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A Study on Innovative Culture, Strategic Planning and SMEs Performance in Punjab, Pakistan

Rabia Salman

95570

PhD. Management
A Study on Innovative Culture, Strategic Planning and SMEs Performance in Punjab, Pakistan

By
Rabia Salman

Thesis Submitted to
School of Business Management
Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Degree of Doctor of Philosophy
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ABSTRACT

The main objective of this study was to examine the relationship between innovative culture (IC), strategic planning (SP), and small and medium enterprises’ (SMEs) performance in Punjab, Pakistan. Data were collected from selected SMEs operating in Punjab, Pakistan using a cross-sectional study design. This study adopted the simple random sampling of 353 respondents. Questionnaires were distributed to the respondents and the data were collected through the personally-administered method. The Partial Least Squares Structural Equational Modeling (PLS-SEM) was used to test the hypotheses. This study found that innovative cultural values, processes, and success factors have positive influences on SMEs’ performance directly but innovative cultural behavior, climate, and resources do not effect SMEs’ performance. The study also revealed that SP has a direct positive relationship on SMEs’ performance. The study further revealed that SP as a mediating variable has a significant effect on the relationship between SMEs’ performance and innovative cultural processes and success. However, SP as a mediating variable has no significant effect on the relationship between SMEs’ performance and innovative cultural values, behavior, climate and resources. The results of the study further highlighted important insights to owner-managers, policy-makers and researchers to further understand the effects of IC and SP on SMEs’ performance. Owner-managers of SMEs should emphasize IC’s values, processes and resources, and SP to enhance SMEs’ performance. Strategy planners and policy-makers should encourage and implement such policies which include IC and SP for enhancing SMEs’ performance. Lastly, the limitations of the study and avenues for the future research are discussed.

Keywords: Innovative culture, strategic planning, small medium enterprises, SMEs’ performance.
ABSTRAK:


Kata kunci: Budaya Inovatif, Perancangan Strategik, Perusahaan Kecil, Prestasi Perusahaan Kecil dan Sederhana
ACKNOWLEDGEMENTS

All the prestigious and excellent praises are no doubt for ALLAH (SWT) for helping me and keeping me healthy and alive to the end of this program. May His peace and blessings upon Prophet Muhammad SAWW and his companions. First of all, I would like to thank and place my gratitude to my main supervisor Dr Darwina Arshad and my co supervisor Dr Lily Julienti Abu Bakar for reading this research work, a lot of support and and an unlimited guidance during this research. It was a great pleasure working under my supervisors who helped me in every way and so. Although, this research journey became more interesting and challenging one when their criticisms were involved.

I am highly thankful to my mother who supported me a lot to pursue my degree in every way and so. Whatever I have achieved through this degree, it is all because of her prayers and wishes. My special thanks to my husband, who supported me a lot throughout this toughest journey. I also in debt to my sisters and brother who also supported me a lot during this journey. This degree is dedicated to my respected supervisors and family.

Special thanks to University Utara Malaysia, for giving me an opportunity to pursue this PhD degree. Special regards to friends and colleagues in this program who have screamed, cried, and laughed with me. Thank you for you motivation, love, and support.

