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Marketing and management of foreign trade

**TRANSFORMATION FACTORS OF COMPANY
FROM THE KNOWLEDGE SOCIETY TO THE
WISE AND HUMANE SOCIETY**

(Bachelor thesis)

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1. Teoreticko-metodická část
 2. Faktory přechodu společnosti znalostní na společnost moudrou a humánní
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Introduction

Today's world trends and development bring us a lots of important changes in different fields. One of them is the transformation of the knowledge society, where we are now to the wise and human society. Through the development and changes around us we realize that it is not enough to have only knowledge gained during our university studies. A man, who wants to be succesfull in this complicated age has to be wise, that is with the sense of value of information and knowledge in context of social questions. Important is the sense of humanity, value and ethic, responsibility for politics and social problems.

Transformation of knowledge society to the wise and human society concerns a lot of fields, in my final thesis I want to deal with how the transformation influences the corporate culture.

Today's business environment's characteristic is a competition growth in a major field of business. Essential condition of company's existence is orientation to the customers. Environment is unpredictable and the organizations have to cope with changes faster and more flexibly and just in this time the role of the corporate culture in the relation with the company performace is becoming more emphasized. With increasing globalization and internationalization the business environment operates in more multicultural environment.

The longtime success of company is greatly affected by organizational or company culture. On the one hand company culture can be the source of the companie's power and holder of its competitive advantage, on the other hand the corporate culture can be also the stay of company development or even the source of its destruction.

As a set of values, attitudes, standards and behaviour patterns, which are collectively shared in organization, company culture affects the operation and efficiency of organization. The company culture affects also strategic behaviour and its adaptibility towards the environment.

In the first theoretic-methodical part of this work I will try to summarize current world trends, characterize the paradigm break in time and this in contex of definition of knowledge, wise and humane society. On this aspects I will define transformation factors of knowledge society to wise and human society.

I define now principles and paradigms of knowledge, human and wise society influence the company culture.

In the second analytical part of my thesis I will try to characterize company culture in joint-stock company Congress Centre Brno, where I work now. The company has already adopted the basic principles and paradigms, which characterize knowledge society, and applied them to its company culture. Current business environment is characterized by the dynamic of development („What was good yesterday is today insufficient“), P.F. Drucker speaks about the age of turbulence [5], when he deduced a concept of turbulence in business environment, in which companies are confronted with the new reality. Nowadays we can't count on common and foreseeable rundown of business cycle in business environment, as it was before. The Only way to company to be successful on market is to accept the changes to its philosophy and make an immediate active reaction on them the main implement of success.

Aim of this thesis is application gained knowledge to company culture of Congress centre Brno, a. s. as the carrier of competitive advantage and proposal for changes in context of the evolution, and exactly the transformation of knowledge society to wise and human society with priority of humanity.

1 Theoretic-methodical part

1.1 Summary of present-day social changes and management

Majority of domestic but also world companies tend to hierarchical organization in their system of business management. This organization are functional, vertical, hierarchical and are based on the principle of superiority and subordination. Working process is based on the principle of division of labour, when processes are distributed to the simplest and the most basic partial operations so, they could be managed also by the less skilled workers.

The evolution naturally shows, that principles of business management above mentioned are already insufficient. The bussiness management has become too difficult to be managed by a single man, that it's coming into decentralization. The new age also ask for the new forms of management able to respond fast and flexibly to perpetually changing customer's demands. As I mentioned in the introduction, the period is characterized by turbulency [5] and it is evident, that management assumes a different philosophy and, above all, a different system of business management in these conditions. New period creates new challenges for management and who wants to survive has to take them up [19].

The new economic is based on the information, knowledge and skills. In the past the main source of wealth was land and capital, but nowadays just mentioned knowledge is considered the main source of wealth and crucial factor.

Production process is not any longer based on the division of labour with the workmen working separately on partial easy task, but it is based on team-work, where separate tasks are united to the integral business process, which is typical for process team-work.

Self-management, self-control, self-organization are typical for such teams. A necessity of lifetime education is an obvious assumption of the above mentioned aspects. Petr Senge, who defined self-learning organization [16], points out the flexible responding to changes, team-work and especially constantly cognizing and self-learnig of man and organization.

From the most important changes I could present the transition to horizontal organization structure, decentralization of management, growth of team, changes in the method of

motivation and a new role of manager, which doesn't consist in direction but in leadership-coaching.

1.2 Definition of knowledge, wise and humane society

As in the society evolution also in management evolution we are witness of a crucial paradigm break¹ and with the help of definition of paradigm we are able to derive characteristic of particular societies and their evolution.

„Paradigm break is a change of acceptance of old principles and creating new principles. In management the point is a radical change of management theory and practice[7]“.

Kratochvil states [7], that our society is going through the age of change, especially change from industrial society to knowledge society, this transition lasts usually 50 years. According to Bližkovský [2] a wise society based on principles of humanity should follow after the knowledge society.

In my opinion this society should be built on the principle of knowledge society, which will lead to perfection through the years of practical experience. For me, human priority, means an acceptance of responsibility for oneself, for my work and its result and all in the context of ethic, social and politic questions.

Truneček J. [19] (see picture no.1) tried to sum up the evolution of complicated social phenomena and also the management evolution using the theory of Thomas Kuhn.

Picture no.1: Context of social and management changes according to Kuhn's theory of discipline evolution

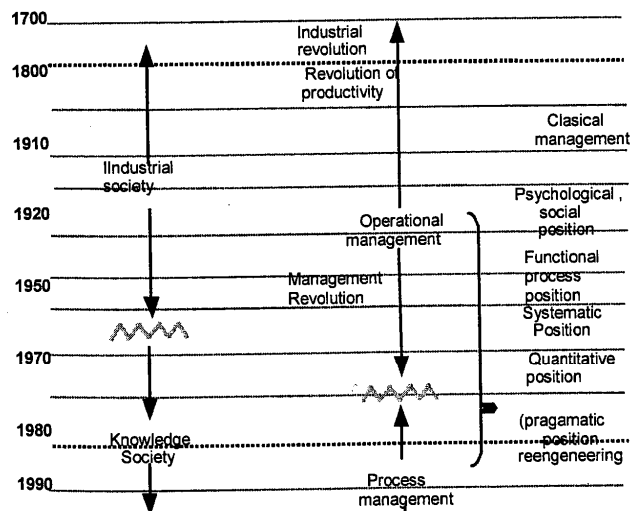
¹ Paradigm understand as the idea, particular concept of manager thinking and doing, definition or model of particular complex effect. Paradigm is conditional to time, follows from the conception, which is valid only particular time and therefore depends on the time. Paradigm is based on the system of principles, which make up conception of thinking.

Science Development T.S. Kuhn	Time	Society development	Management		
			Development	Goals	Typical model Characteration
Primary paradigm ↓ Depression ↓ New paradigm	1776			Smith Division of labour	Division of labour →→→→→
	1900	Industrial society		Taylor, Fayol Weber Hard factors	Function Hierarchical direction △
	1910			E. Mayo Soft factors	Industrial man typX
	1920 1930			Matrix Organization	
	1940 1950	Knowledge society	Function MNG	Quality MNG	
New paradigm	1960 1970			Process Oriented organization	Process orientation →○→ Laterar direction ▽
	1980		Process MNG	Reengineering	Knowledge man 3S
	1990				

[2] Truneček, J.: Znalostní podnik ve znalostní společnosti, Praha: Professional Publishing, 2003, ISBN-80-86419-35-5

The next picture (see picture no. 2) graphically shows interconnection between social evolution and management evolution.

Picture no. 2: Evolution of society and management



[2] Truneček, J.: Znalostní podnik ve znalostní společnosti, Praha: Professional Publishing, 2003, ISBN-80-86419-35-5

1.2.1 Knowledge society

To be able to better understand and define the knowledge society I first present definition of basic notion:

- Dates are objective facts about events, dates can consider to be everything, what can be monitored by senses i.e. what we are see, hear, smell or taste.
- We can understand information as dates, which we associate with importance and signification. Only user decides, if a message, given by users is an information. What could be dates for one, can be information for someone else.
- Knowledge can defined in many ways.

Truneček [20] defines knowledge according to the following equation:

$$\text{knowledge} = \text{information} + x,$$

where x stands for silent knowledge. Our previous knowledge and skills, experiences, value etc. are part of this knowledge.

Above mentioned notions represent according to Truneček [18] knowledge chain:

Date-information-knowledge

Nowadays the chain is added by the terms of knowledge and wisdom.

We can say, that dates, information and knowledge has become commercial commodities. The area, where the knowledge is created, shared and used is today called „the management of knowledge“ [18]. Knowledge management means to take the right information to the right people in the right time and in the right form.

„The knowledge society can be characterized as the society with systematic attitude to creating, gaining, extending, sharing and active taking advance of knowledge. Only date, information and knowledge gathering doesn't make sense. We have to know a reason to search the knowledge. [18].“

The source of knowledge in company are the employees, management and the customers. Truneček [18] states, that the knowledge is purpose action coordination. Ability to realize something. The difference between information and knowledge is just in this action.

Information only describes and action, knowledge is the fact. Knowledge has to be used and usable. Usable and unusable knowledge are information as long as they are transformed into action.

