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**The application of the principles of management by the Greek small
and medium enterprises**

Student: Effimia Tetene (151382)

Supervisor A: Dr. Georgios Aspridis

Supervisor B: Dr. Georgios Tsiotras

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**Η εφαρμογή των αρχών του μάνατζμεντ από τις ελληνικές
μικρομεσαίες επιχειρήσεις**

ΕΥΦΗΜΙΑ ΤΕΤΕΝΕ (Α.Μ.151382)

Επιβλέπων Καθηγητής Α΄: Γεώργιος Ασπρίδης
Επιβλέπων Καθηγητής Β΄: Γεώργιος Τσιότρας

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Η εφαρμογή των αρχών του μάνατζμεντ από τις ελληνικές μικρομεσαίες επιχειρήσεις

Ευφημία Τετενέ

Επιτροπή Επίβλεψης Διπλωματικής Εργασίας

Επιβλέπων Καθηγητής:

Συν-Επιβλέπων Καθηγητής:

Γεώργιος Ασπρίδης

Γεώργιος Τσιότρας

«Ελληνικό Ανοικτό Πανεπιστήμιο»

«Ελληνικό Ανοικτό Πανεπιστήμιο»

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Abstract

Introduction: The term "Management" includes all the actions that are necessary to effectively steer the performance processes in a business or organization. Such corporate governance actions include Program Planning, Implementation and Control activities

Aim: The main purpose of this dissertation is to investigate the factors related to the use of Management by Greek small and medium enterprises. Its purpose is through this to understand how many companies, and to what extent, implement the principles of management.

Methodology: The method for conducting the present study is quantitative. The process of conducting a quantitative survey includes sampling, designing the questionnaire, completion of the questionnaire and analysis of the data.

Results: The results of the survey showed that the companies participating in the survey have a formal organization and that they maintain kept enough records of the actions that executives should take in given situations. In addition they often set specific goals to be achieved (short-term and long-term) and consider the process of group determination of future goals by the executives of their business quite important to very important. They redefine the goals often during the year and they report often taking stock at the end of the year to see if the goals have been met. Additionally they often perform SWOT and PEST analysis. Important finding is that they agree with the fact that they hire employees after a thorough search and strict application of the recruitment principles and they send their employees to seminars in order to enrich their knowledge moderately. Finally it seems to be moderately satisfied with the financial performance of their company and they believe that will probably survive from the current financial crisis.

Conclusions: The benefits that a company can have when using the principles of management is the complete organization of the company knowing the capabilities it has at a particular moment and its problems. When you have the knowledge of these you are also able to improve them.

Keywords: Small and Medium Enterprises, Management, strategies

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1. Introduction

Small and medium-sized enterprises are now an important factor in economic life, due to their large number, but mainly because of their contribution to employment. In our country in particular, the term enterprise means practically small and medium-sized businesses, since of the total of 145,000 enterprises 99.6% are SMALL and medium-sized businesses with up to 100 employees, while 99% of them do not employ more than 50 people. A large proportion of small and medium-sized enterprises face serious management problems, relating to their planning, programming, control, information and, more generally, the organization of their productive, commercial, financial and other activities. The need for methodical treatment of these problems, although very often highlighted, does not seem to have been covered, whereas any efforts made yield rather limited results.

Management is a subject of great timeliness and exceptional utility for economic and wider social life. In the modern age in which we live, economic activity occupies global dimensions and improving the competitive capacity of a company is a top priority for it. Apart from the competition, another priority (and probably the most important one, because the existence of an enterprise is based on it) is the effective satisfaction of human needs. However, this effectiveness cannot exist without effective Management. The aim of this study is firstly to focus on the meaning of Management, its operations and its applicators. Secondly it focuses to the Fundamental Principles of Organization by referring to the meaning and the forms of organization, the organizing structure and the segmentation. The next point it focuses is the Managing Directors, mentioning who these are.

The purpose of this survey is to study whether the principles of management are applied by Greek small and medium-sized enterprises. To this end, a few objectives have been set. The most basic of these are:

- Let businesses know the principles of management.
- To know how to apply the principles of management.
- To be able to face obstacles from the principles of management.

The research questions are formulated as follows:

- To what extent do businesses know the principles of management?
- How many of them apply the principles of management?
- What difficulties and obstacles are resolved by management principles?

To investigate the above objectives as well as others, it was decided to carry out a survey with the collection of primary data through a questionnaire.

The design of the questionnaire was based on the use of as simple language as possible, the avoidance of words in a dubiously vague sense, the avoidance of questions leading to the unwanted answer and finally the avoidance of assumptions in order to eliminate the possibility of the respondent answering incorrectly, because he did not understand the question, or not answering at all. We also tried to require a small amount of time in order to complete the questionnaire. The main findings of this study reveal the lag that exists in Greece in relation to the use of the principles of Management by Small and Medium Enterprises.

This paper consists of the following chapters:

The first chapter presents the introduction to the study, the second chapter analyses the bibliographical review, the third chapter mentions the method of research, the fourth chapter presents the results of the survey, and the fifth chapter consists of the conclusions.

2. Bibliography review

2.1 Small and medium-sized enterprises

2.1.1 Definition of Small and Medium-sized Enterprises

By enterprise as an economic unit we mean all kinds of combinations of productive factors such as soil, capital, etc., which contribute to the creation of conditions for meeting economic needs. Each undertaking is a private legal entity operating under coordinated actions to achieve profit. According to the applicable legislation, companies are divided into individual and corporate companies. Corporate companies are divided into personal, capital companies, cooperatives and joint ventures. Personal companies are divided into general, limited and invisible. The characteristic of individual and personal enterprises is the unlimited responsibility of the natural persons who make up them. That is to say, in the event of adverse situations such as bankruptcy, it is bound in addition to the property of the company and the personal property of the owners. While in capital companies such as the public limited company liability is limited to corporate property. A prerequisite for the formation of any form of company is the drafting of statutes and for certain types of enterprises it is necessary and the presence of a notary while for others only one private document is sufficient. The main objective of arms of business types is to maximise their value, i.e. to create wealth, increase and multiply the initial capital. It should be understood that the concept of maximising value is broader than the concept of 'maximising profit' for three reasons (Bibu 2003):

- Because the funds acquired today are more valuable than the funds that can be acquired ten years from now,
- Because the term value also includes the risk associated with income flows,

- Because the "quality" of expected capital flows may vary in the future. The amount of profits, for example, may vary according to the accounting principles and rules used by each undertaking.

Regarding the size of the business and to determine whether a business is large, medium or small, various criteria can be used. These criteria can be summarised as follows (Bourantas 1992):

- Market share
- Number of employees
- Business budget
- Management and decision-making.

On the basis of the above criteria, an enterprise is considered to be small and medium-sized when the management is exercised by the owner of the business who also has general control of his company, has a relatively small market share, limited financial resources and employs a relatively small number of employees. The small and medium-sized enterprise belongs to the category of personal enterprises for the simple reason that specialized managers are limited while the owner-manager plays a big role in the success or failure of the company. Although flexible form and innovations in the production of new products make small and medium-sized enterprises have a distinct role in the economic development of a country, in recent years and in particular in the last decade small and medium-sized enterprises have a high mortality rate. The high mortality rate of small and medium-sized enterprises is mainly due to the growing monopoly of large enterprises and pricing policy. The increased cost of production due to the increase in the cost of production factors is taking small and medium-sized enterprises 'out of the market' which cannot 'afford' the price war. Apart from these main causes of stillbirths, however, the survival of a company and especially of a small and medium-sized enterprise depends on its organisation, administration and operation. Competition between enterprises is growing and small and medium-sized enterprises cannot meet the administrative requirements of large enterprises (Diopapa 2010).

2.1.2 Management strategies

Each enterprise must pay particular attention to all these areas which form the basis for survival and prosperity. The development of strategic management and in general a strategic plan ensures the coordination and planning of two of the most basic principles of administrative science. Coordinating the efforts of a company is a process that ensures the achievement of the company's objectives with good performance. In other words, coordination depends on effective administration. Effective management is one that encourages continuous and effective communication, facilitation of activities and efficient organisational behaviour. The strategy is considered necessary for an enterprise and especially for a small and medium-sized enterprise for the following reasons (Kanellopoulos 1994):

- Better exploration of the properties of goods and services
- Ensuring the achievement of key objectives and efficient production of products and services
- Long-term planning that deals basically with the limited resources of the company and the exploitation of any opportunities from the wider environment of the company
- Need of individuals for cooperation in order to achieve the benefits of mutual empowerment of the company
- Easier adaptation to the constantly different environment and continuous changes in the market.

The mix of strategic management should be assessed on the basis of the following criteria (Kanellopoulos 1994):

- Minimum standards
- Sales height

- Business risk
- Possible contribution to competitiveness
- Performance deviation margins
- Financial resources requirements
- Empowerment

The planning-planning process is closely linked to strategic management since it determines what the company must fulfill in the future and how it can achieve it. Strategic management can be implemented by various techniques. However, this is a methodical process similar to that of planning and planning. In this process, therefore, some stages are included which are (Ioannou, 2006):

- Setting targets.
- Target time scaling
- Recognition of the development phase of the company or determination of the current situation of the company
- Recording disadvantages and business advantages
- Development of alternative forms of action
- Selection of an action plan
- Implement a strategy
- Checking and evaluating the results. Measurement of actual results achieved in each area of action and timing. At this stage information and comparison of information are needed.

The action programmes of a small and medium-sized enterprise fall into three main categories (Bourantas, 2002):

- Based on the length of time they are divided into long-term and short-term

- Based on the range of objectives, they are divided into strategic and operational
- On the basis of the criterion of elasticity they are distinguished in rigid and flexible.

Here it should be mentioned that strategic planning is related to the preparation of long-term programmes and the future direction of the company. Also, since strategic planning determines the long-term perspective of the company, it must be flexible, i.e. easily adapted to the present environmental conditions but also be able to cope with any adverse conditions that may arise due to environmental uncertainty of the company. Therefore, strategic planning is one of the most important functions of management and deals with the future of the company (Charnov & Montana, 2002). However, a provision provides conditions on which the programme plans will be drawn up and the operating frameworks of the company will be defined in the future. Because the operation of strategic planning is a difficult task and has limitations especially for small and medium-sized enterprises, among which are the uncertainty of the organisational environment, the lack of time and the increase in costs, etc., the first basic condition of the strategic planning of a small and medium-sized enterprise is the recognition and evaluation of the internal and external environment of the enterprise. The internal environment of a company consists of the amount of sales, finances, production and use of technology, personnel and general organization. The external environment of the company consists of market players, competition (number of competitors, size, etc.), various political and economic factors, technological and social factors. But there are other conditions among which are (Kyriazopoulos, 1996):

- Clarity of the objectives and authority of the individual directorates-parts of the enterprise
- Participation of all directors in the project-programme
- The outcome of the programme plan must be clear, objective and flexible
- Good decision-making
- Good coordination.

One method that has proven to be quite useful in determining strategic planning is Management by Objectives. The main characteristic of management by objectives is

that the objectives and objectives of the company are not imposed but adopted on the basis of the mutual agreement of the subordinates with the highest management of the company. It is a participatory way of identifying the objectives and objectives for all levels of the company and at the same time ensures the willy cooperation of all the people who have prepared the project. The steps for management by objectives are (Panigyrakis & Siomkos, 2005):

- Setting goals
- Participation of all managers in setting performance goals and criteria
- Continuous review and evaluation of the results

Strategic planning and planning is perhaps one of the most basic function of the management of a small and medium-sized enterprise since it helps it to adapt its objectives to reality in a timely manner, to avoid wasting money but most importantly wasting time (Casting, 2006).

2.1.3 Small and medium-sized enterprises in Greece: General characteristics and financial profile

Economic theory up to the mid-1970s emphasized the advantages of large enterprises considering that the success of a business goes hand in hand with its size class (Antoniadis 2015).

The size of production and economies of scale were considered decisive factors for the competitiveness and survival of an enterprise, thus predicting the prevalence of large enterprises and the disappearance of small and medium-sized enterprises. But empirical evidence internationally shows that the economic results are not in line with the size of the companies. Small and medium-sized enterprises (SMEs) appear to own more than 95% of all enterprises, but also employ the most workforce. In addition, international surveys have shown the contribution of SMEs as a key factor in increasing employment, improving productivity and promoting business innovation (Charalambos & Kanellopoulos 1990).

There is no single generally accepted definition of small and medium-sized enterprises, but it is defined each time in relation to the specific economic and social conditions of each country and the policies implemented. Differences in the definition of the size of an SME are also caused by geographical parameters and, in particular, by the dimensions of the markets. Thus in the USA, small and medium-sized enterprises are considered to have fewer than 500 employees, in Japan fewer than 300, in Germany, France and Italy fewer than 200, and in Australia fewer than 50 employees. According to the international literature, the most used quantitative criteria for the definition of an enterprise as an SME are primarily the number of employees and secondly the turnover (Dourakis G. (2005).

In the European Union (EU), according to the Official Journal of the European Communities (No. L107/8, 30-4-96), SME is defined as that undertaking holding the following properties (Yalis 2011):

- It employs a maximum of 250 people and:
 - has an annual turnover not exceeding EUR 40 million,
 - or has a balance sheet total of not more than EUR 27 million.
- The fund shall not participate at a rate exceeding 25% of one or more undertakings which do not meet this definition, other than public holding companies, venture capital funds, or, where no control is exercised, institutional investors.

The EU applies this definition to Community Programmes and recommends, without committing, to the member countries and the European Investment Bank the adoption of the same definition for their programmes (Ioannou, 2005).

Greece is literally the country of small and medium-sized enterprises, since enterprises with fewer than 100 staff make up 99.8% of all enterprises and employ about 60% of the workforce of the secondary and tertiary sectors. The position of 'small' enterprises, which employ up to 10 staff, is particularly important, as they make up 96.3% of all enterprises, according to recent data from EOMMEX. ICAP

data show that in 1988-96 there was an increase in SMEs to the detriment of large enterprises and in terms of the number of enterprises and in terms of the number of enterprises employed. (Heller, 2000).

2.1.4 Advantages and weaknesses of Greek SMEs

SMEs have many weaknesses but also advantages. There is a serious problem of low productivity which should be attributed, inter alia, to the low degree of use of modern technology, insufficient production organisation and the non-application of modern methods of administration, management and marketing (Georgopoulos 2006).

SMEs in Greece and internationally have difficulties accessing the banking system due to the higher risk that characterizes them, lack of adequate guarantees but also because of their family character. They also have limited access to capital markets. The result is that SMEs end up with short-term lending and suppliers' credits to meet their increased working capital needs. There are few SMEs that apply leasing, factoring and venture capital as capital options. Consequently, these companies have great difficulty in developing large-scale investment programmes (DeGeus 2002).

Small and medium-sized enterprises do not use strategic planning as well as other modern management techniques, such as strategic alliances, total production quality, competitive comparison, customer satisfaction measurement, etc. particularly during the first 3-5 years of their lives.

The reasons for the existence of small and medium-sized enterprises are also their main advantages.

Flexible technology such as computers, e-business, the introduction of new materials and machines such as robotics and CAD tend to reduce the minimum lower limit on production scales. Thus, according to researchers internationally, the size of businesses tends to become smaller in the US and Europe (Kontaratou, 1992).

The assessment of the financial behavior of small and medium-sized enterprises is of interest to bodies such as banks, insurance companies, suppliers, acquiring companies, investors and academic institutions. However, all weak and problematic SMEs could be

the subject of interest in the exercise of state policy support for these enterprises. , the level of research and development, etc (Kontaratou 1992).

2.1.5 Growth prospects

The specific burden of SMEs on the Greek economy is particularly high and their successful behaviour is based on growth. SMEs in Greece present problems as well as prospects. In order to become competitive they will have to follow some strategic choices with or without the help of the Greek state. (Zeygaridis 1972). A development framework should be created for SMEs, as has existed in many EU countries for decades. In this specific context, all existing measures in favour of SMEs should be pooled and codified, shortcomings identified and new initiatives taken, such as the creation of a new financial support framework, the creation of required infrastructures such as showrooms, centres for innovation and product design, support and information for SMEs, support for products produced by ensuring quality standards and exclusion of products that do not meet the requirements. positions of healthy competition, encouraging the creation of business partnerships, collaborations with universities and research centres to promote research, know-how and innovation, the creation of 'incubators' to support new enterprises, the promotion of their networking and e-business in SMEs, etc. Experience and results since the country's accession to the EEC in 1980 have shown that Greek SMEs have a high degree of adaptability , dynamism and flexibility, elements justifying optimistic forecasts to address difficulties and exploit the opportunities offered by the single European and international (Yalis, 2011).

