

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



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

Rabia Salman

95570



UUM
Universiti Utara Malaysia

PhD. Management

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

By

Rabia Salman



UUM
Universiti Utara Malaysia

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

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a Post Graduate Degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for the inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for Scholarly purposes may be granted by my supervisors or in their absence, by the Dean of School of Business Management where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

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:

Objektif utama kajian ini adalah untuk menyiasat hubungan di antara Budaya Inovatif (BI), Perancangan Strategik (PS) dan prestasi Perusahaan Kecil dan Sederhana (PKS) di Punjab, Pakistan. Data kajian dikutip dengan menggunakan teknik kajian keratan rentas daripada PKS yang terpilih. Kajian ini menggunakan teknik persampelan rawak mudah daripada 353 orang responden. Borang soal selidik diedarkan kepada responden dan data dikutip secara sendiri. Hipotesis kajian ini diuji dengan menggunakan model '*Partial Least Squares (PLS-SEM)*'. Kajian ini mendapati nilai BI, proses dan faktor-faktor kejayaan berpengaruh secara langsung dan positif ke atas prestasi PKS. Namun, sikap BI, iklim dan sumber-sumber tidak memberi kesan kepada prestasi PKS. Kajian ini juga mendedahkan PS berhubung secara langsung dan positif terhadap prestasi PKS. Kajian lanjut mendedahkan bahawa PS sebagai pemboleh ubah pengantara mempunyai kesan yang besar ke atas hubungan antara prestasi PKS dan proses BI dan kejayaan. Walau bagaimanapun, PS sebagai pemboleh ubah pengantara tidak mempunyai kesan yang besar ke atas hubungan antara prestasi PKS dan BI iaitu nilai-nilai, tingkah laku, iklim dan sumber. Keputusan kajian ini juga menunjukkan PS sebagai pemboleh ubah 'pengantara mempengaruhi prestasi PKS, proses BI dan kejayaan. Seterusnya, keputusan kajian ini mengetengahkan maklumat yang penting kepada pemilik-pengurus, pembuat dasar dan pengkaji-pengkaji untuk melanjutkan usaha memahami kesan BI dan PS terhadap prestasi PKS. Pemilik-pengurus PKS seharusnya menitikberatkan nilai BI, proses-proses, sumber-sumber dan PS bagi meningkatkan prestasi perusahaan kecil dan sederhana. Perancang-perancang strategik dan pembuat dasar seharusnya menggalakkan dan melaksanakan polisi sedemikian yang merangkumi BI dan PS bagi meningkatkan tahap prestasi PKS. Akhirnya, dalam tesis ini juga diketengahkan batasan-batasan kajian dan cadangan untuk kajian lanjutan.

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 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.

TABLE OF CONTENTS

Title Page	Page
TITLE PAGE	i
CERTIFICATION OF THESIS WORK	iii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS	1
LIST OF TABLES	6
LIST OF FIGURES	8
LIST OF ABBREVIATIONS	9
CHAPTER ONE	
INTRODUCTION	11
1.1 Background of the Study	11
1.2 Problem Statemen	15
1.3 Research Questions	21
1.4 Research Objective	21
1.5 Significance of Research	22
1.6 Scope of the Study	24
1.7 Definition of Terms	26
1.8 Organization of the Thesis	27

CHAPTER TWO

LITERATURE REVIEW	30
2.1 Introduction	30
2.2 Small and Medium Enterprises (SMEs)	30
2.1.1 SMEs in Pakistan	31
2.2 Performance of the Organization	39
2.2.1 Firm Performance	40
2.2.2 Measuring the Firm Performance	43
2.3 Innovative Culture	49
2.3.1. Innovation	49
2.3.2 Culture	54
2.3.3 Different Views about Culture	55
2.3.4 Innovative Culture	59
2.3.5 Dimensions of Innovative Culture	63
2.3.6 Building Blocks of an Innovative Culture	68
2.3.7 Innovative Culture influences the Firm Performance	72
2.4 Strategic Planning	76
2.4.1. Defining Strategic Planning	76
2.4.2 Strategic Planning and its Components	79
2.4.3. Strategic Planning as a Mediating Variable	85
2.4.4 Relationship between Innovative Culture, Strategic Planning and SMEs Performance	88
2.5. Theoretical Background	93
2.6 Summary of the Chapter	98

CHAPTER THREE

RESEARCH METHODOLOGY	99
3.1 Introduction	99
3.1 Research Framework	99
3.2 Hypotheses	101
3.3 Research Design	103
3.3.1. Unit of Analysis	105
3.4 Population and Sampling	106
3.4.1 Population of the Study	106
3.4.2 Sample of the Study	107
3.4.3 Sample size	108
3.4.4 Sampling Technique	110
3.5 Operational Definitions	110
3.5.1 SMEs Performance	110
3.5.2 Innovative Culture	112
3.5.3 Strategic Planning	118
3.6 Questionnaire design	120
3.6.1 Bilingual Questionnaire	121
3.7 Data Collection Procedure	122
3.8 Analysis Techniques	123
3.9 Pilot Study	123
3.10 Summary of the Chapter	125

CHAPTER FOUR

ANALYSIS AND FINDINGS	127
4.1 Introduction	127
4.2 Response Rate	127
4.3 Non Response Bias Test	128
4.4 Initial data Examination, Screening, and Preparation	135
4.4.1 Handling of Missing values	136
4.4.2 Normality Test	136
4.4.3 Multicollinearity	138
4.5 Sample Characteristics	140
4.6 Evaluation of PLS-SEM result	143
4.6.1 The Measurement Model	143
4.6.2 The Structural Model	154
4.7 Other Measurements	166
4.8 Chapter Summary	170
CHAPTR FIVE	
DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS	172
5.1 Introduction	172
5.2 Executive Summary	172
5.3 Discussion	174
5.4 Implications for Theory and Practice	184
5.4.1 Theoretical Implications	184
5.4.2 Practical Implications	185

5.5 Recommendations and Suggestions	186
5.5.1 Approach of SMEs CEOs and others towards Innovative Culture and Strategic Planning	186
5.5.2 Learning and Coordination Networks for SMEs	187
5.5.3 Promote Cyber Entrepreneurship and Cyber Strategies	189
5.5.4 Training Programs for SMEs Employees	190
5.5.5 Other Provinces	191
5.5.6 Other Measurement Tools	192
5.5.7 Longitudinal study	192
5.6 Limitations of the Study and Suggestion for the Future Research	192
5.7 Conclusion	195
REFERENCES	197
APPENDICES	197
Appendix A Questionnaire	219
Appendix B- Profile of a Translator	229
Appendix C- Profile of an Expert	233



