

Innovation in Management Challenges & Opportunities



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Abstract: Creativity is the use of mental abilities to create a new thought or concept. The process of creating new ideas and turning those ideas into action and useful applications is called innovation. In the case of organizational management, its ultimate success and sometimes even its survival depends on the ability of planners to innovate and apply new ideas. The most important reason for the need for creativity and innovation is the problem arising. Problem-solving is possible in two ways: rational problem solving and creative problem-solving. The emergence of a creative mindset requires a precise and correct definition of innovation management. It is a systematic approach to prioritizing innovation in the organization and includes the steps of planning, organizing, managing, and controlling and includes all tools and methods to promote and exploit innovation in the organization. The objective of innovation management can be any of the following:

1. Production of new products and services to enter new markets;
2. Improving products and services to outperform competitors;
3. Improving internal processes to strengthen the organization and reduce costs;
4. Development of new business methods in order to generate revenue from new routes. Also, the field of using various solutions should be created, apart from the conventional solutions.

Keyword: The Process Of Creating New Ideas And Turning Those Ideas Into Action And Useful Applications Is Called Innovation.

I. INTRODUCTION

In today's turbulent world, no organization or company can succeed without innovation and relying solely on traditional and clichéd methods and approaches, and therefore every manager is expected to be both self-innovative and nurture innovative and creative employees. A manager who specializes in innovation and deals with new and innovative things must have a diverse set of skills and abilities to meet the expectations of him / her as an "innovation driver and innovator driver". [1] Such a manager must have extremely high communication skills and treat all employees well and be familiar with different aspects of the company's business. He must be an excellent planner and fully acquainted with the demands and expectations of the company's stakeholders, including customers, shareholders, senior and middle managers, and company employees.

Manuscript received on 07 February 2022 | Revised Manuscript received on 02 March 2022 | Manuscript Accepted on 15 April 2022 | Manuscript published on 30 April 2022.

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The empowered and far-sighted innovation manager must be well aware of the obstacles and challenges facing the implementation of the company's current processes and operations and be able to predict what problems and obstacles innovative programs and projects may face and what should be done to overcome those obstacles. In addition, he/she must keep up with the latest technologies related to his / her company's business. Be familiar with and know what opportunities these technologies can bring to the company and its employees. Who is an innovation manager? The duties and functions of an innovation manager are not as clear as other managers in an organization, such as a sales or marketing manager, and depend greatly on the nature and scope of the activities of the organization or company in which a manager works. Furthermore, Various titles and levels can be listed for the activities of innovation managers in a company, including senior innovation manager, innovation portfolio manager, and head of the innovation department. Each of these managers has their own tasks and functions, although the core of all their activities can be summed up in one thing, and that is "encouraging and stimulating innovation." This means that an innovation manager is not expected to be an outstanding innovator, but must have the necessary skills to lay the base and area for innovation and support innovators. In fact, successful and great innovation managers in today's world are increasingly seeking to create and strengthen an innovation-based organizational culture and support the processes that lead to innovation, helping employees to be able to innovate and increase their innovation skills. In addition, innovation managers must be good trainers and be able to train employees on how to be innovative and act innovatively. The Innovation Manager is also expected to design the company's innovation portfolio and short-, medium- and long-term innovation-related plans. And design and propose projects to implement innovative ideas in them. What skills do innovation managers need?

A manager who specializes in innovation and deals with innovative new ideas needs a diverse set of skills and abilities to meet the expectations of him/her as an "innovation driver and innovator guide". Such a manager must have extremely high communication skills and treat all employees well and be familiar with different aspects of the company's business. He must be an excellent planner and fully acquainted with the demands and expectations of the company's stakeholders, including customers, shareholders, senior and middle managers, and company employees. [2] Therefore, it can be said that the survival of the organization and its ultimate success in today's competitive world and complex markets;



Innovation in Management Challenges & Opportunities

depends on the creativity and public innovation and the ability of planners to create innovation and apply new ideas. All forces must work to create innovation and creativity in the organization. Successful organizations; There are organizations where managers and employees are always looking for innovation and creativity in a dynamic competition based on the organization's strategy.