2.2 Management

2.2.1 Definition of Management

The word management comes from the Latin word "manus" which means "hand" and the Latin verb "maneggiare" which in broad translation is attributed as "control, regulate, arrange". According to Anglo-Saxon terminology the word management comes from the verb manage which means direct, drive, guide, govern or act in a predetermined manner or handle a case or achieve a specific result or manage. According to the French approach, the word management comes from the word "ménage" which means "household". The English term management is partially attributed to the Greek term Organization and Management of Enterprises. However, the English term was introduced as it has a wider meaning than the Greek term, especially in the economic and scientific sectors (Kontaratou, 1992).

Management as a function has been observed since antiquity, since the first organized societies appeared, but the systematic organization of its knowledge began essentially from the beginning of our century. There is no universal commonly accepted definition for management. It could be said that the definition of the meaning of the term depends on the past, experience and breadth of people's activities. Over the years, many different definitions of management have been given, some of which are as follows (DeGeus 2002):

- Management is the process of planning, organizing, managing and controlling a business or organization in order to effectively achieve their objectives.
- Management is working together with others and through others to achieve the goals of the company/organization and its members. (Montana & Charnov 2000)
- Management means performing the task through others or that someone is directing the work of others.
- "Management" is the process of planning, organization, leadership and control, the efforts of the members of the organization and other productive resources, for the success of the defined objectives of the organization (Petridou, 2001).

- Management is the process of designing and maintaining an environment in which people, working in groups, effectively achieve selected goals. (Koontz & Weihrich, 1990)
- 'Management' means the process of planning, organising, organising and controlling an undertaking or organisation in order to achieve its objectives effectively. (Bourantas etc., 1999)
- "Management" is the practice of achieving results through other people. (Zois, Garoufaris, 2008)
- "Management" is the set of procedures and controls that ensure the maintenance of the organisational connection and the direction of a group of people seeking a specific result. (Massie 1979).

One realizes that it is difficult to find a commonly accepted definition that fully satisfies both theoretical and professional "managers", many of whom emphasize the decisive role of employees, in order to achieve the objectives of the company, and therefore on the responsibility of the manager to manage the human factor of the company. All existing definitions attach the common meaning but each emphasizes different activities of the Administration. Some definitions are simple and explain that those who run organizations are not involved in the execution of the project but in assigning the project to others. In other words, they undertake the preparation, determine the actions and monitor the success of the objectives (Mouzoulas 2003). Other definitions pay attention to the control and organisation of a group of people who will work to ensure the success of its objectives. Thus, balancing conflicting interests and pressures within the organisation and minimising waste of resources, all objectives are achieved. We can therefore, according to the above, say that Management includes a set of procedures with their individual elements – functions, describing the behavior of managers on the basis of principles and positions of science, as well as referring to the persons who run a business – organization. Therefore, management means achieving goals and achieving results through people while at the same time committing to tasks, responsibilities and responsibilities. The

procedures by which managers are employed are intended to coordinate human resources, assess resources and make appropriate use of information in order to achieve corporate objectives (Pappis 2006).

2.2.2 Management Functions

The main reason for the creation of various social groups, organisations, enterprises, charitable institutions, etc. is to make effective use of the resources available to achieve human needs objectives. Each company should achieve the best possible result from the coefficients/resources it uses, as the company wishes to operate at levels of high efficiency and efficiency. The management process is interpreted as a standard sequence of administrative functions. Management has also been defined as a process of four main functions: planning or planning, organisation, management and control. These functions, which are performed daily within an enterprise, affect each other and are directly linked to decision-making. Effective administration means proper performance of the functions of the administration. The process of effective administration begins with planning, continues with organization and management and results in control, which in turn leads to the revision or not of programming. A detailed report will follow for each of the management functions (Pappis 2006).

2.2.3 Clothing

Programming is the first activity of management, as it contributes to the development of an effective strategy, which will ensure the achievement of the objectives of the company. The operation of programming identifies the objectives and develops a strategy identifying the ways, actions and means by which the objectives will be achieved. In other words, through strategy, questions of nature are answered as to what will happen, why, by what means, when and who will do it. Choosing the right strategy for the business but also identifying and identifying alternative strategies will help it achieve its objectives. It is also important to examine the current position of the company in relation to the environment in which it operates, as based on this position

but also on the basis of the evolution of the variables of its internal and external environment can be formed policies and visions (Miller 2011).

Kuntz and O'Donnell (1984) define programming as "the function through which the gap or distance between where the individual or social organisation is today and where they want to be in the future is bridged, clarifying what will happen, when it will be done and who will do it". It can therefore be said that the existence of a programme and programming is necessary for an enterprise because it acts as a guide and criterion for action by which all the functions of the executives are compared and the discrepancies are noted. Executives are active on the basis of the program and know at all times what to do. Their work can be assessed on the basis of deviations from initial programming and they can know to what extent their objectives have been achieved and act as a deterrent to their mistakes (Miller 2011).

The programming sets out the objectives, i.e. the direct or short-term objectives of the enterprise, which form part of the broader and long-term objectives. In this step, it is important both internal analysis, i.e. the elements that make up the company, and external analysis, in order for the company to have a clear picture of the present and future economic, social and political conditions that can affect it. The objectives of the company are its main objectives, which have stability, duration and prospects. The objectives are more general and specific. The more generals concern the whole enterprise and the more specific relate to each sector separately. The mission is the reason for the creation and existence of a business. The objectives are the results that the company wishes to achieve in order to meet its mission (Pappis 2006).

The execution of all necessary actions and actions will lead to the denaturing of the program into an operating system. The programmes are the product of programming, and we can divide them into two processes based on the element of anticipation. Based on the data of past, present and future uses, a framework for the operation of the company can be developed for the coming years (short-medium-long-term planning). In addition, indicators can be identified on the basis of the same data, which the company will try to approach or even overcome. The programme to be

drawn up shall take into account the activities, which persons will be responsible for each task, the elements between the various steps to be carried out, the estimated time and, of course, the various resources. The operational programme and the budget are integral and important parts of the programming. In the final stage of programming, after all the necessary factors have been considered, decisions are taken which now finalises the projects, where one of two or more alternatives is chosen (Levivadas, 2003).

Marketing Management, the process of planning and executing the idea, also belongs to the programming and execution of the idea. It is about analysing, designing and implementing programmes aimed at establishing and maintaining privileged relations with the target market, with a view to achieving operational objectives. Marketing Management deals not only with finding and stimulating demand, but also with changing and reducing it. It must happen at an appropriate time to help the company meet its objectives . (Mouzoulas 2003).

2.2.4 Organisation

The operation of the organization is the continuation of the operation of the programming and contributes to the effective division of the total required to complete the project objectives. By organisation we mean the allocation and arrangement of human and material resources, so as to achieve the objectives of the enterprise or in other words we mean order and well-being. This defines the work to be done, how to combine them into specific jobs, and how they are concentrated in units within the enterprise, which are also its structure. With respect to the principles of management, human and material resources are coordinated, while flexibility and change are sought. The first to treat the organization structure as a problem was Henry Fayol (1841 – 1925), who headed one of the most disorganized companies, namely a coal-producing company (Orfanidis, 2011).

The term organization can be attributed to the following three concepts:

- Organisation is the organisational unit, i.e. the set of productive resources within which work is shared, cooperation relationships are defined, with a view to achieving common objectives in a time continuity.
- Organisation is the design of the organisational structure, i.e. the process of shaping the organisational chart for the achievement of the objectives and for the arrangement and correlation of tasks between the different jobs, in order to clarify the internal environment of the organisation.
- Organization is the description of a framework for the execution of the task, i.e. the organization of the task, in order to determine the relationships, flows and procedures of the execution of the projects (Orfanidis 2011).

One definition that encompasses all three concepts is: Organization is the structure and process by which a cooperating group of people distributes its tasks among its members, recognizes its relationships and carries out activities that lead to common goals. (Saladou, Kyriakidou, 2010). We therefore understand, according to the above definitions, that the concept of organisation is dynamic and not static. The first refers to the continuous process – functions of management aimed on the one hand at the efficiency and adaptation of the organisational structure to changes in the environment and on the other hand at the standardization of the execution of work. The second refers to the organisational structure, i.e. the network of specific relationships in jobs, the so-called formal organisation. (Mantzaris, 2003).

By "typical organization" we mean the official structure and operation of the organization – enterprise, as it emerges from its provincial structure and appears in the organization chart of the company. The formal organisation comprises three subsystems: (a) the technical one which is the set of relationships and roles necessary for the coordination of projects, (b) the social one which is the set of relationships and

roles resulting from social situations, i.e. the interactions between the members of a group and (c) the potential which is the set of actions and roles linking decision and action; , i.e. a decision by someone and its execution by others (Orfanidis, 2011).

In addition to the official form of the organization, there may be persons and groups without any competence and position on the hierarchical scale, the overt structure and the organization chart of the company. The composition and existence of these informal factors are due to causes independent of the typical organisation, but which affect or are directly or indirectly affected by them, and create another parallel existing to the formal, informal organisation within the enterprise. With today's perceptions, formal and informal organisation are not considered separate fields of action, but are a unity in the social organization of the enterprise, since the informal organization exists in parallel with the formal and affects the business life and course (Orfanidis, 2011).

One of the most basic principles governing organisation is that workers, old and young, need to know and understand the structure of the organisation in which they are called upon to work and operate. To this end, the work of the undertaking shall be divided and divided into specific tasks and tasks. In the context of the division of tasks is the division of work and its positions and the formation of relations between them, i.e. between departments and hierarchical levels. Thus, when combining structures, procedures and operating rules, it becomes clear who is responsible for implementing an action, who will take the decision and what are the types of procedures and rules under which the company's problems are solved. However, there can be no effective organisation if, in addition to entrusting the work to the workers, they are not given the appropriate power, the appropriate tools and the appropriate information to be able to carry out the work entrusted to them (Orfanidis, 2011).

The organization is usually expressed in an organization chart, which shows the organisational structure, i.e. a schematic representation in a diagram of addresses, departments, etc. that exist in an enterprise, by division of tasks, by delegation of power to lower levels of administration and by segmentation of functions or by other

form of segmentation. The purpose of the organization chart is to emboss the image of the trunk of the company, so that everyone knows its exact position in its structure, knows which managers it has managers and which subordinates, and with whom it is at the same hierarchical level. Organizational diagrams are divided into statics, depicting an organization as it is at a certain point in time, and dynamically, in which actions or movement of persons and things are depicted in conjunction with the time factor. Such organizational diagrams are flow or course of work, production process, movement of persons (Therio, 2005).

Effective is the organization of the company when it makes the most appropriate use of the available inputs of production, thus increasing the efficiency of each individual and ultimately the efficiency of the whole enterprise, as its productivity, cost-effectiveness and efficiency. The organisation is considered to be a key factor of action in the undertaking, because without it it would be impossible to combine the factors of production within the undertaking. This does not mean, however, that every organisation is effective because there is also a bad organisation which is far from effective. In order for the organisation to be effective, looking at the concept of organisation, we consider that: (a) as a regulatory action it must create the best possible relations between the members of the group of the company and, on the other hand, between the members of the group and all kinds of material means, which they use, (b) as a provision – structure of the people who make up the group; , to be very strong with harmony and (c) as an organisation, in which communication relationships and behaviours are created, to form the most favourable possible conditions for cooperation in order to achieve common objectives (Therio, 2005).

On the other hand, the achievement of effective organisation consists in rationalising it. Rational organization is the one that seeks and finds a more appropriate way to pursue certain goals and objectives by certain human and material means. The procedure for achieving rationalisation in the undertaking is the proper division of labour, the use of appropriate technological means, where appropriate, the application of the most appropriate systems, methods and techniques in all sectors of the

undertaking in a vertical and horizontal manner and the participation of employees, managers and performers, in the effort to achieve the common objectives and objectives of the undertaking (Therio, 2005).

The main principles of organisation are (Pappis,2006):

1. The principle of the dominant relationship of man in all forms of organization. Man and human factor dominate the organization of the operation.
2. The principle of a clear definition of the functions of sectors and jobs.
3. The principle of harmonisation of actions.
4. The principle of avoiding any waste, time of power, materials, energy, money.
5. The principle of simplification, standardisation and standardisation of work, methods, movements and time, yields, products, forms, etc.
6. The principle of specialization of persons and machines.
7. The principle of placing the right person in the right place.
8. The principle of a clear distinction between administrative, executive and staff positions.
9. The principle of elasticity in the organization.
10. The principle of balance and rationality.
11. The principle of organisational development and adaptation.
12. The principle of continuous improvement with a tendency towards excellence.

13. The principle of reorganisation where necessary, i.e. when it is found that the existing organisation is unsatisfactory.

The whole edifice of the science and practice of the organization and administration of enterprises has as its foundation the division of labour. It was first formulated as a general economic principle by the father of the younger Political Economy, Adam Smith, and was repeated by the father of the scientific administration, Fayol, in 1915. According to this principle, the enterprise must be divided into sectors – departments each specialising in the execution of a particular project. Specialisation concerns all persons belonging to a sector and is characterised by the work carried out. Specialization helps to acquire knowledge and skills from employees in each position, to familiarize them with the workplace and with the technological and other means used (Petridou, 2006).

In a small business this process is relatively simple, but the complexity increases as the size of the company increases. In order to better administer, large enterprises divide their activities into departments and delegate administrative tasks to a number of supervisors. The number of existing ones corresponding to each supervisor is called the range of administration or control. A small range of administration has the advantages of offering more effective supervision and control. The disadvantages are that it entails many administrative positions, high costs and difficulty communicating. On the contrary, a wide range of administrations have the advantages of including fewer supervisors, fewer administrative posts, lower costs. The disadvantages are the inability to control and the difficulty of coordination. The forms of segmentation are segmentation by operation, according to which the enterprise is divided into as many sectors as its main functions, segmentation by product or service, depending on its products produced, geographical and mixed segmentation (Petridou, 2006).

The performance of the tasks contained in each job presupposes that the holder has the power, i.e. the right to perform. Authorisation as an organisational concept means the transfer of power and responsibility from an over-administrative position to

underlying or underlying administrative positions. The concept of competence includes the rights to take decisions, take initiatives and to grant mandates. The main principles, on the basis of which power should be transferred and power relations formed between the various positions of an enterprise, are the scale of power, the response to tasks and observance of hierarchical levels and the correspondence of responsibility – power (Papadakis 2011).

Because, as we move from the lower administrative positions to the higher ones, the responsibilities increase, the highest administrative position is loaded with more projects and in order to perform, it needs to transfer responsibilities to the lower ones for the proper functioning of the business. When allocating and assigning activities from the top to the lowest managers, there must be faith in the person empowering him to delegate part of his responsibilities to lower administrative posts, conviction of the person empowering that those to whom the authorisation is made will respond to the activities entrusted to them and finally an absolute understanding of the activities transferred (Mantzaris 2003).

The operation of the organisation is not an end in its own right, but a means of achieving the objectives of the enterprise and aims to enforce order and create an environment suitable for teamwork. This is because it prevents possible conflicts between workers about the subject matter of their work, about the powers they have, about the use of productive resources. However, the inadequacy of organisation in an undertaking may lead to confusion of management powers and boundaries, frictions and conflicts between individuals or organisational units due to the ambiguity of the responsibilities or the non-objective assessment of the needs of each department. In addition, asymmetric division of labour, vacancies, underemployment of people and productive means can be observed, while there will be no shortage of excessive growth in the power of informal groups and rigid bureaucracy. That is why the organisational charts and, of course, the basic organisational principles must always be respected. (Mantzaris 2003).

2.2.5 Staffing

The effectiveness of a company's activities depends to a large extent on whether its partners are effectively carrying out their own work and how effectively existing ones manage man-made and natural resources. Staffing is about finding the right people to staff the positions of the company. Naturally, however, finding the right people does not mean that the job of staffing is over, since the operation of staffing includes issues of promotion, evaluation and education. That is why the selection, integration and improvement of the level of knowledge and skills of staff at all levels must be a primary task and objective of the management of the company, since appropriate and qualified executives will achieve the competitiveness of the company (Mantzaris 2003).