LIST OF TABLES

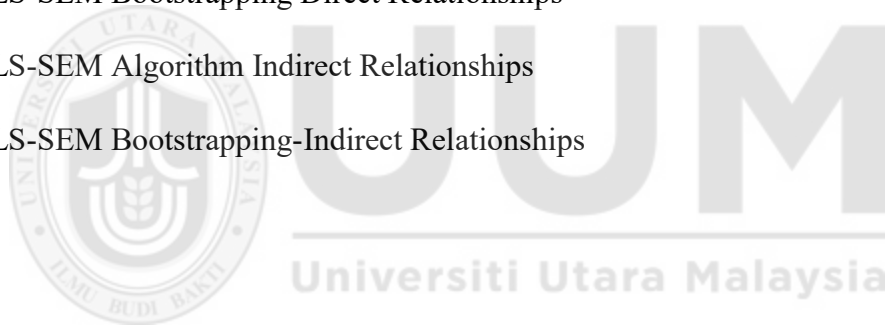
Table 1.1: Definition of Terms	28
Table 2. 0: Criteria for Small Enterprises	36
Table 2. 1: Criteria for Medium Enterprises	37
Table 2. 2: Attributes of Status Quo Culture versus Innovative culture	65
Table 2. 3: Indexes for the innovative culture	67
Table 3. 1: Percentages of the Country's population based on Provinces	109
Table 3. 2: Provincial Percentages of SMEs in Pakistan	113
Table 3. 3: SMEs Performance's dimensions, Elements, and items	113
Table 3. 4: Values' Factors, elements, and items	116
Table 3. 5: Behaviors' Factors, elements, and items	116
Table 3. 6: Climate's Factors, elements, and items	117
Table 3. 7: Resources' Factors, elements, and items	118
Table 3. 8: Processes' Factors, elements, and items	118
Table 3. 9: Success's Factors, elements, and items	119
Table 3. 10: Strategic planning's dimensions, elements, and items	121
Table 3. 11: Summary of Questionnaire design	122
Table3.12: Reliability Test	127
Table 4.1: Response rate of Questionnaire	130
Table 4.2: Group Statistics	131
Table 4.3: Independent Sample Test	133
Table 4.4: Skewness and Kurtosis of study	139
Table 4.5: Correlation Matrix	140

Table 4.6: Variable Inflation Factor	141
Table 4.7: Summary of Respondents' Demography	143
Table 4.8: Factor Loadings and Cross Loadings	145
Table 4.9: Measure of Internal Consistency	149
Table 4.10: Loadings, Reliability, and Convergent Reliability Values	150
Table 4.11: Discriminant Validity	153
Table 4.12: Hypotheses Direct Relationship	160
Table 4.13: Mediating Hypothesis	166
Table 4.14: Effect Size	168
Table 4.15: Predictive Relevance	169
Table 4.16: Goodness of fit index	170



LIST OF FIGURES

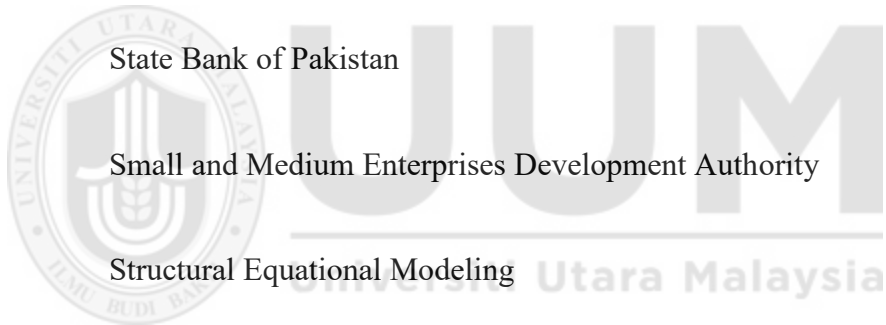
Figure 2. 1: Dimensions and Factors of the Innovative Culture	69
Figure 3. 1: Part A- Model of SMEs Performance, Innovative Culture, and Strategic Planning	102
Figure 3. 2: Part B-Presenting the model of SMEs Performance, Innovative Culture, and the Strategic Planning	107
Figure 4.1: The Measurement Model	154
Figure 4.2: PLS-SEM Algorithm Direct Relationships	157
Figure 4.3: PLS-SEM Bootstrapping Direct Relationships	158
Figure 4.4: PLS-SEM Algorithm Indirect Relationships	162
Figure 4.5: PLS-SEM Bootstrapping-Indirect Relationships	163



LIST OF ABBREVIATIONS

BR	Behavior
CEO	Chief Executive officer
CL	Climate
DV	Dependent variable
F ²	Effect Size
GDP	Gross Domestic Product
GOF	Goodness of Fit
HP	Hewlett Package
IV	Independent Variable
IQ	Innovation Quotient
ICT	Information Communication Technology
MV	Mediating Variable
MEs	Medium Enterprises
PLS-SEM	Partial Least Squares-Structural Equation Modeling
PR	Processes

P&G	Procter & Gamble
Q ²	Predictive Relevance
RBV	Resource Based View
R ²	Coefficient of Determination
R&D	Research and Development
RS	Resources
SPSS	Statistical Package for the Social Sciences
SBP	State Bank of Pakistan
SMEDA	Small and Medium Enterprises Development Authority
SEM	Structural Equation Modeling
SME	Small and Medium Enterprise
SP	Strategic Planning
SC	Success
VIF	Variance Inflation Factor
VL	Values
WTO	World Trade Organization



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, Mehmood, & 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

The contents of
the thesis is for
internal user
only

REFERENCES

- Abdi, K., & Senin, Aslan Amat. (2014). Investigation on the Impact of Organizational Culture on Organization Innovation Kambiz Abdi 1 and Aslan Amat Senin 1. *Journal of Management Policies and Practices*, 2(2), 1–10. <http://doi.org/10.1108/20425961211246532>
- Abouzeedan, A. (2011). *SME Performance and Its Relationship to Innovation*. *Journal of Entrepreneurship, Management and Sustainable Development*, 2(3), 102–125. <http://doi.org/9.1005/20425961211247345>
- Abouzeedan, A., Klofsten, M., & Hedner, T. (2012). Implementing the SIV model on an intensively innovation-oriented firm: the case of Autoadapt AB. *World Journal of Entrepreneurship, Management and Sustainable Development*, 8(2), 122–145. <http://doi.org/8.2106/20425961211247743>
- Abu-jarad, I. Y., Yusof, Nor' aini, & Nikbin, D. (2010). A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science*, 1(3), 26–46. <http://doi.org/10.2108/20425961211242389>
- Adalsteinsson, G. D., & Gudlaugsson, T. (2007). Can a specific Icelandic organizational culture explain the success of Icelandic businesses in foreign expansion? *19th Nordic Academy of Management Conference The Future of Nordic Business Schools*, 1–15. <http://doi.org/10.1108/20425961211241289>
- Ahmad, M. S. (2012). Impact of Organizational Culture on Performance Management Practices in Pakistan. *Business Intelligence Journal*, 5(1), 50–55. <http://doi.org/18.1501/20425961211241289>

- Ahmad, Y., & Pirzada, D. S. (2014). Using Analytic Hierarchy Process for Exploring Prioritization of Functional Strategies in Auto Parts Manufacturing SMEs of Pakistan. *Journal of Business and Management Reserach*, 2(3), 1–12.
<http://doi.org/10.1177/2158244014553560>
- Aldehayyat, J., & Al Khattab, A. (2012). Strategic Planning and Organisational Effectiveness in Jordanian Hotels. *International Journal of Business and Management*, 8(1), 11–26.
<http://doi.org/10.5539/ijbm.v8n1p11>
- Ali, S. (2013). the small and medium enterprises and poverty in pakistan: an empirical analysis. *Enropean Journal of Business and Economics*, 8(2), 24–30.
<http://doi.org/10.1108/20425961211241289>
- Ali, S., Ahmadi, A., & Salamzadeh, Y. (2012). Relationship between Organizational Culture and Strategy Implementation : Typologies and Dimensions, 4(3), 286–299.
<http://doi.org/13.1608/20425961211241289>
- Alvesson, M. (2002). *Understanding organizational culture*. great britian: sage publications.
- Andersen, P. H., & Strandskov, J. (1998). International market selection: A cognitive mapping perspective. *Journal of Global Marketing*, 11(January 2015), 65–84.
<http://doi.org/10.1300/J042v11n03>
- Arasa, R., & K'Obonyo, P. (2012). The Relationship between Strategic Planning and Firm Performance. *International Journal of Humanities and Social Science*, 2(22), 201–213.
<http://doi.org/10.1108/20425961211241289>