1.2.2 Wise and humane society

As I mentioned in introduction of this chapter the wise man should be able in the same wise society to accept responsibility for himself, for his work and the result and all in context of ethic, social and politic questions. The man will have to solve existential, social and ecological problems.

Bližkovský [2] see a harmonic men as a basis of the wise society, when the drift of all effort is sustainable development of each man, whole society and nature.

„Wisdom is a special ability of creative and reliable solution of difficult problems of human life and world with regard to all significant factors, contexts and conditions. Wise solution is characterized by complexity, integrity, openness, foresight, precaution, modesty and responsibility. Wise is man, who is able to orientate oneself, who isn't one-side, who manages to reliably differentiate the first from the second, good from bad, perspective from temporary, useful from unuseful, what really value has and what has not.“ states Bližkovský [2].

The background of the self-learning organization is a basis for realizing the idea of wise society, standards are covered in entire thesis.

To understand the idea of future better I quote Bližkovský once again: *„The most effective learning is self-learning, the most effective training is self-training, the most effective education is self-education, the most effective upbringing is self-upbringing, the most effective management is self-manangement.*

The idea testifies, that future is in people and in case that people understand relevance of the future and get over their detachment, then the man will become wise. Acceptance of this idea is the future task to us all.

2 Transformation factors of knowledge society to wise and humane society

Transformation factors of knowledge society to wise and human society were evaluated by students and teachers of EPI, s. r. o. on March 4. 2003 during the council of Student Parliament. Defined factors were presented in outcome of grant project, [12] realized by EPI, s. r. o.

Knowledge society	Wise society
- is flexible to be capable of effective reaction to incentive from the outside and inside surroundings (monitor the evolution) It come out from vision, aim and strategy.	- is flexible to be capable of effective reaction to incentive from the outside and the inside surroundings (monitor the evolution) It come out from vision, aim and strategy - The wise society influences evolution of inside and outside environment. Therefore it has to come out from the philosophy and aim of all society, nature and universe
- individuals contribute to knowledge of institution - the dependence of individual on institution	- individuals contribute to knowledge of institution and the whole society - individual is dependent on institution and also is independent source of progress. - it is a synergy of human existence, dependenc, harmonical relationship of individual and social aspects
- organization culture is composed on following bases: <ul style="list-style-type: none"> • Team work • High interdependence • Responsibility for my result of work and work in team 	organization culture is composed on following bases: <ul style="list-style-type: none"> • Team work • High interdependence • Responsibility for my result of work and work in team • Responsibility for socity and natura • Service to all needful
Educational systems Aim: development of individuality and society Form: mainly in school Basic: learning <ul style="list-style-type: none"> • To learn to search information and then to transform them into knowledge • To learn to use a global informal source • Education on base of information 	Educational systems Aim: development of individuality and society, luck, wisdom, self-realization, respect to nature, life, human rights and also the rights of nature Form: significantly out of school Basic: education <ul style="list-style-type: none"> • To learn to search information and then to transform them into knowledge • To learn to use global informal source

<ul style="list-style-type: none"> • Understanding of realization in complex 	<ul style="list-style-type: none"> • Education on base of information • Understanding realization in complex • Education to understanding • Education to esthetical use of information • Training on base of solution of concrete problem using methods and implements • Understanding and realization of individual development • Precede the negative aspect (satisfaction)
<p>Aim of society To apply effectively knowledge into production</p> <ul style="list-style-type: none"> • Development of democracy 	<p>Aim of society To apply effectively knowledge into production and into human life and the world</p> <ul style="list-style-type: none"> • Development of humanism • Development of human self-cognition • Development of understanding an use ocean and universe • Application of knowledge on nature
Meeting of civilizations	Cooperation of civilizations
	Turn over of philosophical thinking to Earth nad universe

3 Principle of both societies in company culture

3.1 Definition of company culture

There is no unique definition into current practice for understanding and definition. Truneček [19] presents, that the company design, organizational culture, its behaviour, communication and product make up all together the corporate identity.

Some definitions of the term company culture follow:

„Company culture is the figure of basic and crucial visions, which a certain group found or made, discovered and developed in which the group learned to manage the problem of outside adaptation and inside integration and which are approved that are considered as commonly valid rule. New members of organization should manage as far as possible, identify with them and deal according them.“ (E. H. Schein 1989)

„Definition of company culture means typical action, thinking and standart behaviour of company members. It makes integrity of common values of idea, rules, behaviour patterns and appears as a form of social contact between the colleagues and in commonly kept up traditions, rules and material equipment.“ (P. Brosse, J.Hentze 1989)

„Company culture is a complex of ideas, attitudes and values of company which are commonly shared up and kept relatively logtime.“ (L. Pfeifer, M. Umlaufová 1993)

The present conception of company culture is represented by[19]:

- symbols;
- behaviour patterns;
- and the basic ideas of life.

Symbols help to define business objective and represent the company culture. Symbols make logo, company colours, unique clothes, greeting each other, anniversary of company foundation, whole esthetic level implement in company etc.

Behavior patterns are partly wilful and so they can be suggestible. It is about particular social rules and standards of behaviour, principles, patterns, expressions of company ideology etc. This behavior patterns have their origin in spontaneous behavior of individual or it can be systematically and purposefully specifeng and enforceng by company.

Basic ideas of life are created spontaneously and uncousiously. The basic ideas of life depend on age, previous life and working experiences, professional focus, level of education, man's qualities, family background and emotional intelligence of individual.

Kratochvíl presents factors of company culture as following:

- ❖ Participation of workers on creation of strategy and objectives;
- ❖ Know- how of workers about global evens in the company;
- ❖ Reliability and authorities;
- ❖ Management style;
- ❖ Motivation;
- ❖ Selection, training and promoting of employees;
- ❖ Work conditions.

Kratochvíl alleges, that the future of company culture consists of application of principles permanent inovation and self-learning organization.

In this thesis we understand company culture- the carrier of competitive advantage in company- as the most important component of soft factors of prosperity[19]. Soft factors refer to people's attitude, their behaviour and thinking to social relationship in organization, management style, communication, management behavior, skills and qualification of the employees, team-work, sharing values etc.

Naturally we can not forget hard factors, which represent organizational stucture, methods of direction, behavior code of employees, rule of direction and only intersynergy both factors can bring company prosperity.

3.2 Definition of principles

In consequence of paradigm break principles applied in company also change. Individual principles, defined by Truneček [19], have a general meaning and require elements of creativity and individual attitude during their appliance.

Truneček defines and divides principles according to connection with work, process or company as a complex:

Work:

1. Principle of integration and compression work

We are understanding integration as linking previously unique and different works to one process but also as a transition deciding process to individual teams. We understand compression as an effort to create such a process, which will guarantee maximal additional value for customers, that is to create a process with elimination of negative aspects- disruptive elements in relationship with customers.

2. Principle of delineralization

Delineralization of work means, that each work in team is done in natural sequence, A member of the team decides a sequence of individual work. The member of team can not wait on one works end and will be followed by another. The team workers are able to representation each other, in case of failure one operation, whole process continue. Working process is determinate by the teamworkers according the necessity and moment situation.

3. Principle the most advantage place of realization

The work is being done in where are the most advantageous condition, regardless of the organizational possibilities of the company.

Process:

4. Principle of team work application

The division of labour was replaced by a process team, which is formed by a group of people working on realization of the whole process.

5. Principle of process orientation of motivation

All the processes in team and also the motivation of the team workers are fixed on the relationship with customers and they should make the additional value for customers. All depends on customers and only reached effects and satisfaction of

customers can make the background for remunerational. Then people are remunerated for their work results.

6. Principle of responsibility

Not only manager but also the members of team accept the responsibility for process efficiency, in which they participated in. The members of team function as the interface between the company and customers.

7. Principle of process variability

Company fully adapts on individual demands of customers, former mass production is replaced by variability, which is completely adapted to customers demand.

8. Principle 3S- selfdirection, selfcontrol and selforganization

selfdirection, selfcontrol and selforganization are typical mostly for knowledge workers, because only their knowledge, responsibility and motivation for results enable to enforce the principle 3S.

Company:

9. Principle of flexible autonomy of process team

Flexible autonomy process teams are formed in harmony with changing needs of customers and the necessity of fast reaction of company to these needs. Successful teams deal independently in decentralization.

10. Principle knowledge and informational openness

Openness of information is important for function of process team and the whole company, it's essential to eliminate all barriers, which defend or complicate way to information of individual members of a team. Is essential, that member of a team has to access to all information and it depends only on the member of team to choose just only, which he need to his work.

3.3 Changes in company with the context to paradigm break

Changes resulting from the paradigm break and which are connected with changes inside the company are characterized by Truneček[19]:

CHANGES	CRUCIAL RESULTS
- in company environment	› 3 „C“
- in company philosophy	› flexibility
- in dynamic of knowledge	› permanent learning
- in role of organization	› knowledge organization
- in way of solving problems	› process thinking
- in world of work	› integration
- in conception of production	› variability
- in organizational architecture	› horizontal organization
- in attitude to strategic management	› process conception
- in informational	› opening informational

3.3.1 Company environmental

We live in a turbulent environment, where a change is one of the main elements. The change in a considerable way touches and influences a lot of fields- market growth, competitive characteristic, product life cycle, customer demand, technical development etc. Nowadays company is influenced by three powers- 3 „C“- customers, competition and change. Customers decide what, when and how will the company produce, customers also decide how much they are willing to pay for the product.

