

Core Capabilities Oriented Design Strategic Planning Pattern Bandar Abass Oil Refining Company : Case Study in Iran

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Abstract

Using the core capabilities is essential agent for gaining competitive advantages. In order to the present study has been done to identify a model for core competencies and so appropriate strategies based on that was carried out in Bandar Abbas Oil Refining Company. In research total population was considered 51 people, including middle managers, operational and senior experts as the sample and by using scientific literature discussions and expert opinions a questionnaire with three sections was designed including 45 central features were included to determine the main features. After collecting data by using the spss software, Somers'd test and the calculations of data in 2 dimensions including relative power and strategic importance was done. The aforementioned abilities in the form of matrix ability were identified in four areas: unrelated region, unused capacities, lack of capabilities and core capabilities. The mean (average numbers) are as follow: Capabilities Training and development system-system integration and supply of human resources with out - System of maintaining human resources-job health and safety management systems-Environmental management systems-maintenance and repairs system-strong organizational culture-teamwork, team building -and development affording financial matters-conscientious commitment and work ethics-improvement of processes-health administration system and bribery and corruption combat-were placed in the area of main capacities and appropriate strategies were developed.

Keywords : Strategic Planning, core capabilities, competency, Resources, Strategy

• Preface

As the organizational management governs on different levels of man recent social and individual life, the management is the main factor in survive, growth and development of the organization, and whereas fundamental changes creation are due to organization main strategic revolutions, organization strategic management acceptance and commitment is inevitable.

Strategic planning is a necessary action in organization, ministrations and governments, thus they need to new reforms in approaches, implementation and activities assessment to organization surviving, growing and development in accordance with the competitive conditions that strategic planning has key role in the path. Otherwise, the lack of the strategic planning would eliminate the organization from competitive conditions.

Strategic planning creation make vaster the company prospect horizon

At first, Strategic management create the required strategic planning by the whole competitive aspects recognition with respect to organization capabilities, then organization able to meet the goals by the planning implementation and periodical assessment. So, strategic management consists of three main stages; strategic planning creation, strategies implementation and strategies assessment procedures.

Strategic planning is prepared depend on the external (opportunities and threats) and internal (capabilities and disabilities) factors to gain the competitive advantages by company top management and supervisors. Whereas the current approach has high risk in industrial strategic planning and the most organizations are eliminated because of the lack of effective controlling on external factors (opportunity – threat) and suitable response to

external factors, so organizations top managements are encouraged to use under control factors like the organization sources, infrastructures , potential abilities and capabilities which keep the organizations in exclusive competitive conditions (Gursoy, Swanger, 2007,216).

As strategic planning and management provides the possibility of competitive opportunity beneficiary in accordance with infrastructures, abilities and targets, so comprehensive co ordination is necessary among organization internal factors (can be important base of incongruence and dissimilarity) like expert supervisors, technical knowledge and extra for the optimum utilization of sources and effectiveness of the strategy.

- **Organizational resources**

Nowadays, everything which has a roll in organization ability and disability are known as "resource" which consist of physical sources (raw materials, facilities...), human resources (knowledge, experiences and skills) and organizational resources (organization culture, process and daily activities)(Barny,1991.105).

Some of the organization resources are physical resources like company and facilities and the rest are prestigious. Any company has its specific resources but all companies don't able to have optimum utilization of their resources. Different companies utilize their resources in different procedures (Javidan, 1998, 189). Company ability is known as a portion of resources in accordance with above explanations. On the other part, these abilities cannot be included in company resources because of their "executable" dynamic nature. As per Grant explanation; sources are the inputs of the organization production and shall be analyzed,

In viewpoint of Hafez and et al. resources are introduced that all visible and invisible things which belong to company. And ownership has been become too restrictive word in accordance with recent current universalizing and network linked organizations. For example, personnel skills which are not under organization possession are included in organization resources.

