



INTERNATIONAL JOURNAL OF TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

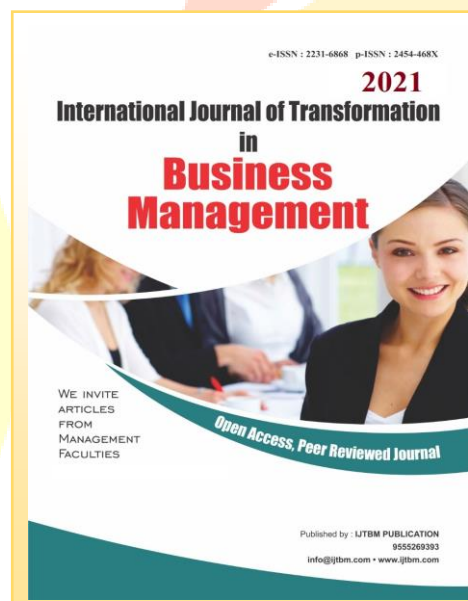
Diagnosing the level of Innovation Performance in the Baghdad Intelligence and Counter-Terrorism Directorate - an Analytical Study in the Ministry of Interior

Researcher Salim Taha Ali, Prof. Salah Abdel Qader Al Nuaimy
University of Baghdad, College of Administration and Economics, Iraq

Paper Received: 19th May, 2021; **Paper Accepted:** 12th June, 2021;
Paper Published: 13th June, 2021

How to cite the article:

Salim Taha Ali, Prof. Salah
Abdel Qader Al Nuaimy,
Diagnosing the level of
Innovation Performance in the
Baghdad Intelligence and
Counter-Terrorism Directorate
- an Analytical Study in the
Ministry of Interior, IJTBM,
April-June 2021, Vol 11, Issue
2; 30-46



ABSTRACT

The current research aims to diagnose the level of innovation performance, and the research was conducted in the Baghdad Intelligence and Counter Terrorism Directorate of the Ministry of Interior, in an effort to present a set of recommendations that could contribute to enhancing its innovation performance, and based on the importance of the subject in the directorate, and the importance of the innovation performance of the directorate for the community and its employees, so that the research adopts the descriptive analytical method in its completion, and the research targeted an intentional quota sample of leaders and job holders in it, and data was collected from (145) respondents who represent the research community exclusively and comprehensively, represented by (director director, assistant director, department managers, assistant department managers, division directors, unit officials), by adopting a questionnaire that included (45) paragraphs, and using personal interviews and field observations to enhance the analytical aspects and extract the research problem, and observation and observation methods to help collect it, and the research adopted a program (Amos V.25, Spss V.26). With the adoption of descriptive statistics methods (linearity test, normal distribution test, confirmatory factor analysis, building models of variables, arithmetic mean, percentages, standard deviation, and The importance of relativity, coefficient of variation, Pearson correlation coefficient, and simple and multiple regression coefficient) to test its hypotheses, and for these results were drawn conclusions, and reinforced with recommendations and mechanisms of action for implementation.

Keywords: innovation performance, originality, fluency, flexibility, risk taking.

INTRODUCTION

Organizations operate in environmental conditions characterized by instability, continuous rapid change, and complexity that would generate many great challenges that these organizations were not familiar with, which forces them to face these challenges effectively and efficiently, which requires the adoption of high innovation capabilities to find solutions and new and modern ideas that enables it to survive, continue and grow.

The interest in the issue of innovation performance has increased as it is one of the necessary and decisive matters for today's organizations that face many challenges imposed on them by the internal and external environment, the rapid technological changes

and the information and technological revolution. The necessary factors that would sustain it, in order for the innovation performance to become the firm behavior that individuals practice permanently in the organization in question, and to diagnose the level of its ability and capabilities to adopt innovation performance in one of the important ministries, which is the Iraqi Ministry of Interior, as providing security and stability to the community is one of important priorities of the Ministry.

INNOVATIVE PERFORMANCE

Creativity represents a unique human phenomenon that has existed since the

beginning of creation and has developed over time, as the environment surrounding man and the health, social, cultural and economic problems that surround it constitute a threat to his existence, which required him to invest his innovation energies and innovation thinking to invent new and different methods and methods that he can Through it, facing these challenges, as the world is witnessing amazing progress in various fields of industry, commerce, agriculture, services, and means of communication, which can only be achieved through creativity, innovation thinking and a renewed comprehensive view of everything that surrounds the individual and exists in his environment.