- Ardjouman, D., Asma, B., Aminu, I. M., Shariff, M. N. M., Alvarez, H., Iske, P., & Akaeze, C. O. (2015). Determinants of SMEs Performance in Nigeria: A Pilot Study. *International Journal of Business and Social Science*, 6(4), 55–70.
<http://doi.org/10.5901/mjss.2015.v6n1p156>
- Ashkanasy, N. M. (2004). Emotion and Performance Neal M. Ashkanasy UQ Business School The University of Queensland. *Human Performance*, 17, 137–144.
<http://doi.org/10.1207/s15327043hup1702>
- Ayiecha, F. O. O., & A. Senaji, D. T. (2014). Moderating effect of organizational culture on the implementation of turnaround strategy. *IOSR Journal of Business and Management*, 16(4), 88–93. <http://doi.org/10.9790/487X-16418893>
- Barney, J. B. (2001). Resource-based theories of competitive advantage : A ten- year retrospective on the resource-based view. *Journal of Management*, 27, 643–650.
<http://doi.org/10.1177/014920630102700602>
- Barney, J., Wright, M., & Ketchen, D. J. J. (2001). The resource based view of the firm: Ten years after 1991. *Journal of Management*, 27, 625–641.
<http://doi.org/10.1108/20425961211241289>
- Barringer, B. R., & Bluedorn, A. C. (1999). The relationship between corporate entrepreneurship and strategic management. *Strategic Management Journal*, 44(April 1996), 421–444.
<http://doi.org/10.1001/20425961211261378>
- Batool, S. A., & Zulfiqar, S. (2011). The Performance and Structure of Small & Medium Enterprises : An Empirical Evidence from Pakistan. *Pakistan Journal of Social Sciences*,

31(2), 433–447. <http://doi.org/11.1121/20425961211261378>

Bhutta, M. K. S., Rana, A. I., & Asad, U. (2008). Owner characteristics and health of SMEs in Pakistan. *Journal of Small Business and Enterprise Development*, 15(October 1998), 130–149. <http://doi.org/10.1108/14626000810850883>

Boglarsky, C. a, & Kwantes, C. T. (1996). Ideal and actual culture : How different is too different ? *The 65th Annual Conference of the Canadian Psychological Association*, 1–10.

Boren, T., & Young, C. (2014). Annals of the Association of American Geographers,. *Journal of Taylor and Francis*, 97(2), 338–349.

Bosma, N., Wennekers, S., & Amorós, J. E. (2012). Global Entrepreneurship Monitor 2011 Extended Report: Entrepreneurs and Entrepreneurial Employees Across the Globe. *London: Global Entrepreneurship Research 2(2)*, 1–239.

Bougain, F., & Haudeville, B. (2002). Innovation, collaboration and SMEs internal research capacities. *Research Policy*, 31(5), 735–747. [http://doi.org/10.1016/S0048-7333\(01\)00144-5](http://doi.org/10.1016/S0048-7333(01)00144-5)

Bourgeois, L. J. (1980). Strategy and Environment: A Conceptual Integration. *The Academy of Management Review*, 5(1), 7-25. <http://doi.org/10.2307/257802>

Burgelman, R. A. (2012). Fading Memories : A Process Theory of Strategic Business Exit in Dynamic Environments. *Administrative Science Quarterly*, 39(1), 24–56.
<http://doi.org/10.2307/2578026578>

Butler, F. C., Martin, J. A., Perryman, A. A., & Upson, J. W. (2012). Examining the

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

Strategic Management Review, 6(1), 57–74. <http://doi.org/10.2307/25780286947>

Cantwell, J. A. (2000). *Innovation, profits and growth: Schumpeter and Penrose*. University of Reading, Department of Economics.

Chandrasekhar, S. (2005). Business Intelligence. *Asia-Pacific Journal of Management Research and Innovation*, 1(1), 84–88. <http://doi.org/10.1177/097324700500100110>

Cintra, L. P., & Barbosa, A. (2012). Innovation, competencies and organizational performance: Articulating constructs and their operational capability. *Future Studies Research Journal: Trends and Strategies*, 4(1), 31-60. <http://doi.org/10.1721/097324700500106488>

Claver, E., Llopis, J., Garcia, D., & Molina, H. (2000). Organizational culture for innovation and new technological behaviour. *The Journal of High Technology*, 1, 1–22. <http://doi.org/10.1077/464849574625328390>

Clinebell, J. M. (2008). The Tension in Business Education Between Academic Rigor and Real-World Relevance : The Role of Executive Professors. *Academy of Management Learning & Education*, 7(1), 99–107. <http://doi.org/10.1177/097324700500100110>

Courtright, J. L., & Smudde, P. M. (2009). Leveraging Organizational Innovation for Strategic Reputation Management. *Corporate Reputation Review*, 12(3), 245–269. <http://doi.org/10.1057/crr.2009.18>

Coy, S. P., Shipley, M. F., & Omer, K. (2007). Factors Contributory To Success : *Journal of Developmental Eterpreneurship*, 12(2), 181–198.

<http://doi.org/10.1177/097324700500100110>

De Jong, J. P. J. (2007). Individual innovation: The connection between leadership and employees' innovative work behavior. *Leadership Quarterly*, 13, 57-65.

[http://doi.org/10.1016/0090-2616\(84\)90015-9](http://doi.org/10.1016/0090-2616(84)90015-9)

Delisle, S. (2004). Decision Support for SME Owners-Managers : A Performance Evaluation Benchmarking Tool. *New Economy*, 202–212.

Denison, D. R. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13, 4–22. [http://doi.org/10.1016/0090-2616\(84\)90015-9](http://doi.org/10.1016/0090-2616(84)90015-9)

Deshpande, R., Farley, J. U., & Webster, F. E. (1993). Corporate Culture , Customer Orientation , and Innovativeness in Japanese Firms : A Quadrad Analysis, 57(January), 23–27.

<http://doi.org/10.1016/009036764544789>

Divan, S. M. (2012). *Changing" the way we do things": presenting a strategic organizational culture framework* (Doctoral dissertation). <http://doi.org/10.1080/13504851.2012.724158>

Dobni, C. B. (2010). Achieving synergy between strategy and innovation : The key to value creation. *Journal of Innovation Management*, 5(1).

Ebersberger, B., & Herstad, S. J. (2013). The relationship between international innovation collaboration, intramural R&D and SMEs' innovation performance: a quantile regression approach. *Applied Economics Letters*, 20(7), 626–630.

<http://doi.org/10.1080/13504851.2012.724158>

Fairholm, M. R., & Ph, D. (2009). Leadership and Organizational Strategy, 14(1), 1–16.

