



## About the project

The „Global Performance Project“ (GPP) deals with the strategic behavior of companies in their worldwide environment. Thereby it is intended to identify patterns of behavior of successful companies. A worldwide data pool is built up which will provide a general view of companies and their differences in global management.

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<b>Interviewee:</b>			
<b>For page numbers:</b>			
<b>Position:</b>			
<b>Department:</b>			
<b>Nationality:</b>			
<b>Length of employment within company:</b>			
<b>Remarks:</b>			

Please refer in all your answers to the whole company if the object of analysis is not restricted.

**Interviewer:** \_\_\_\_\_

1. How is your company structured on the two top levels (organizational chart)?


2. Are there network relations across all levels of hierarchy and departments?


3. Please indicate the extent of network structures in your company.

O	O	O	O
Across all levels of hierarchy	Across most levels or departments	Only across some levels or departments	You can't speak of a network structure, there are only informal relationships between some individuals

4. What is the age of your company?


5. What is the number of employees in your company?

	At the end of 1994		
	At the end of 1995		

6. Which type of ownership does your company have?


7. Who are the two main shareholders or owners?

1. Shareholder		2. Shareholder	
Name:		Name:	
Percentage:		Percentage:	

8. What is your type of industry?

Industrial sector:		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fragmented market		Dominated market
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low tech	Medium tech	High tech
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High product reputation	Medium product reputation	Low product reputation

9. Concerning different environmental aspects, up to which extent was there a change within the last two years?

	<b>extremely low</b>	<b>average</b>	<b>extremely high</b>
Technological aspects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social aspects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal aspects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political aspects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic aspects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please indicate which of the options below characterizes your corporate structure best:

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fully functional	Predominantly functional but with some autonomous units	Fully divisional	Predominantly divisional but with some functional units	Matrix
Other:				

11. How many levels of hierarchy can be found in your company?

About \_\_\_\_\_ levels of hierarchy.

12. How many employees are coordinated by one superior in the average on the lowest hierarchical level (span of control)?

About \_\_\_\_\_ employees.

13. Which of the following factors influence the span of control most?  
Please rank the items from 1 (highest influence) to 8 (lowest influence) and use each number once.

Well-being of employees	
Geographical distance between employees	
Size of companies	
System of production	
Organizational structure	
Qualification of employees	
Complexity of task	
Support facilities for employees (e.g. staff units or assistants)	

14. Which size do you think is “optimal” for a working group?

About \_\_\_\_\_ employees.

To which extent are the following instruments used to coordinate departments?	extremely low		average		extremely high
Organization manuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ad hoc meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular meetings (monthly/weekly)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Task forces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. What structural changes have taken place in the last two years at the top management level?  
What were the causes of these changes?


17. How important are the following items as a catalyst for the change in your company?

	not important at all			very important	
Change of ownership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change of managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes in product/market strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased diversification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entry into new markets/territories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Changes in manufacturing techniques/technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change in distribution methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. To which extent does your company intend to initiate changes in organizational structure?

	extremely low	average	extremely high
Intention to reduce the number of levels hierarchy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to delegate decisions on employees of lower levels of hierarchy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to eliminate units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to subcontract outside	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to reduce size of units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to create new units to do a new task	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to create new units to do a task previously performed by another internal unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intention to create new units to do a task previously subcontracted outside	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Who plans these changes in organizational structure?

O	O	O
Inhouse staff	Inhouse staff with support of external consultant	Mostly external consultant

1. How would you describe your business strategy?


2. Please describe the growth of industry in your most important sales market within the last three years (on an annual average).

○	○	○	○	○
Minus 5% and more	Between minus 5% and 0%	Kept as it was	Between 0% and plus 5%	Plus 5% and more

3. Please indicate your market share in your most important sales market and the one of your main competitor.

Own market share: \_\_\_\_\_%

Main competitor's market share: \_\_\_\_\_%

4. Which percentage of total sales does your strongest strategic business unit realize?

\_\_\_\_\_%

5. What are your most important competitive factors? Please rank them from 1 (most appropriate) to 8 (least appropriate and use each number once).