II. IMPORTANCE OF INNOVATION IN MANAGEMENT

Are you an innovative manager? Have you discovered completely new ways to manage, lead, coordinate or motivate your employees? Is your company innovative and pioneering in management practices? Have you adopted a management style that makes other competitors jealous?

Does it matter that it is so? It definitely matters. In addition to creating long-term benefits in the rules and processes of management, innovation also greatly enhances competitiveness. For the past 100 years, Innovation in management has increased organizational productivity more than any other type of management. [3]

However, it is strange that there are only a few companies that have a specific process for continuing management innovation. Most businesses use an iterative methodology to innovate products or employ R&D units. In recent years, all companies have systematically worked to recreate business processes to improve speed and productivity, but it is strange that the least attention has been paid to the most important type of innovation: management innovation.

Why is innovation in management so vital? What sets it apart from other forms of innovation? How can a company be at the forefront of innovation management? Let's start with why.

What sets companies like General Electric -GE, Visa and Linux apart? Extraordinary product? Yes. Extraordinary humans? Yes. Extraordinary leaders? mostly. But if you look deeper, you will find a more fundamental reason for their success: managerial innovation.

In 1900, General Electric completed Thomas Edison's most important invention i.e. the Industrial Research Laboratory. GE introduced management laws into the turbulent process of scientific exploration, it has been succeeded to register a pattern More than any other company in the United States, over the next 50 years. [4]

Or the Linux operating system is the best example of innovation in management in the today" world open source development, Open source thinking using public certifications and online interactive tools have proven that they are effective mechanism for producing great products by people who are not geographically in one place.

Innovation in Management, if exposed to one of these three conditions, it can have long-term effects:

Innovation should be based on rules that can challenge management practices, be systematic and use specific processes and methods, or be part of an ongoing invention and innovation program.

Utilize the thinking power of Toyota employees

Why for global automakers (especially American ones!)

Why is it so difficult to limit Toyota's competition?

Because it has been tried for 20 years

Remove radical management rules from the heart of the company. Unlike Western competitors, Toyota executives believe that their employees are more valuable than car-free gears and can be innovative, problem-solving, and pioneering in change. Toyota provides tools, skills, and licenses to its regular employees that allow them to solve problems even before they occur: It turns out that Toyota is becoming a stronger company to compete with from year to year, and that is management power. No matter how unconventional and different the management style is, .Competitors will have to spend more time discovering it Innovation in management can be defined as the avoidance of traditional management rules, processes, and practices, or customer-centric organizational forms that influence management style. In simpler terms: innovative management Changes Common Performing managerial practices i.e. activities such as: [13]

I. Targeting and planning

II. Motivation

III. Coordination and control of activities

IV. Evaluate and allocate resources

Build and strengthen relationships

VI. Discover and develop talents

VII. Correct understanding of demand amount and...

In large organizations, the only way to change the way managers work is to recreate their work processes.

Management processes such as strategic planning, budgeting, project management, employment and promotion, executive development, Intra-organizational communication, Knowledge management and are cases that make management in to Make a daily activity:

This is where innovation management targets these processes. Whirlpool The Largest Home Accessories Manufacturer in a world in 1999, when the issue of customer loyalty was raised in the purchase of home Accessories, that has transformed itself into an innovative management complex, Dave Whitwam The company's current manager set a challenge for his managers:

Make Whirlpool the world's most deconstructive and lovable innovation. From the outside, it was clear that Mr. Whitwam was looking for innovation in everyone and everywhere, but this required the creation of innovative processes. Their efforts over 5 years led to changes in their core organizational processes with the following program: [5]

1. Innovation has become a major theme in Whirlpool leadership development programs.

2. Separate budget for Defined projects that had very high innovative standards.

3. Each product development program had to include ascertain amount of innovation.

4. Training of more than 600 innovation instructors to promote organizational innovation

5. Attendance of all salaried employees in a course of business innovation

5. Choosing innovation as a big part of a long-term management plan



6. Allocate specific time in business status review sessions for in-depth and practical discussions about the unit's innovative performance

7. Build an innovation portal that allows Whirlpool employees access innovative tools and corporate data. From all over the world Develop criteria that measure innovation. Like the hours devoted to innovative projects, the number of new ideas that entered the company's processes.

