



## Organizational Improvement by 3I Improvement

Nasser Fegh-hi Farahmand

Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran

E-mail: [farahmand@iaut.ac.ir](mailto:farahmand@iaut.ac.ir)

### ABSTRACT

*The Improvement can be through Human Resources Improvement (HRI) program, Quality Improvement (QI) program for Organizational Improvement (OI) intervention as 3I. The importance of strategic, long-term policy and planning in science and technology is very clear to planners and policy developers, from the fact that they need both considerable resources in order to carry out the planned activities, and a long lead time to accumulate the required trained manpower. This article sets out to provide an overview of the field of national competitiveness studies and its relation to high quality human resources, high quality education and training and high quality public administration.*

**Keywords:** *organizational improvement, human resources improvement, quality improvement*

### INTRODUCTION

In the recent decade along with similar improvement in other industries, private sector and following similar trends around the world, some initiatives have been taken. With the rise in the standard of organizational improvement resulting from increased organizational quality improvement productivity and organizational human resources improvement changes in the needs and demands of the population. The organizational quality improvement organizational quality improvement of future graduates in organizational quality improvement should ensure that the organizational human resources improvement as development of personal autonomy, openness to change, with a solid scientific basis, given to the research, creative and innovative behaviors that enable them to lead the changes that is immersed in the world and to cope with the uncertainty of change. Therefore, it requires the organizational human resources improvement programs with organizational quality and organizational sales and marketing improvement scientific basis, technical, ethical and moral, with capacity for research, analysis of marketing issues in various regional organizations, national and international levels and low universally accepted standards.

This is to organizational improvement professionals to use economic and financial information referring to the internal activities of organizations, management is developed in them, and in general, to various types of bodies falling under the organization.

The organizational improvement has focused on the study of organizational quality and organizational sales and marketing improvement planning and control of resources and verification operations in the organization to achieve the efficient use of the first and effectiveness in the latter, in order to achieve the objectives and goals set therein. The organizational quality and organizational sales and marketing improvement as an area of knowledge studies focused processes to identify, measure, collect, analyze and interpret the cost elements associated with the production and marketing of goods and services with the primary purpose of making decisions to achieve the objectives of strategic planning previously established in the organization. The organizational improvement and professional quality and sales and marketing improvement in is important to incorporate parameters as skills, training and organizational human resources improvement programs have been structured on the narrow concept of labor skills and not on the concept of competition as the possibility of approaching the knowledge from all dimensions, not forgetting of course, its integration with social relationships and the interplay of inter subjectivity, which are inevitably present at different levels and contexts of action. Continuous training, employment security, performance appraisal and alternative compensation systems can motivate skilled employees to engage in effective discretionary decision making and behavior in response to a variety of environmental contingencies.

### ORGANIZATIONAL PERFORMANCE

Quality of products and services in turn depends on the availability of well trained and educated human resources. The Organizational Performance (OP) information, unclear goals, inappropriate selection and use of technology, inability to integrate workers and processes and use of misleading metrics or improper measurement approaches are the major barriers in implementing and managing OE projects systems that seek to identify individuals with the ability to learn and adapt to new situations and markets can provide a firm with competitive advantage.

Performance management plays a vital role in a corporation's growth and development. In the past literature research on the success factors of new product development, some researchers concentrated on researching the phases and flows of the performance development process, while other studies used a single viewpoint to draw into other specific research topics such as the impacts of performance innovation on the organizational climate and structure and resource allocation etc.

However, although related product development and annual sale figures are as important in the hi-tech organizational, the ability of performance management may be of more significance.

Due to the lack of comprehensive research studies on the influences of integrated performance planning and innovation on new product development, this research will focus on innovation management. The study will examine and discuss the influences of performance management on new product development performance in Taiwan's hi-tech industries.

The specific nature of different organizational performance and the business environment will be used as the two intermediate variables when conducting the research.

Based on the research motives stated above, this study has generalized three research questions shown below:

- a) Will strong and weak performance management cause significant impacts on new product development performance?
- b) Will the difference in corporate innovation tendency cause different innovation management impacts on new product development performance?
- c) Will the difference in industry and corporate status cause different impacts on innovation management new development performance?