- Falshaw, J. R., Glaister, K. W., & Tatoglu, E. (2006). Evidence on formal strategic planning and company performance. *Management Decision*, 44(1), 9–30.
<http://doi.org/10.1108/00251740610641436>
- Gackstatter, S., Kotzemir, M., & Meissner, D. (2014). Building an innovation-driven economy – the case of BRIC and GCC countries. *Foresight*, 16(4), 293–308. <http://doi.org/10.1108/FS-09-2012-0063>
- Hair, Black, Babin, Anderson, & T. (2006). *Multivariate data analysis Techniques* (6th ed.).
- Hair, J., Black, W., Babin, B., & Andreson, R. (2009). *Multivariate Data Analysis. Faculty Publications*. Prentice Hall Inc.
- Hamann, P. M., Schiemann, F., Bellora, L., & Guenther, T. W. (2013). Exploring the Dimensions of Organizational Performance: A Construct Validity Study. *Organizational Research Methods*, 16(1), 67–87. <http://doi.org/10.1177/1094428112470007>
- Haroon Hafeez, M. (2012). Relationship between Entrepreneurial Orientation, Firm Resources, SME Branding and Firm's Performance: Is Innovation the Missing Link? *American Journal of Industrial and Business Management*, 2(October), 153–159.
<http://doi.org/10.4236/ajibm.2012.24020>
- Haroon Hafeez, M., Noor Mohd Shariff, M., & Lazim, H. bin M. (2013). Does innovation and relational learning influence SME performance? An empirical evidence from Pakistan. *Asian Social Science*, 9(15), 204–213. <http://doi.org/10.5539/ass.v9n15p204>
- Harrison, J. S., & Wicks, A. C. (2013). Stakeholder Theory, Value, and Firm Performance.

Business Ethics Quarterly, 23(1), 97–124. <http://doi.org/10.5840/beq20132314>

Hathway, D. (2013). *Paper Strategic planning : 5 essential considerations for SME owners*.

Hin, C. W., Kadir, K. A., & Bohari, A. M. (2013). The Strategic Planning of SMEs in Malaysia : Types of Strategies in the aftermath of economic downturn. *Asian Journal of Business and Management Sciences*, 2(8), 51–59.

Hitt, M. a., Gimeno, J., & Hoskisson, R. E. (1998). Current and Future Research Methods in Strategic Management. *Journal of Organizational Research Methods*, 1(1), 6–44.

<http://doi.org/10.1177/109442819800100103>

Hofstede, G. (2011). Dimensionalizing Cultures : The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2, 1–26. <http://doi.org/http://dx.doi.org/10.9707/2307-0919.1014>

Honig, B. (2004). Entrepreneurship Education: Toward a Model of Contingency-Based Business Planning. *Academy of Management Learning & Education*, 3(3), 258–273.

<http://doi.org/10.5465/AMLE.2004.14242112>

Hussain Naqvi, S. W. (2011). Critical Success and Failure Factors of Entrepreneurial Organizations: Study of SMEs in Bahawalpur. *Journal of Public Administration and Governance*, 1(4), 96–100. <http://doi.org/10.5296/jpag.v1i2.824>

Ismail, wan nur syahida, Mokhtar, mohd zulkifli, Ali, A., & Rahman, mohd shaari abdul. (2014). Do it helps SMEs gain better performance:A Conceptual Analysis on RBV theory. *International Journal of Management and Sustainability*, 3(5), 307–320.

- Jantan, M. (2003). Designing Innovative Organizations in Malaysia: Do Structure and Culture Matter? *Global Business Review*, 4(2), 213–226.
<http://doi.org/10.1177/097215090300400201>
- Javed Mahmood jasma, muhammad asif Khan, Ahmed imran Hunjra, Rana Aziz ur Rehman, R.-I.-A. (2011). Determinants of Business Success of Small And Enterprises. *International Journal of Business and Social Science*, 2(20), 274–280.
- Johannessen, J.-A., Olsen, B., & Lumpkin, G. T. (2001). Innovation as newness: what is new, how new, and new to whom? *European Journal of Innovation Management*, 4(1), 20–31.
<http://doi.org/10.1108/14601060110365547>
- Jong, J. P. J. de, & Deanne N. Den Hartog. (2007). Article information : *European Journal of Innovation Management*, 10(1), 41–64.
<http://doi.org/http://dx.doi.org/10.1108/09564230910978511>
- Kee-luen, W., Thiam-yong, K., & Seng-fook, O. (2013). Strategic Planning and Business Performance : A Study of SMEs in Malaysia Proceedings of 3rd Asia-Pacific Business Research Conference, (February).
- Keh, H. T., Nguyen, T. T. M., & Ng, H. P. (2007). The effects of entrepreneurial orientation and marketing information on the performance of SMEs. *Journal of Business Venturing*, 22, 592–611. <http://doi.org/10.1016/j.jbusvent.2006.05.003>
- Keskin, H. (2006). Market orientation, learning orientation, and innovation capabilities in SMEs: An extended model. *European Journal of Innovation Management*, 9(4), 396–417.
<http://doi.org/10.1108/14601060610707849>

- Khalique, M., Nassir Bin Shaari, J. A., Hassan, A., Isa, M., Ageel, A., Sarawak, M., & Student, P. (2011). Relationship of Intellectual Capital With The Organizational Performance of Pharmaceutical Companies in Pakistan. *Australian Journal of Basic and Applied Sciences*, 5(12), 1964–1969. <http://doi.org/10.1108/14691930010324188>,
- Kishore, R., & McLean, E. R. (1998). Diffusions and Infusion: Two Dimensions of Success of Adoption of IS Innovations. *Fourth Americas Conference on Information Systems*, 731–733. <http://dx.doi.org/10.1108/14691930010324188>[r10.1108/00251749810204142](http://dx.doi.org/10.1108/00251749810204142)
- Klowden, K., & Wolfe, M. (2013). *STATE TECHNOLOGY State Technology and Science Index 2012 Enduring Lessons for the Intangible Economy*.
- Kraus, S., Reiche, B. S., & Reschke, C. H. (2007). Implications of strategic planning in SMEs for international entrepreneurship research and practice. *European Research and Practice*, (September 2007), 110–127. <http://doi.org/10.4324/9780203892077>
- Kurien, G. P., & Qureshi, M. N. (2011). Study of performance measurement practices in supply chain management. *International Journal of Business, Management and Social Sciences*, 2(4), 19–34. Retrieved from http://ijbmss-ng.com/vol2no4_ijbmss/ijbmss-ng-vol2-no4-pp19-34.pdf
- Kwantes, C. T., & Boglarsky, C. a. (2007). Perceptions of organizational culture, leadership effectiveness and personal effectiveness across six countries. *Journal of International Management*, 13, 204–230. <http://doi.org/10.1016/j.intman.2007.03.002>
- Laegreid, P., Roness, P. G., & Verhoest, K. (2011). Explaining the Innovative Culture and Activities of State Agencies. *Organization Studies*, 32(10), 1321–1347.

<http://doi.org/10.1177/0170840611416744>

Lee, C.-S., Ho, J. C., Hsieh, P.-F., & Ryou, B.-S. (2009). A multi-perspective analysis of culture and technology management: A Korean case. *PICMET '09 - 2009 Portland International Conference on Management of Engineering & Technology*, 2304–2309.

<http://doi.org/10.1109/PICMET.2009.5261868>

Levinson, J. D., & Peng, K. (2007). Valuing cultural differences in behavioral economics. *The ICFAI Journal of Behavioral Finance*, *IV*(1), 32–47

<http://doi.org/10.1109/PICMET.2009.5261868>.

Li, D., Eden, L., Hitt, M. A., & Ireland, R. D. (2008). Friends, acquaintances, or strangers? Partner selection in R&D alliances. *Academy of Management Journal*, *51*(2), 315–334.

<http://doi.org/10.1002/smj>

Loo, I. De, Bots, J., Louwring, E., Meeuwsen, D., Moorsel, P. Van, & Rozel, C. (2013). The effects of ERP-implementations on the non-financial performance of small and medium-sized enterprises in the Netherlands. *Electronic Journal of Information Systems Evaluation*, *16*(2), 101–113.