Competition is very strong and dynamic. Effort of companies to be competitive means monitoring of market situation and ability of flexible reaction on this change and situation. Companies are forced to accept their changes as a part of their strategies.

3.3.2 Flexibility as the company philosophy

Company success in turbulent time depends on flexible reaction on changes. Flexibility of the company being with customers and ability of marketing to identify his demand. We can see flexibility in short-time measure as the ability to respond to the demands, that company knows about and that involve the inter-condition of the company. In long- term point of view we see flexibility as the ability to adapt and respond to absolutely new demands of market. It is also important to monitor the flexibility in time dimension, because to be flexible means also to be fast. Flexible people and organization help to satisfy the demand to.

3.3.3 Permanent education and taking advance of knowledge

Information and knowledge, created by people, belong to important strategic weapons of every company. Successful existence of company depends on the ability to search to take advance, optionally to create new business opportunities.

Information supports and reinforces the ability of people – their knowledge, ability, innovation, motivation and cooperation in company. Nowadays the most important source of company wealth is besides the capital and land also information. In process management learning is becoming priority for company. Self-learning organization or organization based on knowledge becomes the necessity in successful companies during the transition to process management and knowledge also becomes the main competitive advantage.

Process management eliminate informational and knowledge barrier. Then all people have the same right to gain information.

3.3.4 Process thinking

To solve a new problem is possible to stand up to new problem only through finding new methods of solution, and these are closely connected with radical change of thinking basically on following levels:

- From functional to process thinking
 - while for operating thinking labour divided hierarchical management, process thinking is defined by integration of work, teams capable of self-direction, self-control, self-organization.

- From deductive to inductive thinking
 - deductive thinking means to define a problem, find various solutions and analyze the optimal one.
- Systematic support by making the synergic effects
 - The effort to exclude processes, which don't add value for customers and pursuit of integration of processes, which synergy.

Competitive advantage company has to continuously and permanently adapt their strategy to changes in company surroundings and so as opportunities as threats. Principle is based on active attitudes- fast and flexible adaptability of demands's changing. As I mentioned several time for this time is characteristic turbulency, globality and exactly these aspects result consequences, instability, unpresictable and changable of surroundings. Therefore it is completely impossible to make long- term plans, then result is active and flexible reaction of society to customer demand. Role of man rises, with her knowledge and ability to permanete learning, is the main implement of competitiveness and whole sucessfull of company.

3.3.5 Company integration

One of the main principles of operational attitude to management was the division of labour, principle of process management is integration. Mainly:

- Integration of operation, that is background for team-work
- Integration of customers, who nowadays decide what, when, how and for how much company will produce;
- Integration of supplier, when supplier becomes a part of production.

3.3.6 Orientation to customers

Succesful company completely adapts its production according to the individual demands of customers. The companies have to produce their product with low costs but according to individual demands.

3.3.7 Organization structure of the company

Owing to paradigm break a change of organizational structure came. The most important changes follows:

- Transition to horizontal organizational sturcture in order to make the organizational structure only with a few levels. In this horizontal organizational structure the team's works alone.
- Autonomic self-directed team characterized by self-activity, self-control, self-organization.
- Changes in the way of motivation is related with the establishment of the team. Motivation is collective. Customer satisfaction determinates the amount of remuneration. Motivation consist in the process result but not in realization process.
- New role of manager consists of coaching instead of direction and controlling.

The role of management in knowledge society is not to direct and control, but to show the direction- coaching. A modern company is organized on the principle of partnership. There, the differences between managing and directing are emphasized. The manager doesn't delegate the job directly from the top to down, but coaches, because self-active process teams, which are capable to self-direction, self-control and permanent education, work in the company. A modern organization is represented by flat organizational structure: i.e. every member of a team is an specialist, but the team is succesful only because, it is based on a cooperation.

3. 4 Principle in wise and humane society

The aim of wise society is comeback to ideas of humanism and ethic to thinking, attitude and individuals.

„Wise society because people will realize their power and strenght, great extent of information and knowledge, but also their threateness, natural and social appurtenance to cosmic reality.“ (Kratochvíl, [13])

For now we can only anticipate the principles of the wise, but in my opinion its main potencial is in people and social relationships and it depends only on us individuals, if we will manage to gain the advantage or not.

4 Analytical part

4.1 Research realization

Questionnaires (enclosure no.1) were submitted to all employees and either in print or by e-mail. Filling of questionnaires was anonymous. From the total number of 18 only 16 questionnaires were filled in. After the final check no questionnaires were additionally excluded for doubts about their quality. Then the questionnaires were statistically evaluated.

4.1.1 Quality and information capability of questionnaires

The entire study was rather directed to soft- factors, defined in theoretic part of this thesis. Because different understandings of a company culture can cause a fall of the information capability of the measured indicators. Users' guide was added to questionnaires, in which respondents could find definition to disserviceable questions. This user guide guaranteed intelligibility and increased quality.

I tried to ask individual questions so that, they were interconnected each and together indicated harmony or disharmony of a particular answer. No distinct disharmony was found among the answers.

The following text sums up conclusions of the questionnaire study, at the end I will try to analyze the quality and information capability of received information. I remind, that the main sense of the study was to assess the company culture of the Congress Centre Brno, mainly from the point of factors determining competitiveness and prosperity of the company.

5 Characteristic of company

Joint stock Company Congress Centre Brno was founded as the subsidiary company of World Trade Center, a. s. (100% mother of Trade Fairs Brno) by founding contract from 9. 10. 1996. Their seat is Výstaviště 1, Brno.

At present The Congress Center Brno is subsidiary of Trade Fairs Brno, which own 66% of the stocks. The rest of the stock 34% is owned by Český svaz vědeckotechnických společností Praha, a. s.

The company has no foreign capital, nevertheless the parent company is in a major ownership by Messe Düsseldorf. This fact is displayed in great extent in our company. Within the framework of unification and harmonization of corporate working processes it was necessary to accept certain condition in order to reach better and better results on market (The Trade Fairs Brno was on the 6th place from the 100 top best Czech companies). It was necessary to build up a top competitive, company, based on team work, process orientation, orientation to customers, knowledge management, optimization and integration of working processes.

5.1 Aim of company activities

The Aim of company activities is variable. The most important objectives are:

- Organizing congresses, conferences, symposia and exhibitions (Slévárenské dny, Výstava minerálů, šperků a fosilií, Vynikající výrobek roku, Výstava vín, Envikongres 2003, GATE 2003- congresses, NATO, The European exhibition of stamps, Congress Hypertenze 2003, Sv. Anna 2003, Onkologie v gynekologii a mammologii, Pediatrické dny- conferences, Celostátní sjezd internistů, European workshop on cytogenetics and molecular genetics of human solid tumours a joint meeting with the COST EU, Congress Flood Protection);
- Organizing accompanying programmes to international fairs organized by Trade Fairs Brno (INVEX, Strojírenský veletrh, Stavební veletrhy, Mobitex, HOSPImedica, MEFA & REHAPROTEX, GO & REGIONTOUR, SALIM atd.);
- Realization of competition for the best exhibits, and competition AURA at all international fairs;

- Organizing social and culture events, gala events to international fairs, balls etc.;
- renting conference rooms for seminars, educational programmes, company presentations, congresses, conferences, symposia, working meetings, shareholders' meeting;
- providing translating and interpreting services in all world languages and mainly for Trade Fairs Brno;
- renting office spaces in Congress Centre Brno.

6 Company culture as the source of company prosperity and competitive advantage

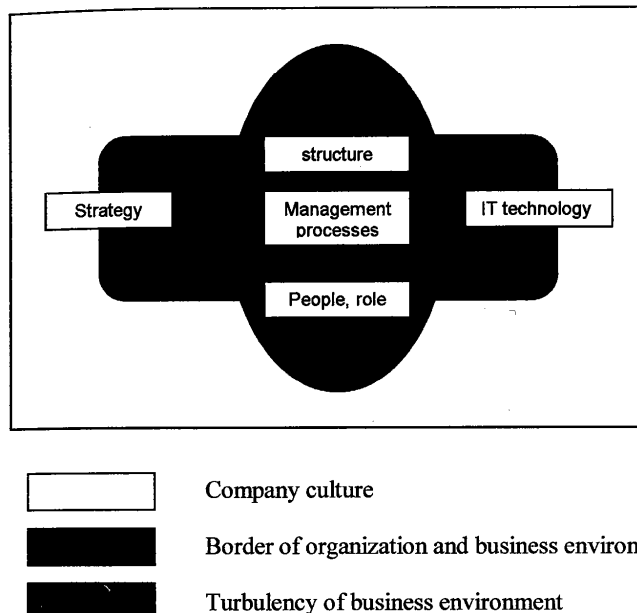
The prosperity of a company and also competitiveness is depends on the whole range of factors, therefore is not possible to determinate concrete formula and methods leading to prosperity of company. In general we can emphasize the necessity of management to focus on these processes, which are crucial for the company prosperity. When analyzing and reconstructing these process principles we have to take into account integration, synergy and also optimization, i.e. only when we follow individual processes as a complex and take into account synergy with other processes we will reach the maximum effect.