PERFORMANCE CONCEPT

Performance is a fundamental and basic concept, and important for the organization in general, as it is a comprehensive and primary phenomenon as a central component of all branches and areas of managerial knowledge, as well as being the most important dimension for different organizations as the existence of a specific goal is centered around them. The term performance corresponds to the Latin word (performer). which means to give a complete form to something, from which the word is derived English (Performance), i.e. doing the work or getting the work done, or how the organization achieves its goals.

The concepts of performance differed according to the multiplicity of standards and measures adopted by organizations in the study of performance, despite the abundance of research and studies that dealt with it, however, no agreement was reached on a specific concept of it, but a set of concepts that can reach To the concept closest to it, (Ecclec, 1991:58) defines performance as a process of reflection of the organization's ability and ability to achieve its goals and objectives, and the concept of performance includes the idea of goals, so the effective organization can achieve its goals regardless of the amount of resources used, and performance expresses effectiveness and represents one of the Dimensions of organizational performance.

Bromiley and Miller (1991:2) believe that there are foundations for defining performance based on the organization's own resources, to define it as performance as a result of the organization's ability to invest its resources and direct them towards achieving goals, through the desired performance. to achieve its objectives, as the performance of the organization is embodied in its capabilities and ability to implement its strategies and enable it to face competitive forces” (Angelier, 2015: 335). And embodies the performance of the organization through its ability to confront competitive forces, and performance is a result, and consists of

effective efficiency, competitiveness and productivity (Al-Shwaikhli, 2003: 26).

INNOVATION CONCEPT

The thinking process represents the main tool for generating ideas, and it is referred to as the process through which something new is generated that has a tangible value for an individual, a group, an organization, an industry or a society.

It is required to ensure that the ideas have new feasibility and benefit, so it has become necessary to think about more than just innovation, meaning whether the ideas have value, applicable and useful or are opposite, and so on.

Creativity is a human mental state that tends to find ideas, methods and means in modernity and individuality, as it constitutes a real addition to the total human output, and is of real benefit on the ground, especially when it is an applied subject, or it constitutes a new expression and a new method for a cultural situation. Or social, or literary, philosophical and critical, as it constitutes an expression within a new form and style of human emotions and feelings.

It can be defined as a new, useful, original and socially acceptable mental production that solves a problem logically or with a prior emotion. (Al-Aassar, 2000: 15) defines creativity as the process of generating a unique and new idea or knowledge by making a transformation of a new idea that

differs from the previous one, so this idea must be special In the creator, the test must achieve the goal set by him.

Havel (Havel, 2000:29) also defined creativity as the ability to form new structures or new organizations, which have a good impact on humanity, and do not conflict with the conditions of creativity methodology, as indicated (Simpson, 2007:17) to creativity as the initiative that a person shows In its ability to detach from the normal chain of thought, so that it does not exceed the controls, leading to chaos or threatening the interests of human beings (Ayman, 2004: 66).It is represented by a set of features, preparations and dimensions that include several features such as fluency in thinking, risk taking, flexibility, originality and sensitivity to problems, redefining the problem and clarifying it in detail or elaboration (1986:59, Guilford), as well as defined (28:1993, Torrence) that it is sensitivity towards problems, Recognizing weaknesses, gaps, inconsistencies, lack of consistency and lack of information, searching for solutions, predicting and formulating new hypotheses and testing hypotheses, reformulating or modifying them to reach new solutions or correlations using the available data and transferring the results or communicating them to others (Al-Barghouti, 2017: 13).

**INNOVATION PERFORMANCE
CONCEPT**

Despite the importance of creativity in organizational literature, there is still no specific and accepted comprehensive concept of creativity because of the ambiguity of the concept and the abundance, multiplicity and diversity of literature around it, which ranges from being limited to extensive literature, and creativity represents one of the topics with broad and diverse characteristics, which includes all What is new of opportunities, changes and ideas, adopts the value system of originality and innovation ideas.(Daffaretal.,2013:3). The first beginnings of the concept of creativity go back to the European scientist Schumpeter: 1934:1939 (who talked about it in 1934) and published it in 1939, who talked about it in the theory of economic development, which dealt with the topic of leadership, creativity and leadership, which was discussed through the frequent economic fluctuations that ravaged the economy intensely. Continuously, it required business owners to practice distinct jobs in order to overcome the obstacles related to these fluctuations and since that time the term creativity, innovation and entrepreneurship has appeared (Tiruneh, 2014:40).The views of those interested in the topic of innovation performance differed regarding defining a concept of innovation performance. The following are some concepts that the researcher can refer to:

Innovation performance: It means producing products, ideas, or procedures that meet two conditions, which are new or original, and are relevant or useful to the organization (Oldham & Cummings: 1996,608).