López-claros, A., & Mata, Y. N. (2004). The Innovation Capacity Index : Factors , Policies , and Institutions Driving Country Innovation, (1960).

Madu, B. C. (2011). Organization culture as driver of competitive advantage. *Journal of Organization*, *2*(3), 1–19. <http://doi.org/10.1002/36235783940>

- Mahmood, N., Jianfeng, C., Jamil, F., Karmat, J., & Khan, M. (2015). Business Incubators : Boon or Boondoggle for SMEs and Economic Development of Pakistan. *International Journal of U- and E- Service, Science and Technology*, 8(4), 147–158.
<http://doi.org/10.14257/ijunesst.2015.8.4.15>
- Maladzhi, W. R., Yan, B., & Makinde, O. D. (2012). The impact of innovative leadership on organisational culture within South African small and medium enterprises in the Western Cape, South Africa. *African Journal of Business Management*, 6(39), 10438.
<http://doi.org/10.5897/AJBM12.749>
- Martins, E., & Martins, N. (2002). an Organisational Culture Model To Promote Creativity and Innovation. *SA Journal of Industry Psychology*, 28(4), 58–65. [http://doi.org/10.1016/S0732-0671\(04\)21003-3](http://doi.org/10.1016/S0732-0671(04)21003-3)
- Mazzarol, T. (2004). Strategic management of small firms: a proposed framework for entrepreneurial ventures. *17th Annual SEAAANZ Conference*, 1–23.
- McMahon Brian. (2007). Organizational Commitment, Relationship Commitment and Their Association With Attachment Style and Locus of Control. *Vasa*.
- Miguel, A., & Schwarck, H. (2014). *Signature redacted Signature redacted*. Massachusetts Institute of Techology. *Journal of Business Research*, 5(6), 163–176.
<http://doi.org/10.1016/S67468374682375>.
- Moberg, K., Vestergaard, L., Fayolle, A., Redford, D., Cooney, T., Singer, S., ... Filip, D. (2014). *How to assess and evaluate the influence of entrepreneurship education*. *Journal of Business Research*, 1(6), 13–37. [http://doi.org/10.1016/S0148-2963\(01\)00218-1](http://doi.org/10.1016/S0148-2963(01)00218-1)

- Morgan, R. E., & Strong, C. a. (2003a). Business performance and dimensions of strategic orientation. *Journal of Business Research*, 56, 163–176. [http://doi.org/10.1016/S0148-2963\(01\)00218-1](http://doi.org/10.1016/S0148-2963(01)00218-1)
- Morgan, R. E., & Strong, C. a. (2003b). Business performance and dimensions of strategic orientation. *Journal of Business Research*, 56(3), 163–176. [http://doi.org/10.1016/S0148-2963\(01\)00218-1](http://doi.org/10.1016/S0148-2963(01)00218-1)
- Murphy, G. B., & Callaway, S. K. (2004). Doing well and happy about it? Explaining variance in entrepreneurs' stated satisfaction with performance. *New England Journal of Entrepreneurship*, 7(2), 15–26.
- Murphy, R., & Henderson, I. (2013). The Strategic Planning Process in Complex Settings : the Case of Construction Professional Service Firms. *Journal of Business Research*, 56, 163–176. [http://doi.org/10.1016/S0148-2963\(01\)00218-1](http://doi.org/10.1016/S0148-2963(01)00218-1)
- Naveed R. Khan, Marinah Awang, C. M. Z. (2013). Small and Medium Scale Firms in Pakistan. *International Journal of Asian Social Science*, 3(2), 460–471.
- Neluheni, G. N., Pretorius, W., & Ukpere, W. I. (2014). The role of Quality Strategic Planning on Organisational Success. *Mediterranean Journal of Social Sciences*, 5(1), 697–708. <http://doi.org/10.5901/mjss.2014.v5n1p697>
- Nicholas, T. O. M. (2003). Why Schumpeter was Right: Innovation, Market Power, and Creative Destruction in 1920s America. *Journal of Business Research*, 56, 163–176. [http://doi.org/10.1016/S0148-2963\(01\)00218-1](http://doi.org/10.1016/S0148-2963(01)00218-1)

- Nnanna, U. J. (2009). Managing Innovation: An Empirical study of innovation and Change in Public and Private Companies. *Journal of Management Research*, 1(2), 1–9.
- Nureni, S. (2011). Impact of Strategic Planning on the Performance of Insurance Companies in Nigeria Impact of Strategic Planning on the Performance of Insurance Companies in, 5(4), 3–12. *Journal of Business Research*, 56, 163–176. [http://doi.org/10.1016/S0148-2963\(01\)00218-1](http://doi.org/10.1016/S0148-2963(01)00218-1)
- Ogbonna, E., & Harris, L. C. (2000). Leadership style , organizational culture and performance : empirical evidence from UK companies. *International Journal of Human Resource Management*, 11(August), 766–788.
- Ohyama, A., Braguinsky, S., Mellon, C., & Klepper, S. (2009). Schumpeterian entrepreneurship. In *Copenhagen Business School Summer Conference 2009* ,1–39. Frederiksberg.
- Oke, A., Burke, G., & Myers, A. (2007). Innovation types and performance in growing UK SMEs. *International Journal of Operations & Production Management*, 27(7), 735–753. <http://doi.org/10.1108/01443570710756974>
- Omerzel Gomezelj, D., & Kušce, I. (2013). The influence of personal and environmental factors on entrepreneurs' performance. *Journal of Kybernetes*, 42(6), 906–927. <http://doi.org/10.1108/K-08-2012-0024>
- Winter, S., Penker, M., & Kriechbaum, M. (2011). Integrating farmers' knowledge on toxic plants and grassland management: a case study on *Colchicum autumnale* in Austria. *Biodiversity and Conservation*, 20(8), 1763.

Phelan, C., & Sharpley, R. (2012). Exploring entrepreneurial skills and competencies in farm tourism. *International Journal of Local Economy*, 27(2), 103–118.

<http://doi.org/10.1177/0269094211429654>

Piore, M. J. (2007). Preliminary Draft Not for Quotation or Attribution “A Critical View of Schumpeter’s ‘Theory’ of Innovation” Michael J. Piore.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies.

The Journal of Applied Psychology, 88(5), 879–903. <http://doi.org/10.1037/0021-9010.88.5.879>

Postma, T. J. B. M., & Zwart, P. S. (2001). Strategic Research and performance of SMEs.

Journal of Small Business Strategy, 12(2), 52–64.

Potaka, L., & Cochrane, S. (2004). Developing Bilingual Questionnaires : Experiences from New Zealand in the Development of “ori Language Survey the 2001 Ma. *Journal of Official*

Statistics, 20(2), 289–300.

Pushpakumari, M. D. (2009). Owner-Manager Personal Values and Their Impact on Performance : An Empirical Analysis of Manufacturing SMEs in Japan, 97–113.

Pushpakumari, M. D., & Watanabe, T. (2009). Do strategies improve SME performance? An empirical analysis of Japan and Sri Lanka. *Meijo Asian Research Journal*, 1, 61–75.

Qureshi, J. A. (2012). Financial Quota of Loans for the SME Sector in Pakistan : A Survey in Karachi. *Interdisciplinary Journal of Contemporary Research in Business*, 4, 725–742.