Hafez and et al, categorize organization resources in three groups:

1. Physical capitals
2. Thought capitals
3. Cultural capitals

Cultural capitals can be explained vastly and consist of social, political and relationship aspects. Also, the resources utilization ability is adaptable. Nowadays, in addition to organization resources, organization routine activities and affaires which are successful solutions to solve some of the organization difficulties are introduced as organization abilities. The routine affaires are the result of organization collective history, experience and learning. For example, on time production of Toyota company. Meanwhile, required resources are independence and out of company.

(Teece & et al¹,1997,539).

- **Capability**

Capability is the potential ability of organization available resources utilization. In some of the strategy literature stated; capabilities are a set of routine activities and trading which cause relation among resources (Amit, choemaker, 1993). In Literature Capability is means; required conditions but not sufficient for meeting the target.

Most of authors believe that capability is the result of organizational process and resources merger. Capabilities are become more dynamic and abstruse by utilizing of resources, so they should be considered as independence factor related to resources.

Capabilities are a set of normal trading process (current and routine) that cause balance among organization resources. A process is a set of activities which change the inputs to organization output. Organization marketing capability as a main portion in organization is in balance among manpower (marketing experts), technology (software and hardware) and finance resources. The dominant trait of the resources is their basic and specific task being, like marketing capability, production capability, procurement and replacement capabilities (production and staff) and human resources capabilities.

Basically, capabilities help to utilization of resources (Javidan, 1998, 193). In viewpoint of Hafez and et al approach, capabilities form by activities and process co- ordination and integration and are conclusion of organization manpower capitals training.

In accordance with the approach, "capabilities are the potential ability of resources for some of the organization tasks and activities execution."

Generally, capabilities have below specification:

1. Company ability in resources integrating to meet the strategic targets.
2. Long term abstruse interactions among organization resources which produces competitive advantage.
3. Reciprocal relations are provided because of knowledge and information sharing and development

1- Teece, Pisano and Shuen

throughout the organization by personnel.

4. When the organization is exclusive conditions, capabilities become important.
5. Capabilities have strategic value.

Strategic management new wave

Three approaches as "opposite point of market structure analysis for competitive strategy" have been out broken in recent years (Rumlet, 1994, 16).

- **Resource based view**

Organization is supposed as a complex of assets and abilities at this approach. And competitive advantage is formed by complexity of assets and abilities. Resource oriented approach is opposite to competitive powers approach which states; industry structure and or market categorizing are determinant factor in competitive conditions.

The resource oriented approach says; companies are congruent related to each other because of exclusive assets and abilities. And the exclusive assets and abilities can be the most determinant factor for creating of competitive advantage in market. Therefore, the management shall concentrate to creation and proper utilization of strategic resources (Barney, 1991, 129).

- **Competency base perspective**

Core competencies are the source of constant competitive advantage instead of solitaire and disjoint assets at this approach (Prahalad, Hamel, 1990, 84). Frequently Core competencies are presented as the result of plural learning process and appear in trading process, in other hand, core competencies are the exclusive capabilities which are present at the whole products and markets of company.

Competency oriented approach emphasis in creation and development the proper competency for long term successful trading of company in comparison to resource oriented approach.