Alhamdulillah Rabil Alamin.
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<td>Behavior</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive officer</td>
</tr>
<tr>
<td>CL</td>
<td>Climate</td>
</tr>
<tr>
<td>DV</td>
<td>Dependent variable</td>
</tr>
<tr>
<td>F²</td>
<td>Effect Size</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GOF</td>
<td>Goodness of Fit</td>
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<tr>
<td>HP</td>
<td>Hewlett Package</td>
</tr>
<tr>
<td>IV</td>
<td>Independent Variable</td>
</tr>
<tr>
<td>IQ</td>
<td>Innovation Quotient</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>MV</td>
<td>Mediating Variable</td>
</tr>
<tr>
<td>MEs</td>
<td>Medium Enterprises</td>
</tr>
<tr>
<td>PLS-SEM</td>
<td>Partial Least Squares-Structural Equation Modeling</td>
</tr>
<tr>
<td>PR</td>
<td>Processes</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td>P&amp;G</td>
<td>Procter &amp; Gamble</td>
</tr>
<tr>
<td>Q^2</td>
<td>Predictive Relevance</td>
</tr>
<tr>
<td>RBV</td>
<td>Resource Based View</td>
</tr>
<tr>
<td>R^2</td>
<td>Coefficient of Determination</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>RS</td>
<td>Resources</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
</tr>
<tr>
<td>SBP</td>
<td>State Bank of Pakistan</td>
</tr>
<tr>
<td>SMEDA</td>
<td>Small and Medium Enterprises Development Authority</td>
</tr>
<tr>
<td>SEM</td>
<td>Structural Equational Modeling</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Enterprise</td>
</tr>
<tr>
<td>SP</td>
<td>Strategic Planning</td>
</tr>
<tr>
<td>SC</td>
<td>Success</td>
</tr>
<tr>
<td>VIF</td>
<td>Variance Inflation Factor</td>
</tr>
<tr>
<td>VL</td>
<td>Values</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
</tbody>
</table>
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Every country is trying to go ahead by leaps and bounds with drifts of time. In this race every country is trying to be a developed economy, for which every individual is playing a role. Development of a country is decided by its economic growth (Phelan & Sharpley, 2012). Economic growth of the country is dogged by its gross domestic product (GDP) (Yahya, 2012). While having a look over GDPs of many countries, it is quite obvious that SMEs play abundant role in the development of a country, thus every country is giving extra consideration to the SMEs in their countries (Veskaisri, Chan, & Pollard, 2007).

Pakistan is one of those countries, who drives an extraordinary attention to SMEs for joining the rivalry of growth and success (Jasra, Khan, Hunjra, Rehman, 2011). Currently, SMEs are at the major focus in Pakistan because they play a major role in GDP of Pakistan (Lanka, 2009; Subhan, Mehmoord, & Sattar, 2013). SMEs contribute 30% to the national GDP of Pakistan (SME SBP, 2011). SMEs are therefore kept the heart of this study. The regulatory and legislative authorities of SMEs of every country focuses to enhance the performance of SMEs (Loo et al., 2013; Morgan & Strong, 2003a; Qureshi, 2012; Subhan, Mahmood, & Sattar, 2014; Wang, Walker, & Redmond, 2007).

It is believed that noble SMEs performance could contribute the increase of GDP of their country. Pakistan’s SMEs regulatory and legislative authority known as Small and Medium Enterprises Development Authority of Pakistan (SMEDA) also concentrates majorly on
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http://doi.org/10.1177/014920630102700602

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Dimensionality, Reliability, and Construct Validity of Firm Financial Performance.*


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APPENDIX

Appendix A Questionnaire

A STUDY ON INNOVATIVE CULTURE, STRATEGIC PLANNING, AND SMEs PERFORMANCE IN PUNJAB, PAKISTAN

Dear Sir/Madam

A Study on Innovative Culture, Strategic Planning, and SMEs Performance in Pakistan

I am pleased to inform you of the aforementioned study, which is currently undertaken by UUM. Mainly this study aims to enhance the performance of Small and Medium Enterprises (SMEs) in Pakistan while keeping in view that how Innovative Culture (IC) and Strategic Planning influences the Performance of an organization. This study entails that how Innovation as a part of a culture in an organization effects SMEs. This study also entails that how Strategic planning of an organization in relationship with innovative culture influence the performance of the organization. For this purpose, I am approaching a number of organizations to participate in a survey relating to their experiences in implementing this relationship in various areas. The intended outcome is to develop a model which can assist organizations in their quest for achieving the high performance of an organization and as well as the innovative culture, and the best strategic planning.

The analysis of all the questionnaires will provide the basis for identifying best practices, highlighting the key critical factors and building a proposed model for the implementation.
I would highly appreciate your participation, since the success of the research is dependent upon receiving the maximum number of responses. Your answers will of course be treated confidentially and the information will only be used for the purpose of this study. The questionnaire has been designed to make completion simple, easy and speedy.

I am pleased to send you an executive summary once the key research findings are published. If you would like to receive one, Please fill in the box at the end of the questionnaire.

I am looking forward to receive your completed questionnaire as soon as possible and many thanks for your kind support and the cooperation.

Yours sincerely,

Ms. Rabia Salman
PhD (Management)
Matric # s95507
OYA Graduate Scholl of Business
06010 UUM Sintok,
Kedah Darul Aman,
Malaysia.