- Ra, J., Vuk, V. B., & Indihar, M. (2012). the Impact of Knowledge Management on Organisational Performance, *14*(2), 147–168.
- Rahman, N. A. A., & Ramli, A. (2014). Entrepreneurship Management, Competitive Advantage and Firm Performances in the Craft Industry: Concepts and Framework. *Procedia - Social and Behavioral Sciences*, *145*, 129–137. <http://doi.org/10.1016/j.sbspro.2014.06.019>
- Raj, R., & Srivastava, K. B. L. (2014). The Mediating Role of Organizational Learning on the Relationship among Organizational Culture, HRM Practices and Innovativeness. *Management and Labour Studies*, *38*(3), 201–223. <http://doi.org/10.1177/0258042X13509738>
- Rao, J., & Weintraub, J. (2013). How Innovative Is Your Company ' s Culture? *MIT Sloan Management Review*, *54*(54315), 29–37.
- Reigeluth, C. M., & Carr-Chellman, A. a. (2008). Instructional-Design Theories and Models, Volume III: Building a common knowledge base. *Ifetsinfo*, *III*, 420. Retrieved from <http://www.amazon.co.uk/Instructional-Design-Theories-Models-III-v/dp/0805864563>
- Rezvani, M., Gilaninia, S., & Mousavian, S. J. (2011). Strategic Planning : A Tool For Managing Organizations In Competitive Environments. *Australian Journal of Basic and Applied Sciences*, *5*(9), 1537–1546.
- Ridwan, M. S., & Marti, J. (2012). The Study on Strategic Planning and Organizational Performance in the Regional Government Owned Banks in Indonesia, *1*(3), 98–102.
- Robinson, R. B. and J. a. P. N. (1983). The Impact of Planning on Financial Performance in

- Small Organizations. *Strategic Management Journal*, 4(June 1982), 197–207.
- Rose, R. C. (2008). Organizational Culture as a Root of Performance Improvement : Research and Recommendations. *Contemporary Management Research*, 4(1), 43–56.
- Sackmann, S. a. (1992). Culture and Subcultures: An Analysis of Organizational Knowledge. *Administrative Science Quarterly*, 37(1), 140. <http://doi.org/10.2307/2393536>
- Sacramento, C. ., & West, M. (2006). Flourishing teams: Developing creativity and innovation. In *Management* (Vol. 1, pp. 25–44). Retrieved from <http://eprints.lancs.ac.uk/57597/>
- Saeed, A., Khan, M., Sharif, S., & Irfan, M. (2015). Open innovation in SME ' s of Southern Punjab Pakistan. *Journal of Business and Management Reserach*, 8, 229–237.
- Salazar-Acosta, M. (2006). Paper presented at the Blue Sky 2006 conference “What indicators for Science, Technology and Innovation Policies in the 21. *Innovation*, (September).
- Samanta, I. (2000). Creating an innovation culture through knowledge management the Greek firms . *Journal of Knowledge Management*, 3(3), 1–17.
- Sarros, J. C., Cooper, B. K., & Santora, J. C. (2008). Building a Climate for Innovation Through Transformational Leadership and Organizational Culture. *Journal of Leadership & Organizational Studies*, 15(2), 145–158. <http://doi.org/10.1177/1548051808324100>
- Schein, E. H. (2004). Organizational Culture and Leadership. *Leadership*, 7, 437. <http://doi.org/10.1080/09595230802089917>
- Sekaran, U., & Bougie, R. (2010). *Uma Sekaran and Roger Bougie* (fifth). wiley and Sons, Ltd, Publication.

- Sekyere-abankwa, V. (2011). Leadership and Organisational Culture: Relevance in Public Sector, *I*(4), 59–65.
- Seyal, A., Awais, M. M., Shamail, S., & Abbas, A. (2004a). Determinants of Electronic Commerce in Pakistan: Preliminary Evidence from Small and Medium Enterprises. *Electronic Markets*, *14*(4), 372–387. <http://doi.org/10.1080/10196780412331311801>
- Seyal, A., Awais, M. M., Shamail, S., & Abbas, A. (2004b). Determinants of Electronic Commerce in Pakistan: Preliminary Evidence from Small and Medium Enterprises. *Electronic Markets*, *14*(November 2014), 372–387. <http://doi.org/10.1080/10196780412331311801>
- Shuaib, S. (2008). Managing Knowledge Workers. *Business Review, Karachi, Pakistan*, *3*(1), 117–132.
- Skokan, K., Pawliczek, A., & Piszczur, R. (2013). Strategic Planning and Business Performance of Micro, Small and Medium-Sized Enterprises. *Journal of Competitiveness*, *5*(4), 57–72. <http://doi.org/10.7441/joc.2013.04.04>
- Śledzik, K. (2013). *Schumpeter's view on innovation and entrepreneurship*. (H. Stefan, Ed.) *Managemet Trends in Theory and Practice*. Sopot, POLAND.
- Sme Sbp, P. R. (2011). State Bank of Pakistan Prudential Regulations for Small & Medium Enterprise Financing.
- Soto-acosta, P., Popa, S., Palacios-marqués, D., Popa, S., & Palacios-marqués, D. (2015). E-business , organizational innovation and firm performance in manufacturing SMEs : an

- empirical study in Spain. *Internal Journal of Technology and Economic Development*, 4913(September). <http://doi.org/10.3846/20294913.2015.1074126>
- Spee, a. P., & Jarzabkowski, P. (2011). Strategic planning as communicative process. *Organization Studies*, 32(9), 1217–1245. <http://doi.org/10.1177/0170840611411387>
- Subhan, Q. A., Mehmood, M. R., & Sattar, A. (2013). Innovation in Small and Medium Enterprises (SME 's) and its impact on Economic Development in Pakistan. In *Proceedings of the 6th International Business and Social Sciences Research Conference* (pp. 1–18). Dubai.
- Suklev, B., & Debarliev, S. (2012). Strategic Planning Effectiveness Comparative Analysis of the Macedonian Context. *Economic and Business Review for Central and South - Eastern Europe*, 14(1), 63–93.
- Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43(2–3), 172–194. <http://doi.org/10.1016/j.lrp.2009.07.003>
- Tellis, G. J., Prabhu, J. C., & Chandy, R. K. (2008). What Drives Innovation in Firms Across Nations ? A Culture of Innovation Radical Innovation in Firms Across Nations : The Pre-eminence of Corporate Culture. *Journal of Marketing*, 2(1), 15–28.
- Thompson, M. F. (2006). *Diagnosing and Changing Organizational Culture. Training* (Vol. 43).
- Ugboro, I. O., Obeng, K., & Spann, O. (2010). Strategic Planning As an Effective Tool of Strategic Management in Public Sector Organizations: Evidence From Public Transit Organizations. *Administration & Society*, 43(1), 87–123.

