

**Liubov Zharova**, D.Sc. in Economics, University of Economics and Humanities (Bielsko-Biała, Poland), Head of the International Management and International Business Department at the Ukrainian-American Concordia University (Kyiv, Ukraine)

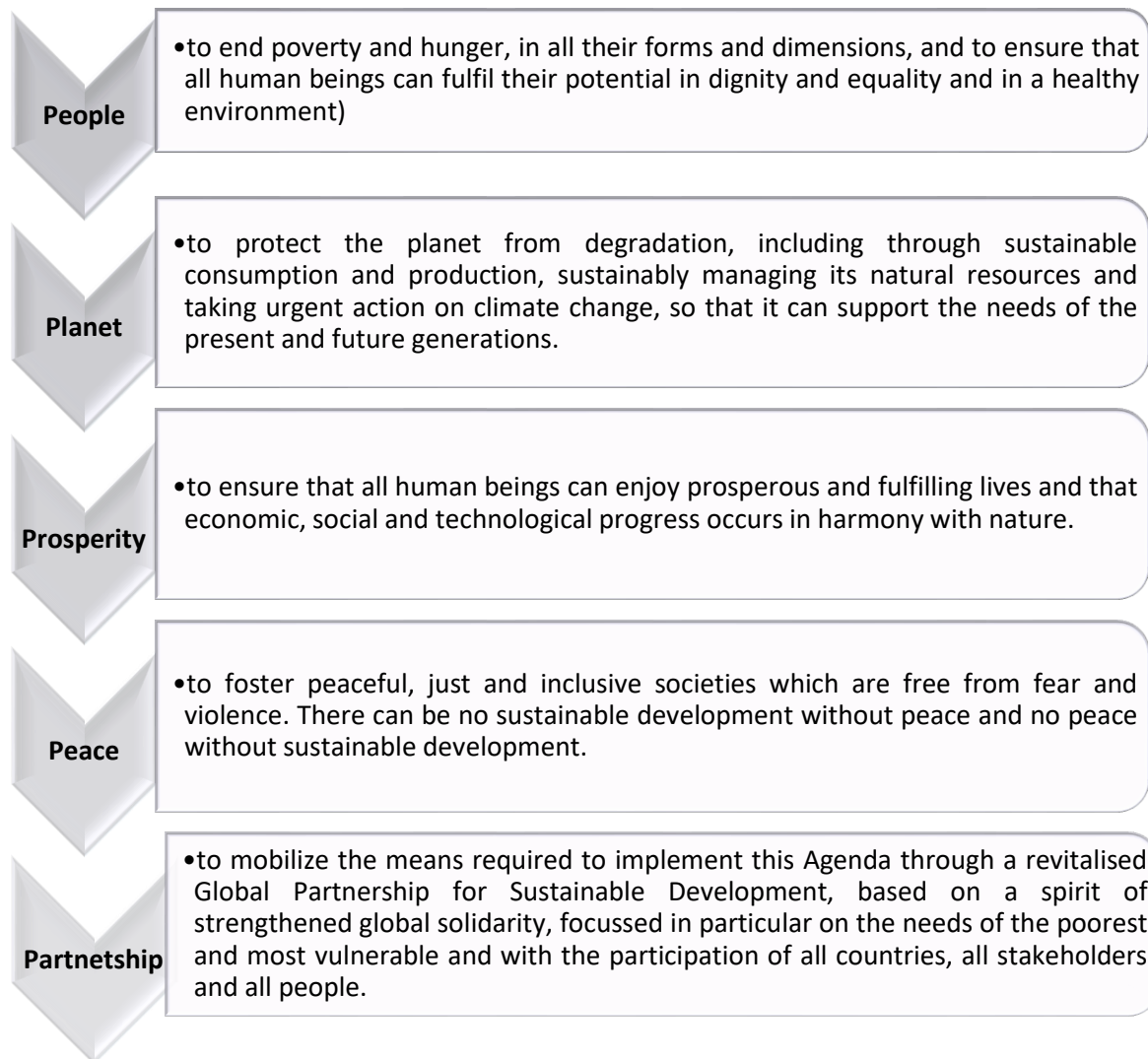
## **CONTEMPORARY MANAGERIAL THEORIES TRANSFORMATION IN FRAMEWORK OF SUSTAINABLE DEVELOPMENT**