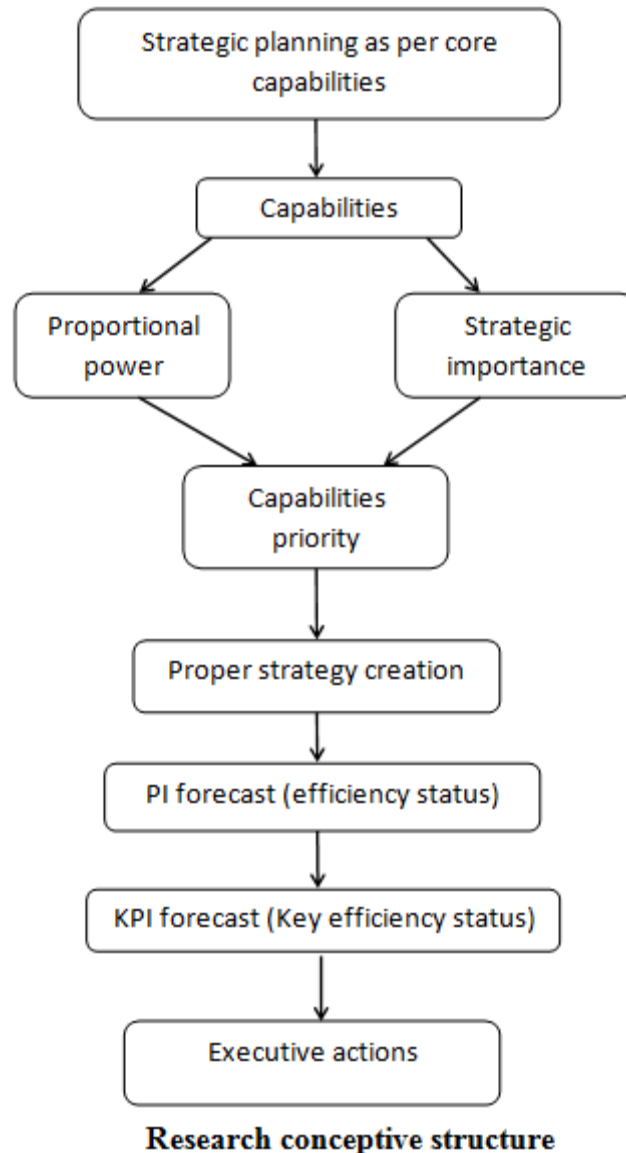
- **Dynamic capabilities approach**

Competitive advantage is created by strategic positioning and the result of organization management support process. In addition, organization long term capability mainly correlates on its dynamic capabilities. Dynamic means organization competency renewal as be commensurate to trading environment changes (Teece & et al, 1997, 524). Continuously, Organizational competencies effects on Organization ability at new kind of competitive advantage creation.

Nonetheless, with attention to above explanation, the below results are concluded; the organization competitive strategy is created by effective utilization of resources and competencies, this approach is an internal oriented approach and discordant to "Porter's five power model" related to industrial structure and external markets. Resource base view emphasis on the resources control and utilization of organization and is differ than another both approaches. The organization competency and capability are presented as main deference factor in another both approaches and resources is a portion of organization competency and capability. In addition, Resource base view concentrate on asset creation and development. Competency base perspective and Dynamic capabilities approach have specific attention to organization internal and external environment conditions for competency and capability achievement by recent outsourcing and universalizing (Seifzade, 1384, 12).

- **Research conceptive model and structure**

Generally Research conceptive structure is as below flow diagram:



- **Research targets**

1. Bandar Abbas oil refinery strategic planning model designing in accordance with core capability.
2. The recognition of the usable abilities and capabilities in Bandar Abbas oil refinery strategic planning pattern.

- **Research questions:**

1. How can Bandar Abbas oil refinery strategic planning pattern be designed in accordance with core capabilities?
2. What abilities and capabilities in Bandar Abbas oil refinery strategic planning pattern are usable?

- **Research Procedure**

The presented research is an applicable and survey research. Research statistic society consisted of 51 persons; operational and intermediate managers and senior supervisors. The research relevant questionnaire was prepared with respect to below cases then distributed among research statistic society:

1. Research aim

2. Review of actual states of Oil industry affairs.
3. Interview with experts in Bandar Abbas Oil refinery.
4. Incorporation of different essays and thesis

The questionnaire has three sections as below for implementation of oil refinery massive strategic planning:

1. First section: public questions.
2. Second section: question related to Bandar Abbas oil refinery ability to use its capabilities.
3. Capabilities importance.

The questionnaire has been prepared in accordance with "Likert" scale which use; very low, low, medium, high and very high rates. The "krownbach alfy" procedure and scientific status have been used for the questionnaire durability and lawfully.

krownbach alfy suggested pattern has been calculated depend on field separately and cumulatively. The general krownbach alfy rate was 0.941 which shows the high durability of the questionnaire.