Develop criteria that measure innovation Like allotted hours For innovative projects, a number of new ideas entered the company's processes.

Whirlpool did not achieve all these changes at once and made many mistakes along the way. Transforming a series of innovative management ideas into new, practical and rooted ways requires a lot of patience, effort and time, but the result will be lasting.

How to become a Great Innovation Manager?

It can be boldly claimed that in today's turbulent world, no organization or company can succeed without innovation and relying solely on traditional and clichéd methods and approaches, and therefore every manager is expected to be both innovative and Nurtured ☺ innovative employee. And cultivate creativity and innovative employees. [6]

This is especially true for young managers who are just starting out, because they are also equipped with modern knowledge and science and their minds are free from previous beliefs and intellectual frameworks and so the expectations of this group of managers towards innovation are more.

However, it is important to know that being an innovative manager and nurturing innovative people is not as easy as it sounds and every manager cannot handle it.

Therefore, many organizations and companies need a position called "Innovation Manager"

Which specializes in the subject of innovation and discovers ways to expand innovation. Now the question is who is a good innovation manager and what qualities and skills does he need and how can he become an excellent innovation manager? The answers to these questions can be as follows:

Who is an innovation manager?

The duties and functions of an innovation manager are not as clear as those of other managers in an organization, such as a sales or marketing manager, and depend greatly on the nature and scope of the activities of the organization or company in which a manager works. [7]

In addition, various titles and levels can be listed for the activities of innovation managers in a company, including senior innovation manager, innovation portfolio manager and head of innovation department. Each of these managers have their own tasks and functions, although the core of all their activities can be summed up in one thing, and that is "encouraging and stimulating innovation."

This means that an innovation manager is not expected to be an outstanding innovator, but must have the necessary skills to arrange for innovation and support innovators. In fact, successful and large innovation managers in today's world are increasingly seeking to create and strengthen an innovation-based organizational culture and support the

processes that lead to innovation, helping employees to be able to innovate and increase their innovation skills.

In addition, innovation managers must be good educators and be able to teach employees how to be innovative and innovative.

The Innovation Manager is also expected to design the company's innovation portfolio and short-, medium- and long-term innovation-related plans, and to design and propose projects to implement innovative ideas in them.

What are the skills needed by innovation managers?

Needless to say, a manager who specializes in innovation and deals with innovative new ideas needs a diverse set of skills and abilities to meet the expectations that come with being an "innovation driver and innovator driver."

Such a manager must have extremely high communication skills and treat all employees well and be familiar with different aspects of the company's business.

He must be an excellent planner and fully acquainted with the demands and expectations of the company's stakeholders, including customers, shareholders, senior and middle managers, and company employees. [8]

A competent and far-sighted innovation manager should be well aware of the obstacles and challenges facing the implementation of the company's current processes and operations and be able to predict what problems and obstacles innovative programs and projects may face and what Should be done to overcome barriers.

In addition, he / she should be familiar with the latest technologies related to his / her company's business and know what opportunities these technologies can bring to the company and its employees.

The results of a new study by the Clayton Christensen Research Institute on the world's leading and successful companies show that CEOs and the heads of most of these companies are among the leading innovation managers of the time, as a result, in many of these companies, the responsibility for managing innovation is accepted by the CEO or the president of the company, and they do not see the need to delegate this responsibility to the director of innovation. Of course, this is specific to companies that have CEOs and their bosses are exceptional and extraordinary people Who are among the geniuses of the present age and are known in the business world as those who are both innovative and creative and love innovators, and they create an environment full of innovation. [12]

If the CEO has a lot of work and mental activities or does not have the necessary skills to manage innovation, it is better to delegate the responsibility of managing and directing innovation and innovators to another person.

Another study by researchers at the Massachusetts Institute of Technology (MIT) It shows that the greatest and most successful innovation managers in the world have two common and distinctive characteristics: first, insatiable curiosity and a great desire to learn new things, and second, intellectual stability and determination.



Innovation in Management Challenges & Opportunities

According to the results of this study, what makes an innovation manager an effective and different manager is the curiosity that leads to the discovery of the unknown and the continuous learning that removes the veils from their eyes and gives them the ability to see things Which is not visible to other innovation managers.