Low prices	
Fast distribution of products and services	
Outstanding quality of products and services	
Customer support after sales and delivery	
Satisfying specific consumer-needs	
Advertising and communication	
Variety of products and services	
Ability to develop new products	

6. Within the last two years our company has extended its business activities mainly:
- |   | low extent            |                       | neutral               |                       | high extent           |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Into familiar product markets           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Into new but related product markets    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Into completely new product markets     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Into familiar geographic markets        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Into new but related geographic markets | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Into completely new geographic markets  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
7. Which entry strategies did your company use for these extensions?
- |                               | low extent            |                       | neutral               |                       | high extent           |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Internal development          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Mergers & Acquisitions        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Licensing                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Joint Ventures                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Virtual Corporations          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Venture capital and nurturing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other:                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
8. To which extent (compared to your most important competitor) is your company involved in upstream or downstream industries by investments or agreements (vertical integration)?
- |  | extremely low         |                       | average               |                       | extremely high        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| We own or control the sources of our most important raw materials            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We produce the most important primary and intermediate products by ourselves | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We perform and control our R&D activities                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We own or control the production of derived products                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We own or control a wholesale business for our main products                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| We own or control a retail business for our main products                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
9. How would you describe your production program?
- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Very homogeneous      | Homogeneous           | Heterogeneous         | Very heterogeneous    |



10. Which is your dominant system of production?

Industrial company:

- Production of units to customers' special requirement
- Production of prototypes
- Fabrication of large equipment in stages
- Jobbing
- Production of small batches
- Production of large batches
- Production of large batches on assembly lines
- Mass production

Service industry:

- Production of customized services
- Production of standardized services

11. Please indicate the span of control of first-line supervisors in the following three types of production (if existing).

Unit and small batch \_\_\_\_\_ persons.

Large batch \_\_\_\_\_ persons.

Mass production \_\_\_\_\_ persons.

12. Which is your corporate strategy concerning competitive advantages?

COMPETITIVE ADVANTAGES:		Quality leadership strategy	Cost leadership strategy
DIFFERENTIATION:	Complete market		
	Market niche		

13. What kinds of targets were you following: (The main two targets)

in 1992		in 1994	
1.)		1.)	
2.)		2.)	

14. How far did you achieve your targets in 1992?	missed	slightly missed	delivered	slightly exceeded	exceeded
1. Target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... in 1994?					
1. Target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Formulating this year's target for the turnover, how was it adjusted to the target in 1994?				
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased	Slightly increased	Kept as it was	Slightly reduced	Reduced

16. Why?

17. Which is the company's position in relation to the closest competitors?	much worse		neutral		much better	
Product price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scope of product varieties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distribution costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scope of investments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. How would you compare your performance to competition?				
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are best	Better than some	Just as good	Not worse than some others	Most of the others are better

19. What kind of entrance barriers do you perceive in your biggest relevant sales market?	
Brand names	<input type="radio"/>
Very specific production technology	<input type="radio"/>
Necessity of a wide-spread net of distribution	<input type="radio"/>
Few competitors with big market shares	<input type="radio"/>
Legal restrictions	<input type="radio"/>

20.	To which extent did your company reduce or increase its R&D-expenditures within the last two years?	extremely reduced	neutral	extremely increased
	Concerning R&D of existing products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Concerning R&D of new products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Concerning R&D of existing production technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Concerning R&D of new production technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Number of patent applications in 1994: \_\_\_\_\_

22. Number of new products within the last 2 years which could reach a market share of minimum 5%:  
 Approximately \_\_\_\_\_ products

23. Where do you perceive the core competencies in your company?

<input type="radio"/>	HRM
<input type="radio"/>	Controlling
<input type="radio"/>	Finance
<input type="radio"/>	Marketing
<input type="radio"/>	Culture
<input type="radio"/>	R&D
<input type="radio"/>	Other: _____

24. Who formulated the corporate strategy?

<input type="radio"/>	CEO
<input type="radio"/>	Board
<input type="radio"/>	Top management level