Statistics descriptive and deduction procedures have been use for data analysis. As

The abundance distribution rate and each question response percentage were used to the questionnaire received answers description. And cyclic and gyrate graphs were used to display some of the solidarity statistics inputs. Below tests have been used in deductive level as per table No. 1.

Table 1: The kind of the used test

Kind of test	software	Cause of the test usage
Somers'd agreed test	SPSS	The received answers abundance and similarity were calculated in "likert" spectrum at both strategic importance and proportional power for each organization capability.
–	EXEL	the calculation of general average of capabilities and points
Friedman test	SPSS	Capabilities are grading as per total gained points in this test.
Dual comparison test Independent T- test	SPSS	Average of general gained points for core capabilities were compared between both operational and administrative senior supervisors and managers. Average of general gained points for core capabilities was compared between both senior supervisors and managers with below M.S. and above M.S. education. The average of general gained points for core capabilities was compared between both senior supervisors and managers with less than 15 years and more than 15 years experiences.

• **Research results**

Capabilities list

With attention to the average rates of the capabilities at each work field which gained as per expert's opinion (table NO. 2), the relevant graph has been prepared in both proportional power and importance of Bandar Abbas oil refinery strategic capabilities. In other word, each spot situation determines the capabilities position in four zones, (x, y) = the average of No. N capability strategic importance, the average of No. N.capability proportional power.

Table 2: capability average in each work field

Question No.:	capabilities	Average		Question No.:	capabilities	Average	
		Strategic importance	Proportional power			Strategic importance	Proportional power
1	Training system and development	4.51	3.1	24	Non centralization and authority submission	2.49	2.47
2	Training and learning system	4.49	2.47	25	finance support	4.39	2.12
3	Human resource employment system	4.2	3.29	26	Work commitment and conscience	4.49	3.43
4	Human resource retention system	4.29	2.8	27	Organization talents management	3.63	2.47
5	human resource effective appointment	4.37	1.92	28	Agreed to organization strategies	4.25	2.18
6	Knowledge management systems	3.61	2.47	29	Management analysis and deciding	2.67	1.94
7	Effective leadership	2.53	2.49	30	budget	2.49	2.45
8	Innovation and new idea creation and adaption to it	2.45	2	31	Network suitable hardware and infrastructure	2.47	2.98
9	Quality management system	4.14	2.35	32	Cost saving by expenditures and wastages	4.18	2.45
10	Health and safety management systems	4.39	3.47	33	Effective planning and decision in human resources field	4.31	2.47
11	Environmental management systems	4.06	3.37	34	Sail management	2.45	1.94
12	Official and unofficial organization effective relations	2.49	2.04	35	Effective assessment system, result oriented	2.49	3.04
13	Integrated management systems	2.47	2.08	36	Internal technology & capacities usage	2.49	2.49
14	customer oriented) CRM(2.41	1.98	37	Human resource self confidence	3.18	2.2
15)SCM(security chain management	2.43	2.9	38	Change management	2.47	2.75
16	Maintenance systems	4.12	3.31	39	cash control	2.47	2.92
17	New technology appointment	3.86	2.43	40	Improvement management	4.25	2.12
18	Team working & development	4.12	3.33	41	Process improvement	4.43	3.41
19	Powerful organizational culture	1.98	3.14	42	Administrative clean system prevention of bribery and corruption	3.84	2.94
20	Company location	2.47	2.41	43	Administrative improvement plans	2.45	2.96
21	Marketing	1.86	2.43	44	Management stability	2.41	3.67
22	Data systems	2.49	1.9	45	Risk management	3.82	2.37
23	Research and development management	2.47	3.08				

Capabilities matrix
 Capabilities matrix consist of four zones, tabe(1)

