

Contents

Acknowledgement.....	7
Preface.....	8
Goals of the Study	8
1 Theoretical Background	10
1.1.1 Deceleration of Economic Growth	10
1.1.2 Theory of Entrepreneurship	11
1.1.3 Economic Importance of Small and Medium Enterprises (SMEs) Sector	13
1.1.4 Adaptability, Elasticity of Management and Enterprise Performance in Sustainability Context.....	13
1.2 Behavior and Performance of Business Enterprises.....	14
1.2.1 Cause, Management Behavior and Effect.....	14
1.3 Strategic Planning and Business Performance in Enterprises	16
1.3.1 Strategic Planning and Management Attitude.....	17
1.3.2 Discussion on Strategic Management Practices	19
1.4 Management Tools and Systems with Special Emphasis on ISO 9000 and 14000 Series and Performance	21
1.4.1 Modern Methods of Strategic Management	22
1.4.2 ISO 9000 Series Quality Management System Standard	24
1.4.3 ISO 14000 Series Environmental Management System Standard	26
1.4.4 Discussion on Management Tools and QMS/ EMS Systems.....	27
1.5 Innovation Theory and Practices of Enterprises.....	30
1.5.1 Areas and Degrees of Innovations	31
1.5.2 Innovation Management.....	33
1.5.3 Discussion on Innovation Practices and Performance	33
2 Research Methodology	35
2.1.1 Time Scope	35
2.2 Theoretical Research	35
2.3 Original Questionnaire Research.....	36
2.3.1 Data Collection	36
2.4 Questionnaire Content	37
2.4.1 Part A: Identification of the Enterprise	38
2.4.2 Part B: Strategic Management	38
2.4.3 Part C: Economic Progress, Crisis and Risk Management	38
2.4.4 Part D: Personnel Policy	39
2.4.5 Part E: Production, Services and Innovation Activities	39

2.4.6	Part F: Raising of Grants and Subsidies	40
2.4.7	Part G: Energy and Material Savings and Using of Renewable Resources	40
2.4.8	Part H: Priorities of Sustainable Entrepreneurship	40
2.4.9	Part I: Identification and Opinion of Student Intermediating Questionnaire Survey	41
2.5	Data Examination and Evaluation	41
2.5.1	Data Sample Filtration and Reliability	41
2.5.2	Microsoft Excel Analyses	42
2.5.3	IBM SPSS Analyses	42
2.6	Convention	43
2.6.1	Size of Enterprises by EC	43
2.6.2	Size Categorization Used	44
2.6.3	Quality of Strategic Document	44
2.7	Methodology Strengths and Limitations	45
2.7.1	Strong Sides and Benefits	45
2.7.2	Weak Sides and Limitations	45
3	Research Results – Important Data Sample Characteristics	47
3.1	Geographical Scope	47
3.2	Size of Researched Enterprises	48
3.3	Structure of Economic Activity	49
3.4	Legal Form of Researched Enterprises	50
3.5	Pearson’s Chi-square Test of Goodness of Fit	51
4	Strategic Planning and Business Performance in Enterprises of Different Size	54
4.1	Introduction	54
4.2	Methodology Specification	54
4.2.1	Original Questionnaire Research	54
4.2.2	Hypotheses	55
4.3	Results and Discussion	56
4.3.1	Trends of Performance Parameters in Relation to Form of Strategy	61
4.3.2	Strategy Form vs. Performance Indicators Evaluation Summary	64
4.4	Discussion and Partial Conclusion	66
5	Utilization of Modern Management Methods, Tools and Systems with Special Emphasis on QMS ISO 9000 and EMS ISO 14000 Series and Manufacturing Sector	68
5.1	Introduction	68
5.2	Methodology Specification	68
5.2.1	Hypotheses	69

5.3	Findings, Results and Discussion	69
5.4	Results of Selected Data Sample According NACE Sections C, F, G.....	73
5.5	Partial Conclusion	76
6	Quality management system (QMS), Environmental Management system (EMS) and their Effect on Business Performance and Sustainability Priorities.....	78
6.1	Introduction.....	78
6.1.1	Hypotheses.....	78
6.2	Methodology Specification.....	79
6.2.1	Selected and Evaluated Questions (Criteria)	80
6.2.2	Data Structure with Respect to ISO.....	81
6.3	Findings and Results	82
6.3.1	Identification and Categorization of Examined Companies and Their Attitude to ISO Management Systems	83
6.3.2	ISO 9000 and 14000 Management Systems and Selected Business Performance Parameters	85
6.3.3	ISO 9000 and 14000 Management Systems and Sustainability Priorities of Enterprises.....	93
6.4	Discussion	96
6.4.1	Validation or Dismissing of Hypotheses.....	96
6.5	Partial Conclusion	99
7	Innovation Practices of Enterprises Regarding Their Size.....	101
7.1	Introduction.....	101
7.2	Methodology Specification.....	101
7.2.1	Hypotheses.....	102
7.3	Observed Parameters of Innovation Activities According to the Size of Enterprises by the Number of Employees.....	102
7.4	Discussion and Partial Conclusions.....	106
8	Strategic Planning, Innovation Activities and Economic Performance of Industrial Companies.....	108
8.1	Introduction.....	108
8.2	Methodology Specification.....	108
8.2.1	Hypotheses.....	110
8.3	Results and Discussion.....	110
8.3.1	Basic Characteristics of Industrial Companies' Data Group.....	110
8.3.2	Strategic Planning – the Form of a Strategic Document and the Length of the Planned Period	113
8.3.3	Further on Innovation Activities.....	116

8.3.4	Significant Correlations	116
8.4	Partial Conclusions.....	117
Overall Conclusion.....		118
I.	Existence of a Written Strategy of an Organization and Its Effect on Business Performance	118
II.	Application of ISO 9000 and ISO 14000 Management Systems and Their Effect on Performance and Stability of Businesses	118
III.	Industrial Enterprises Active in Innovations with a Thorough Strategic Document.....	119
IV.	How Investment in Innovations Pays Off to Enterprises.....	120
V.	Bigger Companies Usually Indicate Better Results than Smaller Enterprises.....	121
VI.	Enterprises Rarely Utilize Modern Management Tools, Methods and Systems.....	121
VII.	Importance of Management Education at the University Level	122
	Future Research Questions and Suggestions	123
Summary		124
	Tested Hypotheses Results	126
Literature.....		128
List of Figures and Tables		134
Index.....		139
Appendix.....		143