Analysis of Organisation Management Influencing Factors in Micro-enterprise

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Abstract. The research describes the significance of organisation management and its influencing factors in micro-enterprise activities. The research is based on the study of specialised literature on the development of organisation management from the ancient history to nowadays. The authors have defined three main factors influencing organisation management – psychological relations and interaction of personnel, project and employee time management, and organisational impact factor. These factors are analysed in an information technology (IT) micro-enterprise "Motive" Ltd. It was found out that the effect of organisation management to micro-enterprise activities was essential. The successful selection and implementation of organisation management is a precondition for effective economic activities, competitive development, and achievement of strategic long-term goals of the business.
Key words: organisation, management, micro enterprises.

Introduction

The significance of organisations in the society is increasing in a nowadays fast - changing era. *V. Praude* and *J. Beļčikovs* (2001), *A. Klauss* (2002) and *L. Gomez-Meija* (2008) emphasise the importance of organisations, since they provide people with material assets and various services. An organisation creates material and intellectual values, increases the wealth of society, creates working places, and ensures the social status of individuals. It is necessary to understand and adjust appropriate management in organisation to be able to manage effectively different forms of organisations. Each business manager shall understand the importance of the company's management.

The changes in the economic situation of the country initiated the changes in business sector as well. According to the *Lursoft* data, in 2010 totally 8835 companies ceased to operate in Latvia, which is 1.5 times more than in 2009. A part of the companies has changed their sector of activity to be able to stay in the market. These changes were accompanied by their own company's internal events, which played an important role in organisation management. Organisations are not able to operate properly on dynamic conditions without the use of all management options or even ignoring the management in general.

According to the data of the *Central Statistical Bureau* (CSB), in Latvia in total 88% of all the enterprises are micro-enterprises. Therefore, it is important to study whether the option of management is significant in the micro-enterprises, since senior managers often use only their personal experience and act intuitively based on the exact situation instead of management. Such scholars as *D.H. Holt (*1990), *H. Mintzberg* (2007), and *T. Herbert* (1997) emphasise the importance of knowledge and skills of middle level managers and senior managers. Acting intuitively is much easier because there is no need for any knowledge of management, yet it is risky. Such actions may lead to the liquidation of a company. Therefore, an IT sector micro-enterprise "Motive" Ltd was chosen as an **object** of the study. The **subject** of the research – factors influencing organisation management.

The **hypothesis** - the impact of organisation management on micro-enterprises activities is significant and diverse – was set based on the previous findings. The **aim** of the study is to evaluate the factors, which influence organisation management in IT micro-enterprise. The following **tasks** were set to achieve the aim:
1) to study the theoretical framework of modern organisation management;
2) to describe the activities of a micro-enterprise "Motive" Ltd in IT sector;
3) to determine the impact of organisation management factors on the activities of "Motive" Ltd.

The following **methods** were used to implement the research: monographic descriptive, analysis and synthesis, graphics, questionnaires, factor, and normal distribution analysis. Several **materials** were used in the research: scientific and specialised literature on organisation management, Internet resources, data from the company "Motive" Ltd. Primary data were acquired from surveys of company executives and managers.

Results and discussions
1. Theoretical aspects of organisation management
The importance of management and organisation has been emphasised already in the ancient society. A Greek philosopher Plato wrote that great leadership was needed among the people, in order to gain victory over the numerically smaller and weaker nations. An ancient Greek philosopher Aristotle emphasised the ideal language skills in the society to reach common goals. The Renaissance writers pointed out that a motivated group, which forms an association with a strong position was needed for progress. In the 20th century, the political leaders achieved their position in the society only because of motivated and target - based group. The authors conclude that there is a need for special human association - an organisation in order to achieve objectives more accurately and more easily (Praude V., Beļčikovs J., 2001). For the provision of effective work in organisation, there is a strong need for **management,** which includes several functions – planning, control, coordination, motivation, and organisation. As *L. Gomez -Meija* (2008) highlights management function has become even more important, since it ensures that all processes are under control in organisation and it works appropriate to achieve the results.

