

Table of Contents

List of Abbreviations	XV
List of Figures	XVII
List of Tables	XXI
Abstract	XXV
Rezumat	XXVI
Introduction	1
Part I: Current State of Scientific Knowledge in the Field of Research	11
1 Building up the concept of organisational performance	13
1.1 Performance evaluation - main target of organization aiming to create competitive advantage	13
1.1.1 Aspects of performance measurement	16
1.1.2 Frameworks to evaluate organizational effectiveness	20
1.1.3 The balanced scorecard and other methods to assess organizational performance	21
1.1.4 Summary of frameworks and current status of performance measurement	27
1.2 Performance in sustainable business processes considering management- and leadership aspects	29
1.2.1 The shift from structure to behavior and the importance of the leadership style	34
1.2.2 Current status of business process management.....	36
1.2.3 Industry-wide applied agile methodologies.....	40
1.3 Connections between performance of business processes and knowledge management	45
1.3.1 Organizational culture and the effect on processes	45
1.3.2 The importance of knowledge management and leadership styles aiming to the performance of business processes	47

1.3.3	Evaluating knowledge management and organizational learning through intellectual capital	56
1.3.4	Measuring of intellectual capital as an essential element of evaluating performance	58
2	The connection of risk management and sustainable business process performance	65
2.1	Enterprise risk management and applied operational frameworks	65
2.1.1	Traditional and enterprise risk management and existing frameworks	66
2.1.2	Limitations of enterprise risk management within existing frameworks	74
2.1.3	Summary of the usage and principles of operational and enterprise risk management	75
2.2	Measuring efficiency and effectiveness within risk management frameworks	80
2.2.1	Measuring effectiveness of risk management	82
2.2.2	Measuring efficiency of risk management	86
2.2.3	Key performance indicators within enterprise risk management	88
2.2.4	Discussing on the problems of measuring risk and performance within enterprise risk management frameworks	90
2.2.5	Current tendencies within the theory and practice of enterprise risk management	92
3	Influence of integrated management systems on sustainable business processes	95
3.1	The relationship between sustainable business processes and integrated management systems	95
3.2	Sustainable business processes and integrated management systems	96
3.2.1	Overview of management systems	96
3.2.2	The role of international norms in integrated management systems	101

3.2.3	Comprising the study of the relationship between sustainable business processes and management systems	104
3.3	Influence factors for performance in integrated management systems	105
3.3.1	The balanced scorecard and the execution premium as strategic link	105
3.3.2	The contribution of leadership, organizational culture and influence of employees	107
3.3.3	The issue of measurement of success in the context of management systems	110
3.3.4	Differences within industrial segments and their geographical position	112
3.3.5	Summary of influence factors for performance in integrated management systems	115
3.4	Current topics of interest and discussion of evaluation efforts of management systems in the context of sustainability	116
3.4.1	Connection between business processes and management systems using the sustainable balanced scorecard	116
3.4.2	Management systems and risk management principles toward a sustainable risk management.....	118
3.4.3	Current trends and discussions in the of evaluation efforts of management systems in the context of sustainability.....	120
Part II: Personal Contributions in the Field of Research		123
4	Analysis of sustainable business process performance in the context of knowledge managements, risk managements, and agility.....	125
4.1	Analysis of sustainability factors, organizational learning and knowledge management on the performance of firms.....	125
4.1.1	Main research objectives	125
4.1.2	Research methodology and database.....	128
4.1.3	Results of the research of the effects on business strategies and the influence of knowledge management and the importance of sustainable business processes.....	129

4.2	Research of the importance of knowledge management on firm's performance demonstrated on the automotive industry	135
4.2.1	Objectives of the study regarding the importance and connection between intellectual capital and business process performance	135
4.2.2	Quantitative research using a mathematical model.....	137
4.2.3	Research results of the quantitative analysis of intellectual capital and the influence on performance.....	139
4.3	Study of the connection between business process performance evaluation and enterprise risk management	144
4.3.1	Objectives of the study of enterprise risk management measurement methodologies.....	144
4.3.2	Applied research methodologies	146
4.3.3	Research results of the current status of enterprise risk management measurement methodologies and the suggestion of an assessment framework.....	146
4.4	Research on the effects of agile principles from business processes point of view	159
4.4.1	Objectives of the analysis of agile principles and business processes within the automotive and IT-industry	159
4.4.2	Research methodology to identify the effects of agile principles	160
4.4.3	Results and conclusion of the effects of agility on sustainable business processes.....	161
5	Research on the influence of integrated management systems on business process performance.....	167
5.1	Assessing the high-level structure of an integrated management system.....	167
5.1.1	Objectives for the analysis of integrated management systems with a high-level structure	167
5.1.2	Applied Research Methodology	169
5.1.3	Results of the empirical research of the analysis of integrated management systems with high-level structure....	169

5.2	Study on leadership styles within integrated management systems ...	177
5.2.1	Objectives of the study of leadership styles and integrated management system	177
5.2.2	Research methodology and hypotheses	178
5.2.3	Research results for the study of leadership styles and management systems	178
5.3	Quantitative assessment of integrated management systems and the relationship to process improvements through knowledge management	184
5.3.1	Objectives of the research	184
5.3.2	Research Methodology	185
5.3.3	Overview of characteristics of integrated management systems within the automotive industry	186
5.3.4	Results of the research of quantitative assessment of management systems and the relationship to process improvements through knowledge management	188
5.4	Analyses of current trends of use and evaluation of management system performance within the service sector	196
5.4.1	Objectives of the analysis of management system performance within the service sector	196
5.4.2	Research methodology for the analysis	196
5.4.3	Results and discussion	199
6	Research and development of a measurement model for the effects of management systems on sustainable business processes considering risk management and balanced score card	207
6.1	A quantitative analysis of management system audit results to identify knowledge gaps of management system performance evaluation	207
6.1.1	Objectives of the analysis	207
6.1.2	Research method	209
6.1.3	Results and implications of the research results of the evaluation of management system audit results	210

6.2	Analysis of the implication of the new EU directive for disclosing non-financial information and sustainability reporting	220
6.2.1	Objectives of the investigation of sustainability reporting within the EU	220
6.2.2	Research method	221
6.2.3	Results and conclusion of the analysis of implication of the new EU directive for disclosing non-financial information and sustainability reporting	221
6.3	Developing a model to evaluate the performance of integrated management systems in the context of sustainable business processes and risk management	226
6.3.1	Objectives of the research	226
6.3.2	Applied research methodology	227
6.3.3	Theory development applied to evaluate the performance of integrated management systems	227
6.3.4	Proposal of a holistic model to evaluate the performance of integrated management systems in the context of sustainable business processes and risk management	236
6.4	Verification of a developed model to evaluate the performance of integrated management systems in the context of sustainable business processes and risk management	242
6.4.1	Quantitative assessment of the holistic model	242
6.4.2	Effects of using the suggested measurement model	244
	Final conclusions	251
	Bibliography	263
	Appendix	291
	Appendix A: Results of the research in management system's implementation	291
	Appendix B: Summary of the ERM-studies	295
	Appendix C: Number of certificates of international standards ordered by country (Source: ISO, 2018)	302

Appendix C: Number of certificates of international standards
ordered by country.....302

Appendix D: Comparison of agile principles (chapter 4)311

Appendix E: Interview questions from chapter 6.4312

Appendix F: interview results of chapter 6.4313

Appendix G Risk management process in the case study of chapter 4315

Annexes.....317

Annex 1: List of author’s publications317