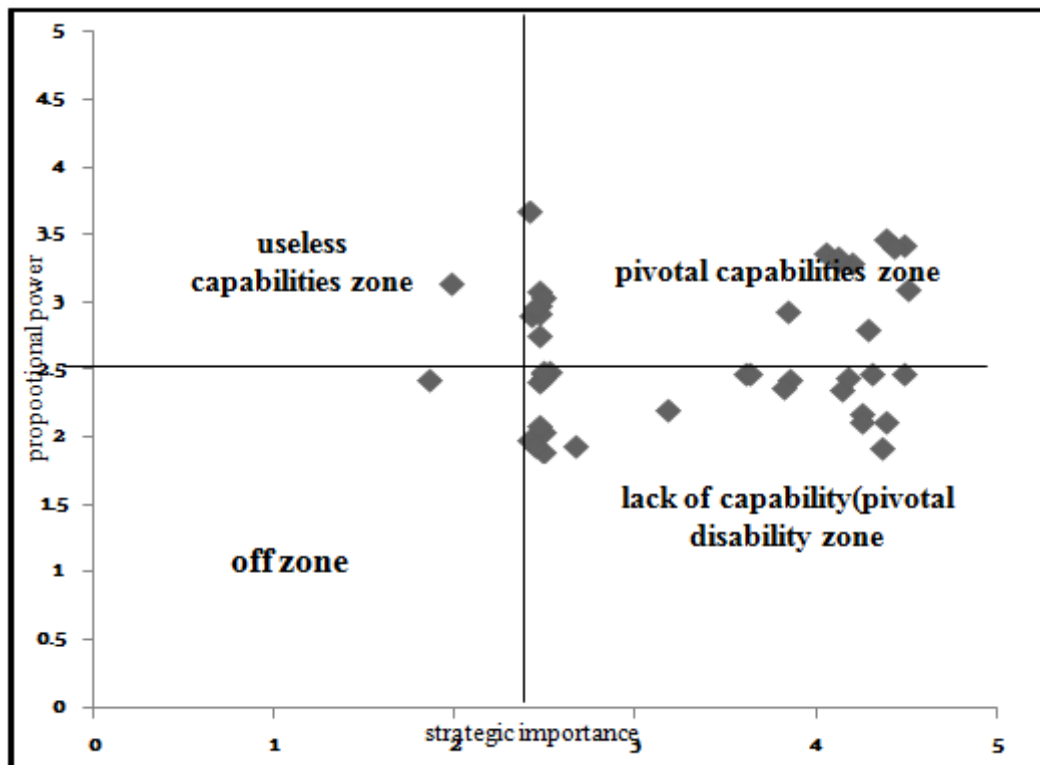


Table2: Ca abilities matrix

Off zone

the zone consist of the capabilities which their average gained points is less than 2.5 at both Proportional power and Strategic importance dimensions and shows the capabilities low importance in the plan and also company disability of their usage.

Useless capabilities zone the zone consist of the capabilities which Proportional power average gained points is above 2.5 and average gained points at Strategic importance is less than 2.5, shows the useless capabilities availabilities.

Lack of capability zone

The most important disabilities and the lowest average of company belong to this zone, shows the capabilities which need to improvement.

Core capabilities zone

The zone consist of organization capabilities which have key role in organization strategic targets achievement and shows organization competitive

Table 3: capabilities categorizing in 4 zones

Useless capabilities zone	Core capabilities zone
<ul style="list-style-type: none"> • Security chain management (SCM). • Research and development management (R &D). • Network suitable hardware • Management stability • Internal technology & capacities usage change management • Cash control • Administrative improvement plans • Effective assessment system, result oriented • Powerful organizational culture 	<ul style="list-style-type: none"> • Training and development system • Human resource employment system • Human resource retention system • Health, safety and environment management systems. • Environmental management • repair and maintenance system • Team working & development • Work commitment and conscience • Process improvement • Administrative clean system prevention of bribery and corruption
Off zone	lack of capability(pivotal disability zone)
<ul style="list-style-type: none"> • Innovation and new idea creation and adaption to it • Official and unofficial organization effective relations • Integrated management systems • Customer Relationship Management CRM • Company location • Marketing • Data systems • Non centralization and authority submission budget • Sail management 	<ul style="list-style-type: none"> • Training and learning system • human resource effective appointment • Knowledge management systems • Effective leadership • Quality management system • New technology appointment • Organization talents management • Agreed to organization strategies • Management analysis and deciding • Cost saving by expenditures and wastages • Effective planning and decision in human resources field • Human resource self confidence • Improvement management • Risk management • Finance supporting