The new philosophy of the company management brings also a new specification for the fields, which bring with them an important potencial, which can lead the company to the future of prosperity and progress. These fields are:

- information technology;
- human factors (managing, team-work, self-learning etc);
- process orientation of company;
- creating a synergy of soft and hard factors of prosperity.

Picture no. 3 shows us, how above the mentioned factors form the company as a complex and also company culture.

Picture no. 3: Components of organization and their interdependency



[19] Truneček, J.: *Znalostní podnik ve znalostní společnosti*, 1. vyd. Praha: Professional Publishing, 2003, 312 s. ISBN-80-86419-35-5

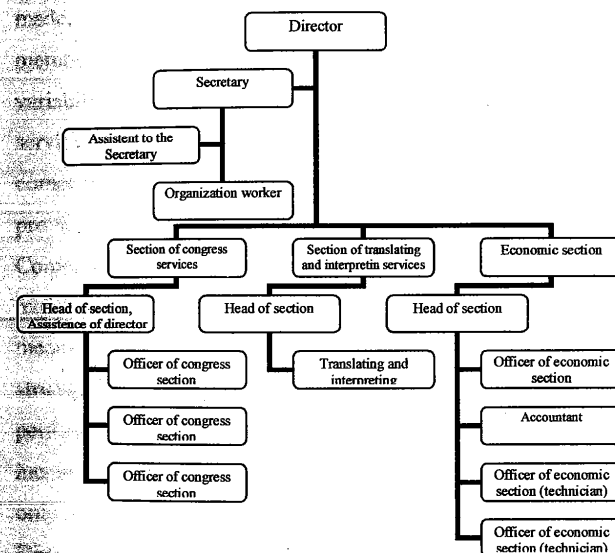
In my opinion prosperity and competitive advantage of a company in the future consist in synergy, integration and optimization of all company processes. As a biggest future potencial I see a human factor- professional and always self-educating worker in strong organizational culture, where workers accept shared responsibility for the aim of company. The base of above mentioned is quality relationship and ability of team work. Even quality idea on working process can be destroyed by inferior human factor.

In particular chapters I will try to analyze the components of company culture in context of the implement of competitive advantage, in problematic fields I will try to suggest the solution.

6.1 Organizational structure

To make a company competitive in today's turbulent age, it is necessary to build up a dynamic, flexible and adaptable organizational structure, which is able to respond to any changes. It shows that, it is not possible to respond to present market demands in the traditional multi-level centralized hierarchical structure. Time and flexibility play ever more important role.

Picture no. 4: The old organizational structure of company Kongresové centrum Brno



The above mentioned picture shows us the old organizational structure. Our company is according to the number of employees considered small company (under 20 employees) and this organizational structure was completely unsuitable for such a small number of employees. Its features are the hierarchical structure and larger number of Heads- one Director and three Heads of sections, whose function was rather formal, which brought a whole range of extra bureaucratic procedures. The position of Head of the particular

section lost with time its sense, working process of Heads did not differ from the working process of the individual employees. Decentralization within the framework of old organizational structure didn't fulfil its role, decisive competence and authority even in spite of the existence of Heads consisted in the company management, i.e. in the Director of company.

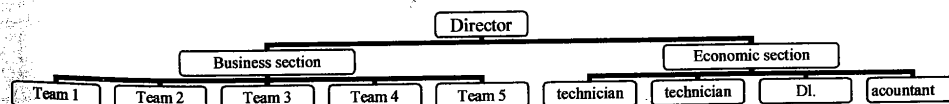
New organizational structure (the picture no.5) is result of evolution. Hierarchical structure was replaced by a flat organizational structure, that means that company is capable of a quick reaction to changes, considerable the whole working process get simple, unnecessary bureaucratic procedures were eliminated.

With respect to character of object of company activities, production of services doesn't need difficult processes, therefore the smaller, flexible organizational unit- teams were made. In company five teams were form, where every team has two representative members. The number of work teams seems to be high, nevertheless with respect to variability and targeting the number is essential. Three working teams provide similar services- organization of congresses, conferences, symposia etc., the next team has in competence to completely provide translating and interpreting services, the last team provides the competition of the best exhibit during the international fairs.

Competence of authority is delegated to particular team, where individual member (mostly more skilled worker) is in charge of the team manager. Decentralization of competence means also decentralization of responsibility for the aim fulfilment. The old organizational structure did not clearly monitored economical measures of company performance and performance of the employees, because results of entire section and their structure was incongruent. New organizational structure clearly monitors the economical measures, and only teams which bear responsibility for work results are evaluated.

Director of company holds a function of coach and coordinator within the framework of all working processes.

Picture no.5 : New organizational structure of company Kongresové centrum Brno



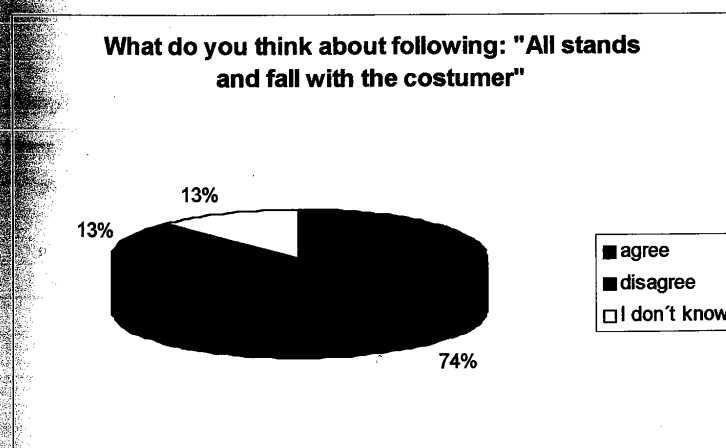
Flat and decentralized organizational structure is essential for creating self-learning organization, which is determined by self-organization, self-control and self-managing.

6.2 Orientation of company to customers

In our society the fact that nowadays the customers determine company's future production is became a part of all decisions.

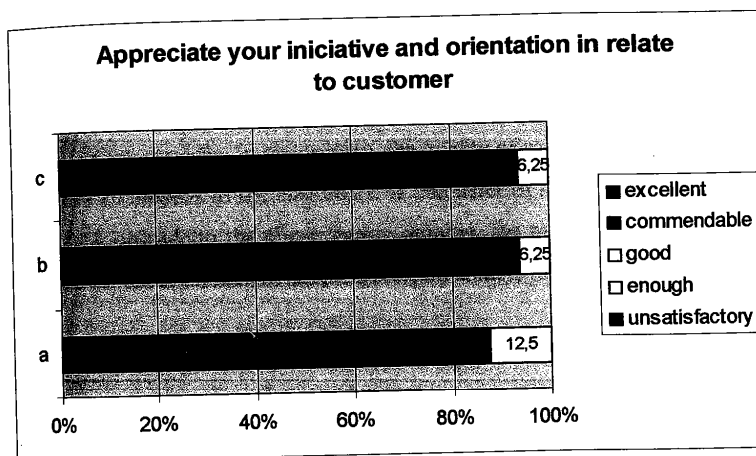
Integration of customers to working process became our principle and it is actually the customer who determines the way of our working activities. Customers determine, what the definitive product should look like. As far as the character of provided services is concerned, when customer is directly participats in realization and in most cases it is going about corealizator, in our case cannot be unlike. It is directly customer, who comes with primary idea of the product, our task is simply consist in realization of this idea by adding our knowledge and experiences.

The idea, that the way of company is nowadays determined exactly by customers is supported 74% of informants. In my opinion is always necessary to indoctrinate this idea to employees until they understand that the essence of our business is the satisfied customer.



The aim of our company is uniquely satisfied customer, our efforts are unambiguously aimed at the customers content. 44 per cent employees think they offer to the customers excellent solutions and services (a), 43,75 per cent of employees evaluate their offer of solutions and services as commendable. 50 per cent employees evaluate their initiative to adapt their working processes to customers (b) as excellent and nearly 44per cent marked their performances as commendable. These numbers testify, that the satisfaction of customer is on the first place.

69 per cent of employees fully realize , that they are with their style, communication etc. the carrier of the company culture in the relation between the customer and the company (c). 25 per cent evaluete themselves as the carriers of company culture as commendable.



Company is aware of satisfying the needs of customer. For further development of this thought we have to:

- a) define and know our customers including their needs.