Technological and industrial development and growth of population that accompanied increasing of prosperity and longevity naturally led do rising of consuming and jeopardizing the natural resources' availability. Scientists and philosophers thought about other understanding of human development based on harmony with the world (like a noosphere [Georgy S. L., 2000]) more than pure economic development; they frightened with limits of growth [Meadows D.H; Meadows D.L.; Randers J.; Behrens III, William W., 1972] and tragedy of commons [Hardin G., 1968] and warn about the consequences of uncontrolled growth. Their endeavors to change common understanding of the true price of economic development firstly touch the nongovernmental organizations then all together stimulated rising the awareness of international organizations and governmental institutions and united them for mutual discussion and reviewing policies and politics, afterword it affected ordinary citizens and only then it caused change the entrepreneurs' view of the situation. Nowadays the results of this evolution of processes of finding the balance in economic, social and environmental development are generalized in sustainable development concept.

In order to understand how the spreading the ideas of sustainable development influenced the managerial approaches, we should understand what the sustainable development is and how it interprets the economic development. The definitions are very important in any research because it guarantees the same understanding of all crucial moments.

Sustainable development has been defined in many ways, but the most frequently quoted definition is from Our Common Future, also known as the Brundtland Report. According to this paper sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs [Our common future, 1987].

Concept of sustainability that is the foundation for today's leading global framework for international cooperation – the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) [Transforming, 2015] (fig. 1).



**Figure 1. The summarizing view of goals and targets that will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet**

Poland is increasingly unfavorable characteristics for sustainable development [Kassenberg A., 2016]. Poland has undergone constant and intensive economic growth during the last two decades. Therefore one of the major challenges is to achieve sustainable development through such growth and environmental protection requirements.

The key politics that defined the sustainable development are

- National Development Strategy 2020 based on a sustainable development scenario;
- Energy security and the environment strategy – 2020 perspective – interlinks quality of life and state of environment with the sustainable development of the energy sector, the energy security of Poland as well as the effectiveness and competitiveness of the Polish economy;

- National Programme for the Development of Low-Emission Economy – aims to support improvement of energy- and resource-efficiency, waste prevention and better waste management, and promotion of new consumption patterns.

Over the previous two decades Poland has made significant progress in the area of environmental protection and reduced the pressure on the environment. Despite such successes some problems remain. Main policy responses to key environmental challenges and concerns listed below.

One of Poland important imperatives is protecting biodiversity and the landscape is important. The national strategy for the protection and sustainable utilization of biodiversity and The action plan for the period 2007-2013 aim to support this. They will be amended to consider the Aichi Targets for the period 2014-2020.

The next important point is the waste utilization. National Waste Management Plan specifies objectives and measures in this area. Waste management plans are also elaborated for 16 voivodeships regions). The national waste prevention programme was adopted in 2014.

The National Fund for Environmental Protection and Water Management launched a nationwide programme (KAWKA) dedicated to problems of emissions from individual heating for households. It financially supports initiatives aiming to reduce emission in residential areas, increase energy-efficiency and develop diffused energy sources. It will help to achieve air quality standards and limit exposure to air pollution.

Achieving good status of water is supported by various documents including, inter alia, 10 water management plans, the Water and Environment Programme, and the National Programme for Municipal Waste Water Treatment. Limiting the impact on water resources from agriculture is supported by various rural development programmes aiming to reduce nutrient loads in freshwater bodies and the sustainable use of fertilizers.

The Polish National Strategy for Adaptation to Climate Change by 2020 aims to ensure sustainable development and the efficient functioning of the economy and society in a changing climate. The document specifies objectives and adaptation measures to be taken in the most vulnerable sectors and areas: water management, agriculture, forestry, biodiversity and legally protected areas, health, energy, construction, transport, mountainous, coastal and urban areas .