Man was, is and will remain the most basic factor in achieving the objectives of a business, regardless of technological development. Every move of the business begins and ends with him and aims to serve his needs. The staffing of the company is therefore the basic function and work of the management of the company, and its object is all those procedures and actions carried out before the recruitment of staff, which are (Papadakis 2011):

- Human resources planning
- Attracting to find the right staff
- The selection of staff

In very large enterprises, staffing procedures are the jurisdiction of the Personnel Department, which consists of qualified individuals, and not managers, since the latter deal with more important issues. However, in large enterprises too, managers are involved in finding suitable staff, examining candidates' CVs, assessing the performance of their subordinates, promotions, redundancies, etc. In Greece, however, the majority of companies are small and medium-sized and do not have a staff department. Thus, managers undertake to a small or large extent the process of staffing a company. Irrespective of whether or not there is a staff department, the directors should also be involved in the staffing process of the company, because with

the cooperation and services of those executives they expect to achieve the objectives of the company they are involved in (Papadakis 2011).

Within the framework of staffing, the workforce is planned, i.e. the needs of the company in science and labour are met, on a short- and long-term basis. It is perhaps one of the most difficult functions of responsible executives, as proper planning of human resources in the enterprise is the tool that will effectively help to achieve or not achieve the objectives of the company (Mantzaris 2003).

The programming process includes the following steps (Therio, 2005):

- Finding the current situation. This phase examines whether the existing staff of the company is the really necessary by department and position, whether the existing staff is sufficient in quantitative (number) and qualitative (skills, training, performance, etc.) point of view, as well as the identification of any qualitative and quantitative deficits in the workforce and staff.
- Forecasts for the present and the near future regarding existing staff. They examine which retirements are planned to take place in the next period, which will create gaps due to age and retirement, change of profession, transition to other employment and abandonment of business and diseases or absences.
- Predictions on the gaps that will result from staff promotions in the future.
- Assessment of the future needs of the company on a short- and long-term basis. (Short-term from 1 to 3 years and long term from 4 to 10 years).

In order to properly assess the future needs of the company in jobs and the requirements in relation to the skills and qualifications of employees, the following should be taken into account (Mantzaris 2003):

1. The planning and forecasts for any expansion of the company's activities
2. The planned production of new products with different knowledge requirements
3. The possible use of new machines, which require qualified personnel

4. The possible application of new methods of production, sale, etc.
5. Expansion into foreign markets and the need to adapt to new global or some conditions
6. The degree of successful prediction of future developments inside and outside the company will significantly assist managers in the rational use of human resources and in avoiding waste, creating frictions with employees and generally in more successful planning.

In the context of staffing, the work carried out by the company is divided and specific tasks are defined for execution. Jobs can be systematised by number of employees and by positions, individual or group, and serve to identify and describe the static elements of a work system. By concentrating jobs, teams, offices, departments and generally the business productive set are created. The job requires a clear definition and description of its tasks, a definition of the place and place of its execution, a determination of the time of its execution and finally a definition of the physical conditions under which they will be performed (Papadakis, 2007).

The company wishes to meet the needs and requirements of a job as fully as possible in terms of skills. That is why the selection process goes through several stages in order to select the most suitable candidate. The stages from which a candidate usually passes to be recruited are (Papadakis, 2007):

- Default, achieved through documents and other resumes, excluding those who are not interested.
- The preliminary interview, in which the correspondence of written data and reality is established, and the interesting cases are selected.
- The job interview, in which a thorough analysis of the data of each interested party is carried out and the appropriate one is selected.
- The test for selection in the form of a written, oral or actual demonstration of knowledge in the workplace.
- Medical and other examinations to determine the worker's condition.

- Decision to select the most appropriate and trial period.

Of course, it is not necessary that each company follows this procedure, which is variable. The method of personnel selection is mainly determined by the type of position, by the level of the administrative hierarchy of the position to be covered, by the level of organisation of the company, etc. It is therefore logical to follow different criteria and procedures to fill the position of junior staff and otherwise for positions hierarchically superior. Moreover, the nature of the undertaking, i.e. whether public or private, plays an essential role in the selection of staff. For example, in the public sector, the criteria are not always meritocratic, since they largely measure experience, which leads to less employee performance and works to the detriment of health. This problem could be solved by establishing objective criteria to limit any irregularities or purposes (Mantzaris 2003).

Two issues that usually arise and act as a brake on the staffing process are the lack of formality and the lack of identification of the skills and competences required by each job, and the poor assessment of the skills of the persons recruited by the evaluation committee (Mantzaris 2003).

2.2.6 Address

The management is about the proper administration of the human factor. The importance of this function lies in the fact that it affects the general behavior of the individual, so that each person has the ability and willingness to contribute effectively to the realization of the objectives of the organization. Essentially, I run, I lead, I give orders, I coordinate, in an effective way, it means creating an environment and the corresponding climate, where employees and individuals can have the ability to meet their goals, while at the same time working to achieve the goals of each company (Michalopoulos, et al., 2007).

Leadership is the activity of direction and supervision of employees for the development of work behavior, which contributes to the achievement of the objectives

of the company. In other words, it is the guidance, encouragement, activation of the human resources of the company, the formation of culture, the settlement of conflicts, etc. It is that supervisor who, regardless of the organization and the hierarchical level he is at, manages to achieve excellent results with the help of satisfied partners. One of the key elements that make up a person's leadership behavior is the conception of a vision, its dissemination to partners and its connection to their daily tasks. It must also have the capacity to empower, inspire, develop and motivate its partners, while being able to monitor the environment, address constraints and threats and take advantage of the opportunities that exist in it (Michalopoulos, et al., 2007).

One can therefore see that this function goes beyond the simple issuance of instructions and orders from the senior to the lower executives of the company. After all, effective management also means effective communication between the members of a business. The transfer or exchange of information or messages must be carried out successfully between employees. Cooperation and coordination between the members of a group cannot be achieved without it. Also, many problems within the company as well as interpersonal frictions are created by a lack of communication. The continuous information required today for the execution of the basic activities of an enterprise, the assignment of tasks, the understanding of the objectives and policies of the company by the employees, make communication an indispensable tool. The same is true of supervisors and the company in terms of the views and needs of employees. Therefore, the development of a climate of cooperation and understanding between the company's executives is now a prerequisite for its smooth operation and development, in the context of the tough competition it faces (Michalopoulos, et al., 2007).

It is the responsibility of the management to activate all human resources capabilities for the benefit of the company, but also of the company's own executive.

The basic prerequisite, in order to communicate properly, is to understand the meaning and process of communication, the usual errors and obstacles to it and

certain basic principles that we should follow when communicating (Panigyrakis & Siomkos 2005).

2.2.7 Control

Control is the systematic monitoring of the actions of the various members and parts of the enterprise, in identifying and correcting any deviations from the objectives set. It is the function that informs about the effectiveness of the organisational structure and organization of work, about the effective motivation of communications, the appropriate style of leadership, rational decision-making. (Maniatis, 2005). A simple definition of auditing is what it sees as the process by which the management of an organisation verifies the coincidence of the results achieved with the planned standards. (Gibson, 2001). The audit function is not independent of the programming function. The two functions are or should be organically tied. The control criteria depend on the objectives chosen during the programming process (Panigyrakis & Siomkos 2005).

Control is a very misunderstood function and the organisational structure of the organisations and the management philosophy that prevailed in previous decades contributed to this. In order to be effective, the company needs some standards on the basis of which it will measure the results, it should then compare them with the planned objectives, analyse them, diagnose any problems, causes of failure, proposals for improvement and measures to avoid deviations and problems. (Panigyrakis & Siomkos 2005).

The operation of the audit is necessary and necessary for each undertaking. Without it, it would not be possible to assess the extent to which the desired results have been achieved either. This assessment is obtained through the following stages (Siomkos 2005):

- Specify templates

- Monitoring - evaluation - measurement
- Compare behaviors and results with templates
- Analysis of deviations and cause locators
- Correct deviations

As part of the audit, executives are constantly informed of the progress of their department's work. The re-information system, which is the most important phase of the audit process, confirms the achievement of the objectives set during programming and, in addition, possible errors, omissions and deviations from these objectives are immediately apparent and thus cause the necessary corrective actions. (Petridou, 2001). Other instruments and techniques serving this function are budgets and reports, financial control systems (indicators), production control systems, marketing control systems and personnel control systems.

Finally, in addition to the above, there are many other reasons why the functioning of control is necessary in enterprises, such as the constant changes in the external environment, the complexity of the internal environment of enterprises, the frequency of human wrongs, the continuing need for decentralisation of powers. (Petridou, 2001).

2.2.8 Coordination

Some management experts see coordination as the management's sixth function. However, it is more accurate to see coordination as the essence of management in the sense that each of the five functions of management is essentially an action that contributes to coordination. It is the connection or harmonisation and coordination of activities between them in terms of time and place of execution in such a way that the activity of each unit or group does not hinder the activities of other persons or groups but supports and facilitates them (Mantzaris 2003).

These are the five plus one functions of management. The management and organization of an enterprise is an ongoing process, which concerns the achievement

of objectives and the appropriate and rational execution of the above functions. Each company should achieve the best possible result from the coefficients/resources it uses, so that it is operated at levels of high efficiency and efficiency. The concept of efficiency refers to maximising the result given the resources available and reducing these costs, i.e. the input/output ratio.

According to The Greek data, it can be said that the biggest problem of the majority of Greek companies is neither finding financial resources, nor finding worthy and suitable people, but the lack of proper management. The main concern of managers is to achieve the goals they have set by combining efficiency and efficiency (Mantzaris 2003).

2.3 Types of management and their operations by enterprises

2.3.1 Customer relationship management (CRM)

Managing customer relationships is a business philosophy that puts the customer at the heart of a business's processes, activities and culture. CRM is a strategy based on developing customer relationships⁴⁵. It presupposes a change of philosophy within the company and the satisfaction of the customer's needs as a key component for its existence (Mantzaris 2003).

CRM focuses on customer retention. At a time when product quality is improving, customers have even more expectations, while at the same time they have the ability to switch suppliers at any time. At the same time, the market is stabilising and suppliers are increasingly efficient in delivering products and services, making it difficult for a company to differentiate itself from competition. It is understood that maintaining customer loyalty is a one-way street for a business. The company can only from the proper management of the relationship with the customer can increase its loyalty and therefore its effectiveness and this is essentially CRM (Panigyrakis & Siomkos 2005).

In addition, customer relationship management refers to the creation, development and maintenance of successful customer relationships over time⁴⁵. The aim is the continuous satisfaction of the customer, which brings loyalty to the company resulting in the creation of long-term profitable customer relations (Panigyraakis & Siomkos 2005).

Proper implementation of CRM is a problem for many businesses since they cannot identify their customers, while those who do so are not able to assess which customers are more profitable or which will become more profitable. Few understand what their customers really want, what range of products they are interested in or what level of service was required (Maniatis, 2005).

In order for a company to move in this direction, it needs to redefine its strategy and philosophy. Commitment to a customer-centric objective throughout the enterprise is a primary factor in the implementation of successful CRM solutions, which requires the support of its management and human resources

There are several steps a business needs to take before implementing the CRM strategy. The first of these is the recording of the company's requirements, the types of customers it has, the frequency of sales, the sectors concerned, the salespeople and the problems that customers may face with the company's products, and the human resources required and the financial requirements must be taken into account. (Maniatis, 2005).

The second step is to control the adjustments needed in the mindset of the company. Whether the company adapts to the mindset will also largely judge crm's success. Installing a CRM system makes customer communication with one of the company's executives more impersonal, since anyone who has access to CRM can know everything about each customer, and, respectively, each customer receives personalized services without being provided by any particular business executive.

An equally important step is to overcome workers' reservations in order to adopt the CRM strategy. To this end, frequent information meetings and training seminars will

contribute in which the reasons why this strategy should be adopted and the consequences of non-change and the benefits of change will be analysed and explained. At this stage, tolerance of the initial complaints of employees, interest in their concerns, but also the provision of incentives and rewards to those who lead will help to reduce negative reactions (Michalopoulos, et al., 2007).

The fourth and final step is good preparation, in which executives record the objectives from the installation of the CRM system, so that after implementation they can record whether or not they have been achieved. Executives will also have to redesign existing corporate processes to eliminate past mistakes and make better use of the system to be installed (Michalopoulos, et al., 2007).

The management of the company must support and participate directly and completely in order for the implementation to succeed, since it has been shown that one of the reasons for the failure of the application is the absence of managers. In addition, businesses, whether traditional or electronic, that attempt to place themselves on the CRM site should consider six key elements (Michalopoulos, et al., 2007):

- 1) Electronic communication channels: new communication channels, such as the internet, have become the means for fast, interactive and economical communication with customers.
- 2) The company itself: through CRM, it is necessary to penetrate horizontally all parts of the business and their executives must understand and value the customer's behavior.
- 3) Empowering customers: the company must understand that a CRM strategy should make it easier for customers to choose for themselves how to communicate with the company and through which channel. Through such a process companies should gain the privilege of communicating with their customers and not take them for granted.
- 4) The economy of customer relations: few companies understand how and through which channel they will allocate their money for a communication tactic.

5)The valuation of customer relations: the correct allocation of money to communication tactics depends directly on the way in which the company evaluates the results of a communication strategy, through the various channels of contact with customers.

6)The use of external sources of information: information available either from third parties or from software that analyzes customer behaviour on the internet may prove useful in further understanding customers.

Some of the benefits of integrating CRM into the business culture are the development of long-term inter-business links with the company's customers, the continuous dissemination of information throughout the business organization that comes into contact with customers, the effective management and exploitation of the knowledge generated with respect to the customer, and the uniformity of communication received by the customer , which gives him a clear picture of the company with which he does business (Petridou, 2001).

In addition, the company improves its services in order to better satisfy the needs of its customers, customers collect the improvement and feel satisfied and thus increase their confidence and loyalty to the company's products or services. In addition, the company emphasizes the development of internal communication and makes effective use of alternative saleschannels. (Petridou, 2001):

- Satisfied customers buy more
- Service costs may be reduced when customers are known
- Dedicated customers share their knowledge of the market
- When customers are happy with the service they are willing to pay higher prices
- Satisfied customers recommend good suppliers to other buyers

2.3.2 Facility management

The ever-changing business environment, the increasingly competitive external environment and the need to save resources have led to the need to find new business methods and practices that will contribute to increasing efficiency, improving competitiveness and increasing their degree of flexibility in order to adapt to the various changes (Michalopoulos, et al., 2007).

In order to achieve the above strategic objectives of an enterprise, it is necessary to increase the participation of all departments in the planning and implementation of the overall strategy, in other words they undertake strategic and regular tasks in order to contribute to the achievement of the objectives of the organisation. This in itself creates the need to find methods and tools that will make the operation of the departments more efficient and improve the quality of their processes, shaping the conditions that will create value in the company and enhance its competitive advantage.

A tool or practice that is strongly correlated with the achievement of the above strategic objectives of an enterprise is the management of installations. Facilities management (FM) means all functions aimed at the proper functioning of buildings, infrastructure, employees of the company and its organization in general⁴⁶. The management of facilities includes the synthesis of building technologies and support services related to the management, operation and maintenance of the facilities (Michalopoulos, et al., 2007).

The primary function of plant management is the coordination and management of support services in order to meet the needs of the organisation, its main activities and its staff⁴⁶. Management is the supportive function of coordinating natural resources with the working environment as well as workers with working procedures to support the main activity of the organisation⁴⁶. The central scope of the management consists of space or installation, people or users of the building and processes or activities of the installation.

Another definition mentions the management of infrastructure and service resources in support of strategic operations⁴⁶. The main objectives of plant management can be divided into two respects: support and maintenance of the working environment of functions and activities of organisation and staff and management of the working environment and support services (Michalopoulos, et al., 2007).

Facility management includes the management of facilities resources and support services at two levels, operations and strategy⁴⁶. The management of functions includes short-term results at the level of everyday life. Effective operations management provides a safe and efficient work environment that is essential to fulfilling every business activity regardless of size and purpose⁴⁶. It can therefore be said that the primary function of facility management is to manage functions. In addition, management can also be associated with strategic decisions such as real estate management, portfolio management, property decision strategy, as well as the design and development of functions related to the organization's policy and strategy.

A first distinction made in the operation of plant management has to do with the degree of involvement of the undertaking itself⁴⁶. In this case we distinguish two categories (Michalopoulos, et al., 2007).:

- In-house operation in which the services are managed through the company and in the
- Outsourcing function in which the management of the facilities is assigned (outsourced on the basis of a contract while the degree of involvement of the company is limited to the management of the contract.