The more we understand people and their total environment, the more their needs are likely to be met. When we talk about valuing workers relationships, the scope of definition is expansive. On the one hand, it is simply the value that workers generate for the organization. On the other hand, it is purely the value of the relationship. Neither definition is more correct than the other; however, the purpose and approach for valuing each are different. A positive experience throughout the workers cycle should foster trust and develop loyalty, therefore allowing an organization to generate more revenue for less incremental expenditure and many service industries around the world are currently underlying dramatic changes. Depending on the organization in which the service firm does business, the underlying causes of service management changes may include any of the twelve forces listed here:

- Changing patterns of government regulation,
- Relaxation of professional association restrictions on marketing,
- Privatization of some public and non profit services,
- Technological innovations,
- Growth of service chain and franchise networks,
- Internationalization and globalization,
- Pressures to improve productivity,
- The service quality movement,
- Expansion of leasing and rental businesses,
- Manufacturers as service providers,
- Need for public and nonprofit organizations to find new income,
- Hiring and promotion of performance managers.

Like the factors underlying any revolution, some of the origins of today's service sector revolution go back a number of years, whereas others reflect a chain of relatively recent events that continues to unfold.

As organization continue to shift from an agricultural and industrialized economic base, the demand for services will continue to increase. Additional factors contributing to the growth of the service sector are highlighted as follows:

- Movement to information age,

- Shift to industrialized economy,
- Aging population,
- Longer life expectancies,
- Increased leisure time,
- Higher per capita income,
- Changing social and cultural,
- More female workforce participation,
- Advances in product technology,
- Increased time pressure.

The demand for services will expand as life expectancy increases and as the population continues to age. Other related services such as will be positively affected by an aging population. Higher per capita income means a larger discretionary income for individuals to spend on luxury-type services. A larger discretionary income will offer opportunities for entertainment services, especially to the baby boom generation.

In addition to entertainment services, the demand for services that save individual's time will increase. The increase in the demand for these services is also due to the increase in the number workforce. Advanced in product and service technology have led to a rise in the demand for services, especially in maintenance services.

Cultural and social changes have occurred in many societies causing a change in the attitude individuals take toward services. Mothers are no longer seen as shirking their duty if they don't stay home with their children and provide for their care until they are out of school.

However, the escalating cost of scientific and technological research and improvement, together with the limiting resources of organizations, make such strategy of overall support impossible, even for relatively rich countries.

### **ORGANIZATIONAL IMPROVEMENT**

In particular, the goal here is to develop the reasons why countries increasingly need well trained and motivated human resources and efficient and effective public administrations. Drawing on Michael Porter's pioneering work on national competitiveness application studies on regional competitiveness the author highlights the importance of high quality standards of human resources in general and of education & training and public administration in particular in order to guarantee sustainable economic improvement. These indicate evaluating new Organizational Improvement performance.

Unfortunately, organizational customers are not always happy with the quality and value of the services they receive. People complain about late deliveries, rude or incompetent personnel, inconvenient service hours, poor performance, needlessly complicated procedures and a host of other problems. They grumble about the difficulty of finding sales assistants to help them in shops, express frustration about mistakes on their credit card bills or bank statements, shake their heads over the complexity of new self-service equipment, mutter about poor value and sigh as they are forced to wait for service or stand in queues almost everywhere they go.

Suppliers of services often seem to have a very different set of concerns. Many complain about how difficult it is to make a profit, how hard it is to find skilled and motivated employees, or how difficult to please customers have become.

Many organizational customers are concerned that the level of service quality has been declining over the last two decades. Consumers sometimes complain that service provided by flight attendants, salesclerks, and other types of service personnel is poor. They feel service employees are too busy, underpaid, under trained, and under motivated to provide good services. What are the causes of this apparent service decline? Some of the causes are illustrated as follows:

- 1) The globalization of the economy has forced businesses to compete on an international level. This globalization has caused many firms to downsize and cut services to keep prices from rising.
- 2) Deregulation of the airlines, trucking, and banking industries created price wars among firms within the deregulated industries. This caused further employment cut-backs making good service more difficult for the already understaffed firms.