For our company a customer is defined either as an individual or as a corporation. Our customers are profession chambers, guilds, asociations, unions, schools, universities, educational centres, companies, individuals, non-profit associations, administrative units, medical societies etc. The experiences of the individual employees than support creation ot the definition of needs and expectancies of individual customers, for example on the basis of previous experience we are able to define, the procees of cooperation with doctors- in general we can say, that the

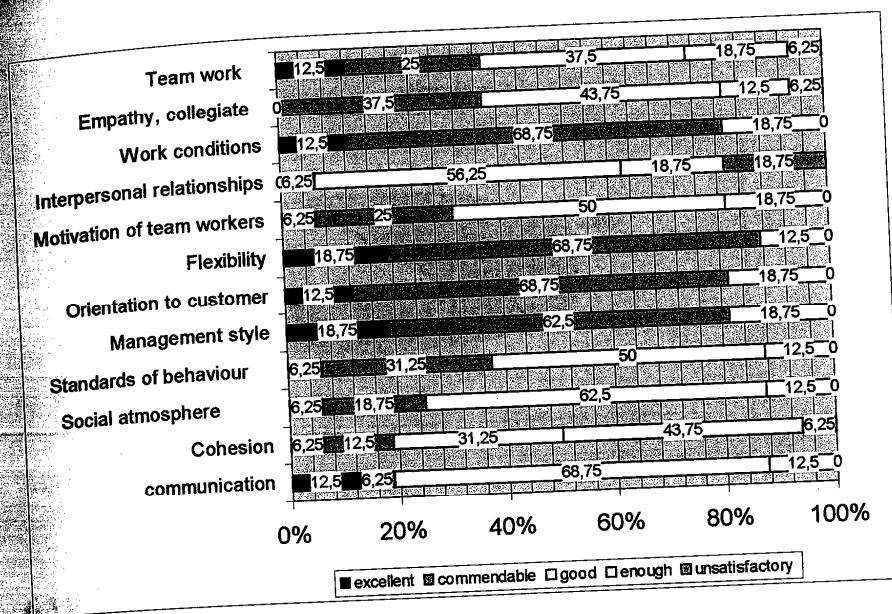
cooperation with doctors requires of patience, because in many cases doctors are very busy with other duties.

b) To know the type of purchase behaviour of our customers. With refer to the purchase behaviour of customers, in the case of Congress Centre Brno it is impossible to strictly define the exact type of behaviour- it depends on customer and his attitude to company. In general we can define our customers as regular, then the customers, who are aware of our services, gain the references, nevertheless they are not persuaded to contact us and the customers, who are not aware of our products. This type of behaviour requires also a different attitude of the individual employees, who look after the client.

c) To try to identify oneself with the demand and expectancy of customer. Only when we will consider ourselves to be customers, we will provide for our customer only quality services. In my opinion the quality of services first of all consist in attitude of employees to the customers. A character of services requires absolutely one-to-one attitude to the client. In my opinion, the measurability of the quality services depends on human factor, its responsibility, flexibility, reliability etc.

A graph below represents how the aspects operate in the company. Employees evaluate individual components of company culture on scale from 1 to 5.

The problem of our company is non-quality interpersonal relationships, which have negative influence on other components of the company culture and the result of the graph confirmed. Within the framework of a team, the team work is excellent, but the synergy and integration of particular working processes among particular teams, which can bring optimization of admittance, doesn't work in such measure.



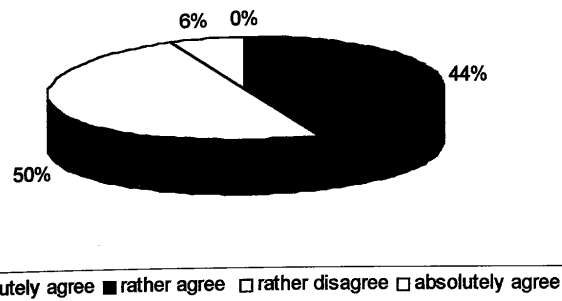
To reach a better result it is essential to check the motivation system. In my opinion, the current system is insufficient and the connection between the remuneration and the fulfilment of their working tasks and aims does not motivate the employees to fulfil their work tasks.

Fixed wage and quarterly remuneration is being paid to employee. The remuneration is settled as the particular percent from the wages for the last three months and are a part of the wage rate and the work contract. These remunerations depend on the are result of company performances as a complex and don't depend on the result of team performances.

The motivation system should be set to be aimed on a formation of added value for customer and his maintance. It should be closely lined with the result of working processes. Quarerly remuneration should be paid to employees mainly after the review of results of individual teams, in my opinion this is the most effective way of motivation.

50 per cent of employees in our company rather don't agree with a statement, that connection between the remuneration and performance of working tasks is well set, on the contrary almost 44 per cent agree with the above mentioned statement.

The connection between the remuneration and discharge of working duties is good set up



6.3 Process orientation

The aim of our society is the profit, which we obtain by meet the demand of customers. This statement fully depends on a service, which we provide him, on quality, price and eventually on other services. During the production of service, the division of labour and function orientation is absolutely unsuitable, we are forced to be flexible and dynamic, therefore the process orientation has become our implement of competitive advantage.

Within the framework of team particular sectional processes are realized, in many cases processes are realized only in teams, because thanks to the absolutely individual attitude to the client the particular processes cannot be frequently integrated. In general I can say, that our company seeks and lead by its management to harmonize and inovate some noneffective processes. These tendencies lead us to use outsourcing, integration of suppliers but also the integration of customers to process.

I state the example, when we succeeded to integrate working processes between teams. Our company organizes the competitions for the best exhibit on every international fair, in selection procedure we succeded also to realize the marketing competition for the best exposition. These competitions are realized by two different teams, and we gain synergy and also optimization of expenses by unification of some processes, for example telemarketing is made for two competitions at the same time, the print of diplomas, purchase of flowers for the awarder is made together with the using of outsourcing. A scenarion of social evening is made by both teams.

6. 4 Intellectual capital of company

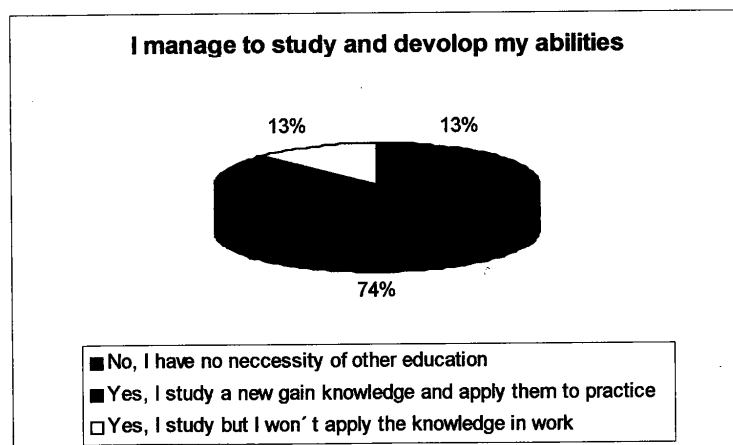
Orientation on customer and constant support of this idea among the employees means many necessary changes in the company. The behaviour and attitudes of all employees has to change, the scale of values, wage system etc. It is not enough to be hospitable only to the customer, customer is able to identify the quality of the interpersonal relationship in the company.

At present it is necessary for the management and also employees themselves to motivate and support the gathering of knowledge, so the employee would be able to take advance of this knowledge to create a new invention, which could mean the competitive advantage.

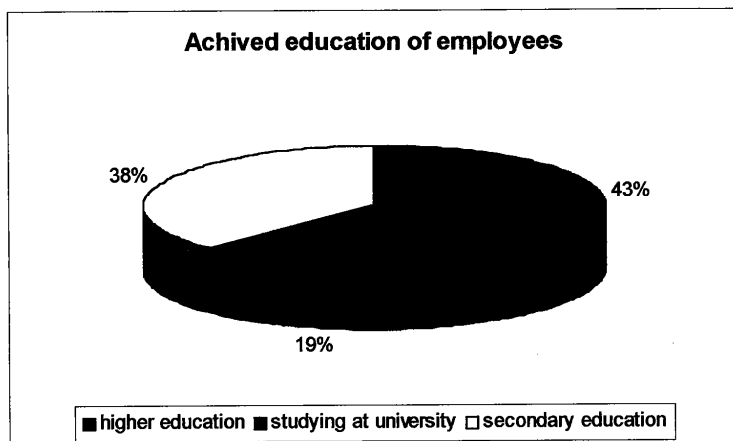
We have to try to understand not only what we have to do in the working process but also we should be able to know why.

We have to bring a customer always new and new piece of knowledge, what was good yesterday is now unsufficient. We already run of present knowledge and we have to search for a new piece of knowledge, to be able to always offer quality and more superior solutions.

In turbulent time only the one, who will manage to gain knowledge and apply them to practice, will be succesdful. 74 per cent employees are aware of it. 13per cent employees they won't apply their knowledge in work and the same percentage has no necessity of other education. in my opinion these people are not aware of the pressure of surroundings and mainly the pressure of time.



Now, Congress Centre Brno has 16 employees of average age of 35 years. Low mentioned graph presents the rate of achieved education of employees: 43 per cent employees have a higher education, 38 per cent employees have a secondary education and 19 per cent employees study at university.



In case that, the employee decides for the further education, management of company complies and tries to find a compromise in work time or in duties, so the employee would be able to manage to study and to work.