Nowadays, theorists define term "**organisation**" in different ways. *V. Praude* and *J. Beļčikovs* (2001) point out that it is a complex social system consisting of a group of people who want to achieve their objectives. *A. Klauss* (2002) believes that it is the group of employees who have common aims and objectives contributing to a whole part of the interaction and arrangement of perfection. It can be concluded that the organisation is formed with an aim that a group of people could achieve its aims - their individual and common ones more effectively.

By analysing organisation existence theories, it may be concluded that the most famous theories are industrial organisation theories of Frederick Taylor (1856-1915), Henri Fayol (1841-1925), Max Weber (1864-1920), and Lyndall Urwick (1891 – 1983). Taylor and Fayol theories belong to the classic organisation theories, based on a human's increasing role in manufacturing business and society. Classical organisation theory is characterised by three features: motives, communication, and interest in participation.

R. Daft (2004) believes that the most fully modern theory is represented by Hicks and Juleta. They offer 7 key elements: systematic approach, dynamic nature of the process, multi-level structure, diverse motivation, multi discipline, large number of parameters, and adaptation to the possible changes. In contrast, *J. Aldag* (1991) emphasises the importance of preserving theory of organisational bias conditions.

The authors underline modern organisation theory, which is based on 4 functional principles: the target function, adaption of the system to the environment, integration of all parts in the system, and adjustment of the internal tension to the system (Barets R., 2008). For an organisation to act as a perfect system it is necessary to follow these four functional principles, since due to the changes in the country, the organisation shall be able to adapt to the changing environment as quickly as possible and with minimum losses. Experience has shown that not all organisations succeed here. The internal cooperation of organisation systems depends on the organisation manager and responsible managers. If they cooperate just partly then an inadequate functioning is possible within the organisation. In order to promote understanding between employees, it is necessary to use socionics, since the methods of socionics provide reduction of internal tension in an organisation. Therefore, socionics will be used as a substantial tool in the further research.

Based on the organisation management theories, it may be concluded that the viability and efficiency of the business activities depend on periodic and regular operations of business goal, personnel and manager changes, and adaption to the changes. Both companies and

employees have to improve themselves and have to adapt to the changing environment; thus, contributing to the individual, industry, and market development.

2. Characteristic of the micro - enterprise "Motive" Ltd in the context of information technology sector

Micro, small, and medium-sized enterprises (SMEs) play a significant role in economy of Latvia as they promote employment, innovation, and development of entrepreneurial skills. *R.Smukais* (2010) notes that SMEs play a social role and they are of regional importance. According to the European Commission Recommendation 2003/361/EK (6 May 2003) definition of micro, small and medium-sized enterprises, "Motive" Ltd is considered to be a micro-enterprise, since it meets the following requirements:

- maximum number of employees – 9;
- total turnover and/or annual value of balance sheet does not exceed EUR 2 million. (The new definition of SMEs, 2005)

The company "Motive" Ltd was founded in 2006 and it belongs to IT sector programmer companies actively seeking ways to sell an intellectual property, i.e. virtually made product – home pages. Analysing the CSB data, it may be concluded that the number of micro-enterprises in IT sector has been growing – in 2009, the growth rate was 3% compared with 2008. In 2009, totally 82% of all IT sector enterprises were involved in IT service sector: computer programming, consultancy and related activities, maintenance of web sites etc. The company "Motive" Ltd also provides a wide range of services – from homepages with administration systems (content management systems) to reservation systems, interactive business solutions, Internet stores, and intranets (internal website of the company that provides information only for a company's employees). The CSB data show that only 42.3% of all companies in Latvia have their own websites. Companies from all sectors can make their company's image on the Internet; however, many companies do not understand IT technologies and marketing techniques how to attract customers. Therefore, there is an IT company "Motive" Ltd, which deals with project development for the companies who have not discovered yet the possibilities offered by interactive marketing on the Internet. IT sector companies often operate based on the project management principles - coordinated groups of people work together to achieve the set aim. "Motive" Ltd activities can also be described as project – oriented activities that are essential for the IT sector micro - enterprises.