Because of labor shortages in many areas, hiring competent service workers become difficult. To compensate for rising labor costs and labor shortages, service firms sought ways to replace human

workers with machines and computers. Many organizations moved to self-service facilities and self-service procedures for customers.

To generate immediate profits, organizations looked for ways to gain efficiencies in their operations. Standardizing operations, pushing employees to increase their productivity and downsizing were favorite approaches.

As a result, personal service to customers took second place to generating profits.

The rise in two-income households and the busy life styles of the people is another cause of the apparent decline in service quality. Having higher incomes and less time made consumers more demanding in regard to convenience and service quality.

The achievement of high quality is closely related to productivity. More specifically, several investigations have argued that quality and productivity can not be dealt with separately in the case of services. Meanwhile, many firms have cut services to increase productivity and efficiency.

Recently, the American Society for Quality (ASQ) reported that the American Customer Satisfaction Index (ACSI) shows a consistent quarter-by-quarter decline in customer satisfaction since ACSI inspection in 1994.

Although a modest increase occurred in 1998 in the insurance industry, most other service categories like restaurants, hospitals, and banking have continued to decline. The ACSI report suggests that either company do not recognize the value of service quality or they do not understand the principles and hence, may be experiencing frustrating, unsuccessful attempts at implementation.

For this reason, the ratio of investment and investment growth rate, ratio of sales, market share and market growth rate are important. These indicators when evaluating the comparative level of new product success:

- 1) The quality of the new products in comparison to that of competitors.
- 2) The sales level of the new product in comparison to that of competitors.
- 3) The profitability of the new products in comparison to competitor's products or services.
- 4) The commercial success rate of the new product in comparison to the planned target rate.

This study incorporates the empirical theories and researches discussed above and adopt the following five indicators when evaluating new product development performance:

- Market entry time,
- Quality level,
- Market share,
- Commercialization success rate of the new product,
- The cost of promoting the new product in the market.

The organizational improvement reliable communication is an important value in the formation of organizational human resources and quality and organizational sales and marketing improvement. The market ethics and replaced one by one the old values were breaking down. Flexibility of organizational human resources and quality and organizational sales and marketing improvement standards has been used as a marketing strategy for professional services, providing customers with more discretionary environments. The organizational improvement management generally accepted accounting principles in which the signatures of certified public accountants base their audits, allow a range of acceptable procedures, and also leave considerable.

### **ORGANIZATIONAL IMPROVEMENT BY 3I IMPROVEMENT**

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on may choose compensation system designs that differ in their effectiveness for attaining similar goals. Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance.

The terms performance assessment, performance evaluation and performance management are also used to describe the process. Science and technology have profoundly influenced the course of human civilization. Science has provided us remarkable insights into the world we live in. The scientific revolutions of the 20th century have led to many technologies, which promise to herald wholly new eras in many fields. As we stand today at the beginning of a new century, we have to ensure fullest use of these improvements for the well being of our people.

The objective for this study is analyzing and evaluating the influences of innovation management on new product development performance.

The evaluating facets for the performance management ability include:

- a) Technical innovation,
- b) Market innovation,
- c) Management innovation,
- d) Cultural innovation.

Organizational performance tendency consists of the level of supportability of organizational communication and the degree of organizational decision-making and authorization and the degree of emphasis placed on the organizational performance tendency.

Furthermore, the variables within the organizational performance and corporate status facet include:

- Organizational performance characteristics,
- The corporation's technical leadership,
- Scale of the business operations.

In addition, the organizational performance and development performance evaluation facets include:

- The timing of new product entry into the market,
- The quality of the new product,
- The percentage of market share of the new product,
- The success rate of the new product in the market,
- The cost of the new products' entry into the market.

Any how, from a philosophical standpoint, the methodology can be named either as action research, Human Resources Improvement (HRI) program, Quality Improvement (QI) program for Organizational Improvement (OI) intervention as 3I. The ultimate objective of the program is behavioral change and improvement in employee, a rather ambitious goal compared to goals of knowledge and skill building.

In order to effect this behavioural change, several strategies are employed, which are incorporated in a program named QI Training Cycle (QITC.) The following scheme presents the phases of this course along with the methods and approaches used in any of the phases.