It is also defined as “a basic strategy in creating and developing products, services, foundations and new methods of production, processing, distribution and operations management, and continuing with them to achieve a competitive advantage” (Wang & Ahmed: 2004, 21).

It can also be defined as “the foundation in the business environment, as organizations constantly need it to achieve renewal and improvement in their offerings and production to achieve growth, survival and profitability in the long term.

The innovation performance was categorized into three stages (Al-Mulla and Raysan, 2017: 67):

1. Financial returns Innovation performance refers to the tangible economic returns that the organization gets from its innovation performance.
2. An activity that generates patents and refers to the conduct of the innovation activity in order to realize the patent.
3. Intensive activities It is an intensive process of activities in the field of research and development.

Innovation activity can support organizational capabilities, performance, and competitive advantage. There are researchers

who combined the concept of creativity and creativity together, which is generating an idea, accepting it and mixing it with its innovation implementation (Thompson: 1965, 54).

Also (Wallas, 1926:10) identified four stages through which creativity passes, which are:

The first stage: preparation (preparation) At this stage, the problem is identified and examined from all its components and aspects, as it collects information, data from experience and memory, and from readings related to the same topic and the relationship between it and other variables related to each other in different ways, through which the issue of creativity or identification of the problem is addressed.

Second stage: incubation (fermentation) At this stage, the process of conscious thinking, or the mind is not an important factor, as new ideas are reduced below the psychological level of awareness, or the mind since the stage of preparation for the previous stage, and this stage may take a long or short period, because it represents the most accurate and most important stages of creativity, being the stage that The interactions and their shortcomings occur in all the painful interactions that are included in the suffering experienced by the creator, as the emotional and subconscious factors of the individual overlap.

Stage Three: Inspiration (Enlightenment) This stage includes the individual's

perception of the relationship between the different parts of the problem, and the emergence of the spark of creativity, and it means the moment in which the new idea is born that plays its role in solving the problem and in which the subjective characteristics of creativity are embodied, which represents an actual separation between what anyone can do and what the creators do The two stages are as important and difficult as the previous two.

Fourth stage: Verification In the last stage of creativity, the creator must try the innovation idea and reconsider it, and present all his ideas for evaluation, which is a testing stage for the idea of new creativity, and the function of this stage is similar to the preparation stage, in the preparation stage and the stage of establishing the truth, and it focuses on conscious work to solve the problem (Al-Titi 2001, 65).

DIMENSIONS OF INNOVATION PERFORMANCE

Organizations need their people to demonstrate high levels of innovation performance, to achieve success and prosperity. However, the stakeholders in organizations may have limited data on the different and distinctive roles of individuals' performance and creativity, although the existence of this type of reports allows leaders the opportunity to form an integrative

theory about The capabilities and abilities of individuals to challenge different working conditions and simultaneous completion of their tasks and duties in a innovation manner. Although the different tasks of the job place a varying focus on the levels of innovation performance, creativity in performance does not necessarily lead to successful job performance, nor does job performance mean Demonstrating creativity, as opposed to carrying out procedures, processes, or achieving specific goals, innovation performance by its nature involves dealing with uncertainty and the unpredictability of the behavior of individuals in the organization. In the work environment, it involves the individual's development of practical and new solutions to workplace challenges and the provision of tangible and beneficial results to the organization (Amabile, 1996; Ford: 1996: Oldham&Cummings, 1996; Shalley, 1991).Innovation responses may also take the form of improvements or innovations in routine procedures or approaches to develop new and useful procedures, processes, or services. Thus, innovation performance in most jobs relates to activities essential in the behavior of the organization for the individual that are likely to be predictable, and routine, and innovation performance includes the development of new and useful approaches to solving problems and challenges, and thus inherently carries

elements of unpredictability and uncertainty regarding The ideas that individuals come up with and how they perform their tasks, and this prevents the existence of a routine nature in organizations. However, there are some individuals that show their innovation abilities and capabilities through emergency situations and critical circumstances, and these people have to go themselves more, develop their capabilities, and change their behavior pattern in line with the characteristics they possess, including the following (Al-Shammari: 112, 2008):