It is commonly accepted that the management of facilities covers a wide range of building services as well as their management which may contribute to the relative success or partial failure of an operational organisation. In addition, as a key function in the management of building resources, support services and the working environment, it contributes to the short- and long-term support of the company's main operational activities (Panigyrakis & Siomkos 2005).

However, the nature and characteristics of each operational organisation are different. Some organisations focus on operational strategy, while other organisations focus on the operations process and short-term results⁴⁶. Enterprise goals vary from corporate to corporate. Different corporate organisations treat premises and support services differently and are affected differently by the environment and context in which they operate.

Consequently, the premises as well as their management have a different weight to the main activity of different companies. Therefore, the operation, role, purpose and priorities of management require a design that corresponds to the specificities of each company.

Adapting the function of management (Facility management) to the particular nature and need of each organization is a difficult process but unfortunately it is the key to its effective implementation. Only then can management be linked to the organization's main business activity and provide services that meet the main characteristics, needs, specificities, limitations and changes of a corporate organization (Panigyrakis & Siomkos 2005).

On the contrary, its lack of connection may lead to incompatible implementation of management and consequently inefficient support of the main activity with the desired results. While it is commonly accepted that the implementation of plant management can be significantly improved by using decision-making tools to properly recognise its position in the corporate environment, there is a lack of a systematic framework and implementation methodology.

To this end, it should be understood how important it is to place and implement plant management in the enterprise. In addition, recognition should be made of the important factors affecting the position and implementation of plant management and finally the basic framework for its implementation within the enterprise should be established (Panigyrakis & Siomkos 2005):

In more detail, the main stages of a successful application are as follows⁴⁶:

1. Determination of management implementation objectives in relation to the strategic objectives of the operation
2. A clear and precise definition of the short- and long-term objectives and results to which the implementation of plant management is aimed
3. The setting of objectives should take seriously the corporate culture of the company concerned as well as its organisational philosophy.
4. By defining the objectives of the management of the facilities on the basis of the above, it is possible to identify the needs of the management and on the basis of the resources and possibilities available to decide whether it is possible to successfully complete and implement the management of the facilities.

Finally, a very important factor affecting the success of the implementation of plant management in an enterprise is the human resources of the company itself. The different treatment of human resources in modern business and the change in employee management have led to significant interaction between the individual, work and the organization as a whole. This proves that the successful implementation of plant management requires the communication of upcoming changes and developments with the employees of the company. The decision to completely outsource or in-house management to external suppliers may create insecurity for employees which may lead to a brake on the successful implementation and integration of management (Panigyrakis & Siomkos 2005).

2.3.3 Fleet management

Fleet Management enables a company - regardless of its size - to control all of its vehicles and means of transport and thus better allocate its resources and reduce operating costs⁴⁷. Fleet management or Fleet Management is called all technologies and systems which allows a company to have full control of its vehicles. The way such a system works aims to optimise several individual business processes, to control

management and, consequently, to reduce costs and better allocate the company's resources (Michalopoulos, et al., 2007).

The fleet management system informs the company of various issues relating to its vehicles, such as the exact location of a vehicle and at what speed it is moving, what route it will take, what the temperature of specific parts of the vehicle is, how much petrol it has consumed and more.

Fleet management services are provided through interactive technologies. When an undertaking decides to exploit these technologies, a GPS terminal is installed in the vehicles, which communicates regularly with satellites of the system, exchanging information on the absolute and relative geographical location of the vehicle at any time⁴⁷. Depending on the information an undertaking wishes to have on the condition of its vehicles, it may place additional devices on or on the surface of the vehicle (Michalopoulos, et al., 2007).

The first and most basic advantage for a business from this use is that it now has in its possession information that it previously could not have⁴⁷. This information enables it to assess how it works, to know its course and to know how it can be improved by making better use of existing infrastructure. Moreover, the fact that GPS has services such as messaging gives the company the opportunity to reduce telecommunications bills. The great competition currently prevailing in the market demonstrates the usefulness of this management tool as well (Michalopoulos, et al., 2007).

2.3.4. Document management

Document management is synonymous with archiving and managing documents, photos, drawings, media files, videos, audio, web pages, etc. electronically. Unlike traditional media ("manual", handwritten archiving), which are "translated" into massive wardrobes, stacks of envelopes and time-worn documents, the modern method consists of virtual, digital "drawers and closets" and documents found in electronic form on a server or disk, magnetic or optical. The digital archiving and management performed by Document management systems are based on two axes:

the hardware infrastructure (servers, processors, media, scanners) and the appropriate software that archives and manages documents.

Despite the positives it promises, the idea of electronic document management has, on the surface only, occupied the Greek business world, with some exceptions (banks, hospitals), and very few executives of small and medium-sized enterprises. However, over the past two years the arguments and "voices" that support the integration of a Document Management system into the business have been gaining ground. On the one hand, the international corporate organisational model, where these systems are prominently located, on the other hand, the volume of paper that is increasing threateningly - a natural evolution of the course of time and the increase in the size of enterprises - and also the increasing time spent by employees on archiving and document management, lead to the need to find solutions that will cure the problems (Michalopoulos, et al., 2007).

Problems everyday and common, which reveal the real dimension, the essence of document management when it is carried out in the traditional way. And the bottom line is that it is a job that does not generate revenue, is not related to strategy, does not save resources, but nevertheless requires at least a fifth of workers' time⁴⁷. As research has shown, a technical office employee, for example, who uses the traditional archiving method, spends between one and a half hours a day searching for and locating a document, registering a new one, etc. Other workers, who are closely associated with a high volume of documents (without this being their sole duty) report an even greater waste of time (Michalopoulos, et al., 2007).

It is therefore clear that document management is a "scrap" and an operational expense, the management of which must be based on how it will be implemented in the shortest possible time and at the lowest possible cost. In addition, Document Management systems transform archiving and documents from necessary evil to valuable information material, a base and unconditional condition for decision-making in the business context (Panigyrakis & Siomkos 2005).

The operation of Digital Document Management systems starts with a physical (printed) document, which must first be digitized and then inserted into the system, and goes as far as retrieving a digital document that needs to be detected, displayed on the screen and printed, and even further⁴⁷. Let us take, for example, an offer, from the many issued daily by a commercial enterprise to prospective customers. In the traditional way you would have to take the copy of the offer, open the cupboard or drawer, find one of the binders that post the offers and enter the document in the correct order. If in the future you want to withdraw the same document you will have to follow the reverse course.

The same process through a Document management system is much faster. The new physical (form) document is scanned through a handheld optical reader and automatically registered in the system, in a specific location based on the parameters you have set. It's only a matter of a few seconds to search for a document, view it on the screen, and print it. The system detects the document you are looking for among hundreds or thousands of similar documents and prints it after you give the relevant command.

Most Document Management systems perform at least 4 basic functions (Panigyrakis & Siomkos 2005):

- A) Scan any physical document via a handheld or desktop device, while digitizing, inserting into the system and storing on hard, magnetic or optical discs.
- B) Archive the document on the basis of the criteria set by the user himself and accompany relevant information (date of registration, type, summary of document, etc.)
- C) Search for registered documents with various criteria and locate them in zero time.
- D) Access and view the desired document, print, fax or e-mail.

In addition, these systems offer a multitude of applications, which give the opportunity to manage documents as they see fit, to cooperate with other systems that

may exist in the enterprise and to ensure that the data will neither be lost nor fall into the perception of unauthorized users (through the definition of accessrights).

Many important are the profits that the use of Digital Document Management systems brings to a business. It is noteworthy that these profits are not limited to one sector but have a positive impact on the whole enterprise, as they "graft" it with new working practices, more modern, more flexible and smarter. The company is thus "addicted" to a new mode of operation, characterized by rationality, organisational and transparency. As a result, increased competitiveness and better economic aggregates. If, in fact, the integration of Document Management systems is combined with other software programs such as Tax and customer-centric, workflow systems, etc., then the results are even more impressive (Panigyrakis & Siomkos 2005).

Among other things, Digital Document Management systems save valuable time, reduce operating costs due to savings in human and material resources and help increase employee productivity.

Specifically, endless searches of files and documents give way to quick find and view, arduous grouping attempts are replaced by "sustainable" and easy digital management, duplicate or multiple records are detected and deleted. The user can search for one or more documents at any time, as well as distribute them to colleagues on the company's local network. At the same time, employees can devote themselves to other work objectives, more lucrative and more critical to the robustness of the company. The time required to perform a task is reduced to a minimum, and a few seconds is sufficient to complete it. The cost of creating and distributing photocopies is reduced to the minimum necessary.

Incoming and outgoing faxes and e-mail messages are automatically archived by the system without human intervention. Moreover, although often evasive, electronic archiving solves many spatial problems, reducing storage needs and contributing to the creation of a minimalist and comfortable working environment. Nor should we forget that physical documents and manual archiving are more vulnerable to decay

and destruction than digital ones and that often valuable documents are lost, with unpleasant consequences for the company and employees.

In conclusion, digital archiving is a necessity and not a luxury for a business, regardless of the fact that the employees and customers of the company will "collect" it as a luxury and competitive advantage (Michalopoulos, et al., 2007).

3. Methodology

3.1 Management in Greek small and medium businesses

This chapter presents the methodology chosen to be followed in this survey in order to investigate the application of management principles by Greek small and medium-sized enterprises. More specifically:

- Initially, the research planning process is extensively mentioned.
- The following is how the questionnaire was designed.
- In addition, the method of selecting the sample of the survey is presented.
- The following is a reference to the method of collecting empirical data.
- Finally, a detailed description of the methods used to analyze empirical data is given.

Questionnaires collect data asking people to answer the exact same set of questions. They are usually used as part of a research strategy in order to collect descriptive and explanatory data on views, behaviors, characteristics, attitudes, etc. Although there are different definitions, we use the questionnaire as a general term that includes data collection techniques, where each respondent answers the same set of questions in a predetermined order.

3.2. Method

3.2.1. Selection of method and methodology

The method for carrying out this study is quantitative. The procedure for carrying out a quantitative survey shall include sampling, design of the questionnaire, completion of the questionnaire and analysis of data. In the first step of the survey, which as mentioned above is sampling, the researcher must choose the respondents, i.e. those from whom they will collect the data. One approach is to ask all respondents who are deemed suitable to participate in the survey. This method is referred to as 'population census', but it is usually impossible to complete a questionnaire from all potential

respondents. Instead, the researcher should focus on a sample of the population to gather the necessary information. The reasons why a sample is used in a survey are: (a) The lower cost of the survey, (b) The less time the data is collected, (c) the greater accuracy.

After collecting the research data, we proceeded to analyze them with the help of the statistical package for social sciences (S.P.S.S.), which enabled us to perform the statistical analyses selected. Initially, and always in accordance with the objectives of this survey, mentioned in its Introductory Part, we used various measures of descriptive statistics (frequency analysis, minimum and maximum value analysis, average, etc.).

For this reason, before we proceeded to the design of the questionnaire we had to give answers to the following questions:

- What kind of information should be collected?
- Who will they be collected from and by what method?
- Postal fees.
- The telephone interview: The questionnaire is completed by telephone.
- The personal interview: The interviewee and the respondent are face-to-face and the respondent completes the questionnaire.

In this study the link of the questionnaire was sent to the e-mail addresses of Greek companies after a telephone update.

https://docs.google.com/forms/d/1bBbwSPKvX23kcg2xfG_OWQ9vPvwkjfNVG-GgVEZrNZ0/edit

3.2.2. Study population

The population of the survey constitutes all Greek enterprises. The questionnaires were collected during 2021.

3.2.3. Selection of the sample

The sample of the survey consists of Greeks selected using the method of non-random sampling. More specifically, the method of convenience sampling was used (the researcher includes in the sample people with whom it is easy to make contact), and avalanche sampling (once we locate a person we ask to point us to other people to whom we can address). A total of 105 questionnaires were collected. The sample size (105 questionnaires) was determined on the basis of the feasibility method (the sample size is selected on the basis of available time), the method based on similar studies (the sample size is selected on the basis of previous surveys carried out in the same research field and which have led to reliable results), and the method based on statistical analysis (the selection of sample size is based on the statistical analysis to be carried out as soon as empirical data is collected).

3.2.4. Description of data collection media

The design of the questionnaire was based on the use of as simple a word as possible, the avoidance of words in a dubious/vague sense, the avoidance of questions leading to the unwanted answer and finally the avoidance of assumptions in order to eliminate the possibility of the respondent answering incorrectly, because he did not understand the question, or not answering at all. We also tried to complete the questionnaire in a short period of time. The questionnaire was divided into four parts each containing some sub-sections. More specifically:

PART A: General questions

The first part of the questionnaire is divided into two sub-sections, the first of which includes information on the person completing it and the second part of the information on the company in which he works.

PART B: How the business works.

The second part contains questions concerning the different stages of business administration.

PART C: Human resources management.

The third part of the questionnaire contains four questions aimed at collecting data on how to select staff, train and check their performance.

PART D: Business performance.

The fourth part of the questionnaire includes questions aimed at measuring the performance of the business.

3.3. Validity and reliability

When considering validity in quantitative research (e.g., research using statistics) some points that decide the degree of validity should be carefully considered. Our study aims at a generalization that entails, leading to the term "transferability" or otherwise the "transferability" of our findings in other similar contexts-environments, with the condition to offer detailed and enriched exposure of the data and how our material is formed.

With regard to Creswell (2015), in order for our research to be reliable, it is necessary for the questionnaire to find a response to the purpose of the study, but Cohen, et al. (2008, p. 204-205) argue that 'reliability includes devotion to reality, content and specificity of the situation, authenticity, perceptuality, honesty, depth of response and content'.

If there is no evidence of conclusions, findings and methods, then the quantitative research site is redefined and we redefine the conditions: generalization, validity, reliability.

4. Results

4.1. Profile of participants

According to the results of the statistical analysis it was found that the largest percentage of participants are women (N = 20, 58.8%) and the rest men (N = 14, 41.2%) (Table 4.1, Chart 4.1).

Table 4.1. Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Men	14	41,2	41,2	41,2
Women	20	58,8	58,8	100,0
Total	34	100,0	100,0	

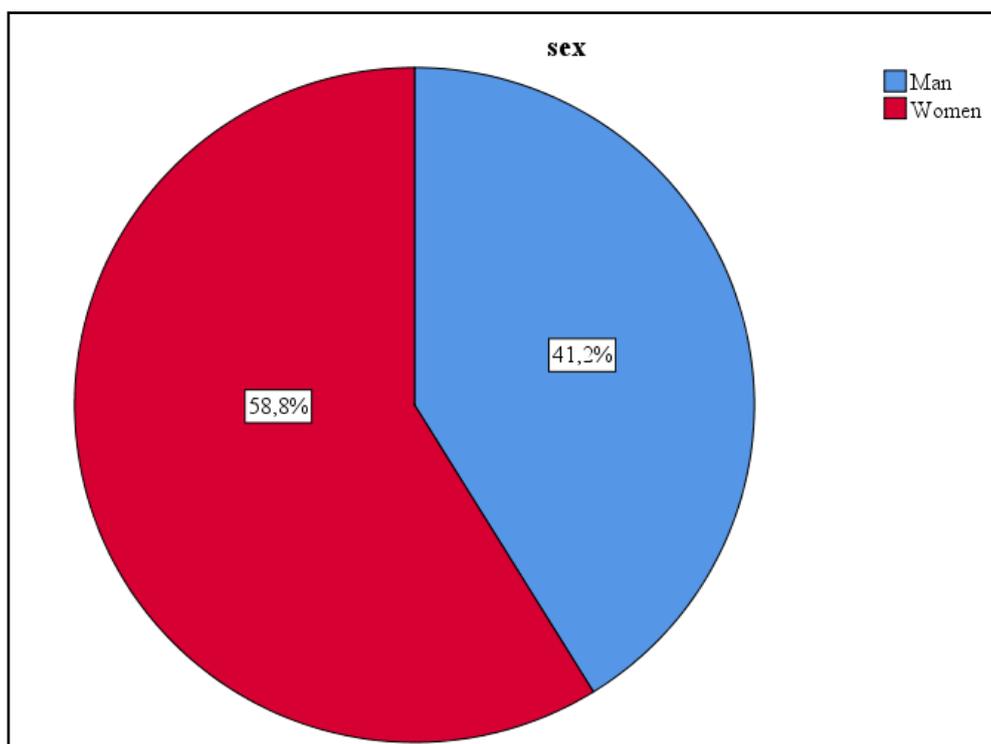


Chart 4.1. Sex

Regarding the age of the participants in the research, it is observed that the largest percentage of participants belongs to the age group 36-45 years (N = 14, 41.2%). A significant percentage of participants is over 56 years old (N = 8, 23.5%) and between 45-55 years old (N = 6, 17.6%). Finally, an even smaller percentage is covered by people aged 18-25 years (N = 4, 11.8%) and 26-35 years (N = 2, 5.9%) (Table 4.2, Chart 4.2).