There is no doubt that valuing acquired intangibles such as brands, patents and workers lists makes a lot of sense rather than placing these organization critical assets in the accounting black hole known as goodwill. Modern approaches recognize that selection of Organizational Empowerment (OE) is a complex process that involves a significant amount of vagueness and subjectivity.

Knowledge, Technology and Culture (KTC) are pretty straightforward to value, their visible and corporeal nature makes them relatively easy to define and in most cases there is an active market from which value can be derived. Key factors which help a region become more competitive and prosperous. The most decisive factors are listed below as Table 1.

**Table 1:** decisive influence on comparative advantages factors

Ranking	Factors
1	Human Resources Improvement
2	Quality Improvement
3	KTC
4	Corporate system
5	Performance of skilled labour
6	Skilled labour
7	Quality of life
8	Telecommunication
9	Working Hours

### **ORGANIZATIONAL HIGH IMPROVEMENT BY 3I IMPROVEMENT**

Performance includes defining and evaluating performance and providing employees with feedback. Rewards include bonus, salary increases, promotions, stock awards, and perquisites.

Moreover, there is a relatively high degree of organizational improvement involvement in the operations of the equity market, with the imposition of organizational quality improvement such as price limits, no short-selling and an intraday trading ban. The heavy intervention of the organizational

quality improvement in adjusting interest rate policy is thought to have some impact on organizational improvement in this market, especially in the case of upward adjustments.

As organizational quality improvement at higher costs, it obliged to raise their lending interest rates on human resources improvement which might reduce improvement profitability. More seriously, when human resources improvements go down and the organizational sales and marketing improvement, it fund organizational improvement through organizational quality improvement at a loss in order to organizational high improvement.

Another activity of the organizational human resources improvement that may influence organizational sales and marketing improvement is its involvement in control in relation to the commercial supply of money for organizational high improvement, especially in cases of marketing improvement policy during high inflation periods. At such times, the organizational human resources may constrain organizational quality improvement for investment by organizational improvement management. Organizational improvement management may therefore encounter limits in their pursuit of opportunities. In addition, there are few alternatives for managers, as the bond and the real estate markets are inadequately developed.

As a result of having only a few alternatives, together with the high degree of organizational improvement, managers are more likely to speculate on sales and marketing improvement which may cause a large degree of market volatility. This potentially leads to a stronger tendency towards improvement managers. Furthermore, emerging markets in general in particular are believed to exhibit trading which as to introduce positive biases into herding measurements.

The structure of the organizational sales and marketing improvement, organizational improvement management are more likely to follow the actions of others believed to be better informed about the market. Organizational sales and marketing improvement behavior can in many ways be similar to that of improvement managers in other emerging markets in five steps as Figure 1.

Figure 1.



Technology balancing practices in general and compensations systems in particular have been shown to be highly related to organizational performance. As a national sales and marketing improvement develops the share of employment among agriculture, manufacturing, and services changes dramatically. In most organizations, the organizational quality improvement sector of is very diverse, comprising a wide array of different industries, ranging in size from enterprises that operate on a global basis to small entrepreneurial organizations. The organizational quality improvement sector accounts for more total employment in the organization, which continues a trend that began more. The employment by has actually increased, while jobs in manufacturing have been lost. This suggests that consumers are willing to postpone the purchase of products but will not sacrifice essential services like education, telephone, banking, healthcare, and public services such as fire and police protection.

Therefore, based on organizational human resources improvement policy, the organizations can no longer be characterized as an industrial society; instead, it is a post industrial or, service society.

It is generally agreed that high percentage of workforce are engaged in service industries. According to the comparisons of organizational human resources improvement in different organizations, the following results are derived:

- Based on the human resources improvement, many of the so-called advanced industrial nations would be better described as quality improvement.

- organizations development is progressing in unanticipated directions, successful industrial economies are built on a strong service sector, and just as it has in manufacturing, competition.

Mechanization, automation, importation, and the move to offshore production have resulted in a decrease of the percentage of workers in manufacturing. Organizations development develops the relative share of human resources improvement between organizational quality improvement and organizational sales and marketing improvement, agriculture.

In most organizations, the organizational quality and sales and marketing improvement is very large, comprising a wide array of different organizations that sell to individual consumers, business customers and to numerous government agencies. International organizations have considerable discretion in the design of pay policies and the choices made have consequences for organizational performance by high improvement in seven factors as Table 2.