By analysing Internet environment in Latvia, it can be concluded that many companies save on human resources. Instead of human resources, they use programs and sell their goods via Internet. Already in 2007, totally 3.9% of all companies in Latvia sold their goods in Internet; while in 2010, this figure is 4 times bigger and it has a tendency to increase. According to *Economist Intelligence Unit* (2009) data the competitiveness rating of IT sector in Latvia is 42.6 (100 point scale), which ranked Latvia in the 33rd place in the world in 2009. Latvia's population and businesses use computers and Internet and also buy goods via Internet more often (Table 1).

According to the data in Table 1, it can be concluded that the number of inhabitants who use Internet has increased 2.3 times from 2004 to 2010, but the number of enterprises – 2.2 times. It is determined by the rapid changes in IT sector, which are adapted by inhabitants and businesses. More over inhabitants are shopping online, which determines need for qualitative corporate websites and interactive marketing developments.

The situation in IT sector shows that many big companies are making large-scale projects involving a lot of labour force and resources. However, they consume unnecessary administrative working hours and the job at the end is not qualitative. Bureaucratic procedures prevent performance of the work and the result does not justify the invested resources. However, the company "Motive" Ltd is able to carry out identical or similar functions and tasks as big companies do; yet, on much lower costs and more rapidly within the time. It is determined by a smaller number of employees (9 employees in 2009) and smaller administrative costs. The company's economic performance proves the fact. In 2009, the net turnover has increased 8 times compared with 2006 (in 2006 – LVL 1294, in 2009 – LVL 39729). It can be concluded that the company has a stable position in IT sector and is able to make projects in a profitable way. In 2008, the company carried out several insurance broker

e-business projects, which got an overwhelming response to another brokers and demand for this product increased significantly.

Table 1

Tendencies of Latvia's population and businesses in Internet and computer use for the period of 2004-2010, %

Indicators	2004	2005	2006	2007	2008	2009	2010
Inhabitants who use computer at least once per week, of total population (%)	36.4	41.9	49.2	54.5	58.6	61.4	63.4
Chain increase rate, in percentage points	-	*15.1*	*17.4*	*10.8*	*7.5*	*4.8*	*3.3*
Inhabitants who use Internet at least once per week, of total population (%)	27.3	36.3	46.0	52.2	57.0	60.9	62.5
Chain increase rate, in percentage points	-	*33.0*	*26.8*	*13.5*	*9.2*	*6.8*	*2.6*
Use of Internet for businesses, of total number of businesses (%)	41.8	41.6	45.7	56.7	...	86.8	90.7
Chain increase rate, in percent points	-	*-0.5*	*9.6*	*24.0*	*...*	*...*	*4.5*
Inhabitants who are buying goods via Internet, of total population (%)	1.9	2.9	5.1	5.7	9.6	8.2	8.5
Chain increase rate, in percentage points	-	*52.6*	*76.0*	*11.8*	*68.4*	*-14.6*	*3.7*

Source: authors' calculations based on the data of the Central Statistical Bureau, 2011

"Motive" Ltd plans to continue the development of Internet websites and interactive marketing by promoting original and more advanced Internet solutions. It is foreseen to use ready-made products, which are made by other software companies. "Motive" Ltd will adapt and combine it with their designed products and as result, it will be a universal software package. This package will be possible to adapt to almost any Internet business solution. The planned services match with the overall trend in the Eastern Europe, where most IT companies link their future with service provision and adaption, rather than developing products entirely from the beginning.

3. The assessment of factors influencing organisation management in "Motive" Ltd

For successful development of the company, there is a need for qualified and professional personnel. To ensure professional team, it is essential to establish sustainable and efficient organisation management, which may help organise employees for successful achievement of the aim. Therefore, the authors put forward three main factors that influence organisation management in a micro-enterprise:
- psychological relations and interaction between employees;
- time management of employees and projects;
- organisational impact factor.