Table 4.2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	4	11,8	11,8	11,8
	26-35	2	5,9	5,9	17,6
	36-45	14	41,2	41,2	58,8
	46-55	6	17,6	17,6	76,5
	56 and above	8	23,5	23,5	100,0
	Total		34	100,0	100,0

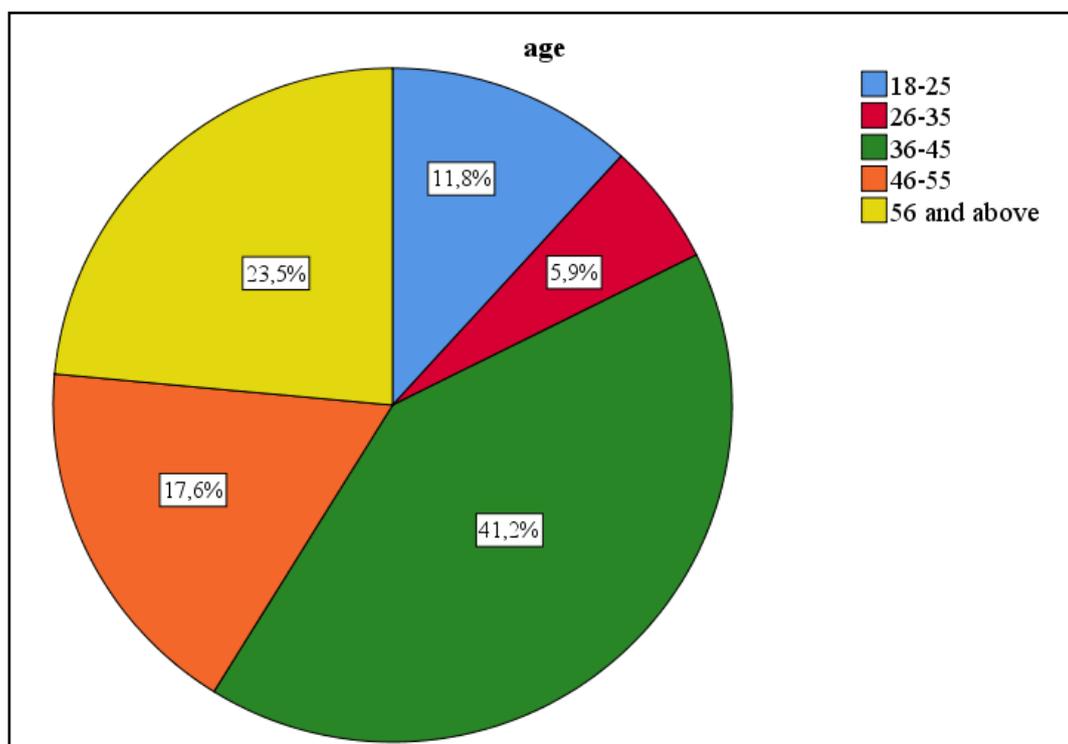


Chart 4.2. Age

Regarding the educational level of the participants, the largest percentage are postgraduate students (N = 18, 52.9%) and high school graduates (N = 10, 29.4%). Finally, the smallest percentage of participants holds a TEI / AEI degree (Table 4.3, Chart 4.3).

Table 4.3. Educational level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lyceum	10	29,4	29,4	29,4
University/T.E.I	6	17,6	17,6	47,1
Master	18	52,9	52,9	100,0
Total	34	100,0	100,0	

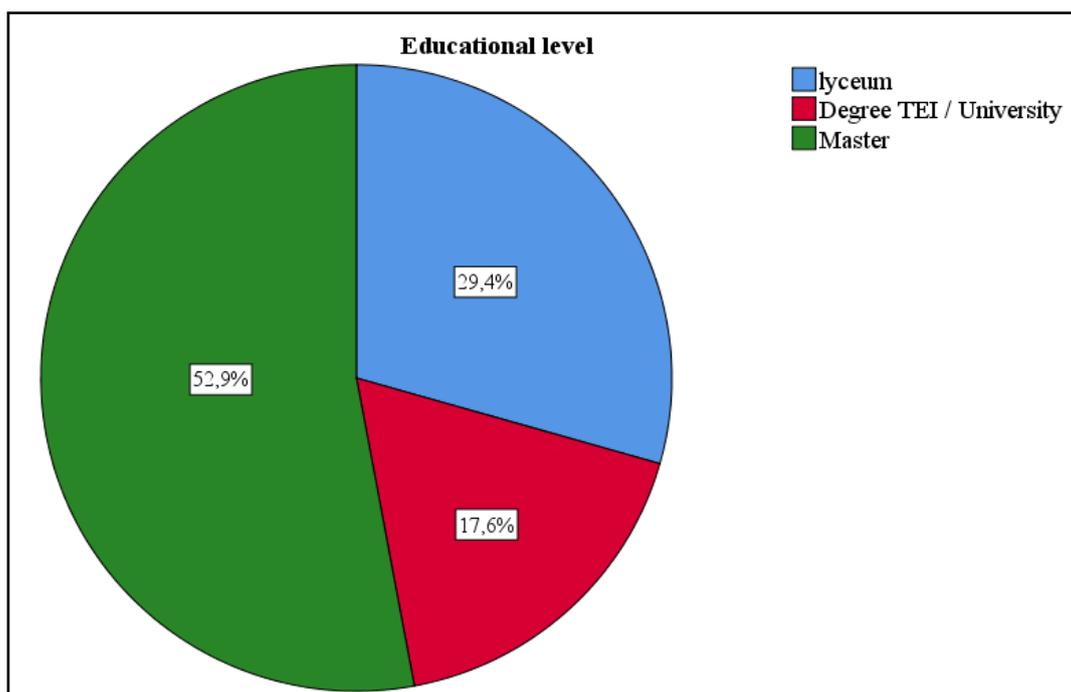


Chart 4.3. Educational level

After this, their business position was examined . The largest percentage are owners (N = 14, 41.2%) and employees (N = 8, 23.5%). Then in a smaller percentage are

Financial Managers (N = 6, 17.6%), Head of Department (N = 4, 11.8%) and finally the smallest percentage are managers (N = 2, 5.9%) (Table 4.4, Chart 4.4).

Table 4.4. Position in the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Director	2	5,9	5,9	5,9
Head of Department	4	11,8	11,8	17,6
Owner	14	41,2	41,2	58,8
Economic directorate	6	17,6	17,6	76,5
Employee	8	23,5	23,5	100,0
Total	34	100,0	100,0	

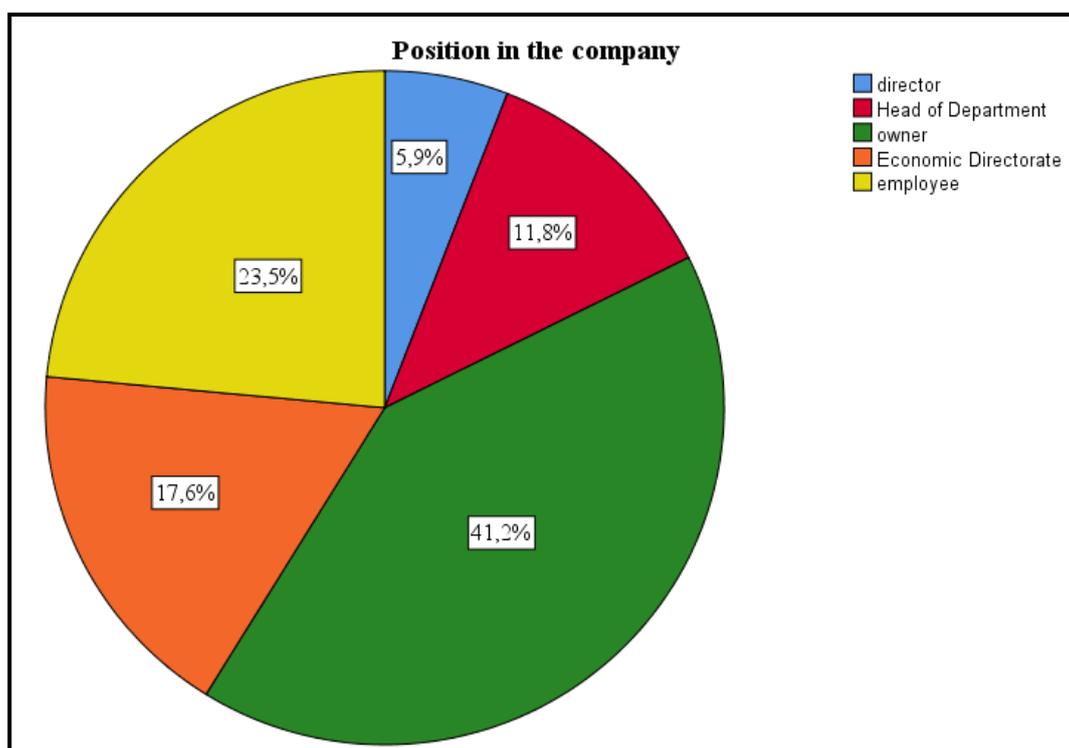


Chart 4.4. Position in the company

Finally, regarding the years of experience in the position they have today (in this or in a previous company), they range from 3 to 35 years with an average of 11.59 years and a standard deviation of 7,287 (Chart 4.5).

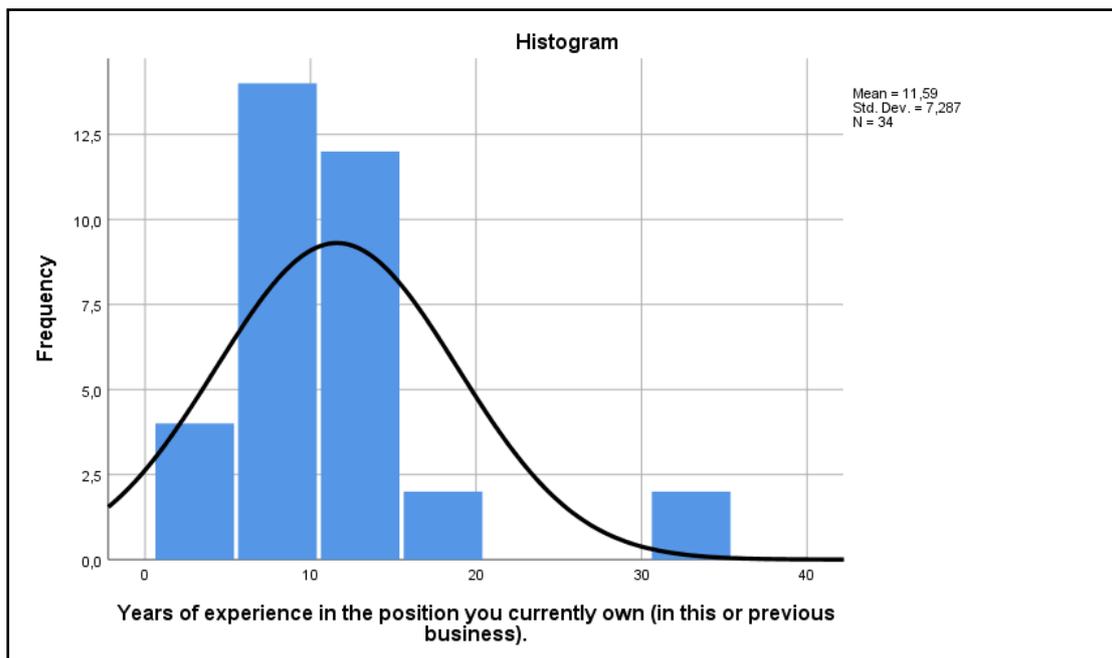


Chart 4.5. Years of experience in the position they have today

4.2. How to Operation in a Business

Organization

The second part of the questionnaire contains questions concerning the different stages of business management. Participants were initially asked if their business had a formal organization chart. The largest percentage of participants answered that they have (N = 24, 70.6%). However, a large percentage of participants answered that they do not have (N = 10, 29.4%) (Table 4.5).

Table 4.5 Does your business has a standard organization chart?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	24	70,6	70,6	70,6
No	10	29,4	29,4	100,0
Total	34	100,0	100,0	

Then they were asked if their company kept records of the actions that executives should take in given situations. The largest percentage of participants answered that they maintain enough (N = 18, 52.9%) and to a smaller percentage that they maintain few and too much (N = 6, 17.6%) and finally a lot (N = 4, 11.8%) (Table 4.6 , Chart 4.6).

Table 4.6. Does your company keep documents recording what executives should perform in given situations?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Few	6	17,6	17,6	17,6
	Enough	18	52,9	52,9	70,6
	A lot	4	11,8	11,8	82,4
	Too much	6	17,6	17,6	100,0
	Total	34	100,0	100,0	

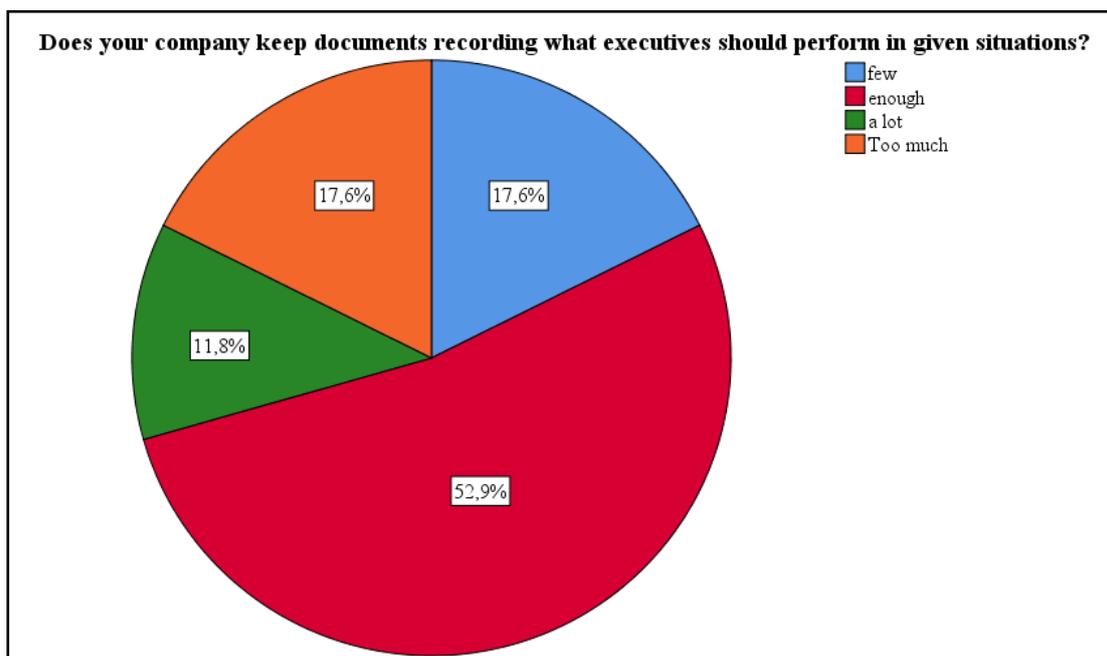


Chart 4.6. Does your company keep documents recording what executives should perform in given situations?

Programming - Strategic Business

Participants then were asked if their business set specific goals to be achieved (short-term and long-term). The largest percentage answered that they often set such goals

(N = 22, 64.7%). In smaller percentages they answered here and there (N = 6, 17.6%), very often (N = 4, 11.8%) and seldom (n = 2, 5.9%) that they set short-term and long-term goals (Table 4.7 , Chart 4.7).