25. Our corporate strategy is formulated:

<input type="radio"/>	Top-down
<input type="radio"/>	Bottom-up
<input type="radio"/>	Combined top-down / bottom-up

26. Is the corporate strategy formally written down?

<input type="radio"/>	<input type="radio"/>
Yes	No

27. Does every employee know the main corporate targets?

<input type="radio"/>	<input type="radio"/>
Yes	No

28. Please indicate how far you agree to the following statements:	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
We are a strong systems seller.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New competitors in our most important market are seen as a severe danger for our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The probability of new competitors entering our most important market within the following two years is high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our most important suppliers are a restriction for our autonomy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our most important customers are a restriction for our autonomy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The development of demand in our most important market is uncertain.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a big danger for our sales by substitution products.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company is perceived by its competitors as a company setting the rules rather than adopting them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic changes are based on our own independent vision of the future rather than on activities of competitors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We try to develop competitive advantages for the whole industry rather than to keep pace with our competitors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I as a leading manager feel rather as an architect for the future than as a technical engineer for present problem solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The management of core competencies and their allocation is as important as the management of financial resources and their allocation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company has a clear strategy to build up core competencies which is understood throughout the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All members of the top management have a clear and corresponding idea of the company's future and its differences to the present situation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The top managers perceive themselves as industrial revolutionaries rather than being satisfied with the existing status quo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We carry out enough market experiments to ensure fast learning processes about future chances.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We analyze all environmental sectors which are relevant for our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The defined "horizon of chances" in our company does exceed the existing product markets far enough.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The top management succeeded in translating their vision into clearly defined challenges for the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employees of all levels know about the urgency of the challenge of permanent success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All employees know how far their own individual contribution is connected with the overall efforts of the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our company has - compared to its resources - a progressively rising influence on the development of its own industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our core competencies are sustainable in competition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. In which way is the knowledge about the main targets spread within the corporation?  
Especially: How do new employees get this information?


30. How often do you use the following conceptual tools in the strategic planning process?

	never				very often
Product life cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technological life cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boston Consulting Group-matrix	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PIMS (Profit Impact on Market Strategies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience curve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zero Base Budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benchmarking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry and competitive analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Process Costs Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overhead Value Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value chain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Which is your decision strategy in international management?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centralized (home based decisions)	Decentralized (country-specific decisions)	Federally (equivalent partners / network)

32. Which is your culture strategy in international management?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mono-culture (home country is dominant)	Multi-culture (host country is dominant)	Mixed culture (global equilibrium)

33. Which function do you perceive being most important in your international management?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing	R&D	HRM/ Organizational Behavior	Accounting / Controlling	Finance
Other:				