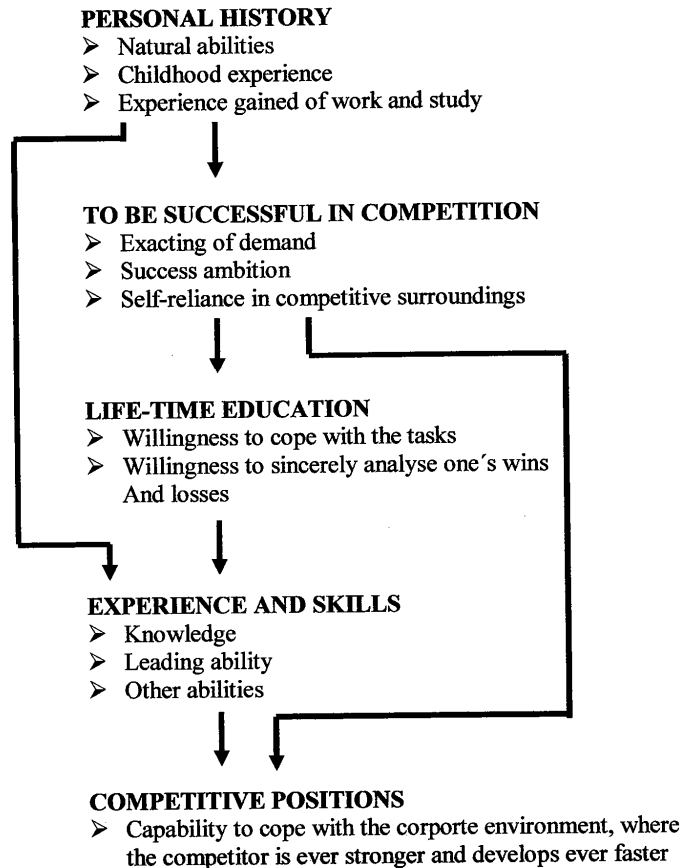
Flat and process orientated company with smaller teams follows the rules, which we can deduce following theoretical knowledge. Then such a structure is a basis for the self-learning society and its rules defined by P. Sengem².

Decentralization means the spread the knowledgeability of employees and also a development of their knowledge and abilities.

Below is a scheme of life-time educational and leading capability and capability to assert oneself in the future.

² P. Senge emphasizes the flexible response to changes, team work and mainly the permanent education and learning of a man and an organization

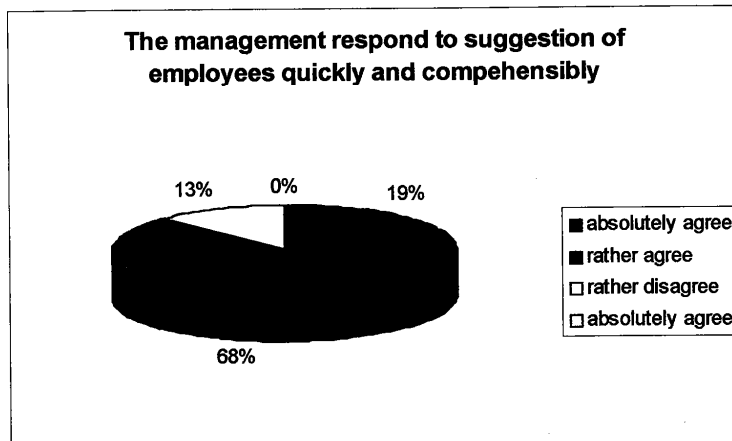
The relations between the life-time education, leading ability and ability of achievement in the future



Kotler John P, *Vedení procesu změny*, Praha: Management Press, 2000, ISBN 80-7261-015-5

The times poses the great demand on employees. The attitude of manager has considerably changed in comparison with industrial society which required specialists. Nowadays, the manager rather insist in general education and permanent self-learning. The management has changed from an authoritative direction to coaching. In my opinion the management of our company plays the role of coach. It tries to hold a dialogue with the employees, they use the strong features of employees' personalities, and they are open to provide information.

A graph below confirms, that the management is able to hold dialogue and also to respond to incentives of employees. Almost 20 per cent employees absolutely agree, that management is able to respond to incentives of employee, 68 per cent rather agree.



6.5 Team oriented company

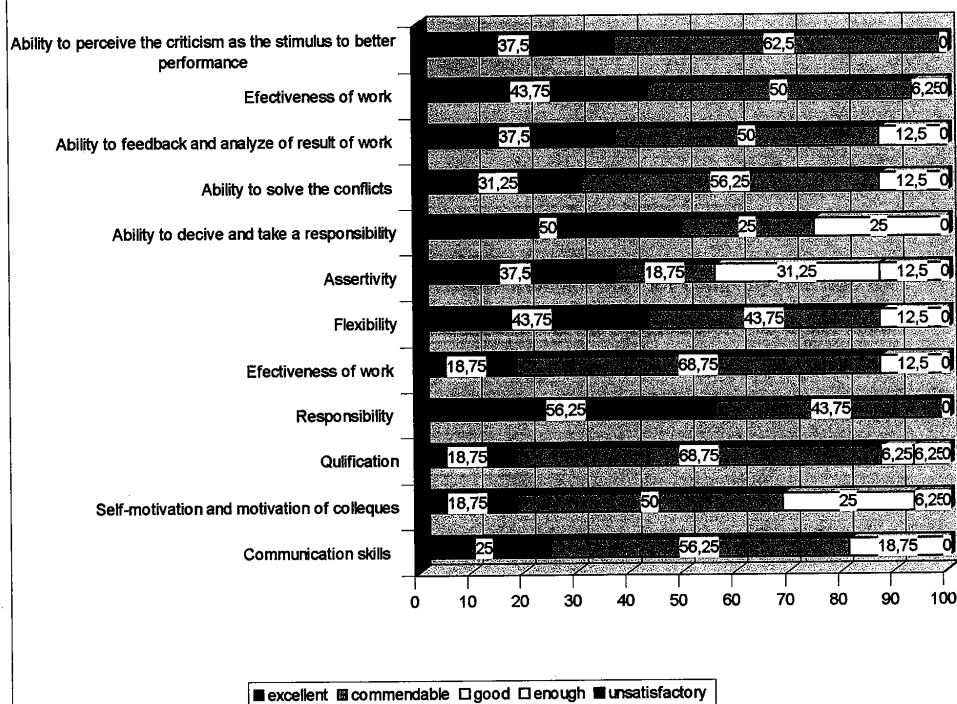
The leading of people, communication, self-learning employee, delegation of authorities and responsibilities to lower levels, tolerance, confidence and the team work- these are the aspects, markedly influence the company culture of the company. Their way and style represent flexible implement of response capability to the demand of the customer.

Quality and efficiency of the team depend on the common past- successes, failures, events, memories, personal relationships, communication, cohesion, social atmosphere, behaviour patterns, common aims and also the way of managing.

Team cannot work only as a working group, defined within the framework of flat organizational structure. In my opinion the team operating and its performance mainly people –that's mean the members of team. The above mentioned aspects are only a part of the big group which influences the team operating.

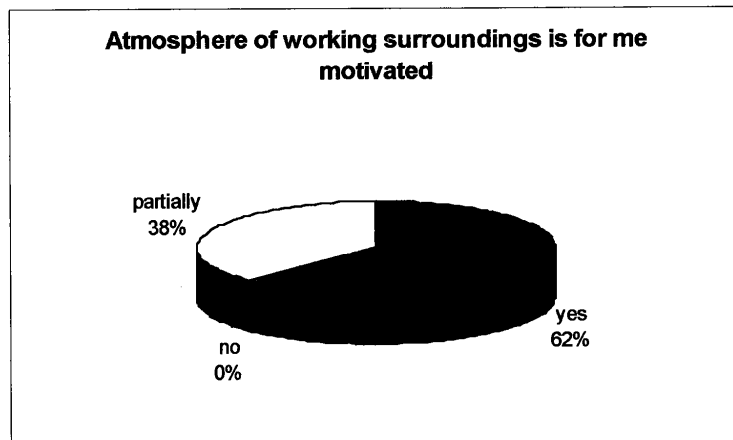
The following graph shows how the employees evaluate themselves in fields, that are the basic features of a team and influence the performance of the team.

Appreciate personality of employees



In my opinion the dedicted reality indicates that the self-asesment of employees is positive. I think, that the presented result corresponds also with the positive evaluation of the workplace.

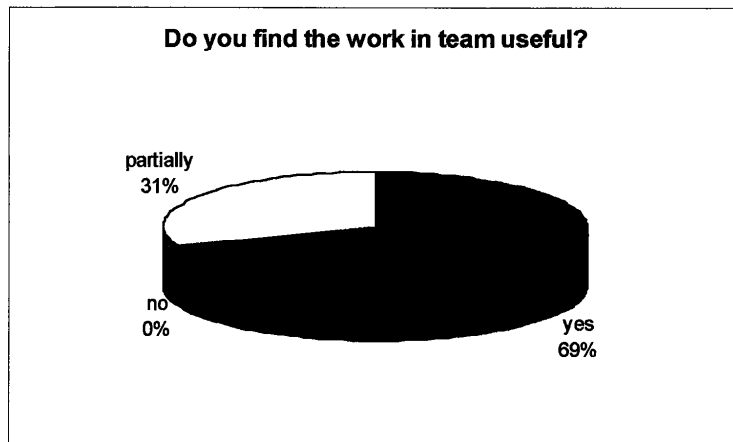
Almost 62 per cent employees of our company consider the atmosphere of workplace and atmosphere in team us motivating.