As the team is numerically small, it is vital to measure the psychological interaction between employees for the provision of positive working environment and high productivity. By growth of employees, the company has to take into account the effects of employees' socionic types and its interaction. It is important to control time management for both - employees and project stages in order to guarantee a project deadline. Organisational impact factor is responsible for each manager level influence on organisation activities.

Assessment of psychological relationship and interaction factor. *V.L*. *Miķelsone* (2004, 2007) believes that people at every stage of life are related to somebody else next to them. Success, feelings, and even health is highly dependent on the harmony with the surrounding world. Harmony is determined by interaction, which is expression of human social nature and performance in human communication. As *R. Garleja* (2003) points out that the exchange of information, knowledge, experience, ideas, and opinions occurs during communication and interaction process. Communication is essential during the working process in which human potential can occur in various degrees, depending on the quality of human resources management. *I. Vorončuka* (2001) and *I. Ešenvalde* (2004) emphasise that human resources are vital for entrepreneurs for succeeding in the working place. It is increasingly important to be aware of the human role in the organisation and to create such

environment for the staff that a person is pleased to be in one room with colleagues and to deal with everyday issues. To build a motivated team, it is necessary to access quality control of communication and interaction.

Socionics helps improve the quality of interaction between employees, since socionics is a theory of human interaction based on fixed patterns of information processing known as 'socionic types' (there are 16 of them and 16 intertype relations) (Рейнин Г., 2005). **I**t is possible to predict a degree of psychological compatibility with certain types of people knowing the characteristics of those types (Гуленко В., 2005). Being aware of these types, the manager of the business is able to predict the employees role and position in the company; what kind of colleagues are likable for individual and what kind of collective may create conflict situations. It can be easier to plan and organise working groups and divide positions in groups knowing the psychological types of employees. Thus, a manager can avoid conflicts from potential working group partners. Socionics is based on four dichotomies:

- extroversion vs. introversion;
- sensing vs. intuition;
- ethics vs. logic;
- rationality vs. irrationality (Zīlīte L., 2009).

By combining these four dichotomies in all possible ways, it is possible to get 16 types in total. Each type has one of the traits of each dichotomy, but not both (Table 2). However, this does not mean that there is a complete absence of the opposite mechanism. It means that one is more flexible and multi-faceted, while the others are more rigid and simplistic.

Table 2

The letter of sociotype code, social role, and pseudonym

ENTP Researcher *Don Quixote*	**ISFP** Mediator *Alexandre Dumas Sr.*	**ESFJ** Enthusiast *Victor Hugo*	**INTJ** Analysts *Maximilian Robespierre*
ENFJ Mentor *Hamlet*	**ISTJ** Inspector *Maxim Gorky*	**ESTP** Marshal *Gueorgui Zhukov*	**INFP** Lyricist *Ray Bradbury*
ESFP Politician *Caius Julius Caeser*	**INTP** Critic *Honore de Balzac*	**ENTJ** Entrepreneur *Jack London*	**ISFJ** Manager *Theodore Albert Hermann Dreiser*
ESTJ Administrator *Sherlock Holmes*	**INFJ** Humanist *Fedor Dostoyevsky*	**ENFP** Adviser *Tom Sawyer*	**ISTP** Expert *Jean Gabin*