<b>Description</b>	
1. Needs-Based Segmentation	Group customers into segments based on similar needs and benefits sought by customer in solving a particular consumption problem.
2. Segment Identification	For each needs-based segment, determine which demographics, lifestyles, and usage behaviors make the segment distinct and identifiable (actionable).
3. Segment Attractiveness	Using predetermined segment attractiveness criteria (such as market growth, competitive intensity, and market access), determine the overall attractiveness of each segment.
4. Segment Profitability	Determine segment profitability.
5. Segment Positioning	For each segment, create a "value proposition" and product-price positioning strategy based on that segment's unique customer needs and characteristics.
6. Segment "Acid Test"	Create "segment storyboards" to test the attractiveness of each segment's positioning strategy.
7. Marketing-Mix Strategy	Expand segment positioning strategy to include all aspects of the marketing mix: product, price, promotion, and place.

Overall, from the point of view of performance measurement and strategic planning, the value and definition of a organizational relationship with its workers may not be particularly relevant. It is more practical and beneficial to determine the value generated per workers from the assets employed in the organization to measure performance and plan for the future.

The rise in the standard of living resulting from increased performance productivity changes in the needs and demands of the population. As consumers, use services every day. Turning on a light, watching TV, talking on the telephone, catching a bus, visiting the dentist, posting a letter, getting a

haircut, refueling a car, sending cloths to the cleaners are all examples of service consumption at the individual level. The institution at which you are studying is itself a complex service organization.

In addition to educational services, the facilities at today's colleges and universities usually comprise libraries and cafeterias, consulting services, a bookshop and careers offices, copy services, telephones and internet connections, and may be even a bank.

If any one registered at a residential university, additional services are likely to include halls of residence, health care, indoor and outdoor sports and athletic facilities, a theatre and perhaps, a post office.

Increasing performance is important if a nation's standard of living is to rise. For organization to remain competitive in the global economy, wages can be raised only if they are matched by increased productivity.

Although clearly the demand for services has increased markedly, one reason for the tremendous growth in service sector employment has been a negative one, namely, its lack of productivity growth. Services employ many people, but they do not use them very performance productively. The inefficiency of services is evidenced by the constant and often bitter criticism of the service systems. Only in recent years have service sector organizations received the same attention from researchers as had been paid to manufactures.

Many of the concepts and ideas developed for the manufacturing sector can be modified and applied to service industries. Because performance productivity is central to the operations manager's job and because the service sector is so large, special note must be taken of how to improve productivity in the service sector. Successful performance growth of the service sector will depend on innovation and skilled management that will promote an ethic of continuous improvement in both quality and productivity. On the other hand, changing demographics in the 1990s and the anticipated future labor short age will force services to become more productivity-conscious. A major stimulus in the growth of service is the movement to an information age spurred by the invention of the computer and advancements in telecommunications.

In developed country markets and increasingly in today's global markets large-scale buyers require from their suppliers, not only a satisfactory quality of the products and services they buy, but also some assurance of the long term consistency of the quality.

In today's economic world, countries without educated work forces simply cannot set sail economically- what ever their desires. This leads to a simple conclusion. If countries cannot organize good educational systems, there is no such thing as catching up economically.

High quality training and education are needed for sustained economic improvement of countries whether they are developed or developing. Switzerland, a developed and industrialized country, has recently embarked on a total audit of its higher educational system particularly of its Technology Institutes but also now including its main universities.

## **RESULT**

The goal of the audit is to analyze current quality levels of education, measure the current state with expected future needs and to improve the current educational sector accordingly. Foreign experts team up to form so called Peer Review teams who visit all the higher educational institutions of Switzerland in order to assess the quality level of their teaching services. This author has been part of such a peer review team and found the auditing exercise a most fruitful, courageous and stimulating step towards a total overall reform of the educational system.

Based on the work activity of their populations, however, many of the so-called advanced industrial nations would be better described as service economies. Global economic development is progressing in unanticipated directions, successful industrial economies are built on a strong service sector, and just as it has in manufacturing, competition in services will become global.