Table 4.7. Does your business define specific goals to achieve (short-term and long-term)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	seldom	2	5,9	5,9	5,9
	now and then	6	17,6	17,6	23,5
	often	22	64,7	64,7	88,2
	very often	4	11,8	11,8	100,0
	Total	34	100,0	100,0	

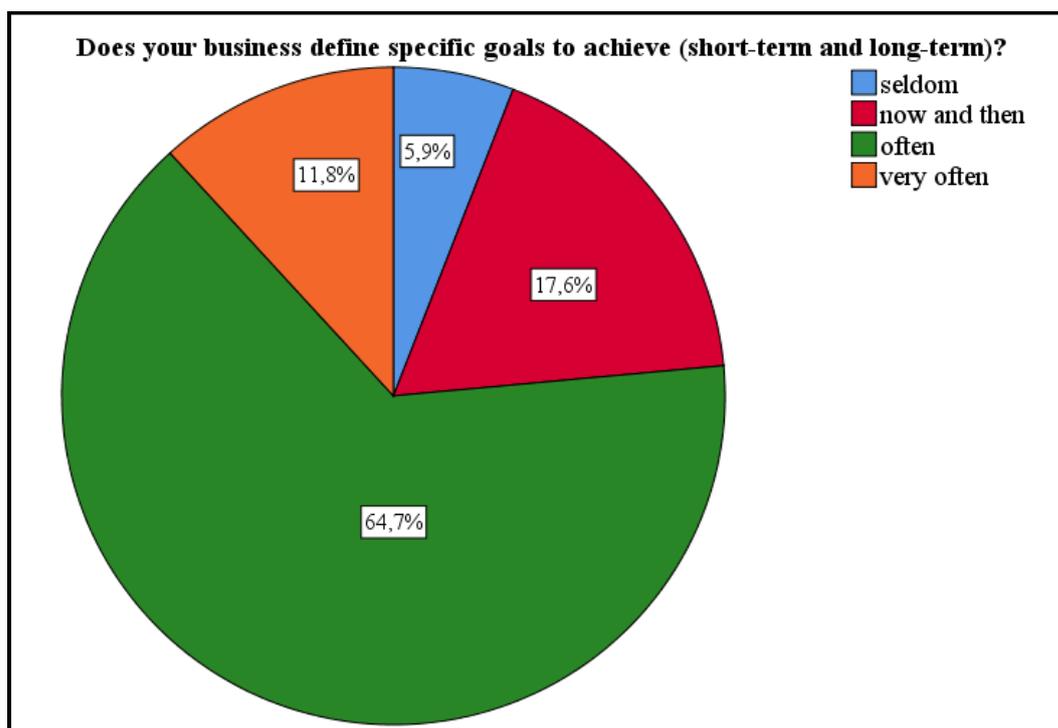


Chart 4.7. Does your business define specific goals to achieve (short-term and long-term)?

In the next stage, they were asked how important they consider the process of group determination of future goals by the executives of their business. According to the results of the statistical analysis, the participants consider this process quite important (N = 18, 52.9%) to very important (N = 12, 35.3%), in their largest percentage. A fairly small percentage believes that this process is too important (Table 4.8, Chart 4.8).

Table 4.8. How important is the process of group identification of future objectives considered by company executives?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Quite important	18	52,9	52,9	52,9
Very important	12	35,3	35,3	88,2
Too much important	4	11,8	11,8	100,0
Total	34	100,0	100,0	

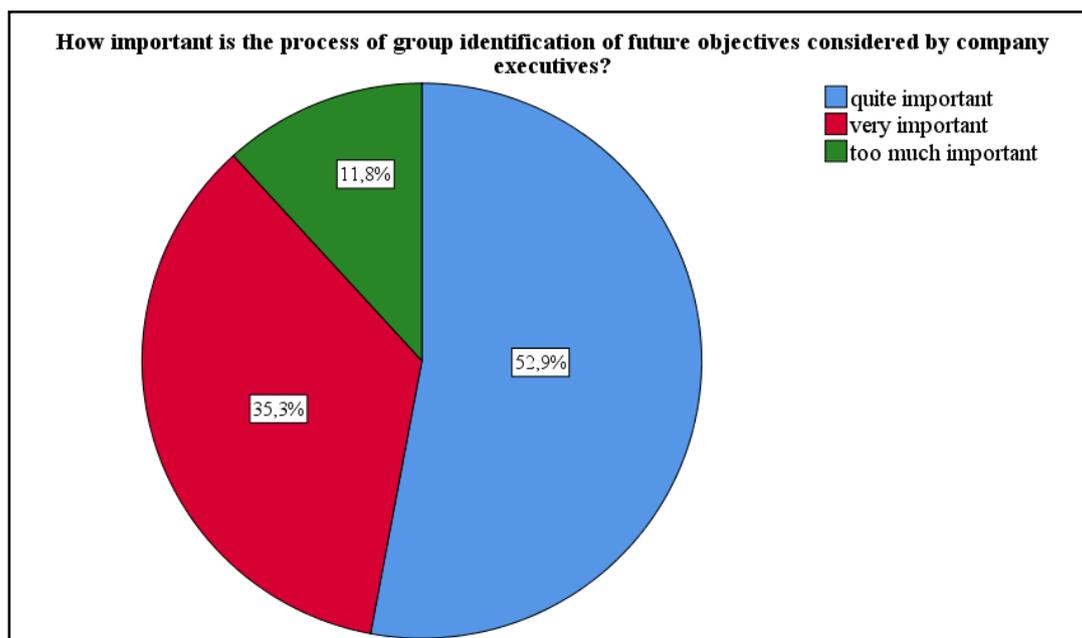


Chart 4.8. How important is the process of group identification of future objectives considered by company executives?

Control

The next two questions are about the actions that companies take in order to monitor and control the business activity. They were initially asked if their business was redefining its goals in the middle of the year for any corrections to the strategy it follows. The largest percentage of participants answered that they redefine the goals often (N = 16, 47.1%) during the year. The percentage of participants who answered that they do it from time to time (N = 12, 35.3%) was also important, while a smaller percentage answered very often (N = 4, 11.8%) and seldom (N = 2,5, 9%) (Table 4.9, Chart 4.9).

Table 4.9 Is your company redefining its mid-year goals for any corrections to its strategy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	seldom	2	5,9	5,9	5,9
	from time to time	12	35,3	35,3	41,2
	often	16	47,1	47,1	88,2
	very often	4	11,8	11,8	100,0
	Total	34	100,0	100,0	

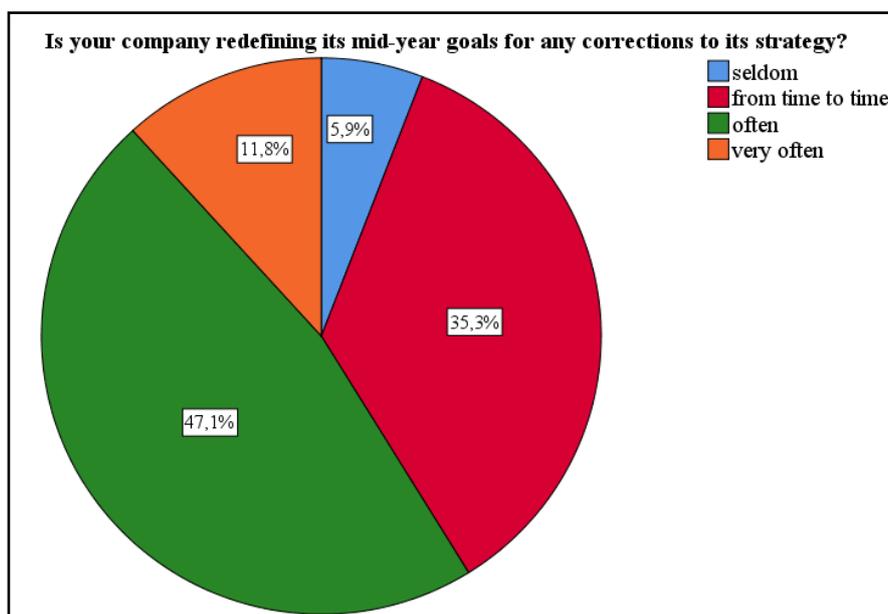


Table 4.9 Is your company redefining its mid-year goals for any corrections to its strategy?

The next question was whether their business is taking stock at the end of the year to see if the goals have been met. The largest percentage of participants answered that they report often (N = 18, 52.9%) at the end of the year, while smaller percentages report that they perform from time to time (N = 8, 23.5%), very often (N = 6, 17.6%) and seldom (N = 2, 5.9%) (Table 4.10, Chart 4.10).

Table 4.10 Does your company take stock at the end of the year to see if the objectives set have been achieved?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid seldom	2	5,9	5,9	5,9
from time to time	8	23,5	23,5	29,4
often	18	52,9	52,9	82,4
very often	6	17,6	17,6	100,0
Total	34	100,0	100,0	

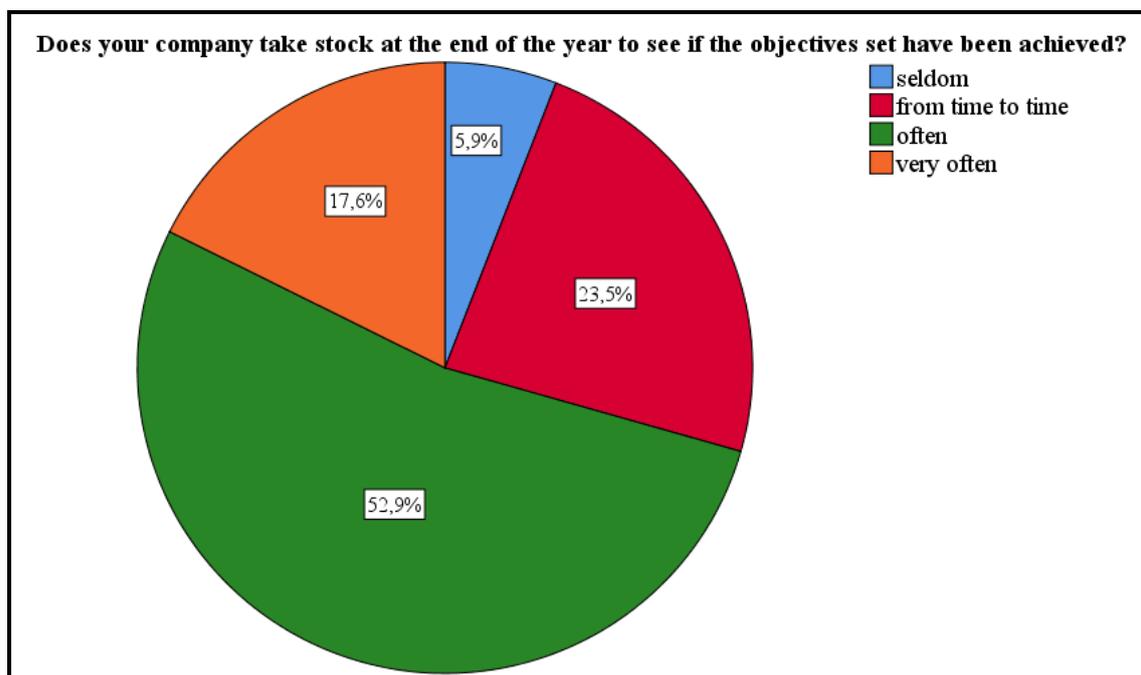


Chart 4.10 Does your company take stock at the end of the year to see if the objectives set have been achieved?

Internal - Outdoor Environment

The next two questions are about whether the companies participating in the survey perform SWOT and PEST analysis in order to determine the internal and external environment of each company and therefore to identify the Strengths, Weaknesses, Opportunities and Threats. Regarding the SWOT analysis, the largest percentage of participants answered that they perform often (N = 16, 47.1%) while in lower percentages they answered that they perform seldom (N = 8, 23.5%) and from time to time (N = 4, 11.8%) while the fact that 6 companies (17.6%) never do SWOT analysis makes an impression (Table 4.11, Chart 4.11).

Table 4.11 Does your company perform SWOT analysis?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid never	6	17,6	17,6	17,6
seldom	8	23,5	23,5	41,2

from time to time	4	11,8	11,8	52,9
often	16	47,1	47,1	100,0
Total	34	100,0	100,0	

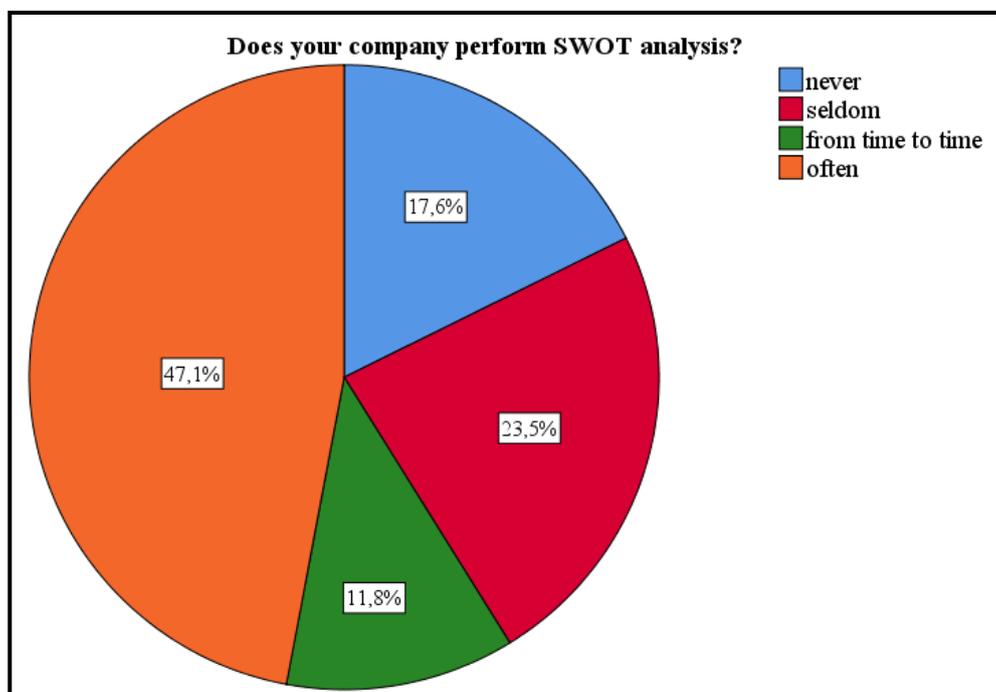


Table 4.11 Does your company perform SWOT analysis?

Regarding the performance of PEST analysis, the same distribution is observed in the answers of the participants. In particular, the largest percentage of participants answered that they perform often (N = 14, 41.2%) while in lower percentages they answered that they perform seldom (N = 6, 17.6%) and from time to time (N = 6, 17.6%) while impression also causes the fact that 8 companies (23.5%) never do PEST analysis (Table 4.12, Chart 4.12).

Table 4.12. Does your business perform a PEST analysis?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid never	8	23,5	23,5	23,5
seldom	6	17,6	17,6	41,2
from time to time	6	17,6	17,6	58,8

often	14	41,2	41,2	100,0
Total	34	100,0	100,0	

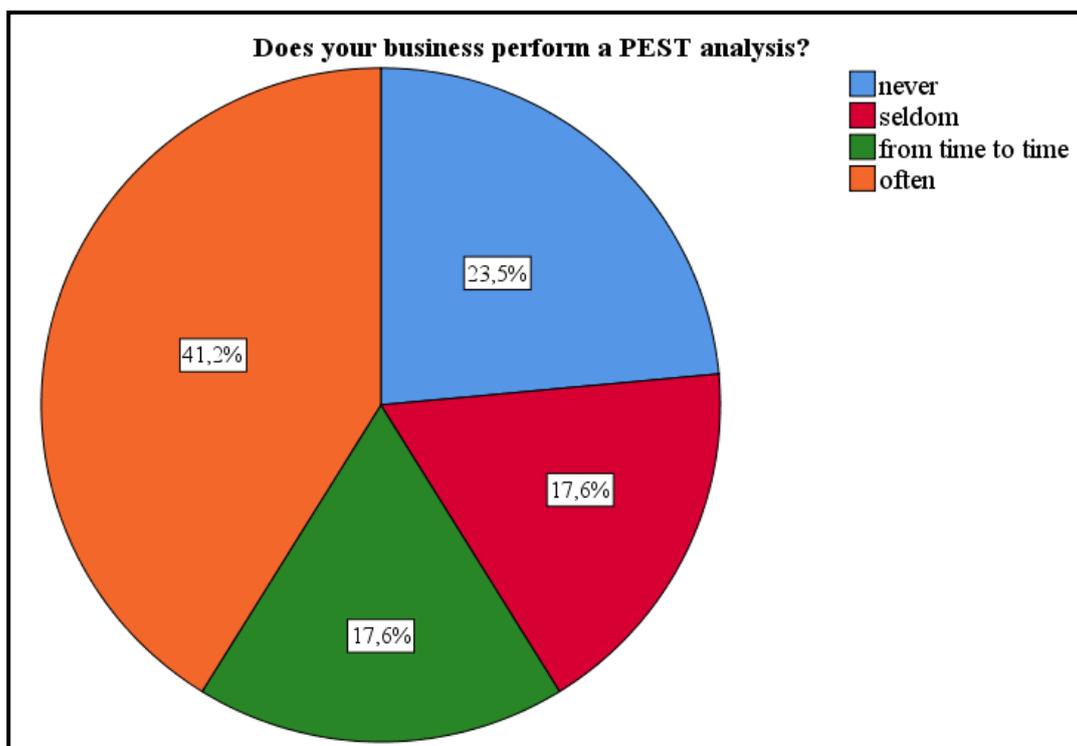


Chart 4.12. Does your business perform a PEST analysis?