Source: Aushra Augustinaviciute, 2002

The names of socionic types are made in different ways. As a first one in Table 2 is mentioned internationally well known four letter code of these types. The first letter describes affiliation to extraversion (E) or introversion (I) type, the second letter indicates the type belonging to sensing (S) or intuition (N), the third letter denotes the membership of ethics (F) or logic (T), and the last, fourth letter shows belonging to rationality (J) or irrationality (P). The second name in Table 2 shows the social role for each type (e.g., ISTP is an expert etc.) The third name is a pseudonym of socionics that points to similarities with the historical or literary characters (Zīlīte L., 2009).
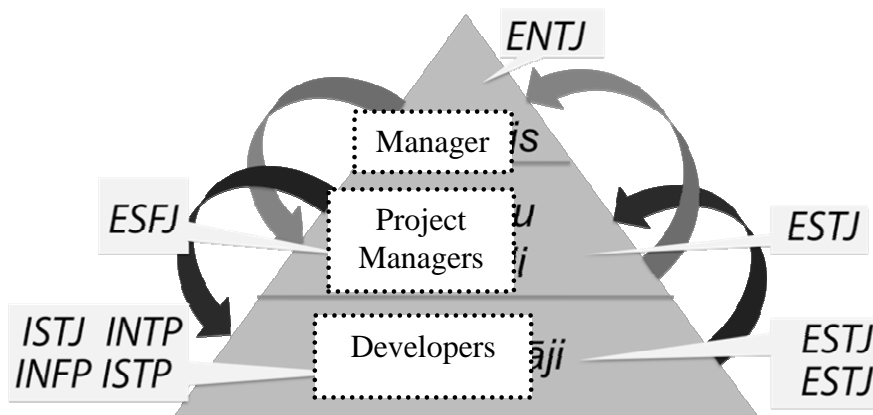
The authors made questionnaires (by using test of Victor Gulenko) to find out the harmonisation or variability of "Motive" Ltd team and the assessment of personnel interaction. The respondents had to choose the most suitable statement from two proposed statements (in total there were provided 24 pairs). The results of the questionnaires showed that "Motive" Ltd employees belong to the following socionic types:

- business manager (designers) – ENTJ;
- designer – INFP;
- project director – ESTJ;
- project manager – ESFJ;
- programmer 1 – ISTP;

- programmer 2 – ISTJ;
- programmer 3 – INTP;
- programmer 4 – ESTJ;
- quality manager – ESTJ.

It can be concluded that 9 company's employees represent 8 different types of socionics. Experts of socionics believe that it is possible to develop intolerable relationships between two good people, since each individual has its own way of information perception and according to it – assessment of information. Each type of siocionics perceives others from his/her point of view. There are no bad types or bad intertype relations; there are only more or less consistent relationships. Knowledge of typology allows being aware of these differences and it helps understand reaction of partner better.

A socionist named Gregory Reinin (*Рейнин Г.*, 2005) has analysed intertype relations in conflict making aspect. Such knowledge is helpful in several situations – for assessing the collective ability to work, analysing kinds of tasks possible for certain groups of employees, and dealing with conflict situations. The authors made a division by type of management hierarchy and compared the type compatibility through the various levels to find out the way for creation of effective working groups in the company "Motive" Ltd. The authors used the compatibility table made by A. Augustinavicuite to make a comparison between the employees. The hierarchy of the company is made according to qualification, roles, and significance of personnel in the company and also taking into account the management level (Figure 1).

Source: authors' construction
Fig.1. **Interaction between "Motive" Ltd socionic types and management levels**

According to Figure 1, it can be concluded that the lower level employee relationships are significant for the middle level managers as well as the middle level relationships are significant for the senior managers. Employees who are subordinates of the middle level managers (project managers) mainly communicate with them, and thus, there should have been very good relationships; otherwise conflicts, which may arise between them can harm the company. Project managers are mainly consulting with senior managers regarding the fulfilment of different tasks. Therefore, these relationships are very important – if the project manager conflicts with the senior manager, the consequences would be felt by all employees and it would bring direct and indirect losses to the company. Very often, the well-being of employees is influenced by the managers, especially in micro-enterprises. Therefore, education of the managers is a very important aspect for the development of their intellectual potential.

The analysis of compatibility of socionic types in "Motive" Ltd shows that in general there are good and cohesive relationships that enable the achievement of the company's aims. Of course, no organisation acts without conflict situations and disagreements. Yet, in order to prevent or minimise them, it is necessary to establish the base of working groups on compatibility of socionic types.