In addition, they differentiate themselves from others who get tired quickly and so-called "underestimate" by persevering and insisting on paths that they believe lead to valuable innovations and determinants. [13]

These empowered managers have extraordinary analytical and leadership skills that enable them to develop the spirit of risk-taking and adventure in all departments and among all employees of the company, and provide a good platform to do great things and make the impossible into possible.

As with most other things innovation related, the role of an innovation manager can often be quite fuzzy.

There isn't necessarily just a single job description that would apply for the role regardless of the organization in question, unlike for example sales or engineering managers. The same basic job can also be referred to with a number of different titles, for example head of innovation, chief innovation officer, or innovation portfolio manager.

one of these roles might, in reality, be director or executive level assignments which naturally have slightly different responsibilities, but even for them the core remains the same. So, for the purposes of this article, we'll be considering all of these as a group.

If we look at what most organizations seem to expect innovation managers to do is actually NOT to be innovators themselves. I think this is quite a common misunderstanding for those who'd like to become one. Innovation managers help shape the culture and processes required for innovation to succeed in a given organization, as well as train others on how to get better at it. [9]

It is also relatively common for innovation managers to be overseeing a portfolio of innovation initiatives. Most of the time they don't actually have a profit and loss responsibility for that portfolio, or the individual projects within, but are instead responsible for analyzing the portfolio, and for identifying opportunities for improvement therein.

What are the key skillsets of an innovation manager?

innovation managers operate in quite a complex environment with plenty of different stakeholders. Because innovation, by definition, is about creating something new, they also need to possess a wide variety of skills to be able to succeed at their job. As the list is quite long, I thought it would make sense to first look at what the essentials needed to succeed at the job are, and then to dive deeper to understand what separates the best from the average innovation manager who's just pretty good at what they do.

What makes an innovation manager good?

Large organizations always have plenty of processes and conflicting incentives in place that can often make it difficult for innovation to succeed. Navigating these challenges and finding ways to get past them is typically the number one skillset innovation managers need. [12]

To succeed in this, they obviously have to be good communicators and good with people, but also need to understand the business extremely well, including the

realities of how the practical day-to-day work and the related technologies function.

Large organizations have plenty of processes and conflicting incentives in place that can make it difficult for innovation to succeed. Navigating these challenges is typically the number one skillset for innovation managers.

As mentioned, innovation is the introduction of something new, which basically means making change (hopefully positive) happen. And that applies both at the level of an individual innovation, as well as the larger innovation culture within the organization.

So, for innovation managers to succeed at their job, the second essential skillset is to be good at managing projects and managing change. While there are some differences, these two competences are ultimately very similar: they both require good planning and communication, as well as the management of different stakeholders and their expectations. In addition, you have to manage schedules and identify potential challenges and obstructions and find ways to get past them.

As long as you're able to master these two skillsets, you're basically guaranteed to be a pretty good manager regardless of the more specific task you're responsible for, and the same applies for innovation as well.

Now, when it comes to innovation, the odds aren't on your side. Thus, being average unfortunately means that you're simply going to be very likely to fail, which obviously shouldn't be something to aim for.

III. THE PLACE OF INNOVATION IN FUTURE MANAGEMENT

When it comes to innovation, minds Unintentionally focuses on product innovation and sometimes its production process , rarely there is not even talk of service innovation. [10]

While we need to innovate throughout the organization's processes support processes, operations, and especially the management process at this point of time and without organizing these processes, product innovation will not be useful and effective in practice.

At the beginning of this discussion, we discuss the need to extend the concept of innovation management to the entire process of the organization and what achievements we have been deprived of due to neglect of process innovation, and then in the next step, we will discuss its role and importance in delivering innovation and in management activities.

When discussing the importance of innovation and its mechanisms, it should be noted that it is only in a "global" competitive environment that these concepts can be discussed. In the innovation process, the question is Are there any studies or experiences for innovation?