4.3. Administrative of human resources

The third part of the questionnaire contains four questions aimed at collecting data on how to select staff, train and control their efficiency.

The first question of the third part of the questionnaire concerns whether the companies participating in the survey hire employees after a thorough search and strict application of the recruitment principles. As can be seen from the results of the statistical analysis, the largest percentage of participants answered that they agree (N = 19, 55.9%) with the fact that they hire employees after a thorough search. Then in smaller percentages they answered that they neither agree nor disagree (N = 10, 29.4%) while in even smaller percentages they answered that they disagree (N = 2,

5.9%) up to absolutely (N = 2, 5.9%) and that they strongly agree (N = 1, 2.9%) (Table 4.13, Chart 4.13).

Table 4.13. Does your company hire employees after a thorough search and strict application of the principles of staff recruitment?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid I absolutely disagree	2	5,9	5,9	5,9
Disagree	2	5,9	5,9	11,8
neither agree nor disagree	10	29,4	29,4	41,2
agree	19	55,9	55,9	97,1
Strongly Agree	1	2,9	2,9	100,0
Total	34	100,0	100,0	

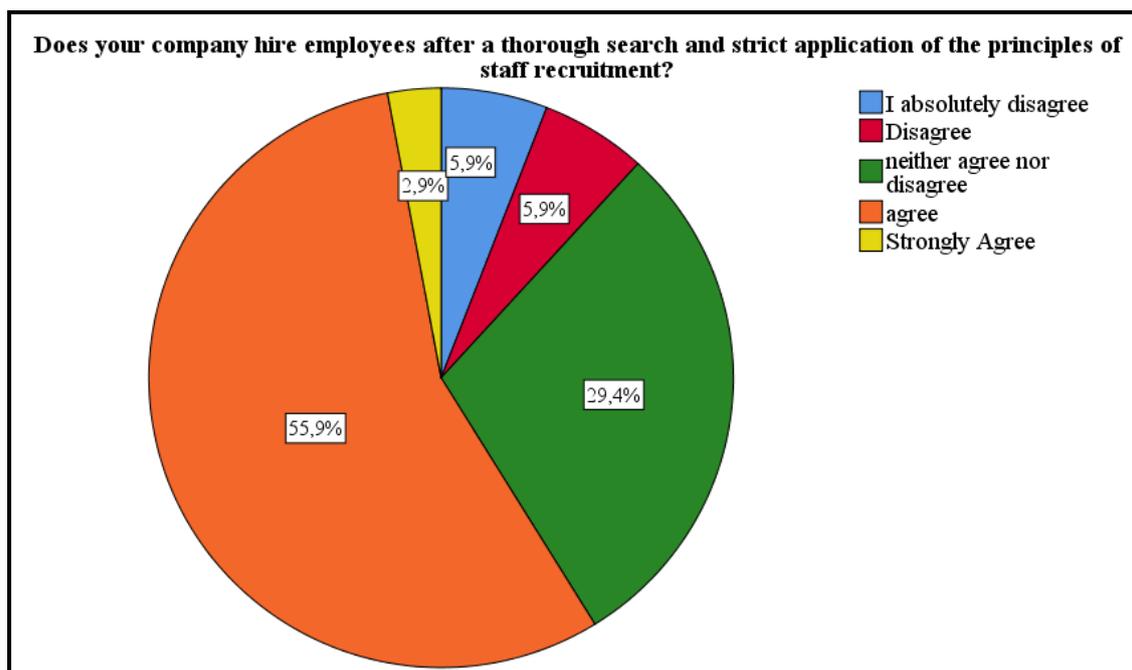


Chart 4.13. Does your company hire employees after a thorough research and strict application of the principles of staff recruitment?

The next question was whether companies send their employees to seminars in order to enrich their knowledge. The largest percentage of companies that take part in the survey answered that they do so in moderation (N = 21, 61.8%) and very high degree

(N = 10, 29.4%). It is noteworthy that 3 of the companies do not do it at all (8.8%) (Table 4.14, Chart 4.14).

Table 4.14. Does your company send employees to seminars in order to enrich their knowledge?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	3	8,8	8,8	8,8
	Moderate	21	61,8	61,8	70,6
	Very	10	29,4	29,4	100,0
	Total	34	100,0	100,0	

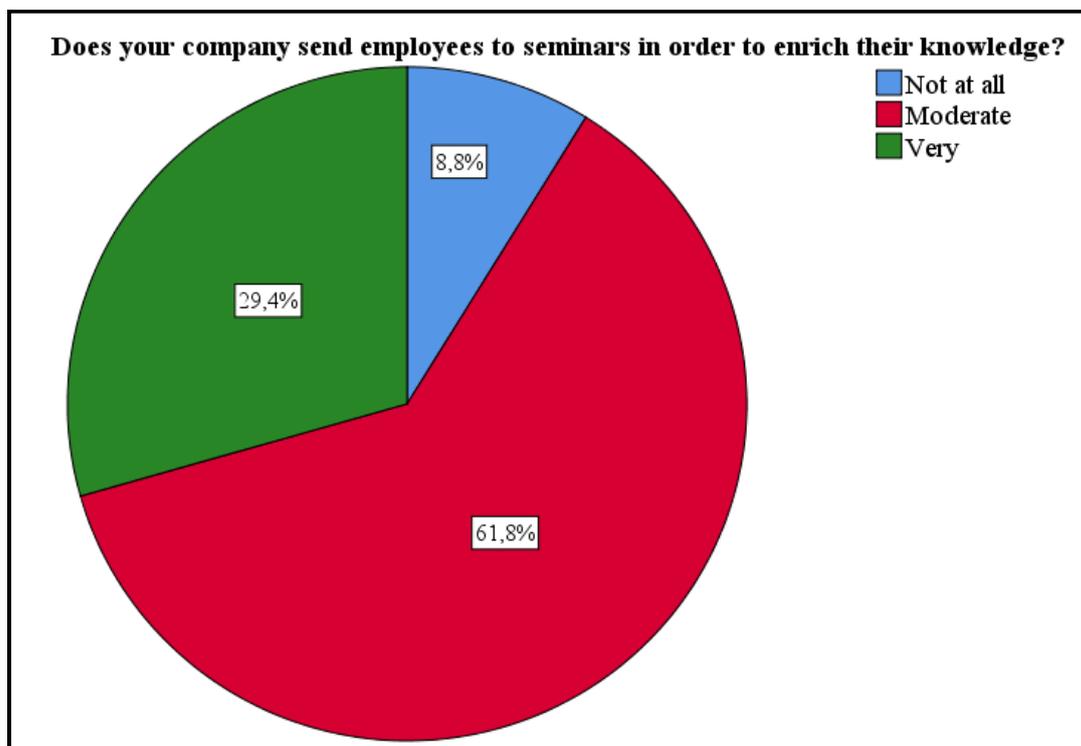


Chart 4.14. Does your company send employees to seminars in order to enrich their knowledge?

4.4. Business Performance

The fourth part of the questionnaire includes questions aimed at measuring the performance of your business.

The first question was whether they are satisfied with the financial performance of their company. According to the results of the statistical analysis, the largest percentage of companies participating in the survey are moderately satisfied (N = 22, 64.7%) while a fairly large percentage declares very satisfied (N = 12, 35.3%) (Table 4.15, Chart 4.15).

Table 4.15 How satisfied are you with your company's financial performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	22	64,7	64,7	64,7
	Very	12	35,3	35,3	100,0
	Total	34	100,0	100,0	

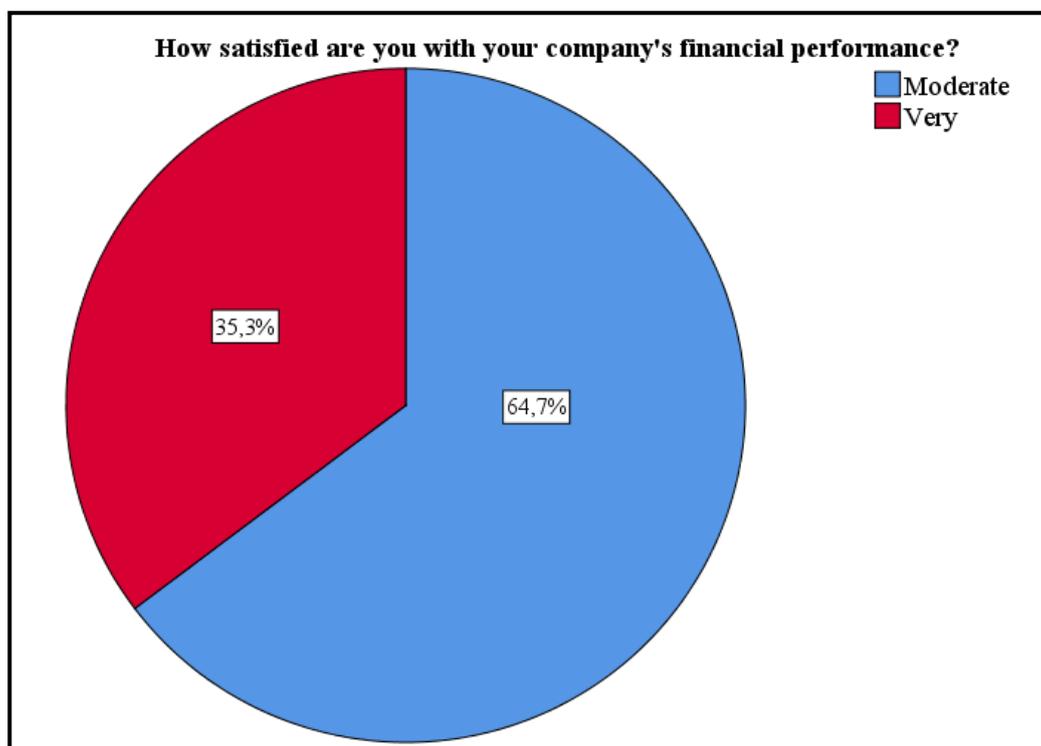


Chart 4.15 How satisfied are you with your company's financial performance?

The last question was whether they believe their business will survive the current financial crisis. The largest percentage of participating companies answered that they will probably survive (N = 22, 64.7%) while a fairly large percentage answered that they will definitely survive (N = 12, 35.3%) (Table 4.16, Chart 4.16).

Table 4.16. Will the company survive the current financial crisis?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid probably yes	22	64,7	64,7	64,7
definitely yes	12	35,3	35,3	100,0
Total	34	100,0	100,0	

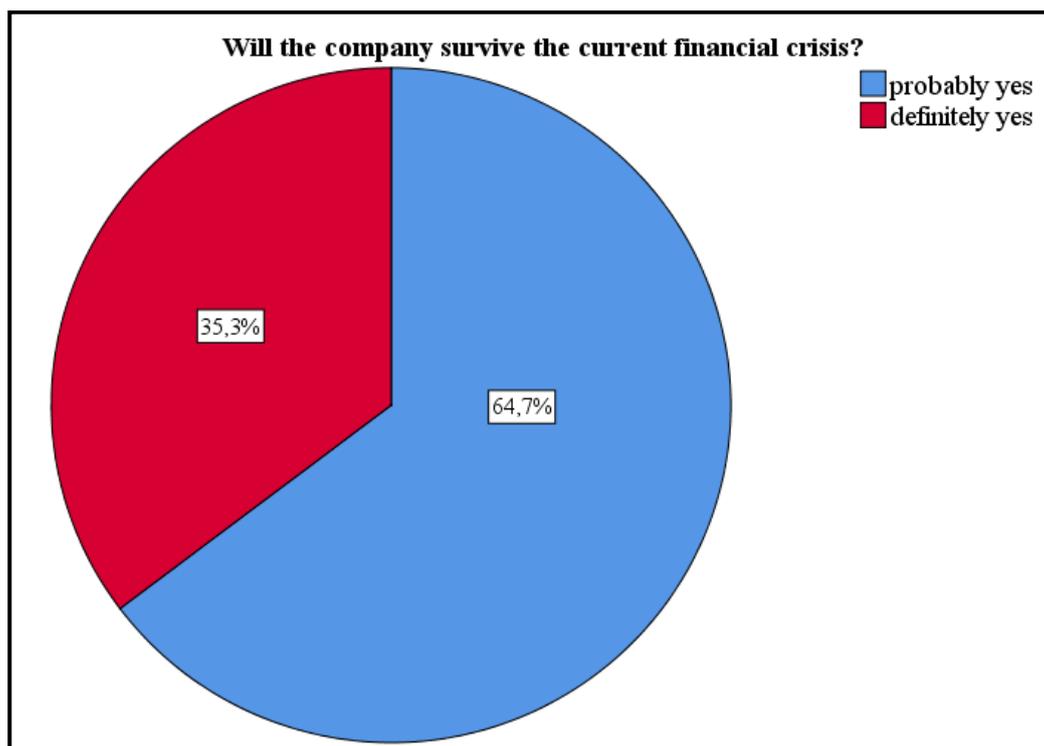


Chart 4.16. Will the company survive the current financial crisis?

4.5 Discussion

According to the results of the statistical analysis it was found that the largest percentage of participants are women (N = 20, 58.8%) and the rest men (N = 14, 41.2%) (Table 4.1, Chart 4.1).

Regarding the age of the participants in the research, it is observed that the largest percentage of participants belongs to the age group 36-45 years (N = 14, 41.2%). A significant percentage of participants is over 56 years old (N = 8, 23.5%) and between 45-55 years old (N = 6, 17.6%). Finally, an even smaller percentage is covered by people aged 18-25 years (N = 4, 11.8%) and 26-35 years (N = 2, 5.9%) (Table 4.2, Chart 4.2).

Regarding the educational level of the participants, the largest percentage are postgraduate students (N = 18, 52.9%) and high school graduates (N = 10, 29.4%). Finally, the smallest percentage of participants holds a TEI / AEI degree (Table 4.3, Chart 4.3).

After this, their business position was examined . The largest percentage are owners (N = 14, 41.2%) and employees (N = 8, 23.5%). Then in a smaller percentage are Financial Managers (N = 6, 17.6%), Head of Department (N = 4, 11.8%) and finally the smallest percentage are managers (N = 2, 5.9%) (Table 4.4, Chart 4.4).

Finally, regarding the years of experience in the position they have today (in this or in a previous company), they range from 3 to 35 years with an average of 11.59 years and a standard deviation of 7,287 (Chart 4.5).

The second part of the questionnaire contains questions concerning the different stages of business management. Participants were initially asked if their business had a formal organization chart. The largest percentage of participants answered that they have (N = 24, 70.6%). However, a large percentage of participants answered that they do not have (N = 10, 29.4%) (Table 4.5).

Then they were asked if their company kept records of the actions that executives should take in given situations. The largest percentage of participants answered that they maintain enough (N = 18, 52.9%) and to a smaller percentage that they maintain few and too much (N = 6, 17.6%) and finally a lot (N = 4, 11.8%) (Table 4.6 , Chart 4.6).

Participants then were asked if their business set specific goals to be achieved (short-term and long-term). The largest percentage answered that they often set such goals (N = 22, 64.7%). In smaller percentages they answered here and there (N = 6, 17.6%), very often (N = 4, 11.8%) and seldom (n = 2, 5.9%) that they set short-term and long-term goals (Table 4.7 , Chart 4.7).

In the next stage, they were asked how important they consider the process of group determination of future goals by the executives of their business. According to the results of the statistical analysis, the participants consider this process quite important (N = 18, 52.9%) to very important (N = 12, 35.3%), in their largest percentage. A fairly small percentage believes that this process is too important (Table 4.8, Chart 4.8).