1- Originality: The ability to come up with new ideas that are rare and useful and not linked to the repetition of previous ideas, which is an uncommon and long-term production. (Al-Surour, 115:2002), and a number of researchers agree that authenticity is the ability to produce authentic responses with few repetitions in the sense The statistic within the group to which the individual belongs, that is, the lower the degree of prevalence of an idea, the greater the degree of its originality (Mansour, 1986, 89). Authenticity has three main aspects:

1. Uncommon response (the ability to produce rare ideas).
2. Distal response (the ability to state indirect, distant repercussions).
3. Skillful response (the ability to produce responses judged by skill) and this aspect is a new test for originality, as it is not possible to rely on non-commonness alone as a test

for it. (Al-Khatib, 1990, 137). Originality differs from both fluency and flexibility in the following:

A- Originality does not refer to the amount of innovation ideas that the individual gives as in fluency, but rather it is concerned with the value and seriousness of the ideas.

B - Authenticity does not refer to the individual's aversion to repeating his personal perceptions, but rather refers to his aversion to repeating what others do, and this is what distinguishes it from flexibility. It means that the innovation person does not repeat the ideas of others and is alienated from their traditional solutions to problems, and originality represents the highest levels of creativity. On the other hand, one must be careful not to exaggerate the perception of the role of originality in the innovation process, as it is only an element of the overall innovation process (Al-Hezan 2002), 33). The progress of scientific knowledge is not only thanks to originality, but also thanks to other capabilities beside originality, which are capabilities that differ from originality and are no less important in terms of their value in the areas of creativity. This should not be understood as underestimating the originality factor in creativity, but it is better to imagine that originality needs other capabilities imposed by this or that field. (Ibrahim, 2002, 27, 28).

2- Fluency: The ability to recall as many ideas as possible suitable for a particular

situation, within a relatively short period of time, if this recall process is compared to other types of non-inventive thinking, as the ability of the creator in terms of recalling appropriate ideas is much greater than other. Those with traditional thinking (Abdel-Fattah, 1990, 65), fluency means a person's ability to produce a large amount of ideas, exceeding the general average, within a specified period of time, and it is said that fluency is the bank of innovation ability (Al-Suwaidan and Al-Adlouni, 2002, 57), because A innovation person who produces a large number of ideas during a given unit of time often has - if other conditions are equal - a greater chance to produce a relatively large number of good ideas, so it is likely that the innovation person is characterized by fluency in thinking, and fluency is determined within quantitative limits. It is calculated by the number of responses and the speed of their issuance. (Al-Sherbiny and Sadiq, 2002, 12) and five types of fluency can be identified (Al-Titi, 2001: 55):

- a- Pronunciation fluency: that is, the speed of a person's thinking in giving and generating words in a specific format.
- b- Associative fluency: that is, producing the largest possible number of words with the same meaning.

- c- Fluency of ideas: It is the recall of a large number of ideas in a specific time.
- d- Expression fluency: i.e. quick thinking of related words that fit certain situations.
- e- Fluency in shapes: Providing some additions, such as certain shapes, to create real drawings.

3- Flexibility: the individual's willingness to take different methods, think in different ways, and change his view of the situation or problem he addresses by looking at it from several dimensions, and this is the opposite of mental rigidity through which a person tries to adopt new intellectual patterns to confront them. Its different positions (Malcom & Peter 2004, 58) and flexibility is the different ideas presented by the innovation individual with which he can change a mental point of view or a certain position. The innovation individual tries not to be a prisoner of a certain approach, as he has the ability to adapt to environmental conditions and situations (2: (2017, Malik & Akhtar), and it is defined as the ability to take different methods and think in a different style or classification that differs from the normal classification, and to look at the problem from different dimensions, which is the degree of ease with which a person changes a particular position or point of view, and not intolerance to ideas in themselves (pleasure, 2002, 118), as it means

looking at things from several angles, it may be possible to link discordant ideas to become in a new form. (Halwani, 1990, 63)

Flexibility can be classified into two types:

A- Automatic flexibility: It includes the individual's ability to automatically give various information that does not belong to one category or origin. It also refers to the flexibility that appears in the individual without the necessary need required by the situation, and the individual is given a number of responses that do not belong to one category but belong to a number Diverse, and this distinguishes it from fluency of all kinds, as the flexibility factor highlights the importance of changing the direction of our thoughts, while the fluency factor highlights the importance of the abundance of these thoughts only (Al-Kinani, 1990: 28).

b- Adaptive flexibility: the individual's ability to change his mental orientation when he is looking to solve a specific problem, and it can be viewed as the positive side of mental adaptation.