		<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
1.	Our superiors would be ready to postpone their holidays, should urgent problems arise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	Our employees are proud of their firm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	We organize a whole variety of social activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	There are a lot of private contacts between our employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	Most of us would put on a company-badge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6.	Our managers have a clearly defined scope of decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7.	Employees wishing to show initiative and to take responsibility can do so very easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8.	Even if we require as little as a new pencil, we need to place an order.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9.	The status of our employees is reflected in the furnishing of their offices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10.	Improvisation is more important than following procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11.	Results are what count here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12.	Personal performance has a decisive influence on remuneration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13.	Our superiors regularly check progress against their planned targets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14.	Special achievements attract special recognition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15.	Working overtime in our company is quite normal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16.	Most employees see difficult tasks as an attractive challenge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17.	Our departments always have a clear idea about what is going on in other departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18.	Our employees would rather avoid decisions involving risks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19.	A thorough preparation for a decision is more important than quick decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20.	Being able to make fast decisions is a matter of survival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21.	We tend to keep meetings short.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22.	Training and education are seen to be of a high value in our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23.	In developing new products, costs are not of primary importance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24.	Customers come first, employees come last.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25.	We have a cost-leadership strategy all throughout our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26.	We have a highly sophisticated budget system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27.	In our company the demand for quality is particularly high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28.	Our employees need to be skilled in a variety of jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29.	Speed is one of our factors of success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30.	Our customer pays for quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31.	Members of our management were promoted into their current position due to their innovative behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32.	Unconventional ideas are taken up and given immediate support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33.	Risky business is our business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		<b>strongly disagree</b>	<b>neutral</b>	<b>strongly agree</b>
34.	We are quicker to use technological innovations than our competitors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35.	We are making thorough use of a suggestion plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36.	Our products are high tech.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37.	We are systematically obtaining information about new technologies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38.	Having a technical degree is important to be promoted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39.	If necessary, we would interrupt an important internal meeting to deal with customers' needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40.	We keep every effort to keep costs low.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41.	When expanding into new markets, intuition can be often more important than objective information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42.	We plan by weeks not by months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43.	The majority of our decisions involve high risks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44.	We are introducing too little new products to the market.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45.	Even in more sensitive situations involving customers or suppliers, we firmly stand behind our employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46.	It is well known what is required for a successful career in this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47.	Due to our workload many problems remain untackled.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48.	We have an atmosphere of honesty, openness, and trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49.	My subordinates tend to approach me with their personal problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50.	I always receive important information in good time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51.	Our results in the next six weeks are more important than those in the next six months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52.	We are successful only as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53.	Optimizing all sequences of operation and reaching perfect production techniques are the predominant achievement principles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54.	We are active in searching solutions for problems of society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55.	We feel that we have a special responsibility for the environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56.	Face to face contacts are very seldom since the introduction of e-mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57.	I receive a lot of information which I do not need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58.	Our employees see themselves as entrepreneurs, responsible for the success of our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59.	Information is shared mostly through informal and direct contact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60.	Different points of view and conflicts are wanted in the decision making process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61.	The primary role of the top management is to develop the initiative and support the ideas of the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62.	Our employees would still be able to improve their performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63.	The employees in our company control themselves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64.	Our company is vision driven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



65.	Our employees are to be given clearly defined tasks.	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
	At management level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	At staff level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	At the workers level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

66.	During the last two years changes in our strategy reflected:	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
	Our responses to crisis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Unsatisfactory results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Expected reduction in turnover/sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our continuous search for improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our search for new challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

67.	We spend a lot of time to get to know our customers' problems:	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
	The technical staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Marketing/sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

68.	Are the top managers confident to leave to their managerial successors a "corporate heritage" which is bigger than that they have inherited themselves?	
	<input type="radio"/>	<input type="radio"/>
	Yes	No

69.	Did your company carry out a study about the climate and job satisfaction within your company?	
	<input type="radio"/>	<input type="radio"/>
	Yes	No
	If yes:	
	How many percent of the employees would start to work again in your company?	

70.	How important are the following factors for the success of your company? Please rank them in order from 1 (most appropriate) to 8 (least appropriate) and use each number once.	
		Price
		Delivery dates
		Quality of the product
		Ability to perform to customer requirements
		Public relations
		Advertising
		Good channels of distribution
		Quality of service

71. What do you think which animal describes your company best?

Bear	<input type="radio"/>
Buffalo	<input type="radio"/>
Cat	<input type="radio"/>
Chameleon	<input type="radio"/>
Dinosaur	<input type="radio"/>
Elephant	<input type="radio"/>
Fox	<input type="radio"/>
German shepherd	<input type="radio"/>
Hedgehog	<input type="radio"/>
Lion	<input type="radio"/>
Marmot	<input type="radio"/>
Mole	<input type="radio"/>
Penguin	<input type="radio"/>
Rabbit	<input type="radio"/>
Racehorse	<input type="radio"/>
Rat	<input type="radio"/>
Snail	<input type="radio"/>
Tortoise/turtle	<input type="radio"/>

72. Which is your corporate slogan?


73. How often are any institutionalized meetings taking place dealing with questions of corporate culture, conflict solution, or mutual understanding?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Never	Once a year	Twice a year	Once a month	Once a week or more often