Control

The next two questions are about the actions that companies take in order to monitor and control the business activity. They were initially asked if their business was redefining its goals in the middle of the year for any corrections to the strategy it follows. The largest percentage of participants answered that they redefine the goals often (N = 16, 47.1%) during the year. The percentage of participants who answered that they do it from time to time (N = 12, 35.3%) was also important, while a smaller percentage answered very often (N = 4, 11.8%) and seldom (N = 2, 9%) (Table 4.9, Chart 4.9).

The next two questions are about whether the companies participating in the survey perform SWOT and PEST analysis in order to determine the internal and external environment of each company and therefore to identify the Strengths, Weaknesses,

Opportunities and Threats. Regarding the SWOT analysis, the largest percentage of participants answered that they perform often (N = 16, 47.1%) while in lower percentages they answered that they perform seldom (N = 8, 23.5%) and from time to time (N = 4, 11.8%) while the fact that 6 companies (17.6%) never do SWOT analysis makes an impression (Table 4.11, Chart 4.11).

Regarding the performance of PEST analysis, the same distribution is observed in the answers of the participants. In particular, the largest percentage of participants answered that they perform often (N = 14, 41.2%) while in lower percentages they answered that they perform seldom (N = 6, 17.6%) and from time to time (N = 6, 17.6%) while impression also causes the fact that 8 companies (23.5%) never do PEST analysis (Table 4.12, Chart 4.12).

The first question of the third part of the questionnaire concerns whether the companies participating in the survey hire employees after a thorough search and strict application of the recruitment principles. As can be seen from the results of the statistical analysis, the largest percentage of participants answered that they agree (N = 19, 55.9%) with the fact that they hire employees after a thorough search. Then in smaller percentages they answered that they neither agree nor disagree (N = 10, 29.4%) while in even smaller percentages they answered that they disagree (N = 2, 5.9%) up to absolutely (N = 2, 5.9%) and that they strongly agree (N = 1, 2.9%) (Table 4.13, Chart 4.13).

The next question was whether companies send their employees to seminars in order to enrich their knowledge. The largest percentage of companies that take part in the survey answered that they do so in moderation (N = 21, 61.8%) and very high degree (N = 10, 29.4%). It is noteworthy that 3 of the companies do not do it at all (8.8%) (Table 4.14, Chart 4.14).

The first question was whether they are satisfied with the financial performance of their company. According to the results of the statistical analysis, the largest percentage of companies participating in the survey are moderately satisfied (N = 22,

64.7%) while a fairly large percentage declares very satisfied (N = 12, 35.3%) (Table 4.15, Chart 4.15)

The last question was whether they believe their business will survive the current financial crisis. The largest percentage of participating companies answered that they will probably survive (N = 22, 64.7%) while a fairly large percentage answered that they will definitely survive (N = 12, 35.3%) (Table 4.16, Chart 4.16).

Recent surveys of a sample of Greek manufacturing small and medium-sized enterprises and large enterprises have identified the key characteristics of the financial profile of Greek small and medium-sized enterprises and their differences with large enterprises. according to the conclusions of this analysis, the majority of small and medium-sized enterprises are dynamic enterprises. this result is consistent with the behaviour of small and medium-sized enterprises internationally and is due to:

(a) the difficulty of accessing bank lending for small and medium-sized enterprises;

(b) the prohibitively high cost of issuing small-cap shares;

(c) the ownership of small and medium-sized enterprises. The financial dynamics of small and medium-sized enterprises are also characterised by a short time of stock recycling.

Finally, profitability, measured as net profit margin, return on equity and return on total invested capital, is considered satisfactory only for dynamic small and medium-sized enterprises. small and medium-sized enterprises have lower liquidity, lower profitability, lower debt burden and lower long-term borrowing.

5. Conclusions/proposals

The last chapter of this graduate work takes place a summary of the main conclusions drawn from the overall research effort and engagement with this subject.

5.1. Discussion of survey results

According to the results of the statistical analysis it was found that the largest percentages of participants are women. Regarding the age of the participants in the research, it is observed that the largest percentage of participants belongs to the age group 36-45 years. In addition the largest percentage are postgraduate students and high school graduate. The main positions in the business are owners and employees. Finally, regarding the years of experience in the position they have today (in this or in a previous company), they range from 3 to 35 years with an average of 11.59 (sd= 7,287)

How to Operation in a Business

The second part of the questionnaire contains questions concerning the different stages of business management. The largest percentage of participants answered that they have a formal organization and that they maintain kept enough records of the actions that executives should take in given situations.

Participants then were asked if their business sets specific goals to be achieved (short-term and long-term). The largest percentage answered that they often set such goals. In the next stage, they were asked how important they consider the process of group determination of future goals by the executives of their business. According to the results of the statistical analysis, the participants consider this process quite important to very important.

Subsequently the next two questions are about the actions that companies take in order to monitor and control the business activity. They were initially asked if their business was redefining its goals in the middle of the year for any corrections to the strategy it follows. The largest percentage of participants answered that they redefine

the goals often during the year. In addition the largest percentage of participants answered that they report often taking stock at the end of the year to see if the goals have been met.

The next two questions are about whether the companies participating in the survey perform SWOT and PEST analysis in order to determine the internal and external environment of each company and therefore to identify the Strengths, Weaknesses, Opportunities and Threats. Regarding the statistical analysis, the largest percentage of participants answered that they perform SWOT and PEST analysis often.

Administrative of human resources

The third part of the questionnaire contains four questions aimed at collecting data on how to select staff, train and control their efficiency. The largest percentage of participants answered that they agree with the fact that they hire employees after a thorough search and strict application of the recruitment principles. The next question was whether companies send their employees to seminars in order to enrich their knowledge. The largest percentage of companies that take part in the survey answered that they do so in moderation.

Business Performance

The fourth and last part of the questionnaire includes questions aimed at measuring the performance of your business. The largest percentage of companies participating in the survey is moderately satisfied with the financial performance of their company. Finally the largest percentage of participating companies answered that they will probably survive from the current financial crisis.

5.2. Bibliographical review conclusions

Small and medium-sized enterprises are now an important factor in economic life, because of their large number, but mainly because of their contribution to employment. In our country, in particular, the term enterprise means practically small and medium-sized enterprises, since of the total of 145,000 enterprises 99.6% are SMALL and medium-sized enterprises with up to 100 employees, while 99% of them

do not employ more than 50 people. A large proportion of small and medium-sized enterprises face serious management problems, relating to their design, planning, control, information and, more generally, the organization of their productive, commercial, financial and other activities. The need for methodical treatment of these problems, although very often highlighted, does not seem to have been covered, whereas any efforts made yield rather limited results.

5.3. Proposals

The benefits a business can have when using management principles are:

- Full organization of the business knowing the skills it currently has and its problems. When you have the knowledge of them, you have the ability to improve them.
- Programming actions so that they all have a class and order thus achieving shorter production times and fewer errors.
- Full control of all production factors at all times and immediate correction of problems
- Full transparency on the situation of the company to shareholders
- More pleasant and relaxing work for employees and executives as no unnecessary actions will be taken.
- Full identification of the objectives of the operation and proper progress with regular checks in order to achieve all the objectives at the end of the time limit.

The main factors preventing companies from applying management principles are:

- The financial cost, which is very high as it requires specialized personnel, additional equipment (and usually state-of-the-art), procedures that need to involve third parties to complete as well as costly certifications that need regular renewals.
- The time to devote to planning, organization and control procedures.

- The trust that entrepreneurs must show in order to give strong positions with strength and responsibility to people who have studied these processes.
- Bureaucracy that too often scares and confuses staff. All these factors are a trade between entrepreneurs and the proper functioning of a business with management principles.

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Annex

Questionnaire

In the context of the study entitled, "The application of the principles of management by Greek small and medium-sized enterprises", I would ask you to spare some of your valuable time and complete the following questionnaire following the instructions. Thank you very much.

Research made by: TETENE EFFIMIA

GENDER

MALE

FEMALE

Age

18-25

26-35

36-45

46-55

56 and above

Level of studies:

High school graduate / Lyceum

College graduate / (IEK)

Bachelor's degree / University graduate

Master degree

PHD

Position in the company.

Manager

Head of Department

Owner

Economic Directorate

Other

**Years of experience in the position you currently own (in this or previous
business).**

PART B: HOW TO OPERATION IN A BUSINESS

The second part of the questionnaire contains questions concerning the different stages of business management.

Organization

Does your business have a standard organization chart?

Yes

No

Does your company keep documents recording what executives should perform in given situations?

Not at all

A few

Enough

Many

Too many

PROGRAMMING - STRATEGIC BUSINESS

Does your business define specific goals to achieve (short-term and long-term)?

Never

Seldom

From time to time

Often

Very often

How important is the process of group identification of future objectives considered by company executives?

Not important at all

Important

Quite important

Important

Very important

Control

Is your company redefining its mid-year goals for any corrections to its strategy?

Never

Seldom

From time to time

Often

Very often

Does your company take stock at the end of the year to see if the objectives set have been achieved?

Never

Seldom

From time to time

Often

Very often

INTERNAL - OUTDOOR ENVIRONMENT

Does your company perform SWOT analysis?

Never

Seldom

From time to
time

Often

Very often

Does your business perform a PEST analysis?

Never

Seldom

From time to time

Often

Very often

PART C: ADMINISTRATIVE OF HUMAN RESOURCES

The third part of the questionnaire contains four questions aimed at collecting data on how to select staff, train and control their efficiency.

Does your company hire employees after a thorough search and strict application of the principles of staff recruitment?

Strongly disagree.

I disagree.

I do not disagree or agree.

I agree.

Totally agree.

Does your company send employees to seminars in order to enrich their knowledge?

Never

Sometimes

Often

Very often

PART D: BUSSINESS PERFORMANCE

The fourth part of the questionnaire includes questions aimed at measuring the performance of your business.

We remind you that the information you provide to us will remain confidential.

How satisfied are you with your company's financial performance?

Not satisfied at all

Not very satisfied

Enough satisfied

Very satisfied

Too much

Will the company survive the current financial crisis?

I am sure it will not.

I suppose it will not.

I suppose it will.

I am sure it will.

Ερωτηματολόγιο

Στα πλαίσια της μελέτης με τίτλο, «Η εφαρμογή των αρχών του μάνατζμεντ από τις ελληνικές μικρομεσαίες επιχειρήσεις» θα σας παρακαλούσα να διαθέσετε λίγο από τον πολύτιμο χρόνο σας και να συμπληρώσετε το παρακάτω ερωτηματολόγιο ακολουθώντας τις οδηγίες. Το ερωτηματολόγιο είναι ανώνυμο, οι πληροφορίες εμπιστευτικές και θα χρησιμοποιηθούν αποκλειστικά και μόνο για την παρούσα μελέτη. Ο χρόνος που απαιτείται για τη συμπλήρωσή του είναι δέκα λεπτά. Σας ευχαριστώ πολύ.

Υπεύθυνος Έρευνας: Τετενέ Ευφημία

ΜΕΡΟΣ Α. ΔΗΜΟΓΡΑΦΙΚΑ ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ

Φύλο

- Άντρας
- Γυναίκα

Ηλικία

- 18-25
- 26-35
- 36-45
- 46-55
- 56 και άνω

Επίπεδο σπουδών

- Λύκειο
- Πτυχίο ΤΕΙ/Πανεπιστημίου
- Master
- PhD

Θέση στην εταιρία

- Διευθυντής
- Προϊστάμενος τμήματος
- Ιδιοκτήτης
- Οικονομική Διεύθυνση
- Άλλο: _____

Χρόνια εμπειρίας στην θέση που κατέχετε σήμερα (στην παρούσα ή σε προηγούμενες επιχειρήσεις)

Η απάντησή σας _____

ΜΕΡΟΣ Β: ΤΡΟΠΟΣ ΛΕΙΤΟΥΡΓΙΑΣ ΕΠΙΧΕΙΡΗΣΗΣ

Το δεύτερο μέρος του ερωτηματολογίου περιλαμβάνει ερωτήσεις που αφορούν τα διάφορα στάδια του management των επιχειρήσεων.

ΟΡΓΑΝΩΣΗ

Η επιχείρησή σας έχει τυπικό οργανόγραμμα;

- Ναι
- Όχι

Η επιχείρησή σας διατηρεί έγγραφα στα οποία καταγράφονται οι ενέργειες που θα πρέπει να εκτελούν τα στελέχη σε δεδομένες καταστάσεις;

- Καθόλου
- Λίγα
- Αρκετά
- Πολλά
- Πάρα πολλά

ΠΡΟΓΡΑΜΜΑΤΙΣΜΟΣ - ΣΤΡΑΤΗΓΙΚΕΣ ΕΠΙΧΕΙΡΗΣΗΣ

Η επιχείρησή σας ορίζει συγκεκριμένους προς επίτευξη στόχους (βραχυχρόνιους και μακροχρόνιους);

- Ποτέ
- Σπάνια
- Που και που
- Συχνά
- Πολύ συχνά

Πόσο σημαντική θεωρείται η διαδικασία του ομαδικού προσδιορισμού των μελλοντικών στόχων από τα στελέχη της επιχείρησης;

- Καθόλου σημαντική
- Αρκετά σημαντική
- Πολύ σημαντική
- Πάρα πολύ σημαντική

ΕΛΕΓΧΟΣ

Η επιχείρησή σας πραγματοποιεί επαναπροσδιορισμό των στόχων στα μέσα του έτους για τυχόν διορθώσεις της στρατηγικής που ακολουθεί;

- Ποτέ
- Σπάνια
- Που και που
- Συχνά
- Πολύ συχνά

Η επιχείρησή σας πραγματοποιεί απολογισμό στο τέλος του έτους προκειμένου να διαπιστώσει αν οι τεθέντες στόχοι έχουν επιτευχθεί;

- Ποτέ
- Σπάνια
- Που και που
- Συχνά
- Πολύ συχνά

ΕΣΩΤΕΡΙΚΟ - ΕΞΩΤΕΡΙΚΟ ΠΕΡΙΒΑΛΛΟΝ

Η επιχείρησή σας πραγματοποιεί ανάλυση SWOT;

- Ποτέ
- Σπάνια
- Που και που
- Συχνά
- Πολύ συχνά

Η επιχείρησή σας πραγματοποιεί ανάλυση PEST;

- Ποτέ
- Σπάνια
- Που και που
- Συχνά
- Πολύ συχνά

ΜΕΡΟΣ Γ: ΔΙΟΙΚΗΣΗ ΑΝΘΡΩΠΙΝΩΝ ΠΟΡΩΝ

Το τρίτο μέρος του ερωτηματολογίου περιλαμβάνει τέσσερις ερωτήσεις που αποσκοπούν στην συλλογή στοιχείων σχετικά με το τρόπο επιλογής προσωπικού, την επιμόρφωση και τον έλεγχο αποδοτικότητας του.

Η επιχείρησή σας προσλαμβάνει εργαζομένους έπειτα από ενδελεχή αναζήτηση και αυστηρή εφαρμογή των αρχών της στρατολόγησης προσωπικού;

- Διαφωνώ απόλυτα
- Διαφωνώ
- Ούτε συμφωνώ ούτε διαφωνώ
- Συμφωνώ
- Συμφωνώ απόλυτα

Η επιχείρησή σας στέλνει τους εργαζομένους σε σεμινάρια προκειμένου να εμπλουτίσουν τις γνώσεις τους;

- Καθόλου
- Μέτρια
- Πολύ
- Πάρα πολύ

ΜΕΡΟΣ Δ: ΑΠΟΔΟΣΗ ΕΠΙΧΕΙΡΗΣΗΣ

Το τέταρτο μέρος του ερωτηματολογίου περιλαμβάνει ερωτήσεις που αποσκοπούν στην μέτρηση της απόδοσης της επιχείρησής σας.

Σας υπενθυμίζουμε ότι τα στοιχεία που θα μας δώσετε θα παραμείνουν απόρρητα.

ΚΕΡΔΟΦΟΡΙΑ

Πόσο ικανοποιημένοι είστε από την οικονομική απόδοση της εταιρίας σας;

- Καθόλου
- Μέτρια
- Πολύ
- Πάρα πολύ

Η επιχείρηση θα επιβιώσει από την τρέχουσα οικονομική κρίση;

- Σίγουρα όχι
- Μάλλον όχι
- Μάλλον ναι
- Σίγουρα ναι