<http://doi.org/10.1177/0095399710386315>

- Unger, J. P., Macq, J., Bredo, F., & Boelaert, M. (2000). Through Mintzberg's glasses: A fresh look at the organization of ministries of health. *Bulletin of the World Health Organization*, 78(8), 1005–1014.
- van de Vrande, V., de Jong, J. P. J., Vanhaverbeke, W., & de Rochemont, M. (2009). Open innovation in SMEs: Trends, motives and management challenges. *Technovation*, 29(6–7), 423–437. <http://doi.org/10.1016/j.technovation.2008.10.001>
- Veskaisri, K., Chan, P., & Pollard, D. (2007). Relationship Between Strategic Planning and SME Success : Empirical Evidence from Thailand California State University-Fullerton , California , USA California State University-Fullerton , California , USA.
- Wang, C., Walker, E., & Redmond, J. (2007). Explaining the Lack of Strategic Planning in SMEs : The Importance of Owner Motivation. *International Journal of Organisational Behaviour*, 12(2007), 1–16.
- Wasim, M., & Khan, J. (2014). Scenario of Manufacturing Pharmaceutical Small and Medium Enterprises (SMEs) in Pakistan. *International Journal of Business Management and Economic Studies*, 1(1), 14–20.
- Webster, F. E. (2009). Marketing is management: The wisdom of Peter Drucker. *Journal of the Academy of Marketing Science*, 37, 20–27. <http://doi.org/10.1007/s11747-008-0102-4>
- West, J., & Gallagher, S. (2006). *Patterns of Open Innovation in Open Source Software. Open innovation researching a new paradigm* (Vol. pp). Retrieved from

http://openinnovation.berkeley.edu/ranp_chapters/05.pdf

Wisdom, J. P., Chor, K. H. B., Hoagwood, K. E., & Horwitz, S. M. (2014). Innovation adoption: a review of theories and constructs. *Administration and Policy in Mental Health, 41*(4), 480–502. <http://doi.org/10.1007/s10488-013-0486-4>

Wu, M. (2006). Hofstede ' s Cultural Dimensions 30 Years Later : A Study of Taiwan and the United States *. *Intercultural Communication Studies, XV*(1984), 33–42.

Yahya, A. Z. (2012). The Impact of Training on Small and Medium Enterprises (SMEs) Performance. *Journal F Professional Management, 2*(December).

Yahya, A. Z., Othman, M. S., & Shamsuri, A. L. S. (2012). The Impact of Training on Small and Medium Enterprises (SMEs) Performance. *Journal F Professional Management, 2*(December), 15–25.

Yeşil, S., & Kaya, a. (2012). the Role of Organisational Culture on Innovation Capability : an Empirical Study. *International Journal of Information Technology and Business Management, 6*(1), 11–25.

Young, R. D. (1995). Perspectives on Strategic Planning in the Public Sector By, 1–28.

Zadeh, H. Y., & Ching, W. M. (2007). *The Relationship Between Business Strategy and Project Strategy in Innovation Projects*. Umea School Of Business.

Zeng, S. X., Xie, X. M., & Tam, C. M. (2010). Relationship between cooperation networks and innovation performance of SMEs. *Technovation, 30*(3), 181–194.

<http://doi.org/10.1016/j.technovation.2009.08.003>

Zhang, Q., Larkin, C., & Lucey, B. M. (2015). Innovative cultures in Ireland's higher education institutions: An assessment.

Zhu, C., & Engels, N. (2013). Organizational culture and instructional innovations in higher education: Perceptions and reactions of teachers and students. *Educational Management Administration & Leadership*, 42(1), 136–158. <http://doi.org/10.1177/1741143213499253>

Zhu, Y., Wittmann, X., & Peng, M. W. (2012). Institution-based barriers to innovation in SMEs in China. *Asia Pacific Journal of Management*, 29(4), 1131–1142.
<http://doi.org/10.1007/s10490-011-9263-7>



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.

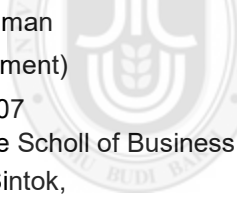
The analysis of all the questionnaires will provide the basis for identifying best practices, highlighting the key critical factors and building a proposed model for the implementation.

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: aarabiala@gmail.com

Supervisors:



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

Dr. Lily Julienti Abu Bakar (Co-Supervisor)

Email: julienti@uum.edu.my

A- Profile of A Respondent

1.Position:

- CEO Senior manager
- Strategist 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
- 56-60 years old
- > 60 years old

4.Educational background:

(Please tick the maximum one you attained)

- | | | |
|--|---|--|
| <input type="checkbox"/> Matriculation or equivalent | <input type="checkbox"/> Intermediate or equivalent | <input type="checkbox"/> Diploma or equivalent |
| <input type="checkbox"/> Bachelor degree (2 years) | <input type="checkbox"/> Bachelor degree (4 years) | <input type="checkbox"/> Master's degree |
| <input type="checkbox"/> Doctoral degree | | |
| <input type="checkbox"/> Other (please specify)..... | | |

B-About your Organization

1 Your Industry category

Please choose one according to your main business.

- | | | |
|---|--|--|
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Whole sale Trade | <input type="checkbox"/> Education |
| <input type="checkbox"/> Retail Trade | <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Finance and Insurance |
| <input type="checkbox"/> Communication services | <input type="checkbox"/> Construction | <input type="checkbox"/> Accommodation |
| <input type="checkbox"/> Property and business services | <input type="checkbox"/> Culture and recreational services | <input type="checkbox"/> Food industry |
| <input type="checkbox"/> Foundry | <input type="checkbox"/> Horticulture | <input type="checkbox"/> Transport and storage |
| <input type="checkbox"/> Ceramics | <input type="checkbox"/> Leather industry | <input type="checkbox"/> Health services |
| <input type="checkbox"/> Fishes | <input type="checkbox"/> weaving | <input type="checkbox"/> Community services |
| <input type="checkbox"/> Dairy | <input type="checkbox"/> Hardware | <input type="checkbox"/> Engineering products |
| <input type="checkbox"/> Livestock | <input type="checkbox"/> Software products and services | <input type="checkbox"/> services |
| <input type="checkbox"/> Textile | | |
| <input type="checkbox"/> Others | | |
-

- 2 **No of employees**
Please choose the specific range.

No. of employees	Years		
	2012	2013	2014
> 10			
10- 20			
20-50			
51-100			
101-150			
>250			

- 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.

Sales turnover	Years		
	2012	2013	2014
>50			
50-75			
76-100			
>100			
<400			

- 5 **Years of operation:**
Please choose the maximum one.

>1	8-11 years	12-15 years
1-3	>20 years	
4-7 years		
15-20 years		

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

B.BEHAVIORS					
The following statements describe the behavior in the Innovative Culture of your organization:					
Please circle 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					
We inspire with a vision for the future and articulation of opportunities for the organization	1	2	3	4	5
We think and act entrepreneurially.	1	2	3	4	5
We have the right for the innovation behaviors for others to follow.	1	2	3	4	5
We devote time to coach and provide feedback in our innovation efforts	1	2	3	4	5
In our organization, people at all levels proactively take initiative to innovate.	1	2	3	4	5
We provide support to project team members during both successes and failures.	1	2	3	4	5
We use appropriate influence strategies to help and navigate around the organizational obstacles	1	2	3	4	5
We are able to modify and change course of action when needed.	1	2	3	4	5

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

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

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

We are committed leaders willing to be champions of innovation	1	2	3	4	5
We have access to innovation experts who can support our projects.	1	2	3	4	5
We have the internal talent to succeed in our innovation projects.	1	2	3	4	5
We have the right recruiting and hiring systems in place to support a culture of innovation	1	2	3	4	5
We have good collaboration tools to support our innovation efforts.	1	2	3	4	5
We are good at leveraging our relationships with suppliers and vendors to pursue innovation	1	2	3	4	5
We give people dedicated time to pursue new opportunities.	1	2	3	4	5
We have dedicated finances to pursue new opportunities	1	2	3	4	5
We have dedicated physical and/or virtual space to pursue new opportunities	1	2	3	4	5

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

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

D-Strategic planning of the Organization

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

1=strongly disagree; 2=Disagree; 3=Neutral; 4= Agree; 5=strongly Agree

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

Short term objectives must be changed	1	2	3	4	5
Long term objectives must be changed	1	2	3	4	5
Strategies					
Our organization has a short term strategy for less than 3 years	1	2	3	4	5
Our organization has a long term strategy for more than 3 years	1	2	3	4	5
Our organization has a strategy for every department	1	2	3	4	5
Our organization has a contingent strategy as per the environment	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

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

Every employee in the organization is satisfied with the organization's performance.	1	2	3	4	5
We are satisfied with the organization's performance.	1	2	3	4	5

Comments/Suggestions:

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.