The nineteenth century saw a major shift from agriculture to manufacturing, because the enormous increase in agricultural productivity allowed people the freedom to pursue other occupations. As it is illustrated in the next sections, manufacturing productivity has increased rapidly in this century, displacing workers to the service industries.

Mechanization, automation, importation, and the move to offshore production have resulted in a decrease of the percentage of workers in manufacturing. As a national economy develop the relative share of employment between agriculture, industry and services changes dramatically.



In most organization, the service sector of the economy is very large, comprising a wide array of different industries that sell to individual consumers, business customers and to numerous government agencies.

Continual advances in performance mean that manufacturing is considerably less labor intensive than in previous times. Automations, robotics, advanced information technology, new materials and improved work methods all have led to the decimation of manual labor.

For larger organizations, manufacturing has become internationalized.

The principal weakness of the multiple excess earnings approach is that it is complicated to carry out. Furthermore, correctly identifying all the value drivers operating functions and intangible assets employed and calculating their respective functional returns and present values is open to distortion and inaccuracy due to the sensitivity of the valuation to key assumptions and source data. In the case of an acquisition, the excess returns will also include the value of any synergies resulting from the organization combination. In other words, the ability of the respective organization to design and sustain an appropriate policy environment is crucial.

## **CONCLUSION**

Creating the right mix of efficient economic factor conditions, effective consistent and predictable regulatory framework, transparent and efficient administrative services, and high quality social and cultural institutions and services all combined obviously constitutes the right ingredients for a truly competitive region.

An economic measure of the size of the service sector is the number of people employed relative to other sectors. As a national economy develop the share of employment among agriculture, manufacturing, and services changes dramatically.

In most countries, the service sector of economy is very diverse, comprising a wide array of different industries, ranging in size from huge enterprises that operate on a global basis to small entrepreneurial firms that serve a single town.

The service sector now accounts for more than three-fourths of total employment, which continues a trend that began more than one century ago. Employment by service industries has actually increased, while jobs in manufacturing have been lost. This suggests that consumers are willing to postpone the purchase of products but will not sacrifice essential services like education, telephone, banking, healthcare, and public services such as fire and police protection.

The key issue is whether the firm wants to make use of these relationships in the way it manages customers or not, and whether a given customer wants to be an actively managed relationship with the service provider, or not. Organizations compete with the quality level of their operations. An organization, which can not manage operations competition, will have problems surviving. In order to be able to do this successfully, the organization has to view its business and its customer relationships from a service existence. Any how, attention to bellow items in relation of Human Resources Improvement (HRI) program, Quality Improvement (QI) program for Organizational Improvement (OI) intervention as 3I are necessary:

- a) Organizational resources conditions e.g. labor, capital, land,
- b) Organizational market conditions,
- c) Organizational active and dynamic conditions,
- d) Organizational super ordinate goals, strategy, structure conditions.

## **REFERENCES**

1. Allred, A.T. (2001) Creating customer service worth advertising at browning arms, The TQM Magazine, Vol.13, No.1, pp. 6-11.
2. Bateson, J.E.G. (1995) Managing services marketing – Text and readings, The Dryden Press, Third edition, USA, pp. 4-7.
3. Bender, B. and Heizer, J. (1997) Principles of operations management with tutorials, Prentice-Hall-Inc., Second edition, USA, pp. 13-21; 155-158.
4. Brennan,C.; Douglas, A, " (1999), "Striving for Continuos Improvement: The Experience of UK Local Organization Services", quality Congress. ASQC Annual Quality Congress Proceedings, pp 414-422.
5. Cateora, Ph.R. and G.raham, J.L. (1999) International marketing, Irwin/McGraw-Hill Companies, Tenth edition, USA, pp. 368; 374-375; 394-399.
6. Czinkota, M.R. and Ronkainen, I.A. (1998) International marketing, The Dryden Press, Fifth edition, USA, pp. 130; 565-593.