Phone: 00-92-33-44-371-992
Email: aarabiaa@gmail.com

Dr. Darwina Binti Hj. Ahmad Arshad
Email: darwina@uum.edu.my

Dr. Lily Julienti Abu Bakar (Co-Supervisor)
Email: julenti@uum.edu.my
A- Profile of A Respondent

1. Position:
   - CEO
   - Strategist
   - Senior manager
   - Other (please Specify)

2. Gender
   - Male
   - Female

3. Age:
   - < 21 years old
   - 21-25 years old
   - 26-30 years old
   - 31-35 years old
   - 36-40 years old
   - 41-45 years old
   - 46-50 years old
   - 51-55 years old
   - > 60 years old

4. Educational background:
   - Matriculation or equivalent
   - Bachelor degree (2 years)
   - Doctoral degree
   - Intermediate or equivalent
   - Bachelor degree (4 years)
   - Diploma or equivalent
   - Master’s degree
   - Other (please specify)………..

B- About your Organization

1. Your Industry category
   Please choose one according to your main business.

   - Agriculture
   - Retail Trade
   - Communication services
   - Property and business services
   - Foundry
   - Ceramics
   - Fishes
   - Dairy
   - Livestock
   - Textile
   - Others

   - Whole sale Trade
   - Manufacturing
   - Construction
   - Culture and recreational services
   - Horticulture
   - Leather industry
   - weaving
   - Hardware
   - Software products and services

   - Education
   - Finance and Insurance
   - Accommodation
   - Food industry
   - Transport and storage
   - Health services
   - Community services
   - Engineering products services
2 No of employees
Please choose the specific range.

<table>
<thead>
<tr>
<th>No. of employees</th>
<th>Years</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>2012</td>
</tr>
<tr>
<td>&gt; 10</td>
<td></td>
</tr>
<tr>
<td>10- 20</td>
<td></td>
</tr>
<tr>
<td>20-50</td>
<td></td>
</tr>
<tr>
<td>51-100</td>
<td></td>
</tr>
<tr>
<td>101-150</td>
<td></td>
</tr>
<tr>
<td>&gt;250</td>
<td></td>
</tr>
</tbody>
</table>

3 Ownership
Please choose one only.

- Sole proprietorship
- Partnership
- Joint venture
- limited company
- Join Stock
- Corporation

4 Sales Turnover (Rupees in million)
Please choose the exact range.

<table>
<thead>
<tr>
<th>Sales turnover</th>
<th>Years</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>2012</td>
</tr>
<tr>
<td>&gt;50</td>
<td></td>
</tr>
<tr>
<td>50-75</td>
<td></td>
</tr>
<tr>
<td>76-100</td>
<td></td>
</tr>
<tr>
<td>&gt;100</td>
<td></td>
</tr>
<tr>
<td>&lt;400</td>
<td></td>
</tr>
</tbody>
</table>

5 Years of operation:
Please choose the maximum one.

<table>
<thead>
<tr>
<th></th>
<th>8-11 years</th>
<th>12-15 years</th>
</tr>
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<tr>
<td>&gt;1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-3</td>
<td>&gt;20 years</td>
<td></td>
</tr>
<tr>
<td>4-7 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-20 years</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# C-Innovative Culture of an Organization

Do your organization innovate?  

| Yes | No |
--- | --- |

If yes, then please can you list the innovation of your organization?

## A-VALUES

The following statements describe the **values** in the Innovative Culture in your organization.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are having a burning desire to explore opportunities and to create new things.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We have a healthy appetite and tolerance for ambiguity when pursuing new opportunities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We avoid analysis paralysis, when we identify new opportunities by exhibiting a bias towards action</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We encourage new ways of thinking and solution from diverse perspectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our workplace provide us the freedom to peruse new opportunities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We take delight in being spontaneous and are not afraid to laugh at ourselves.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We are good at asking questions in the pursuit of the unknown.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We are constantly experimenting in our innovation efforts.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We are not afraid to fail, and we treat failure as a learning opportunity.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

## B.BEHAVIORS

The following statements describe the **behavior** in the Innovative Culture of your organization: Please circle the right option

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We inspire with a vision for the future and articulation of opportunities for the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We think and act entrepreneurially.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We have the right for the innovation behaviors for others to follow.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We devote time to coach and provide feedback in our innovation efforts</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>In our organization, people at all levels proactively take initiative to innovate.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We provide support to project team members during both successes and failures.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We use appropriate influence strategies to help and navigate around the organizational obstacles</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We are able to modify and change course of action when needed.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
We persist in following opportunities even in the face of adversity.  