Where mental adaptation is the opposite of a mentally rigid person. (Hanora, 2000: 28). This type of flexibility was called adaptive flexibility because it needs a behavior modification to conform to the correct solution (Ibrahim, 20: 2002). Flexibility is measured in more than one way, for example, a number of transitions are detected from one idea to another or from one type to

another type of content. In one context, the different types of ideas and images that a person has produced can be summarized. The degree of flexibility is the number of these movements, and the degree of fluency is the total number of ideas that a person draws, regardless of their types (Hanura, 2000: 29).

1- Sensitivity to Problems: It means awareness of the existence of problems, needs, or elements of weakness in the environment or the situation, and this means that some individuals are faster than others in noticing the problem and verifying its presence in the situation, and there is no doubt that discovering the problem represents a first step in the process of searching for Solve it, and it is related to this ability to notice unusual, abnormal or confusing things in the surroundings of the individual, or to re-use them and raise questions around them. (Jarwan: 2002: 107), and there is no doubt that individuals who are more sensitive to realizing the shortcomings in different situations have an increased opportunity to delve into the research in them, and therefore the possibility will increase in front of them towards innovation creativity (Ibrahim, 47, 2002). Perhaps the creator's sense of problems and the possibility of fixing them explains the results revealed by various researches that confirm the creators' ability to see (obviousness) in what others see as clear, dissatisfaction with what is, and the

courage to perceive between what is and what should be (Al-Kinani, 1990: 20).

2- Risk-taking: The extent of the individual's courage to expose himself to failure, criticism, making guesses, working under ambiguous circumstances, and defending his own ideas (Al-Safi, 1997: 119). It also means taking the initiative in adopting new ideas and methods and searching for solutions to them, at the same time when the individual is capable of bearing the risks resulting from the work he undertakes, and is ready to face the responsibilities resulting from that (Al-Nimr, 1992: 17). In the field of administrative work, promising managers are aware of the importance of the risk factor in investing the innovation energies of individuals and improving the organizational climate, and aware of the individuals' need for support and support to overcome hesitation in bearing the consequences of risk, which prompts them to develop systems and rewards that encourage them to accept risk and bear its consequences (Al-Shammari, 2002: 199).

CONCLUSIONS

1.The directorate showed a relatively high interest in achieving flexibility in its innovation performance, especially since its leaders do not hesitate to change their positions when they are convinced that they are incorrect, in addition to having a view of things and situations from multiple angles.

2. It was proven that the directorate resorted to taking risks in its work, activities and tasks towards achieving innovation performance, so it was keen to adopt new ideas and methods and search for solutions, in light of its responsibility for the results, and its readiness to confront them and the resulting events.

3. The directorate demonstrated its ability to employ sensitivity to problems in improving its innovation performance by knowing its shortcomings and diagnosing weaknesses in what it does, especially when it expects a solution to work problems.

4. The surveyed directorate showed its dependence on originality in improving the level of its innovation performance, by emphasizing and keenness to improve the skill of its leaders in debate and dialogue in a relative manner, as well as having the argument and the ability to persuade when carrying out work and duties in a renewed manner.

5. The directorate showed the interest of the directorate in its innovation performance, so it proceeded to improve it with certain levels of interest in the contents after fluency, as it allows the affiliates to express their ideas with useful verbal formulations that are consistent with specific situations, as well as the keenness to produce the largest possible number of words with the same meaning to denote an idea.

RECOMMENDATIONS

1. The necessity of paying attention to originality and the ability to present new, useful and rare ideas in a way that contributes to improving the innovation performance of the Directorate through:

a. The tendency to adopt new work methods that differ from the approved routine methods, and are based on supporting personal and collective initiatives in improving performance and enhancing the security aspect.

b. Staying away from the routine of assigning associates when completing the required tasks and not rotating the same people when repeating similar tasks.

2. The level of fluency in the directorate should be improved, by producing as many ideas as possible in a timely manner and providing flexible solutions that can be developed, changed and renewed through:

a. Work to produce as many words as possible with the same meaning and unify them in the various departments of the directorate.

B. Providing solutions and suggestions from everyone quickly, and the senior management adopting them for the benefit of enhancing the security aspect.

3. Additional attention to flexibility in a way that enhances the innovation performance of the Directorate by identifying all opinions, even if they differ in their directions, and

looking at matters and issues from different angles.

