




ENDBERICHT 65p4

	<p>AKTION ÖSTERREICH - TSCHECHISCHE REPUBLIK Wissenschafts - und Erziehungskooperation AKTION ČESKÁ REPUBLIKA - RAKOUSKO spolupráce ve vědě a vzdělávání</p>
<p>Projektbezeichnung: The Impact of Organizational Culture on Performance of Manufacturing Companies in Austria and the Czech Republic.</p>	
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<p>Projektdauer von: 1.1.2013 bis / do: 31.12.2013</p>	

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ZIELERREICHUNG UND ERGEBNISSE DES POJEKTES:

Die Projektergebnisse lassen sich wie folgend unterscheiden:

1. Es wurde ein Instrumentarium in Form eines Focus Group Scenario in drei Sprachmutationen (Deutsch, Tschechisch und English) zur Datenerhebung entwickelt (siehe **Anhang Nr. 1 und 2**).
Das vorgeschlagene Messinstrument wurde im Rahmen eines gemeinsamen methodologischen Workshops abgestimmt und mit Herr Roman Skotnica, ein Experte der auf Sozialforschung spezialisierten Fachagentur „Focus: Social&Marketing Research“, konsultiert. Aufgrund dieser Fachkonsultationen wurde die Vorgehensweise der Forschung überprüft und präzisiert.
2. Es wurde eine online Community für das Projekt angelegt (<http://moodle.fh-wien.ac.at/moodle/course/view.php?id=14290>).
3. Die Ergebnisse der empirischen Forschung wurden für die Veröffentlichung vorbereitet:
 - Konferenzteilnahmen und Veröffentlichungen:
 - i. Es wurde ein Artikel mit dem Titel “Organizational Culture Content of the Manufacturing Companies in Austria and the Czech Republic” für die Konferenz “Cross-Cultural Business Conference“ angenommen, die in Steyr von 11.-14. Mai stattfindet.
 - ii. Die Forschungsergebnisse werden ein Teil einer vorgesehenen Buchveröffentlichung in Springer/Gabler-Verlags sein (es besteht eine feste Absprache mit dem Verlag).
 - iii. Vorgesehene Veröffentlichung der Forschungsergebnisse in einer Fachzeitschrift (Verhandlungen mit dem Vertreter vom „The Journal for East European Management Studies“ Verlag wurden angebahnt).
4. Austausch von Lehrkräften zwischen der FHWien der WKW und der TU Brunn: (Mag. Beate Huber, Mag. Sabine Grobleschegg, doc. Marek Zinecker, Ing. Zdeňka Konečná).
5. Die Arbeit an dem Forschungsvorhaben vertiefte eine Partnerschaft der *Technischen Universität Brunn* und der *Fachhochschule Wien der Wirtschaftskammer Wien*. (Weitere Kooperation an genehmigtem Forschungsprojekt „HR PROGRESS: Human Resource Role Models and Human Resource-Competencies. An international comparison. Dieses Projekt wird in den Jahren 2014-2016 laufen.)



ÜBERSICHT DER GELEISTETEN AKTIVITÄTEN:

Februar – Dezember 2013: laufende Literaturrecherche

13. März 2013 Workshop zur Methode der Gruppendiskussion (Focus Group)

FH Wien

Nach dem methodologischen Workshop wurde Folgendes vereinbart:

- geplante Aktivitäten entsprechend dem Projektantrag,
- Vorgehensweise der Untersuchung,
- organisatorische Angelegenheiten (Abstimmung der Termine, Finanzierung des Projektes u. a.).

April 2013

Errichtung einer online Kommunikationsplattform

19. April 2013

Gemeinsamer Workshop zur finalen Besprechung der Methode (Vorgehensweise FHWien in der Untersuchung, Datenerhebung, Struktur der Stichprobe, Datenanalyse)

August – Dezember 2013: Datenerhebung, laufende Speicherung von erhobenen Daten, Inhaltanalyse und Interpretierung der analysierten Daten.

24. Oktober 2013

Fachvorlesung von Mag. Sabine Grobleschegg mit dem Titel: Strategic Orientation of HR: Requirements and Challenges

TU Brno

5.- 6. Dezember 2013 Tagung: bisherige Erfahrung und Wissensaustausch der Projektpartner,

TU Brno

Diskussion über den Inhalt des Endberichtes

9.-11. Dezember 2013 Lehrveranstaltung für die Studenten der FHWien der WKW

FH Wien

Tagung: Diskussion über die Ergebnisse und die gemeinsamen Veröffentlichungen der Forschungsergebnisse, Besprechung des Inhaltes des Endberichtes als auch Möglichkeiten der künftigen Zusammenarbeit zwischen TU Brunn und FH Wien (Vorschläge zu konkreten Projektanträgen, Vorschläge zum Austausch der Lehrkräfte, Publikationen).