| 1 | 2 | 3 | 4 | 5 |

C. CLIMATE
The following statements describe the **Climate** in Innovative Culture of your organization: Please encircle the right option
1=Not at all; 2=To a Small Extent; 3=To a moderate extent; 4=To a Great Extent; 5=To a very great Extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have a community that speaks a common language about innovation.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>We appreciate, respect and control the differences that exist within our community.</td>
<td></td>
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<tr>
<td>We work well together in teams to capture opportunities.</td>
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<tr>
<td>We are consistent in actually doing the things that we say we value.</td>
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</tr>
<tr>
<td>We question decisions and actions that are inconsistent with our values.</td>
<td></td>
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<tr>
<td>We are able to freely voice our opinions, even about unconventional or controversial ideas</td>
<td></td>
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<tr>
<td>We minimize rules, policies, bureaucracy and rigidity to simplify our workplace.</td>
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<tr>
<td>People take responsibility for their own actions and avoid blaming others</td>
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</tr>
<tr>
<td>Our people know exactly how to get started and move initiatives through the organization</td>
<td></td>
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</tr>
</tbody>
</table>

D. RESOURCES
The following statements describe the **Resources** in Innovative Culture of your organization: Please encircle the right option
1=Not at all; 2=To a Small Extent; 3=To a moderate extent; 4=To a Great Extent; 5=To a very great Extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are committed leaders willing to be champions of innovation</td>
<td></td>
<td></td>
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<tr>
<td>We have access to innovation experts who can support our projects.</td>
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<tr>
<td>We have the internal talent to succeed in our innovation projects.</td>
<td></td>
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<tr>
<td>We have the right recruiting and hiring systems in place to support a culture of innovation</td>
<td></td>
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<tr>
<td>We have good collaboration tools to support our innovation efforts.</td>
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<tr>
<td>We are good at leveraging our relationships with suppliers and vendors to pursue innovation</td>
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<tr>
<td>We give people dedicated time to pursue new opportunities.</td>
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<tr>
<td>We have dedicated finances to pursue new opportunities.</td>
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</tr>
<tr>
<td>We have dedicated physical and/or virtual space to pursue new opportunities</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### E. PROCESSES
The following statements describe the **Processes** in Innovative Culture of your organization: Please encircle the right option
1=Not at all; 2=To a Small Extent; 3=To a moderate extent; 4=To a Great Extent; 5=To a very great Extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We systematically generate ideas from a vast and diverse set of sources</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>We methodically filter and refine ideas to identify the most promising opportunities</td>
<td></td>
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</tr>
<tr>
<td>We select opportunities based on a clearly articulated risk portfolio.</td>
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<tr>
<td>We move promising opportunities quickly into prototyping.</td>
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<tr>
<td>We have effective feedback loops between our organization and the voice of the customer</td>
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<tr>
<td>We quickly stop projects based on predefined failure criteria.</td>
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<tr>
<td>Our processes are tailored to be flexible and context-based rather than control and bureaucracy based.</td>
<td></td>
<td></td>
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<tr>
<td>We quickly go to market with the most promising opportunities.</td>
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<td></td>
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<tr>
<td>We rapidly allocate resources to scale initiatives that show market promise.</td>
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</tr>
</tbody>
</table>

### F. SUCCESS
The following statements describe the **Success** in Innovative Culture of your organization: Please encircle the right option
1=Not at all; 2=To a Small Extent; 3=To a moderate extent; 4=To a Great Extent; 5=To a very great Extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our customers think of us as an innovative organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our innovation performance is much better than other firms in our industry</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Our innovation efforts have led us to better financial performance than others in our industry</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>We treat innovation as a long-term strategy rather than a short-term fix</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>We have a deliberate, comprehensive and disciplined approach to innovation</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Our innovation projects have helped our organization develop new capabilities that we didn’t have three years ago.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>We are satisfied with the level of participation in the innovation initiatives.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>We deliberately stretch and build our people’s competencies by their participation in new initiatives</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>We reward people for participating in potentially risky opportunities, irrespective of the outcome.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**D-Strategic planning of the Organization**

The following statements describe the **Strategic Planning** in your organization. Please encircle the right option