Studies have shown that the more managers know and understand their own personality, the easier for them is to assess the impact on others. Rob Mckenna and David Martin through

their study with 2000 participants found out that 97% of involved persons after learning basic socionics course better understood colleagues and their team. Those participants accepted and better understood benefits of each group member and saw possibility of improvement of working relationships. However, studies showed that administrators and middle level managers were more satisfied with work than other employees were, and this means that they may become careless and indifferent about other problems (Walck C., 1997). In the authors' opinion, it is very important for employees in IT micro enterprises to build a cohesive and successful team. The manager of the company needs to understand where the competition in relationships is and have to undertake appropriate measures.

Assessment of time management in "Motive" Ltd. Time management is one of the management aspects, which is significant for IT sector micro enterprises that are project management oriented. It can give inestimable advantage over the large companies. Each employee carries out his/her part of the project, and then transfers it to the next employee who is planning the specific time for fulfilment of the work. The project manager prepares and signs a contract with client, makes agreement about time limits and divides a task into several stages. From that moment, the most responsible part starts – to plan time so accurately and correctly that project is implemented within the time limits. It is important that nobody waits too long on a previous stage or nobody scamps a job, which has to be corrected afterwards. The loyalty of clients may be lost due to such problems.

The project implementation time is faster for similar project in micro-enterprises compared with large companies. This can be explained by the fact that time management in micro-enterprises is faster and easier, since there are no large bureaucratic departments that hinder the implementation process. The work is defined quickly and precisely, it is determined by the time and is committed and delivered to the client. The employees of micro-enterprises are able to mobilise quickly for problem solving and after successful achievement of results return to the existing works.

Different automated tools are used for time planning in the company:

Time plan. It is a company's developed internet-based system that provides working plan for each employee. The employee is making a report by listing the working hours s/he has spent for the specific project and by stating difficulties that have occurred during the task implementation.

Bug tracking system "**Mantis**". It is used for registration of errors that are found in project testing process or after delivery of the project. The errors found in the tests are solved as fast as possible in order to deliver the project as complete as possible.

Client Relations Management System (CRM) is designed for project managers to manage the project quicker and easier. It is the database all customers with the possibility to make records about planned meeting times, sent emails and made calls. CRM is able to classify clients and projects according to importance or priority. This shows which customer a manager should call obligatory or arrange the meeting, and whom the manager may call another day.

A project status report is made for long-term projects. At each meeting, all interested parties express their opinion and decide about further activities and action plan. Everything is recorded in a status report, where one can see each phase of the project progress in detail and its compliance with the schedule. The client is always informed about the existing stage of the project, potential risks, and possibilities to be used to finish the project in time according to the customer's wishes.

Different automated tools can be used for any company to optimise and control employees and project time management, but it is especially recommended for micro - enterprises. Many of these tools are free and their integration into company does not require financial expenditures. Each activity, automated tool, or system that helps coordinate the time is a competitive advantage for micro - enterprises over the large ones in working discipline and from the perspective of project implementation term.

The assessment of organisational management factor in "Motive" Ltd. Organisation and control are management factors that have great impact on the activity of micro - enterprises. In micro –enterprises, it is easier to control employees than in large companies. Yet, several factors have to be considered to optimise it to the highest level: personnel maturity to different working process changes and the impact of different level managers to organisational process. To clarify this, the authors made a research among the company's staff. They tried to understand the different level of employee's attitude to

organisation management factors in micro-enterprise: planning, control, organisation, motivation, and coordination. This treatment was compared with the company's internal processes – the impact on organisation, business process, and personnel. The authors' study shows the influence of each manager group. The factors of organisation management were evaluated in a five point scale (1 – do not influence, 2 – low impact, 3 – moderate impact, 4 – affecting, 5 – strong influence).