Anhang 1: FOCUS GROUP SCENARIO

Introduction part:

Introduction to the interview (speaker and his/her colleagues and their roles, their background + purpose of our visit – briefly about the research)

Timing /scheduling

Focus group process explanation

**!!! Distribute individual questionnaires (see Anhang 2) and pens!
Ask respondents to complete it individually!**

!!!! CAMERA (optional) OR VOICE RECORDER(necessary)!

I. Basic information about company

Q1: How would you describe your company and department?

Q1a: Which words would you use to describe this organization? Try to explain your choice and content of the words.

(adjectives as help; work with moderation cards: different colours for different departments; each participant prepares the answer on his/her own)

Q 1b: What do you do?

II. Q's to strategy:

Q 20: What is the purpose of this organization?

Q 21: What is the main statement and key values of your company? How have you learnt them?

Q22: Do you know the story/historic facts related to this company?

Q23: Describe the ideals that drove the founding of this organization.

Q24: Describe the personality or character of this organization.

(use metaphor, e.g. famous person, car, animal, ...)

Q25: What value is fundamental and distinctive to this organization since its founding?
Explain please.

Q26: What makes this organization feel different or unique from your competitors?

Q27: What is central to who we are as an organization that should never change?

(avoid "we" in translated formulations)

Q28: What should we focus on and pay attention to?

Q29: To effectively achieve the strategy, what principles should guide how we work?

Q30: What values followed would help the organization compete and thrive?



III. Q's to leadership/management

- Q31: What special attribute does the founder/leader possess that has influenced the character of the organization? Explain your observations please.
- Q32: What attributes should possess manager to be successful in the organization nowadays?
- Q33: Describe how decisions are taken.
- Q 33a: Describe decision making process. Who is included in it and where is the latest decision made?
- Q34: How would you describe leading style of subordinates in your organization?
- Q 35: Do your managers/leaders practice various approaches to their subordinates?
- Q 36: How do employees get job requirements and instructions?

IV. Q's to internal circumstances (combines work commitment, cooperation and competition):

- Q 40: The way to be successful in this organization is to ...
- Q 41: Do you think that employees fulfilling their task more successfully in a team or individually?
- Q42: Do you feel that the employees are engaged at work?
- Q43: Are employees committed to the organization?
- Q44: Are employees proud to work here?
- Q45: Would employees recommend the organization to others?
- Q46: Do employees put forth extra effort to help the organization be successful?
- Q47: What behaviour is estimated and rewarded/penalized? By whom?
- Q48: Describe the communication flows/forms in the company/ among departments?
- Q49: Do you feel competition between departments/employees?
- Q 50: : How would you define culture in your entire company?
- Q 50a: And in your department?
- Q 50b: In other departments?
- Q 51: How would you describe people in our department?
- Q 51a: And in department XY?

V. PERFORMANCE PART:

- Q 60: What do you understand by the term “performance” in your company?

Performance Management Practices (PMP)

Clear and measurable goals

- Q 61: Is there an unambiguously formulated mission in your company?



Q62: In which areas are formulated detailed goals in your company?

Q 63: Are these goals unambiguously related to the mission of your company?

Q64: Are the performance measures unambiguously related to the goals of your company?

Performance measurement system

Q65: Does in your company a model of “results oriented performance measures” exist?

Q66: What are the components of this model? (e.g. Balanced Scorecard Framework which involves creating a set of measurements for four strategic perspectives: 1) financial, 2) customer, 3) internal business process and 4) learning and growth)

Q67: What are the key measures in each area?

Consultative performance appraisal

Q68: Does the superior normally discuss the performance of his/her subordinates with them in your company?

Q69: Does the personal appraisal include the supervisor setting objectives and goals of subordinates for the period ahead in consultation with them?

Training Effectiveness/Evaluation

Q70: Does your company conduct a systematic analysis to determine the needs for training programs?

Q71: Do you conduct a cost-benefit analysis to assess the effectiveness of your training programs individually/in co-operation with your superior?

Q72: Do you evaluate your training programs to determine whether the training objectives are met?

Performance-based Compensation

Q73: Is job performance of an individual important in determining the earning of employees in your company?

Q74: Are detailed rules (criteria) formulated in your company regarding the promotion?

Q75: Are the employees well familiarized with these rules/criteria?

END OF THE FOCUS GROUP!



Anhang 2:

Individual Questionnaire

Q 80: : What do you do for the company? What are your main tasks?

Q80a: What are you responsible for?

Q80b: Why is the work you do important?

Q80c: Who has the main benefit from your work?

Q80d: Who are your customers (intern and extern)?

Q81: : What is your contribution through your work?

Q82: : What is important for your career growth and development?

Q90: What is average age of the (executive) managers at your company? _____

Q 50: How would you define culture in your entire company?

Q 50a: How would you describe culture in your department?

Q 50b: How would you describe culture in other departments?

Thank you very much for your participation!