Strategic planning, implementation status determining and executive measures as per organization competency

Capability	Strategy	Performance index(PI)	Key performance index(KPI)	executive actions
Work commitment and conscience	Product quality improvement by workers self control	Product quality level Useless activities elimination Wastage rate	Product quality level Useless activities elimination	Quality management system procedures of implementation and control actions.
Health and safety management system	Health, safety and environmental level promotion and accident reduction	Accidents severity Accidents frequency HSE control & inspection Response to accident as per emergency plan	Accident s severity Accidents frequency	Undesirable accident prevention actions, recognition of unsafe and critical dangers conditions – pollutant factors in work area by HSE committee. The minimizing of the unsafe and critical dangers conditions by periodical inspections, workers HSE awareness promotion, the measuring of pollutant in work environment.
	Stable HSE culture supporting	HSE standards realization rate throughout the company department HSE standards realization rate throughout the subcontractors dept.	HSE standards realization rate	HSE procedures implementation and preventive actions HSE course training HSE plan submission to subcontractors
Process and procedures improvement	Process continual improvement in time and cost economy	Registered processes Documented processes Revised processes New processes Effective processes Beneficial processes Process which have owner	Revised processes New processes Effective processes Effective processes	Process and procedures improvement committee process registry process documentation Current process review in view of time, cost and satisfaction of customers. Process revision and new process preparing by work time reduction approach. Process periodically review in every other year Quality management system implementation
Training and development system	Organizational leadership development	Management training Per capita Management training effectiveness Training courses variety	Management training Per capita Management training effectiveness	training courses need evaluation planning training courses courses implementation Training courses effectiveness evaluation

	Manpower skills development	<p>Personnel coverage percentage</p> <p>Personnel training per capita</p> <p>Personnel training effectiveness</p> <p>Personnel training courses</p>	<p>Personnel training effectiveness</p> <p>Personnel training per capita</p> <p>Personnel training courses</p>	<p>company process recognition</p> <p>identification of in charge of each process</p> <p>identification of jobs skill standard</p> <p>job training courses titles identification</p> <p>job training courses planning</p> <p>training courses</p> <p>planning effectiveness</p>
Human resource employment system	Human resource employment suitable to jobs qualification	<p>Required jobs</p> <p>The Quantity of personnel applicant to transfer to company applicant Qty</p> <p>Job and employer adaption</p>	Required jobs applicants	<p>Increasing cooperation among human resource department to other company departments to identification of required jobs.</p> <p>Expert manpower employment with higher salary with respect to normal salary in society</p> <p>Skilled and expert applicant information bank creation</p>
	Local and advantageous human resource employment	<p>The quantity of the province correlated courses</p> <p>Excellent students who educated in required courses the quantity of province universities</p>	<p>The quantity of the province correlated courses</p> <p>The quantity of educated excellent students in required courses.</p>	<p>Increasing of cooperation between company and province universities and training centers.</p> <p>The Company economics aids to universities for required courses creation</p>
Environmental management systems	Environment protection level promotion	<p>Environmental plans realization status</p> <p>Environmental Pollutant rate</p>	Environmental plans realization status	<p>Environmental pollutants producer identification by periodical inspections.</p> <p>Preventive actions implementation for reduction by evaluation</p> <p>Pollutant measuring subcontractor identification</p> <p>Environmental deleterious factors measuring Supervision on international laws and conventions to promotion of HSE</p> <p>HSE promotion by training courses, seminars, banners.</p> <p>ISO 14001 requirement implementation</p> <p>Low level pollutant equipment purchasing</p>
	Wastages recovery plan and green area development	<p>Environmental Wastage rate</p> <p>Green area rate</p> <p>Green area per capita</p>	<p>Environmental Wastage rate</p> <p>Green area rate</p> <p>Green area per capita</p>	<p>Available green area maintenance and its development</p> <p>Providing and installation of industrial waste Un recyclable waste burying planning</p>