I consider the team work uncontestedly as a contribution not only for company, but also for the members of team. Explicit advantage of team work is the optimization and lower costs in working process, the possibility of using the synergy effect within the framework of the team and the company. The next advantage is the flexibility and absolute orientation on customer. These advantages of the team structure in our company are fully excersiced and to reached, on the other hand, in my opinion, our problem is consists a certain extent in the actual motivation of team workers. There the problems in interpersonal relationship influence in a large extent the effectiveness of the motivation.

The problem is interpersonal conflicts, which are typical only for a very small percent of the total number of employees , but nevertheless influence negative by the advantage arising from the team orientated organization.

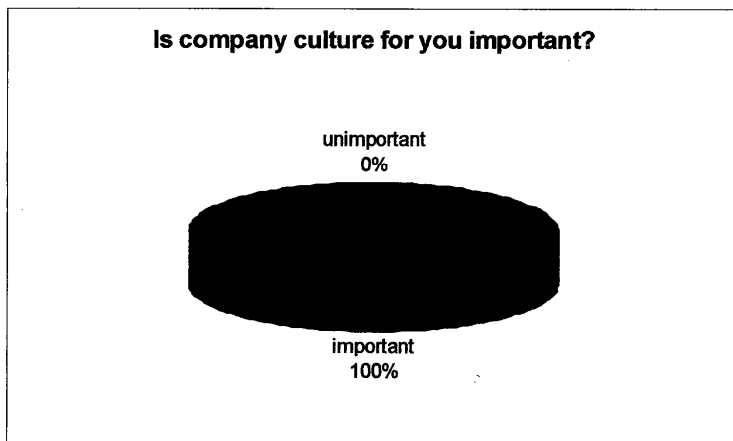
In spite of the problems of the interpersonal relationships the employees find the work in team useful in nearly 70 per cent. The realizing of the problems of interpersonal relationships, the realizing of our own mistakes in communication I consider to be the drive force for a better communication and relationships in teams



6.6 Comapany culture

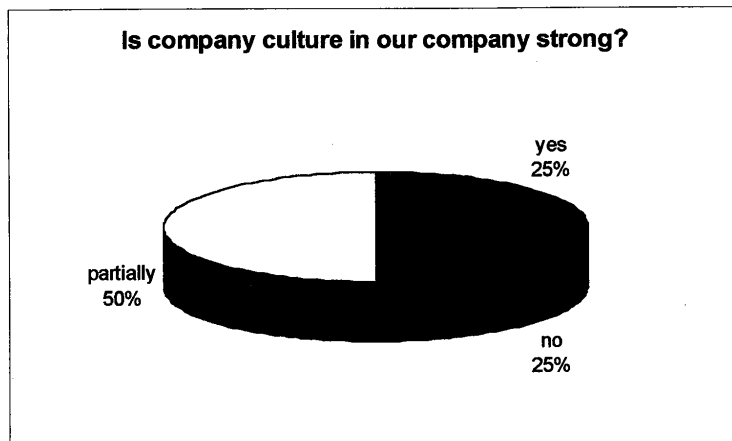
I understand the company culture as the compilation of all aspects, which were described in this thesis (the way of direction, the motivation, the employees, the working conditions, the working surroundings etc.)

All the employees agreed that the company culture is important.

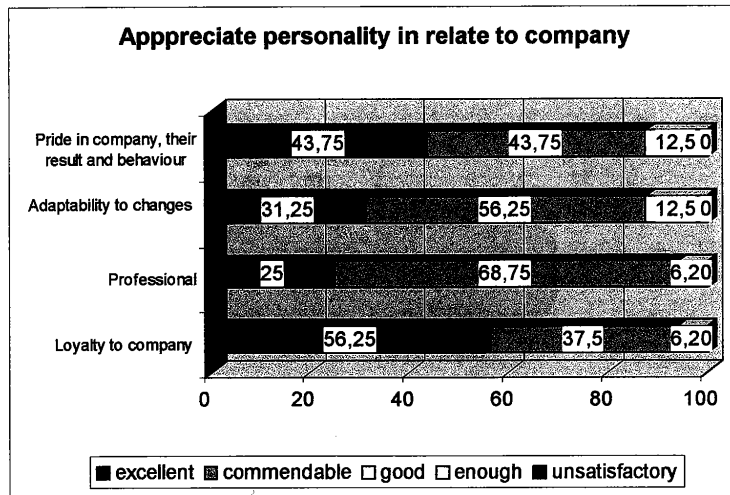


Company culture, which influences the behavior and communication of the employees we considered to be quality and strong organizational structure.

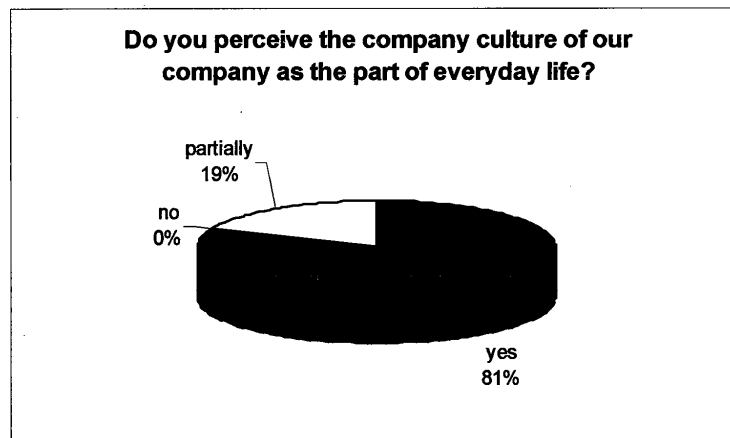
The strong company culture is nowadays typical only for a company, able to be successful. If we try to identify the basic features of company, we can define also the basic features of a strong company culture- team work, process orientation, accept the responsibilities, information frankness, orientation to customers, coaching, communication etc. Only 25 per cent employees consider our company culture strong, 50 per cent consider is partially strong is company culture for 50 per cent employees.



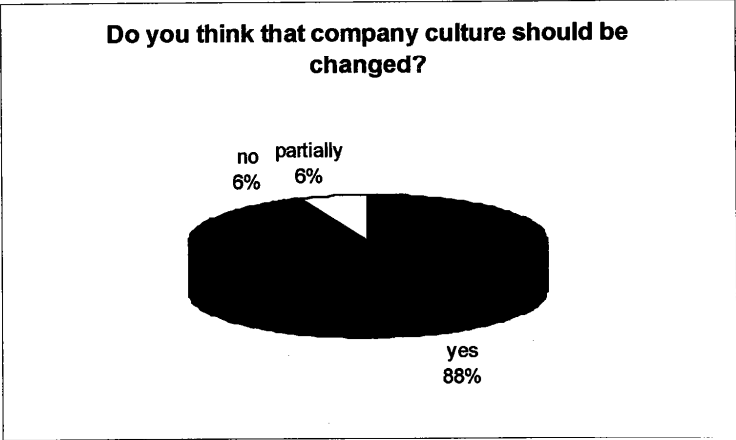
The strong company culture can be influenced by behaviour of customers, which strictly sets the directions. A strong company culture supports the loyalty of the employees to company, pride in the results and the behaviour of the company, initiative and attitude to duty fulfilment, responsibility of employees. On the following graph is possible to define, how the employees evaluate themselves in relation to company as a complex.



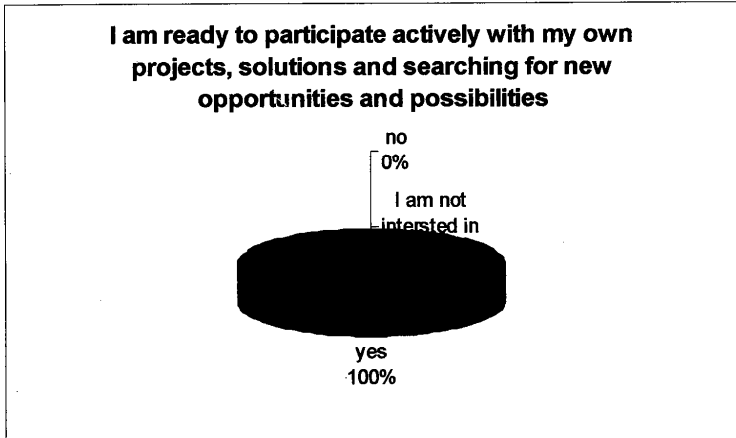
Strong company culture has to come from the company strategy and has to be perceived by all employees. 81 per cent employees perceive the company culture as a part of their everyday working life, the rest perceive the company culture only partially.



Following graph shows that almost 88 per cent employees think that the company culture should be changed.



It is pleasure to present, that all the employees are prepared to contribute and personally share to the reaserch of the next opportunities and possibilities and contribute their own projects and solution to transform of the company culture.



Conclusion

In my final thesis I summarized current world trends, characterized the paradigm break in context of definition of knowledge, wise and humane society. On this aspects I defined transformation factors of knowledge society to wise and humane society and mainly I defined how the principles and paradigms of knowledge, humane and wise society influence the company culture- the holder of competitive advance of company from theoretical point of view. I practically analysed the company culture of the Congress centre Brno, the subsidiary company of Trade Fairs Brno.

Aim of this thesis is application gained knowledge to company culture of Congress centre Brno, a. s. as the carrier of competitive advantage and proposal for changes in context of the evolution, and exactly the transformation of knowledge society to wise and human society with priority of humanity.

