this company should strive to review their weaknesses through necessary and timely efforts and apply necessary and beneficial resolutions in their plans and decisions.

Other results of this study indicated that there are significant positive relationships among Strategic planning components (creating knowledge, storing knowledge, Reconstruction, and applying knowledge) and organizational innovation. These findings supported by other studies such as Chang et al [5], Jimenez- Jimenez [20], Vijing (2010), and Sophen Lin (2007).

These findings indicated that creating knowledge from external market and also from internal employees provides opportunities for Isfahan Departments of education in terms of recombination of knowledge and also creating new knowledge. The new attained knowledge has interaction with the existing knowledge and could adjust knowledge storing and also increase organization's knowledge, and therefore increase potential competencies for innovation's outcomes. The interaction between new attained knowledge and existing knowledge can leads to correcting organizational assets or storages of knowledge, increase depth and newness of organizational knowledge and finally increase the outcomes of innovative processes in organizations. Therefore knowledge creating leads to reduction of uncertainly and offering higher levels of differentiated products and services. Therefore it is resulted that there is significantly positive relationship between knowledge creating and organizational innovation.

If there is knowledge in different individuals and in different levels of organizations, organizational members need to share these in order to creating thought and mental styles. When Isfahan steel companies' experts have tendency to sharing their knowledge and exchange these, they can provide collective learning and also benefit from knowledge exchanges processes. When innovation created then the organizational members share their expertise, share their skills, and also explicitly transfer it in terms of products and services. Therefore when organization is able to share its knowledge among its members effectively, then will more innovative.

Revitalizing is the main and central component on knowledge management. Indeed, value of individual and organizational knowledge is in its application, because of its tacit nature. Organizational innovation needs to application and combination of knowledge from different sections. The knowledge that transfer to others or shared with them, applied in order to facilitate and create innovation. Indeed, Revitalizing refers to process of applying knowledge in seven areas including new businesses, innovation in products and services, innovation in process, self-restoration, risk taking, voluntary, and assertive competition. Isfahan Departments of education should modify its products and services through applying knowledge and also offer new products that satisfy their customer's needs and wants. So if this company utilizes the existence knowledge in order to offering its products and services, then can discover the ideas that consider as opportunities.

The capability of retrieval and attaining to individuals increase through knowledge organizing and storing processes. The knowledge will effective when codify and storage so that transfer especial meaning and perception to the organizational members. Isfahan Departments of education should identifies beneficial information through evolution of its values and the codifies organizational operations with respect to learning needs. The stored knowledge should is attainable in the different functional territories. Therefore innovation needs to store not only based on subjective classifications but also based on employee's learning needs and organizational goals with purpose of continuous improvement and expertise allocation.

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