74. Up to your experience: Which needs do your employees have?

	<b>Top management</b>	<b>All other employees</b>
Self-actualization needs	<input type="radio"/>	<input type="radio"/>
Status	<input type="radio"/>	<input type="radio"/>
Self-confidence	<input type="radio"/>	<input type="radio"/>
Recognition	<input type="radio"/>	<input type="radio"/>
Skill and knowledge	<input type="radio"/>	<input type="radio"/>
Acceptance	<input type="radio"/>	<input type="radio"/>
Securing of status quo	<input type="radio"/>	<input type="radio"/>
Independence	<input type="radio"/>	<input type="radio"/>

1.	We have detailed plans for the following areas:	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
	Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Research and Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	HRM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.	Which is the structural position of your controlling department?		
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Staff unit of the top management	Independent function	Part of other functions like HRM or marketing

3.	The budgeting process:		
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	is top-down	is bottom-up	is counter flow (top-down / bottom-up)

4. What time periods does your budget cover?


5. What is your most distant projected forecast, and why do you use this projection horizon?


6.	How often do you use the following instruments to receive information on the organizational environment?	<b>never</b>				<b>very often</b>
	Interview of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Document analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Database search	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Own symposiums or exhibitions open to external visitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Visit of external symposiums or exhibitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Interview of experts by Delphi method	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Indicator analysis or ratio analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Visit of fairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please indicate to which extent your company refers to the following feedback data:		<b>extremely low</b>			<b>extremely high</b>	
	Rate of grievances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Suggestions of customers to improve the product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Systematic feedback of customer service department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Competency of key account managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Data of systematic market research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To which extent do you use the following systems?		<b>not at all</b>			<b>very often</b>	
	KANBAN-principle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Just-in-time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Production planning and control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Computer Aided Design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Computer Aided Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Computer Aided Manufacturing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Computer Aided Quality Assurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Workflow management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Expert system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Please classify your Management Information System in the following matrix.			
		range of system	
		total system	partial system
influence on decision making process	decision taking		
	decision support		

10. Have there been any major changes of the planning and control systems within the last year? What were they? Why?



16.	To which extent do you agree to the following statements concerning the information management in your company?	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
	Information is used simultaneously in different locations within our company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Generalists are enabled by expert systems to handle the work of experts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Deciding is part of the task of any employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our representatives use mobile communication technology and can send or receive information at any location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Even complex plans are no longer revised only within regular time periods, but due to high performance computers they are revised immediately after new information is available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17.	To which extent do you agree to the following statements concerning the quality management in your company?	<b>strongly disagree</b>		<b>neutral</b>		<b>strongly agree</b>
	The potentials and competencies of our competitors are well known in all of our business units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Important suppliers inside and outside of our company have to be involved stronger into our quality policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Quality improvement is a continuous process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Quality improvement is performed systematically in all parts of our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our quality policy is promoted in all parts of our organization in an understandable manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Do you have a task force for quality improvement?			
<input type="radio"/>	<input type="radio"/>		
Yes	No		

19. Does your company have a quality management which indicates the development of quality within the last year?			
<input type="radio"/>	<input type="radio"/>		
Yes	No		
If yes, please describe your method of indicating the development of quality.			

20. What means are used to communicate important managerial decisions to the employees?
- |                                       | never                 |                       |                       |                       | very often            |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personal announcement of the superior | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Written announcement of the superior  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal communications by colleagues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Meetings                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Billboard                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Grapevine                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Company magazine/newsletter           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Public press                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Fax, phone                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| E-mail, Internet                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
21. How often are the following means used for communication among the boardmembers?
- |   | never                 |                       |                       |                       | very often            |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Videoconferences                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal communications with colleagues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Meetings                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Fax, phone                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| E-mail, Internet                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

1. How many employees did you have in the end of 1992 and 1994? Please indicate also the trend for the future.

1992	1994	trend: ↑ / → / ↓

2. How many new employees left your company in a one year's period in 1992 and 1994?

	1992	1994
total:		

3. What were the main reasons for employees of different grades to leave the company in the year 1994 (in %)?

Voluntary resignation	
Transfer to companies within the group	
Retirement at normal age	
Early retirement	
Dismissal	
Death	
	100%