We can summarize the situation with conclusions from the report Securing Means of SDG Implementation in Poland (poverty, sustainable agriculture, energy & climate) [Kassenberg A., Karaczun Z., Owczarek D., 2016]:

- the poverty and social exclusion indicator is still above the EU average and GDP per capita is one of the lowest in the EU;
- the issue of income inequalities is not explicitly the subject of public policies;
- in agriculture improved the economic situation and organic farming and food processing are in the process to develop;
- tendencies to create unsustainable agriculture resulting from its industrialisation is a growing problem;
- Poland has been growing dramatically without increasing its energy use, energy efficiency has improved and the emissions of greenhouse gases have been significantly reduced;
- the energy sector is outdated and requires fundamental modernization and the resource base in the form of coal and lignite is the source of serious economic, social and environmental problems;
- energy efficiency and development of RES are not priorities;
- old environmental problem almost solved but new ones arrived (waste, mass motorization, consumption and others)

Thereby Poland has a big potential to new sustainable development that can change the situation provided by combination of efforts and initiatives of government, citizens and business. Therefore, it is necessary to specify how sustainable development goals and regional politics influence the managerial approaches.

The SDGs is built on the success of the Millennium Development Goals (MDGs) [UN, 2017] and aims to go further to end all forms of poverty. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

Each of the 17 SDGs has specific targets to be achieved by 2030. The goals and targets are universal, meaning they apply to all countries around the world, not just poor countries. Reaching the goals requires action on all fronts – governments, businesses, civil society and people everywhere all have a role to play. Actually if considering the goals (see below) we understand that they influence all spheres of life (not only environmental part of policies and interactions) and so formatting the scene for contemporary management (table 1).

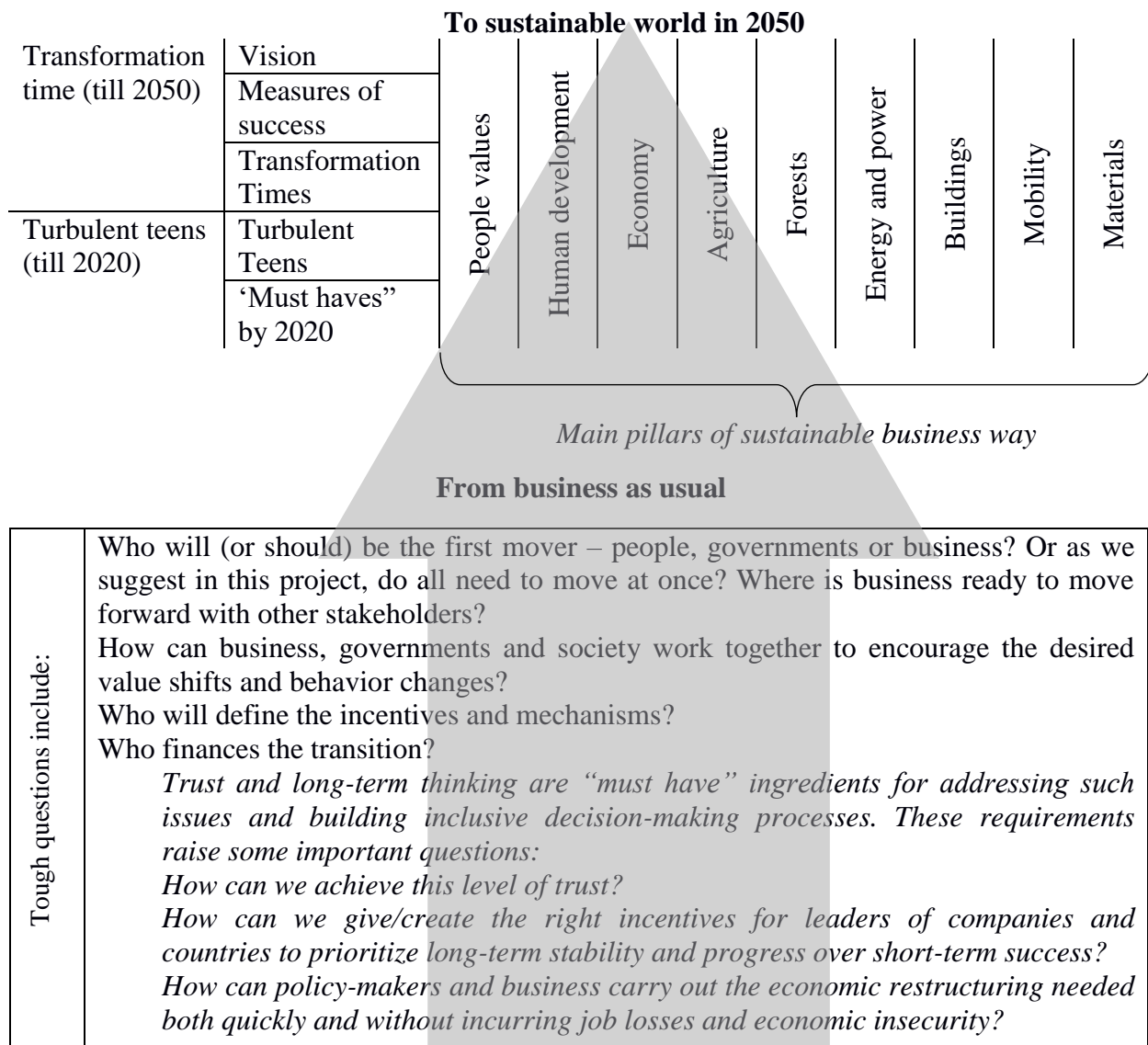
Thus, over the next four decades societies will grapple with difficult questions and tradeoffs, for which answers will need to be found through collaboration [Vision 2050, 2010] (figure 2).