Maintenance system)CM-PM(Increasing of the Maintenance system quality	Equipment destruction quantity Lost time of equipment destruction Safety certificates quantity and equipment operational competency Personnel maintenance awareness percentage	Equipment destruction quantity Personnel maintenance awareness percentage	On time repairing as per requirement Maintenance procedure preparing as per equipment specification and its updating. Equipment periodical inspection Personnel training related to maintenance and promotion of their technical knowledge
	Increasing of Equipments operational ready	Network and software infrastructure percentage Equipment destruction quantity Lost time of equipment destruction	Equipment destruction quantity Network and software infrastructure percentage	software installation software training CM-PM Software program integral implementation control and supervision Software updating
Team making and work team development	Partnership development and team making	Trouble shooting teams quantity in company Performed Meeting quantity Approval quantity	Trouble shooting team quantity in company Approval quantity	Trouble shooting and partnership committee and its promotion Trouble shooting team creation in different fields. Identification of team working effectiveness status Development of team working promotion in organization Organization structure designing depend on team working Assessment system designing team working turnover

	Proposal system development	Movers quantity divide to all personnel Implemented proposals percentage Cost saving after suggest implementation Time saving after proposal implementation Personnel and customer satisfaction after proposal implementation	Movers quantity divide to all personnel Implemented proposals percentage	Required committee forming Proposals acceptance and review system designing Proposal acceptance and review system allocation Promotion, training and information related to proposals system Electrical data source creation consist of mover specification and proposal details
Human resource retention system	Human resource occupational satisfaction improvement	Personnel 's satisfaction of Organizational promotion rights	Satisfaction of Organizational promotion rights	Creation, approval and implementation of payment system conform to personnel skill and competency Occupational development by new responsibilities in personnel job description
	Work area quality improvement	gratuity Company Residential houses medical facilities Entertainment facilities	gratuity Company Residential houses	Creation, approval and implementation of award system conform to personnel work efficiency and short time. Organization facilities candid distribution planning among personnel, particularly Company Residential houses.
Administrative clean system prevention of bribery and corruption	Law orientation and Administrative clean system supporting	Approvals implemented percentage Personnel's infractions of rules Particular office health trainings percentage to total training rate	Approvals implemented percentage Personnel's infractions of rules	Administrative clean system promotion committee creation prevention of bribery and corruption Administrative clean system status creation conform to company administrative structure, system and departments and informing infraction of rules consequences identification Infraction of rules required corrective actions planning and implementation. Laws and instructions training and implementation planning. Offender's penalties.
	Administrative clean and preventive system development prevention of bribery and corruption	Personnel's infraction of rules files quantity Customer's complains rate	Personnel's infraction of rules files quantity Customer's complains rate	Bribery and corruption Prevention association creation. Bribery and corruption required corrective actions planning and implementation. Periodical inspection and monitoring in potential administrative areas. Activating of primitive, reconsideration and supreme society to people complains attention. Offender's penalties.

• **Conclusion**

Achievement of market competitive advantage needs to systematic utilization of the whole of organizational resources and capabilities. Nowadays, strategic oriented organization shall be changed to capability oriented organization, in other hand, it is necessary that strategic planning system is implemented conform to

organizational capabilities, in consequences of the implementation, comprehensive patterns is created to organization core capabilities. Primarily, in the recent research, organization core capabilities recognition factors were identified, the capabilities were listed in matrix form and finally organization core capabilities were recognized in accordance with expert's opinion in ten sections, consist of; Training and development capabilities system, Human resource employment system, Human resource retention system, Health and safety management system, environmental management system, Maintenance system, organizational powerful culture, team work creation, deficit financing ,Work commitment and conscience, processes improvement, Administrative clean system prevention of bribery and corruption. Organizational proportional strategies were designed as a base of organization execution activities conform to its core capabilities.

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