1. *Daira* (novel), Aaj Ki Kitaabein, Karachi 2001. pp.254.
2. *Dastak* (a collection of short stories), Shahrazaad, Karachi 2009, pp:210.
3. *Ishtihaar Aadami* (a collection of short stories), Fiction House 1998, Lahore, pp.128.
4. *'Naatamaam'* (novel), Sung-e-Meel Publications, Lahore 2014, pp 160.

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):

5. *Kafka Kahanian*: (150 short stories of great writer Franz Kafka), Jang Publishers, Lahore. Pp. **618**.
6. *'Borgese Kahanian'*, (short stories of Gorge Luis Borges), Readings Publications, Lahore, pp **200**.
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**.
8. *Muhammad* (a biography of the prophet Muhammad (PBUH) by Karen Armstrong), Tekhleeqat, Lahore. pp. **428**.
9. *Mukhtasar Tareekh-e-Alam* (A short history of the world by H G Wells), Takhleeqat, Lahore. pp. **365**.
10. *Toahamat ki Dunya* ('Superstitions' by Karl Sagan), Mashal, Lahore. Pp. **276**.
11. *Jarey Key Phool* (A collection of Japanese stories), Mashal, Lahore. pp. **212**.
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**.
14. *Sarif Nama*, (introduction of consumer rights movement, consumer rights, and consumer issues) TheNetwork for Consumer Protection, Islamabad, 2007, pp. **112**.
15. *Fidelio* (An opera by Beethoven), Friedrich Naumann Foundation, Islamabad, 2011
16. *Taaleem Ka Liberal Nuqta-e-Nazar* (Liberal writings on education) Friedrich Naumann Foundation, Islamabad, 2012

(From Urdu into English)

17. *Tale of Four Saints* (Retelling of Persian classic tale ‘Qissah Chahaar Darvaish’ in easy English for younger school going generation), in printing process, pp. **146**.

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:

18. *Pakistan Sal Ba Sal* (a chronology of important events took place in Pakistan during first 25 years after its independence in 1947), published by National Language Authority, Government of Pakistan, Islamabad. pp. **680**.
19. *Muqaami Hakoomatein* (coauthored – a collection of articles on the system of local governments in Pakistan with a historical perspective), Jamhoori Publications, Lahore. pp. **287**.
20. *Doosra Aadami* (a collection of interviews with 20 prominent literary personalities), Jang Publishers, Lahore. Pp. **235**.
21. *Abdullah Hussein: Shakhshiat Aur Fun*, (life sketch and critical analysis of literary works of the great novelist Abdullah Hussein), Pakistan Academy of Letters, Govt. of Pakistan, Islamabad, 2009, pp. **140**.
22. ‘Jamhooriyat: Pakistan kay liay kyun zaroori hai’, (Democracy: why essential for Pakistan), Liberal Forum (in collaboration with Friedrich Naumann Foundation), Islamabad, pp. **52**.
23. ‘Insaani Haqooq aur Urdu Sahaafat’, (co-author) a training manual (human rights and Urdu journalism) for a nation wide workshop on ‘Journalism and human rights’, arranged by TheNetwork for Consumer Protection in collaboration with British High Commission, at Islamabad, Pakistan, pp. **125**.

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.
6. Recently compiling a voluminous book on Urdu short story writers.

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.
6. Coordinated a national training workshop on ‘Journalism and Consumer Rights’ at Islamabad in Dec. 2004 for TheNetwork for Consumer Protection.
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

Dputy Director Director/ Editor ‘Adabiyat’ ,Pakistan Academy of Letters, Ministry of Education, Government of Pakistan, Islamabad, since April 2006.

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

Project Coordinator/Editor, Information and Publications Unit, The Network for Consumer Protection, Islamabad, (July 2002 to May 2006).

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.

Production Editor: Jang Publishers, Lahore (from Nov. 1992 to June 1996).

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.
Sub editor cum Translator: Daily ‘The News’, Lahore (from Dec. 1991 to Nov. 1991).
 Responsibilities included:
1. Translation and editing of news for the paper.
 2. Assistance in the preparation of ‘Art & Culture’ edition of the newspaper.
- Creative Writer: From East Communications, Lahore** (from March 1990 to Dec. 1990).

Educational Qualification

Degree	Subject	Institution	Year
MA	Philosophy	Government College University, Lahore	1990
BA	Philosophy & Journalism	Punjab University, Lahore	1987
B.Com	Commerce	Hailey College of Commerce, Punjab University, Lahore	1986
I.Com	Commerce	Govt Hashmi Memorial College, Lahore	1983
Matric	Science	Lahore Board	1981

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



UUM
 Universiti Utara Malaysia

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

1. In 2001, **Ph.D. (Urdu)** Thesis submitted in Karachi University.
Topic: Relationship between Urdu and Persian.
2. In 1989, **M. Phill. (Urdu)** Allama Iqbal University, Islamabad.
3. In 1981, **M.A (Urdu)** The Punjab University, Lahore.

Extra Qualification

4. Persian Language Course. (Organized by PNC, Islamabad).
5. Persian Refresher Course, Organized by Cultural Center, Iran in Karachi.
6. Testing Students Achievement, Organized by Pakistan Education Foundation, Islamabad.
7. Boy Scouts Training, Organized by Boy Scouts Association, East Pakistan at Bogra in 1965.
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.
3. Member of the Review Committee for Integrated Book-1, under Ministry of Education, Islamabad.
1. Resource Person as an expert in during Summer Courses for training Urdu teachers, organised by Pakistan Education Foundation, Islamabad. تدریس اردو
2. Educational Advisor, Sultana Foundation, Islamabad.

Hobbies & Sports

1. Secured Certificate of Proficiency in Inter School Sports.
2. Got first prize in Pole Jump in Quid-e-Azam College's Annual Sports. (1965).
3. Composing of Verses & Writing articles in news papers & periodicals.

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. (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.

Board's Result

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

Publications

Year	Title	Publisher
1983	اردو زُود نویسی (Urdu Shorthand).	National Book Foundation, Islamabad.
1991	قانونی دستاویز نویسی (Conveyancing Writing).	National Language Authority, Islamabad
1991	رسول اکرم صلی اللہ علیہ وسلم اور بنی نوع انسان (The Prophet (P.B.U.H.) & the Mankind). Maktaba-e-Halqa-e-Islahy Fikr	
1992	انضباطی کاروائیاں (The rules & communications, Regarding disciplinary actions in offices).	National Language Authority, Islamabad.
1993	(The Idols)	National Book Foundation, Islamabad.
1996	ردو زُود نویسی کا ارتقاء (The Development & Evaluation of Urdu Shorthand)	National Language Authority, Islamabad
2001	اردو اور فارسی کے روابط (Relationship between Urdu & Persian) (Manuscripts)	

اردو زونوویسی بطرز پٹمین ❁

(Urdu shorthand based on the Pitman system)

(A new cursive Urdu writing system)

Manuscripts

(Relationship between Urdu & Persian).

(Urdu shorthand based on the Pitman system).

(A new cursive Urdu writing system).



UUM
Universiti Utara Malaysia