4. The directorate should enhance its adoption of calculated risk in a way that enhances the aspects of its innovation performance by assuming responsibility for the security actions it undertakes, and being prepared to face the consequences of that.

5. The necessity of improving sensitivity to and awareness of problems, identifying needs and elements of weakness in the environment and expediting their prediction before problems occur that lead to the crisis by planning and formulating scenarios .

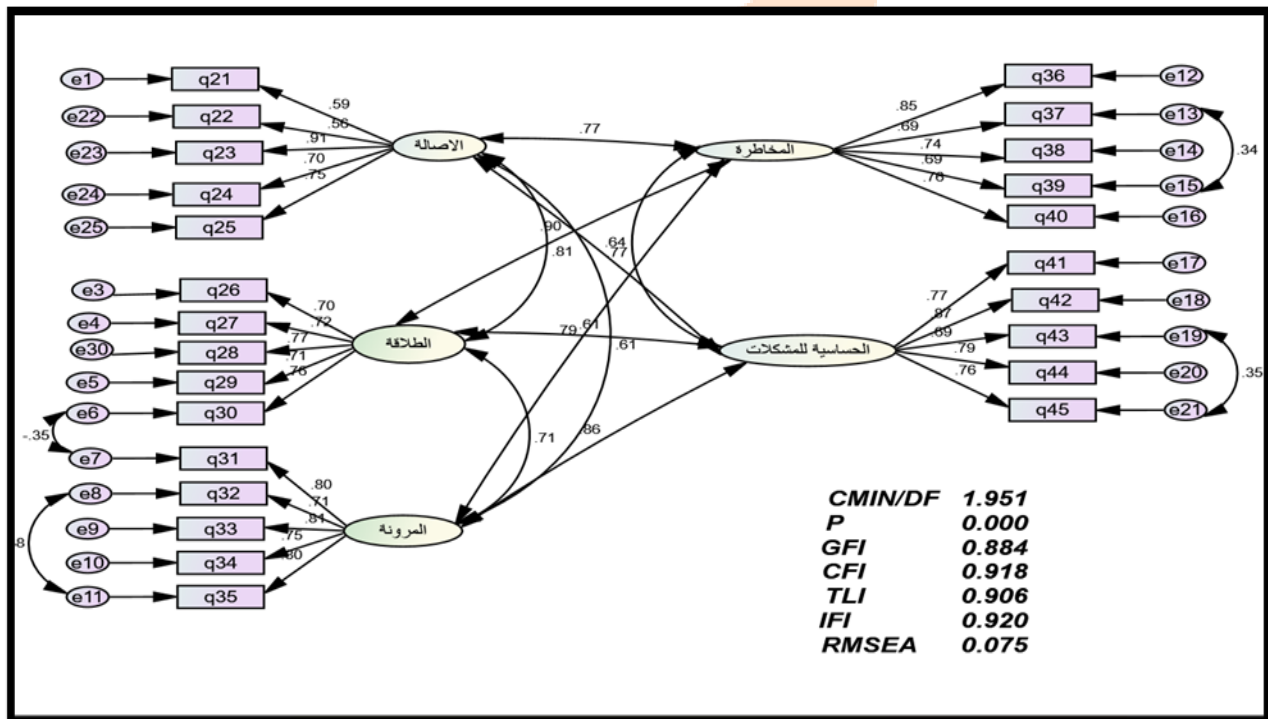
**PRACTICAL ASPECT:
PRESENTATION, DIAGNOSIS AND
ANALYSIS OF INNOVATION
PERFORMANCE DATA**

The variable under study measured the innovation performance in the Directorate of Intelligence and Counter-Terrorism in Baghdad through dimensions (originality, fluency, flexibility, risk-taking, sensitivity to problems), and through (25) approved and confirmed paragraphs through confirmatory factor analysis. The results of the descriptive analysis of the primary data led to:

Overall, the innovation performance performance obtained an arithmetic mean (4.04) for a scale consisting of (5) degrees at a relatively high level, and it is practiced in the Baghdad Intelligence and Counter-