4. How many employees did you dismiss in the year 1994?


5. How do you usually support your dismissals?

Exit interview	<input type="radio"/>
Internal outplacement consultant	<input type="radio"/>
External outplacement consultant	<input type="radio"/>
Other:	<input type="radio"/>



6. How long do your employees work for your company (in %)?

	0- 1 year	
	2- 5 years	
	6-10 years	
	11-15 years	
	More than 15 years	
		100%

7. What were your total personnel costs in 1992 and 1994?

1992	1994

8. What were the yearly costs of fringe benefits in 1992 and 1994?  
Please indicate also the trend for the future.

1992	1994	trend: ↑ / → / ↓

9. Do you have a detailed formulated personnel strategy?

<input type="radio"/>	<input type="radio"/>
Yes	No
Please describe it:	

10. Who on the board of management or equivalent is responsible for Human Resource issues?

Head of the Human Resource function	<input type="radio"/>
Chief executive / Managing director	<input type="radio"/>
Administrative director	<input type="radio"/>
Finance director	<input type="radio"/>
Company secretary	<input type="radio"/>
Production director	<input type="radio"/>
Director of industrial relations	<input type="radio"/>
Other: _____	<input type="radio"/>

11. What were the yearly costs of personnel development in 1992 and 1994? Please indicate also the trend for the future.

1992	1994	trend: ↑ / → / ↓

12. How important are the following issues in order to achieve competitive advantages through Human Resources Management?

	not important at all			very important	
Communication of business directions, problems, plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reward employees for enhancing skills / knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reward employees for customer service / quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reward employees for innovation and creativity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reward employees for performance / productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Early identification of high potential employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate full employee involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement pay systems promoting profit share	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emphasize management development / skill training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require continuous training / retraining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require employee flexibility (e.g.: jobs, location)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. To which extent is the HRM function critical to the success of your company?

	extremely low	average	extremely high
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What is the planning horizon for staff requirement?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No planning	1 year or less	1-2 years	More than 2 years



20. Which methods do you use for recruiting employees?

	Top Management	All other employees
Job centres	<input type="radio"/>	<input type="radio"/>
Internal advertisements	<input type="radio"/>	<input type="radio"/>
External advertisements	<input type="radio"/>	<input type="radio"/>
Personnel recommendations	<input type="radio"/>	<input type="radio"/>
Headhunter / Recruiting consultancies	<input type="radio"/>	<input type="radio"/>
Schools / Universities	<input type="radio"/>	<input type="radio"/>

21. Which of the following methods are used in your company, to define the requirements of a position?

„Genfer Schema“	<input type="radio"/>
„REFA Schema“	<input type="radio"/>
„Position Analysis Questionnaire“	<input type="radio"/>
Other:	<input type="radio"/>

22. How many of the applicants are refused directly after sending their application form due to not fulfilling the formal criteria (in %)?

23. How many applicants invited to assessment centers or tests pass them (in %)?

24. Do you have specifically targeted any of the following groups in your recruitment process?

Long term unemployed	<input type="radio"/>
Older people	<input type="radio"/>
Disabled people	<input type="radio"/>
People from ethnic minorities	<input type="radio"/>
Women	<input type="radio"/>
School drop outs	<input type="radio"/>

25. During the recruitment process we also mention the negative aspects that may occur throughout the working cycle.

	strongly disagree		neutral		strongly agree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Which of the following criteria are most important for the selection of new employees in your company?  
(Please indicate the three most appropriate)

Personality	<input type="radio"/>
Talent of communication	<input type="radio"/>
Team spirit	<input type="radio"/>
Creativity	<input type="radio"/>
Very good marks	<input type="radio"/>
Job experience	<input type="radio"/>
Continuity of personal record	<input type="radio"/>
Form of application	<input type="radio"/>

27. How many percent of the top management has working experiences in foreign countries?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Up to 10 %	Up to 30 %	More than 30 %