225
<table>
<thead>
<tr>
<th>Vision and values</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The key values we are standing for in the organization are clear.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The key message or phrase that describes the organization is clear and not ambiguous.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We want the organization to be the best in the industry in the next 5 years.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We want the organization to be the best in the industry in the next 10 years.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The organization looks like the best one when we have achieved the vision.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>We have a personal vision of how the organization must look or provide the services in the future</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our &quot;market position&quot; must separate us as the clear choice.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Mission statement</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our Mission statement is clear and rigid</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our Mission statement contains all the visionary items</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Mission statements fits with the future vision</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Mission statement must be changed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Mission statement is contingent</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our organization has a defined goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our organization has the strategic goals as per the mission statements</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our goals are clear and rigid</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Goals are clear for short term and long term</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Goals must be changed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our organization has a defined objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Every department has its own sub-objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our organization has the objectives based on the goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Our objectives are clear and rigid</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Objectives are clear for short term and long term</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Short term objectives must be changed | 1 2 3 4 5
---|---
Long term objectives must be changed | 1 2 3 4 5

**Organizational Performance:**
The following statements describe the performance of your organization.

Please encircle the right option:
1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5= strongly agree

<table>
<thead>
<tr>
<th>Performance</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We measure the profitability of the organization.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The profitability of the organization in the current year is high.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The profitability of the previous year is higher than the current year.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The profitability for the upcoming year is expected well than the current year.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The sales growth of the current year is good.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The sales growth of the last year is better than current year.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The sales growth is expected more in the upcoming year.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The sales growth of our organization is ranked in the industry at which level.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The organization is performing well.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Every department of the organization is performing well.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Every employee of the organization is performing well.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Every department in the organization is achieving its goals.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Every employee is achieving its goal assigned to him/her.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Our organization is achieving its goals.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Every employee feels its job is secured in the organization.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Every employee performs well while keeping in view that his/her job is secured.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
Every employee in the organization is satisfied with the organization’s performance.

We are satisfied with the organization’s performance.

Comments/Suggestions:

-------------------------------------------------------------------------------------------

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Thank you for your time and kind cooperation.
Appendix B- Profile of Translator

Mr. Muhammad Asim Butt

Research & Development

- In the field of research and development 21 books and a number of articles are to my credit. The books fall into three major categories: creative writing, translation and research.

Creative writings:
I am an established fiction writer having one novel and two collections of short stories to my credit. My writings appeared in magazines both in Pakistan as well as abroad. Some of my writings have also been translated in Hindi, English and Punjabi.


Translations:
Have been working with British High Commission (Pakistan), Asian Development Bank, Office of the Special Project Facilitator (Philippines), UNDP’s project DTCE (Pak), Friedrich Naumann Foundation (Pak), Quilliam (Britain), Bargad (Pak), Consumer Rights Commission of Pakistan (Pak), etc as a free lancer translator and researcher.
10 books of translations from English into Urdu and vice versa are to my credit. Topics of these books are versatile spreading from literature to globalization, consumer movement, human rights, journalism, history, etc. The details are as follow:

(From English into Urdu):
7. So Azeem Aadami: (Life sketches and accounts of achievements of hundred great personalities, whose accomplishments caused to change the direction of human history: written by Michael Hart),Takhleeqat, Lahore. pp. 525.
12. Marco Polo Ka Safarnama (world famous travelogue of Marco Polo), Takhleeqat, Lahore. pp. 328.
13. Muhabbat Key Khatoot (love letters by Khalil Jibran to his beloved Mey Zaidah), Takhleeqat, Lahore. pp. 287.
15. Fidelio (An opera by Beethoven), Friedrich Naumann Foundation, Islamabad, 2011
(From Urdu into English)


**Research/Analytical writings:**
Main areas of my interest in the field of research are human rights, politics, history and literature. 5 books fall into this category:


**Other publications:**

1. Published articles, stories, translations in national as well as international magazines abroad.

2. Edited a quarterly Urdu magazine ‘Book Post’, a journal focused on publishing industry of Pakistan and the world wide, containing book reviews, interviews of writers, news related to book world, etc.

3. Edited magazines on consumer and women rights like bi monthly Sarifeen, bimonthly Sahat Aur Sarifeen, Sarif ki Pasand, etc.

4. Regular contributions in English periodicals and dailies: daily The News, weekly The Friday Times, daily Dawn and daily Frontier Post.