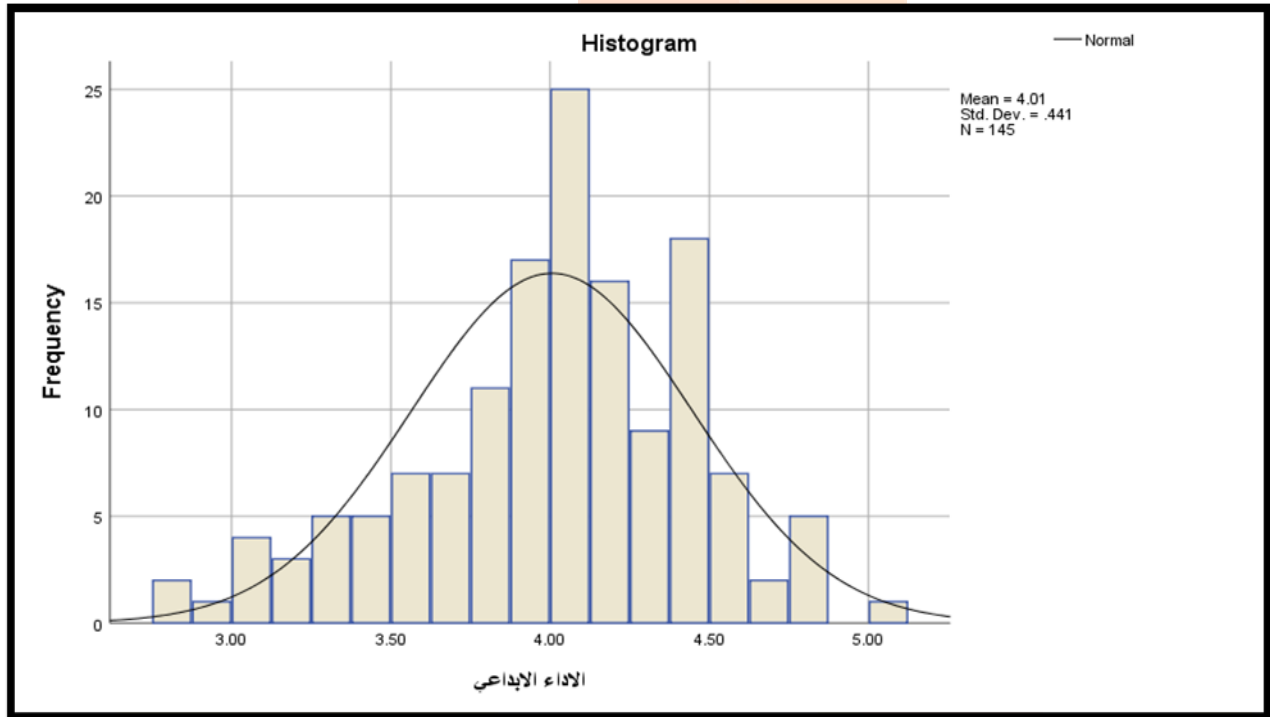
Terrorism Directorate with a good (80.8%) relative level of interest, a standard deviation (0.441), and a relative coefficient of difference (10.9%).) which indicates the directorate's resort to adopting a mixture of overall organizational achievements resulting from its efforts in renewal, improvement, support for new ideas, finding innovative solutions, understanding external knowledge, and working to align it with the specificity of its intelligence work and proactively link it to the results of creativity.

IJTBM



Confirmative factor analysis: In order to identify the construct validity and the concept, the researcher employed the confirmatory factor analysis of the data of the investigated variable (innovation performance), as it is the best used method to verify the construct validity of the standards. He used the (Amos V.26) program to verify the results of the confirmatory factor analysis, and the analysis was done on paragraphs The variable (innovation performance), as it is noted that the results of the confirmatory factor analysis converge and coincide with the results of the

exploratory factor analysis, which shows the accuracy of the results, and the explanatory values of saturation were greater than (0.40), which gives an indication of the validity of the dimensions of the variable and its achievement of the quality of conformity. The results of the analysis showed the acceptability of the model according to the conformity indicators except for (GFI) the appropriate matching index, as well as the percentages of saturation exceeding (0.40), and all of them with a significant level of less than (0.05).