28. Which methods does your organization use when selecting different grades of staff?

	Top Management	All other employees
Analysis of application papers	<input type="radio"/>	<input type="radio"/>
Assessment center	<input type="radio"/>	<input type="radio"/>
Biodata	<input type="radio"/>	<input type="radio"/>
Graphology	<input type="radio"/>	<input type="radio"/>
Interviews	<input type="radio"/>	<input type="radio"/>
Psychometric tests	<input type="radio"/>	<input type="radio"/>
References	<input type="radio"/>	<input type="radio"/>
Others:	<input type="radio"/>	<input type="radio"/>

29. What methods does your organization use when introducing new employees within each of the three phases below?

	Preworking- phase	The first day at work	Follow-up
Introductory seminar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduction brochure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Checklist for superiors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workshop for superiors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information material for new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pinboard / company magazines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Please quantify the involvement of the direct superior during the different integration phases (in %).

	Preworking- phase	The first day at work	Follow-up	
Information about the working place				= 100 %
Information about the company				= 100 %
Information about job responsibilities				= 100 %
Introduction to superiors / colleagues				= 100 %
First project responsibilities				= 100 %
Discussion about working results				= 100 %
General support				= 100 %
Other:				= 100 %

31. Are there regular feedback talks between employees and the direct superior?

<input type="radio"/>	<input type="radio"/>
Yes	No

32. If yes, in what periods do they take place?

	Daily	weekly	monthly	longer periods
New employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	_____
Other employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	_____

33. What is from your point of view the main impact of these feedback talks?


34. How many of the selected applicants (in %) stay in the company after the qualifying period?

Workers	
Employees	
Managers	

35. What were the main reasons for new employees to leave the company after one year?  
Please mark your personal “Top 5” from 1-5 !

Wrong expectations concerning the new job	
Lack of career planning facilities for new employees	
Transfer to other subsidiaries within the group	
Lack of team integration	
Differences with superior managers	
Identification problems with the corporate culture	
Lack of support during the integration stage	
Pressure of success in an early stage	
Lack of personal motivation	
Dismissal as result of company decisions	

36. Do you have formalized career paths in your company?

O	O
Yes,	No
for _____ % of the employees	

37. How important are the following criteria for the future career development of an employee?

	<b>not important at all</b>			<b>very important</b>	
Job experience	O	O	O	O	O
Mobility	O	O	O	O	O
Education	O	O	O	O	O
Company seniority	O	O	O	O	O
Experience in a foreign country	O	O	O	O	O
More generalistic individual skill profiles	O	O	O	O	O
More generalistic specialized skill profiles	O	O	O	O	O
Annual review	O	O	O	O	O

38. To what extent the listed items are part of the training programs?	<b>extremely low</b>			<b>extremely high</b>	
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal work techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rhetoric skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selling training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Case studies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict resolution skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moderation technique (e.g. Metaplan)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivation workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group dynamics (team building)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
System thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delegation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual stress management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fitness programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transaction analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intercultural action training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visionary management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foreign languages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neurolinguistic programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Symbolic management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainee programs for new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Which are the main fields of Human Resource development your company outsources to a management consultancy?

1.

2.

3.

40. To what extent in the planning of Human Resource development does your company involve external consultants and coaches?	<b>extremely low</b>			<b>extremely high</b>	
Past (last 5 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence (current business period)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future (next 5 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



41. To what extent in the implementation of Human Resource development does your company involve external consultants and coaches? **extremely low** **extremely high**

Past (last 5 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence (current business period)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future (next 5 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. How does your company define the success of its Human Resource development?


43. How often do you monitor the effectiveness of your training by the following means? **never** **very often**

Tests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal evaluation immediately after training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal evaluation some months after training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal feedback from line managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal feedback from trainees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. Do you have special „high potential“-training schemes for executives?

<input type="radio"/>	<input type="radio"/>
Yes	No

45. Do you systematically analyze the training needs of your employees?

<input type="radio"/>	<input type="radio"/>
Yes	No

If yes, what methods do you use?