5. Regular contribution in the daily Jinnah, daily Pakistan, weekly Hum Shahri and monthly ‘Awami Jumhoori Forum’ as a columnist.


**Trainings/Distinctions:**

1. Presented paper in a seminar ‘Historical Legacy and Writing in the Commonwealth’ held at Delhi by Sahitya Akademy from 4th to 13th October 2010.

2. Attended four-day ‘Saarc Writers’ Festival 2010’ in Delhi arranged by Saar Foundation of Writers and Intellectuals in March 2010 and presented a paper there.

3. Attended a three-day ‘Pen Peace Conference’ at Delhi, organized by Jamia Millia Islamia, New Delhi in April 2006 and presented a paper there.

4. Attended as a delegate a six-day WSF (World Social Forum) meeting at Mumbai in Jan. 2004
5. Attended a six-day training workshop on ‘Producing publications and newsletters’, held at Delhi, India in Dec. 1999, arranged by Amar Jyoti, Delhi and Health Links, UK.
7. Completed a two month web designing course conducted by SDNPk, Lahore in 1995.
8. Elected as Secretary of Halqa Arbab-e-Zouq, Rawalpindi (from 2003 to 04), one of the most prestigious literary institutions in the subcontinent.

Experience:
Present
Responsibilities include:
- Editing of quarterly magazine ‘Adabiyat’, one of the most prestigious periodicals of Urdu.
- Supervision of PAL’s publications and circulation department
- Supervision of PAL’s website project.

Previous
Major responsibilities included:
1. Editing of Urdu consumer magazines ‘Sarifeen’ (bimonthly) & ‘Sarif ki Pasand’ (monthly).
2. Supervision of the production of research papers, books, and other material on consumer issues, and their marketing and dissemination process as well.
Program Officer, Documentation and Resource Unit, Aurat Foundation, Lahore (from June 2000 to June 2002).
Responsibilities included:
1. Preparation of quarterly, six monthly and annual national reports of ‘Advocacy and Action Program’, (a country wide project working for the empowerment of women along with 100 district level committees) for the donor UNICEF.
2. Preparation of informative and motivational material to enhance women participation in local government system.
Associate Editor: The Network - Association of Rational Use of Medication in Pakistan, Islamabad (from August 1997 to June 2000).
Responsibilities included:
1. Editing of a bi monthly Urdu magazine ‘Sarifeen Aur Sahat’ (Consumers & health) and translate medical texts.
Translation Officer: National Language Authority, Islamabad (from July 1996 to August 1997). Responsibilities included:
1. Preparation of a voluminous chronology of important events occurred during the first 25 years of Pakistan’s life. The research was published by the institution.
2. Translation of legal and other terms into Urdu.
Responsibilities included:
1. Editing of the manuscripts and supervision of book’s production process.
2. Designing and preparation of media promotional campaigns for the marketing of books.


Responsibilities included:

1. Translation and editing of news for the paper.

**Creative Writer**: From East Communications, Lahore (from March 1990 to Dec. 1990).

**Educational Qualification**

<table>
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<tr>
<th>Degree</th>
<th>Subject</th>
<th>Institution</th>
<th>Year</th>
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<tbody>
<tr>
<td>MA</td>
<td>Philosophy</td>
<td>Government College University, Lahore</td>
<td>1990</td>
</tr>
<tr>
<td>BA</td>
<td>Philosophy &amp; Journalism</td>
<td>Punjab University, Lahore</td>
<td>1987</td>
</tr>
<tr>
<td>B.Com</td>
<td>Commerce</td>
<td>Hailey College of Commerce, Punjab University, Lahore</td>
<td>1986</td>
</tr>
<tr>
<td>I.Com</td>
<td>Commerce</td>
<td>Govt Hashmi Memorial College, Lahore</td>
<td>1983</td>
</tr>
<tr>
<td>Matric</td>
<td>Science</td>
<td>Lahore Board</td>
<td>1981</td>
</tr>
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</table>

**Personal Details**:

Name: Muhammad Asim Butt

Date of Birth: 19/12/1966

Pakistan Academy of Letters, Government of Pakistan, H-8/1, Islamabad, Pakistan. Ph: 0092 51 9250572, Fax: +92 51-9250590, Mobile: 0092 336 5265810. muhammadasimbutt99@gmail.com
Appendix C- Profile of an Expert

Dr. Muhammad Ata Ulah Khan

NIC No.: 61101-1831230-9
Date of Birth: January 21, 1943
Permanent address 669-E, Service Road, G-6/2, Islamabad.
Nationality Pakistani

Profession
Assistant Professor (Retired)
Islamabad College for Boys, (Federal Govt. Institution G-6/3, Islamabad.