The company has already adopted the basic principles and paradigms, which characterize knowledge society, and applied them to its company culture.

Flat organizational structure, that means that company is capable of a quick reaction to changes, considerable the whole working process get simple, unnecessary bureaucratic procedures were eliminated. The smaller, flexible organizational unit- teams were made. . New organizational structure clearly monitors the economical measures, and only teams which bear responsibility for work results are evaluated.

Director of company holds a function of coach and coordinator within the framework of all working processes.

This flat and decentralized organizational structure is essential for creating self-learning organization, which is determined by self-organization, self-control and self-managing.

In our society the fact that nowadays the customers determinate company's future production is became a part of all decisions. Employees understand that the essence of our business is the satisfied customer. Our all effort is focus to maximal satisfaction of customers.

The customer's feedback can be negatively influenced by interpersonal conflicts. In my opinion, these conflicts are the biggest problem of our company. They can negatively influence the working of process team, when exactly the bad interpersonal relationships obstruct the synergy, the integration of the working processes and achievement of work

optimization. To avoid obstructions it is important to realize one's mistakes. Only this can be an incentive for every member of the team to improve the whole situation.

The problems in interpersonal relationship influence in a large extent the effectiveness of the motivation. In my opinion and the result of analyse the motivation system in our company should be changed.

The motivation system should be set to be aimed on a formation of added value for customer and his maintenance. It should be closely lined with the result of working processes. Quarterly remuneration should be paid to employees mainly after the review of results of individual teams, in my opinion this is the most effective way of motivation.

Company culture as the complex of many aspects is very important, supports the loyalty of the employees to company, pride in the results and the behaviour of the company, initiative and attitude to duty fulfilment, responsibility of employees. For the next development a build the stronger company culture is very important the extend implementation do business strategy.

In my opinion prosperity and competitive advantage of company in the future consist in synergy, integration and optimization of all company processes. As a biggest future potential I see a human factor- professional and always self-educating worker in strong organizational culture, where workers accept shared responsibility for the aim of company. The base of above mentioned is quality relationship and ability of team work. Even quality idea on working process can be destroyed by inferior human factor.

Allow me to quote Bližkovský[2] once again: „*The most effective learning is self-learning, the most effective training is self-training, the most effective education is self-education, the most effective upbringing is self-upbringing, the most effective management is self-management.*

The idea testifies, that future is in people and in case that people understand relevance of the future and get over their detachment, then the man will become wise. Acceptance of this idea is the future task to us all.

We will have to eliminate lots of working methods applied rather as habit or an indolence. We will have to get over lots of barriers even in ourselves. Democracy and freedom mean

also the responsibility, which we have to learn to take and use for our advantage and for advantage of the whole society all in the context of ethic, social and political questions. The final thesis was assigned by the European polytechnical institute, s. r. o. so it can be utilized as a complementary studying material. With regard to the processed topic, the work was of course put before the management of the Congress Centre Brno, and all employees are familiar with its results. The analysis of the company culture is considered thrustworthy source but firstly of all the work results are taken as an incentive to construction and improvement of the company culture.

Resume

Today's world trends and development bring us a lots of important changes in different fields. Commonly we can say, that our society is going through the age of change, especially change from industrial society to knowledge society. Some companies belong due to the style of management to the knowledge society and so their development consist in constructing a vision of the future: a wise society.

Today's business environment's characteristic is a competition growth in a major field of business. Essential condition of company's existence is orientation to the customers. Environment is unpredictable and the organizations have to cope with changes faster and more flexibly and just in this time the role of the corporate culture in the relation with the company performance is becoming more emphasized.

Management assumes a different philosophy and, above all, a different system of business management in these conditions

The longtime success of company is greatly affected by organizational or company culture. On the one hand company culture can be the source of the company's power and holder of its competitive advantage, on the other hand the corporate culture can be also the stay of company development or even the source of its destruction.

As a set of values, attitudes, standards and behaviour patterns, which are collectively shared in organization, company culture affects the operation and efficiency of organization. The company culture affects also strategic behaviour and its adaptability towards the environment.

We can characterize and summarize the requirements for the functioning knowledge society by evaluating the development trends and paradigm breaks, It is necessary to create a dynamic, flexible and adaptable company able to cope with the environment changes.

Production process is not any longer based on the division of labour with the workmen working separately on partial easy task, but it is based on team-work, where separate tasks are united to the integral business process, which is typical for process team-work.

Self-management, self-control, self-organization are typical for such teams. A necessity of lifetime education is an obvious assumption of the above mentioned aspects. Petr Senge, who defined self-learning organization [16], points out the flexible responding to changes, team-work and especially constantly cognizing and self-learning of man and organization.

Of the most important changes I could present the transition to horizontal organization structure, decentralization of management, growth of team, changes in the method of motivation and a new role of manager, which doesn't consist in direction but in leadership-coaching.

According to Bližkovský [2] a wise society based on principles of humanity should follow after the knowledge society. In my opinion this society should be built on the principle of knowledge society, which will lead to perfection through the years of practical experience. For me, human priority, means an acceptance of responsibility for oneself, for my work and its result and all in the context of ethic, social and politic questions.

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Appendix

Appendix no 1: QUESTIONNARY

Dear colleagues,

I am the student of 3. Class at The European Polytechnical Institute, s. r. o. in speciality Marketing and Management of foreign trade.

I am writing the final thesis: „Transformation factors of company from the knowledge society to the wise and humane society. “, the part of this thesis is this questionnaire.

In my final thesis I focus on the company culture as the holder of competitive advance of the company and it is important to try to analyze the company culture of our company.

Please allow me to ask for the filling the questionnaire. Please about of filling the questionnaire to the best of your knowledge and conscience, the filled questionnaire is anonymous and the information will be used only for the purpose of this final thesis.

Thank you very much for your time during the filling of questionnaire.

Veronika Marečková

Methodology: 1-excellent, 2- commendable, 3-good, 4-enough, 5- unsatisfactory

1. Is company culture important for you?

Important

Unimportant

2. Do you perceive the company culture of our company as the part of everyday life?

Yes

No

Partially

3. Is company culture in our company strong? (Are they the particular aspects of company culture projected to your thinking and behaviour?)

Yes

No

Partially

4. Do you think that company culture should be changed?

Yes

No

I don't know

5. I am ready to participate actively with my own projects, solutions and searching for new opportunities and possibilities

Yes
No
I am not interested in

6. Atmosphere of working surroundings is motivated for me

Yes
No
Partially

7. Can you appreciate our company as the complex in scale 1- 5: the five is the worst

communication	
Cohesion	
Social atmosphere	
Standards of behaviour	
Management style	
Orientation to customer	
Flexibility	
Motivation of team workers	
Interpersonal relationships	
Work conditions	
Empathy, collegiate	
Team work	

8. I manage to study and develop my abilities.

No, I have no necessity of other education
Yes, I study a new gain knowledge and apply them to practice
Yes, I study but I won't apply the knowledge in work

9. Communication with colleagues and management of company is useful

Absolutely agree
Rather agree
Rather disagree
Absolutely disagree

10. Do you find the work in team useful?

Yes
No
Partially

11. Appreciate your personality, behaviour in scale 1- 5:

Loyalty to company	
Responsibility (for business aims, their fulfill, for behaviour)	
Communication skills	
Self-motivation and motivation of colleagues	
Qualification	
Adaptability to changes	
Ability to perceive the criticism as the stimulus to	

better performance	
Flexibility	
Professional	
Efectiveness of work	
Enthusiasm for work and reach the aim	
Pride in company, their result and behaviour	
Assertivity insist in persuasion and influence of the people, presentation of thoughts, aims, to establish myselfe view and solution	
Ability to decive and take a responsibility	
Ability to solve the conflicts	
Ability to feedback and analyze of result of work	

12. What do you think about following: „All stand and fall with customer“.
- Agree
 - Disagree
 - I don't know

13. Appreciate your initiative and orientation in relate to customer in scale 1- 5:

I offer the bets solution and services	
I fully adapt the working proces to demand of customer	
I fully realize, that I am the holder of company culture in the relate to customer (the behaviour, communication, etc.)	

14. The connection between the remuneration and discharge of working duties is good set up.
- Absolutely agree
 - Rather agree
 - Rather disagree
 - Absolutely disagree

15. The management respond to suggestion of employees quckly and comprehensibly
- Absolutely agree
 - Rather agree
 - Rather disagree
 - Absolutely disagree

Definition of company culture:

„Definition of company culture means typical action, thinking and standart behaviour of company members. It makes integrity of common values of idea, rules , behaviour patterns and appears as a form of social contact between the colleagues and in commonly kept up traditions, rules and material equipment. “ (P. Brosse, J.Hentze 1989)

Present company culture is representing:

- **Symbols** (logo, company colours, unique clothes, greeting each other, anniversary of company foundation, whole esthetic level implement in company etc.)
- **Behavior patterns** (particular social rules and standards of behaviour, principles, patterns, expressions of company ideology etc.)
- **Basic ideas of life** (The basic ideas of life depend on age, previous life and working experiences, professional focus, level of education, man´s qualities, family background and emotional intelligence of individual.)