It should be said that the experiences of innovation are the culture of innovation in the organization. After several years of research and observation, similar reasons have been obtained for the failure of innovations, here are 10 important factors for innovation failure:

1. Lack of culture to support innovation



2. Feeling of not owning and organization by the managers
3. Lack of a broad and comprehensive process for innovation
4. Not allocating sufficient resources for this process
5. Lack of connection between plans and their relation with the organization's strategy.
6. Not spending enough time and energy to resolve organizational ambiguities
7. Not create diversity in processes (different and conflicting opinions)
8. Lack of development of tools and measures for measuring progress
9. Lack of capable coaches and managers in innovation teams
10. Lack of a management idea system

In general, there are 3 important points in the process of innovation in organizations, which are:

- 1- Capability and empowerment which are the same resources
- 2- Organization culture
- 3- Systems and tools that exist in that organization

IV. INNOVATION ENVIRONMENT FEATURES.

How to create an environment for innovation is important point, Innovation is not created by the process, product and the organization, but by its employees, and this is the management of innovation. It is the responsibility of the senior managers or employees of an organization to create the environment for innovation. To create such an environment, the following 8 conditions are necessary: risk, trust between people, gossip, commitment of people to the job and the organization in which they work, giving people the freedom and authority to make decisions, vitality and having a good mood in people of an Organization, open dialogue to create synergy and support resource ideas. [10]

The above mentioned Features or conditions are less considered in some industrial organizations, hence the senior management of any organization should pay attention to the fact that 80% of the innovations are created by employees of the organization and 20% by the managers. The staff of the organization is responsible for small innovations and the managers of the organization are responsible for larger innovations.

The 8 mentioned features are the basis for creating innovation throughout the organization and continuous small and large improvements. Innovation will not be acceptable if we cannot create an environment and culture where employees can be encouraged and introduced to new ideas. Thus, we face a paradox in innovation processes because we need innovation on the one hand and possible on the other hand The environment may not ready for innovation, or in other words, the culture of innovation does not prevail in the organization.

In this case, if the senior management of an organization with a learning culture transfers learning training to the organization's employees, then organization will achieve the desired process. It is a series of trainings that take place not from outside the organization, but from within the organization, which creates a culture of learning throughout the organization. Because with more learning and

knowledge, more innovation is created. Therefore, it is necessary to create the problem of learning more knowledge in managers to learn themselves and create this transfer of learning in the whole organization, hence as much as knowledge increases, there will definitely be more innovation. Therefore, a new set of innovations and cultural changes must be created in the organization. Some people in the organization may suggest topics that those suggestions bring the organization closer to their goals with higher profit margins and better quality. So organizations can take risks by innovating and coming up with new ideas. If companies and institutions want to create a culture of innovation and change in the organization, they must replace the current goals and plans with higher goals and see how well the organization is in line with innovation.

Therefore, management must accept that it achieves higher goals with new processes. If management accepts the 8-step culture mentioned, they will achieve those goals, and if they do not, they will not achieve new goals.

In general, we have sciences called creativity and innovation that have a well-defined methodology and interdisciplinary content.

The science of creativity has different trends, namely the psychology of creativity, the sociology of creativity and the management of creativity, and the science of innovation, which is always discussed in the discussion of creativity, has a separate but completely related content and has three main trends: innovation psychology, innovation sociology and innovation management. It is necessary to point out that creative management is the pre practice of innovation in management and industry, and in any case, creativity and innovation are created by individuals In fact, innovation is the result of the realization and objectification of a creative idea; That is, if creativity is more psychological, the nature of innovation is more operational and managerial. The issue of creativity is one dimension of the theorem and the category of innovation is the other dimension of the theorem. Regarding how to institutionalize innovation in management and industry, it seems to be from the source of innovation in the organization; That is, let's start with the individual, Here, creativity is discussed and its context must be provided in the organization. In order for creativity to emerge as a base for innovation and innovation to be realized in order to realize creative processes in an organization, several basic factors are needed i.e.:

- 1- Philosophy of creativity and innovation in management and industry
- 2- Culture of creativity and innovation
- 3- Organizational creativity and innovation systems

These three factors go hand in hand To provide a platform for the innovation process to take place, but before we get into the types of innovation in the organization, we need to know how to institutionalize innovation in the organization and create the basis and stream of innovation.