Qualification
   Topic: Relationship between Urdu and Persian.
2. In 1989, M. Phill. (Urdu) Allama Iqbal University, Islamabad.

Extra Qualification
5. Persian Refresher Course, Organized by Cultural Center, Iran in Karachi.
6. Testing Students Achievement, Organized by Pakistan Education Foundation, Islamabad.
8. American History, Organized by the American Center, Islamabad.
9. Completed the course of Cost Accountant (Part first), conducted by the Pakistan Institute of Cost Accountants, Karachi (1971)

Professional Experience

Teaching:
In Islamabad Model Colleges, (Federal Govt. Institutions) (1981to2001) (20 Years).
In Secondary schools, (1964 to1974) (10 Years).
In National Assembly of Pakistan as Senior Translator, 1975 to 1981.
In Allama Iqbal Open University, Islamabad, 10 years as Visiting Professor of Urdu, 1982 to 1994.

Translation & Editing:
In National Assembly of Pakistan as Senior Translator, 1975 to 1981.
In Radio Pakistan, News Reader cum Translator & News Monitor. (Part time)
Editor, Navy News, Islamabad, Published by Pakistan Navy.
(Part time)
Copy Writer & Editor, Adgroup Advertising (Pvt) Ltd. (Part time)
College Magazines, Various Books & Periodicals.

Accounting:
Worked as Accounts Assistant, Synthetical Chemical Company, Karachi (1974).
1. Member of the Review Committee for Urdu Text Book, Class VI under Middle School Project, Ministry of Education.

2. Member of the Review Committee for Integrated Book-1, meant for class-1, under Prime Minister Literacy Commission, Islamabad.


1. Resource Person as an expert in \textit{Urdu Shorthand} during Summer Courses for training Urdu teachers, organised by Pakistan Education Foundation, Islamabad.

2. Educational Advisor, Sultana Foundation, Islamabad.

\textbf{Hobbies & Sports}

1. Secured Certificate of Proficiency in Inter School Sports.


3. Composing of Verses & Writing articles in news papers & periodicals.

\textbf{Works}

1. Innovated a new and an original system of Urdu Shorthand, which has been approved and recommended for teaching by Federal Ministry of Education (Curriculum Wing), Islamabad.

2. Designed and proposed a New Key Board for Urdu Typewriter.

3. Originated a New System of Cursive Urdu Shorthand

a. \textit{(Khat-e-Shikasta)} which may be learnt in a month.

4. Composed Urdu Sentences consisting of all Urdu Alphabets along with its different characters for Typing Practice. It is the first effort of its kind in Urdu.

\textbf{Board’s Result}

1. Ever Cent Percent and average Grade of students vary from A to B

\textbf{Publications}

<table>
<thead>
<tr>
<th>Year</th>
<th>Title</th>
<th>Publisher</th>
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<tr>
<td>1991</td>
<td>(Conveyancing Writing)</td>
<td>National Language Authority, Islamabad</td>
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<tr>
<td>1991</td>
<td>رسول اکرم عیسی کی اور عرب اسناد</td>
<td>Maktoba-e-Halq-e-Islahy Fikr</td>
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<tr>
<td>1992</td>
<td>(The Prophet (P.B.U.H.) &amp; the Mankind)</td>
<td>National Language Authority, Islamabad</td>
</tr>
<tr>
<td>1992</td>
<td>انضباطی کاروائیاں</td>
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</tr>
<tr>
<td>1993</td>
<td>(The rules &amp; communications, Regarding disciplinary actions in offices)</td>
<td>National Book Foundation, Islamabad</td>
</tr>
<tr>
<td>1996</td>
<td>(The Development &amp; Evaluation of Urdu Shorthand)</td>
<td>National Language Authority, Islamabad</td>
</tr>
<tr>
<td>2001</td>
<td>(Relationship between Urdu &amp; Persian)</td>
<td></td>
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Manuscripts

(Urdu shorthand based on the Pitman system).

(Urdu shorthand based on the Pitman system).

(A new cursive Urdu writing system).