IJTBM

REFERENCE

- Ruble Liusse & Palladion, Tavares, (2000). *Entrepreneurship: Concept & Measurement*.
2. Thompson, J.L. (1997), *Strategic Management: Awareness & Change*, 3rd ed., International Thompson Business.
 3. Tierney, P. and Farmer, S.M. (2002). 'Innovation self-efficacy: potential antecedents and relationship to innovation performance'. *Academy of Management Journal*, 45: 6, 1137–1148.
 4. Valaei, N., Rezaei, S., & Ismail, W. K. W. (2017). Examining learning strategies, creativity, and innovation at SMEs using fuzzy set Qualitative Comparative Analysis and PLS path modeling. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2016.08.016>.
 5. Wallas, G. (1926). *The art of thought*. London: Jonathan Cape.
 6. Wildavsky, A. (2006). *Cultural Analysis*, ed. Brendon Swedlow, Dennis Coyle, Richard Ellis, Robert Kagan and Austin Ranney .New Brunswick: Translation.
 7. Wright, Peter. & Kroll, Mark. J. & Parnel, John. A. (1998): *Strategic Management Concepts* , Prentice Hall, New Jersey.
 8. Armstrong, Michael (2014): *A Hand Book of Human Resource Management Practice*, Kogan Page, Thirteenth Edition, Great Britain, Cambridge University Press.
 9. Carayaannis, E. (2013): *Encyclopedia of Creativity Invention, Innovation and Entrepreneurship*, New York, Springer Science Business Media.
 10. Carpenter, Mason A. & Sanders, W. G. (2006). *Strategic Management: A Dynamic perspective*, prentice - Hall, New Jersey.
 11. Daft, R.L. & Noe, R.A. (2001): *Organizational behavior*, Harcourt college publishers.
 12. Daft, Richard L, (2010): *Organizational Thory and Desgin*, Tenth edition, South-Western Cengage Learning, USA.
 13. David. H. (2017): *The Roots of Innovation*, U.S. Chamber International IP Index,5ed.
 14. Dess , Gergory G. & Lumpkin , G.T. & Eisner, Alan B. (2007): *Strategic Management: Creating a Competitive Advantage*, Mc Graw-Hill, 3rd., New York, USA.

15. Esbjorn Segelod & Karin Berglund & Erik Bjurstrom & Erik Dahlquist & Lars Hallen & Ulf Johanson. (2011): Studies in Industrial Renewal Coping With Changing Contexts, Mallardalen University, Eskilstuna-Vasteras, Sweden.
16. Frank, Rothaermel. (2017): Strategic Management: Third edition. | New York, NY : McGraw-Hill
17. Graham.R. (2010): Business Process Reengineering: Strategies for Occupational Health and Safety, British Library Cataloging in Publication Data A catalog record for this book is available from the British Library.
18. Hansen.G. (1997): Automating Business Process Reengineering, 2nd, ed, Prentice Hall Ptr.
19. Heracleous, L. (2003): Strategy and Organization: Realizing Strategic Management, New York, Cambridge University Press.
20. Hill, Charles W. L. & Jones, Gareth R. (2013): Strategic Management Theory, An Integrated Approach, 10th Edition, South Western & Cengage Learning, USA.
21. Hill, Charles., & Jones, Gareth., (1999), "Strategic Management Theory- an Integrated Approach", 15th ed, Houghton Mifflin company, U.S.A.
22. Hitt & etal. (2007): Strategic Management Competitiveness and globalization, Thomson Learning Academic Resource Center, 7 Education.
23. Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. (2001): Strategic Management: Competitiveness and Globalization (Concepts and cases), 4th edition. Cincinnati, Ohio: Thomson/South Western
24. Hitt, M.A., Ireland, R.D. & Hoskisson, R.E. (2011): Strategic management theory integrated approach, 10th edition. South Western, cengage learning, USA .
25. Hitt & Ireland & Hoskisson. (2009): Strategic Management Concepts & Cases Competitiveness and Globalization, South-Western, a part of Cengage Learning, 8th Edition.
26. Hughes, Richard L. & Beatty, Katherine (2005): Becoming A Strategic Leader: Your Role in Your Organizations Enduring Success, John Wiley & Sons, Inc., USA.
27. Macmillan, Hugh, & Tampoe, Mahen. (2000): Strategic Management, Oxford University press, U.S.A.
28. Narayanan, V.K. & Nath, R. (1993): Organizational Theory : A strategic approach, R.D., Irwin, Inc, Burr Ridge.
29. Pisapia, John. (2009): The Strategic Leader - New Tactics for a Globalizing World, Information Age Publishing, USA.

30. Robbins, Stephn & Couler, Mary. (2004): Management , 20th ed. , Hill inc , U.S.
31. Frank ,Rothaermel. (2013): Strategic Management Concepts, the McGraw-Hill Companies, Inc.
32. Schermenorn, John.R & Hunt, James.G & Osborn, Richard.N & Bien. (2010): Organizational Behavior, 11th edition , John Wiley & Sons, Inc USA.