The structure of the micro – enterprise "Motive" Ltd includes a senior manager or leader, middle level managers or project managers, and other employees or executors. Each manager level has its own role to play and affect the company. Each factor of organisation management was estimated from the appropriate managers' point of view. The results demonstrate the level of each manager to the specific factors (Table 3).

Table 3

The assessment of a manager's impact on organisation management

Factors	Impact								
	On organisation			On business process			On personnel		
	H	*M*	*E*	*H*	*M*	*E*	*H*	*M*	*E*
Planning	5	2	1	5	5	2	3	3	1
Organisation	5	3	1	4	5	1	4	4	3
Coordination	5	3	1	4	5	1	4	4	2
Motivation	5	2	1	3	3	3	2	3	4
Control	5	2	1	3	4	1	4	4	2
In total	25	12	5	19	22	8	17	18	12
Normal distribution, %	**41**	**23**	**20**	**31**	**42**	**32**	**28**	**35**	**48**

H – Higher level managers (senior managers); **M** – middle level managers (project managers); **E** – Executors
Source: authors' construction

It can be concluded from the results that the effect is consistent to generally accepted views and hierarchical division. The senior manager has the greatest impact on the company, since the future of the company depends on his/her objectives and activities. The senior manager mainly pays attention to the development of plans, financial analysis, and introduction of new products and services. The highest management level is distinguished from others by the fact that it has a higher degree of responsibility to organisation that explains the impact of senior managers on organisational processes (41%).

There are two middle level managers in "Motive" Ltd. They prepare information for senior managers and coordinate other employees. They are the ones who allocate resources within the project. They are responsible for implementation of project because their organisational capacity determine the efficiency of programmers, designers, and quality manager work. Hence, their impact on business process is the highest – 42%.

Developers – programmers and designers have a significant impact only on working performance – 48%. Relationships between colleagues are the most important for them. They behave according to their character, personal values, and internal and external conditions of the company. Their greatest impact is directly on each other. It depends on their type of socionics and the relationships between them. In each project, a working team, which operates together during the whole project time, is set. Impact among employees contributes to the progress of the project because project manager does not control each step made by the developers.

Organisational factor analysis shows that each manager level has its own impact on the organisation activities with a common aim – to make a successful business. Each has its own sector to be responsible for and to which employee has the greatest impact. Daily work process shows the level of the achievement of the company's goals. If the performance is effective, the company's objectives are fulfilled and a manager can set new ones, more ambitious. Organisation and control as well as other management factors have significant

impact on micro - enterprise activities, and if these activities are adapted to specific sector and type of activities, it can be concluded that entrepreneurship is successful.

Conclusions

1. In modern theories, the achievement of organisation goal, regulation of conflicts and ability to adapt to the economic and social changes are considered as significant aspects that are provided by successful interaction between senior managers and employees within the organisation.
2. "Motive" Ltd is a project-oriented micro-enterprise operating in information technology sector. It can implement similar projects as large companies but in a shorter period of time and consuming fewer resources because of lack of bureaucratic procedures.
3. It is significant in micro–enterprises organisation management, since it influences the efficiency of business performance and achievement of goals. Organisation management in micro–enterprises is influenced by several key factors – personnel relations, personality types, and manager activities in organisation planning and organisational processes.
4. Micro – enterprises are affected by employees belonging to specific socionic type and interaction between them. The principles of socionics have to be considered for successful establishment of a working group to ensure successful compatibility and avoid conflicts between employees.
5. Different automated tools can be used to maximise the effect of time factor in project-oriented enterprises – time plans, bug tracking system, client relations management system, and project status report. These tools help manage internal processes of the company.
6. The manager impact on organisation management is related to its functions. Senior managers have the greatest impact on organisational process, middle level managers mainly influence business process; while programmers and designers have a significant impact on specific work they are doing at exact time.
7. Successful organisation management is a precondition for successful development of the company and for achievement of the strategic goals. Thanks to effective organisation management, "Motive" Ltd has shown good economic performance even in the economic recession.

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