Training audits	<input type="radio"/>
Performance appraisals	<input type="radio"/>
Line management requests	<input type="radio"/>
Employee requests	<input type="radio"/>
Other:	<input type="radio"/>

46. Which of the following HRM programs do you provide for your employees?

Part time work	<input type="radio"/>
Inhouse seminars	<input type="radio"/>
Flexible working hours	<input type="radio"/>
Job rotation	<input type="radio"/>
Limited contracts	<input type="radio"/>
Trainee programs	<input type="radio"/>
Computer based training	<input type="radio"/>
Management games	<input type="radio"/>
Individual guidance systems	<input type="radio"/>
Quality circles	<input type="radio"/>
Job sharing	<input type="radio"/>
Coaching	<input type="radio"/>
Group for self structured learning	<input type="radio"/>
Sabbatical	<input type="radio"/>
Dual-career-systems for couples	<input type="radio"/>

47. Do employees receive performance related pay (e.g., individual bonuses, group bonuses, profit sharing bonuses, etc.)?

<input type="radio"/>	<input type="radio"/>
Yes,	No
for _____ % of the employees	
Maximum percentage of total remuneration:	
_____ %	

48. What sorts of benefits do you offer to your employees?

Sports club	<input type="radio"/>
Company shop	<input type="radio"/>
Discounts	<input type="radio"/>
Insurance	<input type="radio"/>
Pension	<input type="radio"/>
Company loans	<input type="radio"/>
Private health insurance	<input type="radio"/>
Employee shares	<input type="radio"/>
Workplace childcare	<input type="radio"/>
Childcare allowances	<input type="radio"/>
Career break schemes	<input type="radio"/>
Other:	<input type="radio"/>

49. What types of flexible working time occurs?

No types at all	<input type="radio"/>
Overtime	<input type="radio"/>
Weekend work	<input type="radio"/>
Shift work	<input type="radio"/>
Part-time work	<input type="radio"/>
Homebased work	<input type="radio"/>
Daily flexibility	<input type="radio"/>
Weekly flexibility	<input type="radio"/>
Flexibility within a year	<input type="radio"/>
Lifetime flexibility	<input type="radio"/>

50. How many percent of your employees are members of a trade union?

\_\_\_\_\_ %

51. Has the influence of trade unions on this company changed over the last two years?

	<b>strongly decreased</b>				<b>strongly increased</b>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52. To which extent do you use information about the following issues?

	<b>extremely low</b>				<b>extremely high</b>
Absence level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual skill profiles (for at least 80 % of staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job descriptions (for at least 80 % of staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analysis of labour market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Image-positioning at labour market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External analysis of corporate culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

53. What was the annual average of absenteeism of your employees (days per year)?

	1992	
	1994	

54. Which of your HR functions are aided by computerized information systems?

No computerized HR information systems	<input type="radio"/>
Individual employee records	<input type="radio"/>
Pay and benefit administration	<input type="radio"/>
Absenteeism and leave	<input type="radio"/>
Manpower planning	<input type="radio"/>
Recruitment and selection	<input type="radio"/>
Training and development	<input type="radio"/>
Performance appraisal	<input type="radio"/>
Job evaluation	<input type="radio"/>
Industrial relations	<input type="radio"/>
HR controlling	<input type="radio"/>

55. Which of the following criteria are used to evaluate the HRM department systematically?

never

very often

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of employees per HR staff member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of HR function per employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of employees recruited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of employees trained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance against budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feedback from line management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance against objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation by internal customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. To which degree has the responsibility of line management changed over the last two years for the following issues?

extremely low

extremely high

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payment and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industrial relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce expansion / reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Introduction of new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HRM policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. Does your company have a vision for „HRM 2000“?

Reengineering of the HRM function	<input type="radio"/>
System of flexible HR-specialists	<input type="radio"/>
HRM as profit center	<input type="radio"/>
HR department as a „holding“ (coordination and strategic guidelines only)	<input type="radio"/>
Virtual HR department	<input type="radio"/>
Other:	<input type="radio"/>