V. INNOVATION MANAGEMENT CHALLENGES AND OPPORTUNITIES

Challenges

Innovation and innovative manager is fast becoming one of the most important factors for an organization's success and growth. As such, cultivating innovative manager in an organization should be a critical organizational initiative. Despite that, many organizations face internal challenges which hinder the progress of innovation management. Here are some of common challenges and how to solve them:

1. Employees aren't empowered to innovate

Many managers fear that innovation will distract employees from their day-to-day roles. As a result, some of employees do not feel empowered to take risks or try new ideas. Internal innovation requires the support of leadership and managers to take hold across the organization. [11]

2. Employees aren't motivated to innovate

Once employees are empowered, they must also feel motivation to innovate. Motivation initiatives like inventor incentive programs, contests, or even unstructured time can help encourage employees to spend time innovating.

3. Organizations are missing an innovation strategy

Like any organizational initiative, developing a concise innovation strategy is crucial. An innovation strategy dictates the direction of innovation and its operational implementation. Without one, innovation efforts risk misalignment.

4. Innovation is centralized to one functional group

In many organizations, innovation is the responsibility of solely one innovation-challenge- functional group, like R&D or product development. The myth that one functional group is more suited to innovate than others is a severe hindrance to the pace of innovation; each department provides a unique perspective on the problems of customers which can be critical for driving successful innovation.

5. Lack of collaboration

Collaboration is the key to innovation. While many organizations understand the importance of collaboration internally, collaboration externally can be equally important. Innovation ecosystems bring together industry partners, customers, and even competitors to drive innovation in the industry forward.

6. Lack of diversity

Hiring for innovation and subsequently building diverse teams can provide the organization's innovation initiatives with a wealth of ideas generated from different perspectives.

7. Current product offerings are successful

Many organizations risk complacency once their current product offerings have reached success. The fear of pulling investment, resources or customer attention from existing offerings can be one of the biggest hindrances to future innovation. However, constant innovation is the key to sustained success long-term.

8. Missed connections with customers

Deep customer empathy is the key to understanding changes in demand and staying abreast of future trends; it provides the organization with a roadmap for what problems to solve next. Utilizing customer feedback sessions regularly can help keep your organization tuned in to the needs of your customers.

9. Organization are measuring innovation incorrectly

Measuring and benchmarking innovation is core to constantly improving its success. However, traditional systems, like sales volume or revenue, may not give organization the best insight into success. Instead, try measuring on the amount of new ideas generated, percent of time spent on innovation, or the investment value of innovation-related initiatives.

VI. OPPORTUNITIES

Some of the potential opportunities for innovative management can be summarized as follows: [12]

A) increase the ability to manage uncertainty;

B) increase growth, revenues, profitability and competitiveness; For organizations

C) reduce costs and waste and increase productivity and resource efficiency;

D) Improving stability and flexibility;

E) increase the satisfaction of users, customers, citizens and other stakeholders; Due to efficient, creative and innovative management.

R) Employees Empowerment and organizational dynamism

H) Promoting the reputation and evaluation of the organization;

VII. CONCLUSION

All organizations need new ideas to survive. Creativity and innovation are so intertwined that it is difficult to provide an independent definition of each. Creativity is the emergence and production of a new thought, while innovation is the practical realization of that thought. The job of a manager is inherently problem-solving. If there were no problems in the organization, there would be no need for managers. The manager is the model of an organization.

So when the manager is a creative and innovative person and welcomes the ideas and innovations of others, we can be sure that the organization uses the definition of innovation in the best way. Innovation in management includes various measures such as empowering employees in the departments under control to benefit from innovation and make a difference. Of course, managers must also monitor these changes so as not to disrupt the work system.

Encourage people to come up with creative ideas and implement them. They create a learning organization. Updates the knowledge and skills of employees Updates the knowledge and power of innovation.

They try to hire people who, in addition to the skills required by the organization, also have creativity and initiative.

Creativity and innovation in organizations have three basic elements that if there are creative features in each, it is possible to achieve creativity and innovation in all aspects. These three pillars include the creative manager, the creative organization, and the creative staff, who can influence the role of creative managers at the top of this triangle.



The role of innovative management is very important and sensitive in organizations where creativity and innovation are the main requirements and factors of the organization, because management can stimulate the ability of creativity and innovation to increase, or his behavior and actions can prevent this vital matter.

The art of innovative management is to use the creativity of others and find creative minds.

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