7. Dilworth, J.B. (1993). *Production and operations management – Manufacturing and services*, McGraw-Hill, Inc., Fifth edition, USA, pp. 8-19.
8. Dilworth, J.B. (2000). *Operations management – Providing value in goods and services*, The Dryden Press, Harcourt College Publishers, Third edition, USA, pp. 13-14.
9. Enderwick, P. (1990) *The international competitiveness of Japanese service industries: A cause for concern*, California Management Review, No.32, pp. 22-37.
10. Farazmand, Ali; (2002). "Administrative ethics and professional competence: accountability and performance under globalization", *International Review of Administrative Sciences*, Vol. 68, Nr. 1, March 2002, pp131-137.
11. Feghhi Farahmand, Nasser (2001), *Executive Management Process*, Islamic Azad University, Tabriz Branch, Iran, pp 19-23.
12. Feghhi Farahmand, Nasser (2003). *Permanent Management of Organization*, First edition, Frouzesh Publication, Tabriz, Iran, pp100-182.
13. Feghhi Farahmand, Nasser (2003), *Strategic Structure of Organization Management Process*, Forth edition, Islamic Azad University, Tabriz Branch, Iran, pp 10-25.
14. Feghhi Farahmand, Nasser (2005), *Strategic Management of Organization*, First edition, Frouzesh Publication, Tabriz, Iran, pp 187-198.
15. Feghhi Farahmand, Nasser (2009), *Organization Strategic Plan compilation*, First edition, Frouzesh Publication, Tabriz, Iran, pp 101-109.
16. Feghhi farahmand, Nasser (2011), *Active and Dynamic Management of Organization*, Second edition, Frouzesh Publication, Tabriz, Iran, pp 122-130.
17. Feghhi Farahmand, Nasser (2011), *Technology Management of Organization*, Second edition, Frouzesh Publication, Tabriz, Iran, pp 151-195.
18. Fitzsimmons, J.A. and Fitzsimmons, M.J. (1999) *Service management – operations, strategy, and information technology*, Irwin/Mc Graw-Hill, second edition, USA, pp. 5-13; 430-431.
19. Gaither, N. and Frazier, G. (1999) *Production and operations management*, South-Western College Publishing, Eighth edition., USA, pp. 13-15; 37.
20. Gilligan, T. (1987), *Collective Decision-Making*, *Journal of Organization*, pp 140-148.
21. Gronroos, Ch. (2001) *Service management and marketing: A customer relationship management approach*, John Wiley & Sons, Ltd., Second edition, UK, pp. 1-2.
22. Gummesson, E. (1998) *Productivity, quality and relationship marketing in service operations*, *International Journal of Contemporary Hospitality Management*, Vol.10, No.1, p. 6.
23. Haksever, C. (2000) *Service management and operations*, Prentice-Hall Inc., USA, pp. 4-72.
24. Hope, Ch. and Muhlemann, A. (1997) *Service operations management – Strategy, design and delivery*, Prentice-Hall Europe, UK, pp. 11-12.
25. Jain, R., Jain, S. and Dhar, U. (2007) 'CUREL: A scale for measuring customer relationship management effectiveness in service sector', *Journal of Services Research*, Vol. 7, No. 1, pp. 39–51.
26. Keegan, W.J. and Green, M.S. (2000) *Global marketing*, Prentice-Hall, Inc., Second edition, USA, p. 72.
27. Kurtz, D.L. and Clow, K.E. (1998) *Service Marketing*, John Wiley & Sons, USA, pp. 4-11.
28. Kuwahara, T., (1997). *Technology Foresight in Japan: a New Approach in Methodology and Analysis*. *Technology Foresight*, NSTDA, Bangkok, p. 87-93.
29. Lovelock, Ch.H. and Van der Merwe, S. (1999), *Services Marketing: A European perspective*, Prentice-Hall Europe, USA, pp. 6-10.
30. Lovelock, Ch.H. and Wright, L. (1999) *Principles of service marketing and management*, Prentice-Hall, Inc., USA, pp. 4-8.
31. Markland, R.E., Vickery, Sh.K., and Davis, R.A. (1995) *Operations management – Concepts in manufacturing and services*, West Publishing Company, USA, pp. 40-70.
32. Markland, R.E., Vickery, Sh.K., Davis, R.A., and Sounderpandian, J. (1998) *Operations management – Concepts in manufacturing and services*, South-Western College Publishing, Second edition, USA, pp. 43-74.
33. Martin, B. R., (1997), *Technology Foresight as a Tool for Strategic Management*, *Managing Technology for Competitive Advantage*, Ch. 2, Anderson, J., Fears, R. and Taylor, B. (Eds.), *Financial Times Healthcare*, London, p. 31-47.
34. Mathe, H. and Dagi, T. F. (1998) *Harnessing technology in global service businesses*, *Long Range Planning*, Vol.29, No.4, pp. 449-461.
35. Meredith, J.R. (1992) *The management of operations – A conceptual emphasis*, John Wiley and Sons, Inc., Forth edition, USA, pp. 25-27.
36. Mintzberg, H. (1973), *The Nature of Managerial Work*, New York: Harper and Row, pp 51-74.
37. Mudie, P. and Cottam, A. (1999) *The management and marketing of services*, Butterworth-Heinemann, Second edition, UK, pp. 4-5.
38. Murdick, R.G., Render, B., and Russell, R.S. (1990) *Service operations management*, Allyn & Bacon, USA, pp. 7-14.
39. Navarro, J.L. and Camacho, J.A. (2001) *Productivity of the service sector: A regional perspective*, *The Service Industries Journal*, Vol.21, No.1, January, pp. 123-148.
40. Normann, R. (2000) *Service management – Strategy and leadership in service business*, John Wiley & Sons, Ltd., Third edition, USA, pp. 2-17; 210-211.
41. OECD, (1996), *STI Review No. 17, Special Issue on Organization Foresight Exercises*, p. 18.
42. Palmer, A. (1998) *Principles of services marketing*, McGraw-Hill Publishing Co., Second edition, UK, pp. 2-7.
43. Pang-Lo Liu and Chih-Hung Tsai (2007), *The Influence of Innovation Management on New Product Development Performance in Taiwan's Hi-Tech Industries*, <http://scialert.net/fulltext/?doi=rjbm.2007.20.29&org=10>
44. Payne, A. and Frow, P. (2005) 'A strategic framework for customer relationship management', *Journal of Marketing*, Vol. 69 (October), pp. 36-81.

45. Payne, A. and Frow, P. (2006) 'Customer relationship management: From strategy to implementation', *Journal of Marketing Management*, Vol. 22, pp. 147–154.
46. Qualitätsmanagement in der öffentlichen Verwaltung (Quality Management in the public Administration), (2002), Swiss Norm Association (SNV), Beuth Verlag, Berlin,Zürich,Vienna.
47. Racheline, François, (1997), "Le dispositif de la gestion délégué", *Revue Française de Gestion*, Numéro Spécial, 115, Sept.-October.
48. Raman, P., Wittmann, C. M. and Rauseo, N. A. (2006) 'Leveraging CRM for sales: The role of organizational capabilities in successful CRM implementation', *Journal of Personal Selling & Sales Management*, Vol. 26, No. 1, pp. 84–98.
49. Saner, Raymond (2001); "Globalization and its impact on leadership qualification in public administration", *International Review of Administrative Sciences*, Vol. 67, Nr. 4, pp 650-661
50. Schmitz, J. and Platts, K. W. (2004) 'Supplier logistics performance measurement: Indications from a study of the automotive industry', *International Journal of Production Economics*, Vol. 89, No. 2, pp. 215–284.
51. Shahin, Arash (2007), Growth of the service sector: a demand for the use of quality improvement techniques to increase service quality, *The Third International Conference on Quality Management*.
52. Simon, H.A. (1960), *The New Science of Management Decision*, New York: Harper and Row, pp 78-98.
53. Stein, J. (2002), *Information Production*, *Journal of Finance*, pp 124-187.
54. Wagner, C. S., (1997), *Critical Technologies in a Global Context: a Review of National Reports*. Technology Foresight, NSTDA, Bangkok, p. 147-178.
55. Wolff-Albers, A. D. and Ossewarde, M. J., (1997), *Science and Technology Foresight: Philosophy, Principles and Practice*. Technology Foresight, NSTDA, Bangkok, p. 21-36.
56. Yuthavong, Y., (1997), *Strategic Directions for Science and Technology Improvement in Southeast Asia*. *Managing Technology for Competitive Advantage*, Ch. 2, Anderson, J., Fears, R. and Taylor, B. (Eds.), *Financial Times Healthcare*, London, p. 97-109.