The PricewaterhouseCoopers (PwC) and Illustrative estimates suggest that the sustainability related global business opportunities in natural resources (including energy, forestry, agriculture and food, water and metals) and health and education (in terms of social sustainability) could build up steadily to around US\$ 3-10 trillion annually in 2050 at constant 2008 prices, or around 1.5-4.5% of world GDP at that time. By 2020 the figure could be around US\$ 0.5–1.5 trillion per annum at constant 2008 prices (assuming a broadly linear build-up of these opportunities over time as a share of GDP).

**Table 1. Distribution the SDG in terms of management of organization**

<b>Indirect environment</b>	<i>The SDG that affected:</i>	
	<b>Direct environment</b>	<b>Organization inside</b>
End poverty in all its forms everywhere End hunger, achieve food security and improved nutrition and promote sustainable agriculture Ensure healthy lives and promote well-being for all at all ages	Ensure availability and sustainable management of water and sanitation for all Ensure access to affordable, reliable, sustainable and modern energy for all Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Achieve gender equality and empower all women and girls Ensure sustainable consumption and production patterns
Reduce inequality within and among countries Take urgent action to combat climate change and its impacts Conserve and sustainably use the oceans, seas and marine resources for sustainable development Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Make cities and human settlements inclusive, safe, resilient and sustainable Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	
<b>Strengthen the means of implementation</b>		

Since 2009 reform of Polish strategic document has taken place to built comprehensive System of Management of Poland’s Development [Poland profile, 2016]. The Polish perspective on actions regarding sustainable and responsible economic development has been formulated in The Strategy for Responsible Development (SRD) [2030 Agenda, 2017], which is an instrument for flexible management of the major national development processes. The strategy presents a new model of development – responsible development, i.e. one which, in the process of strengthening competitiveness by means of new growth factors, allows the participation of and provides benefits to all social groups living in various parts of our country. At the same time, within the new model, the needs of the present generation will be fulfilled without reducing the opportunities of future generations. The focus is not solely on the total size of GDP, but rather on its quality as well as the perception of the development processes in the context of their importance for citizens.



**Figure 2. The pathway and its nine elements that lead us to Vision 2050**

The main objective of all actions and projects provided for in the Strategy is to create conditions that foster income growth for all residents of Poland, while also increasing social, economic, environmental and territorial cohesion. The implementation of the Strategy is expected to increase the wealth of the Polish people and decrease the number of people at risk of poverty and social exclusion.

The new development model for Poland set out in the Strategy meets the expectations formulated in the 2030 Agenda. The concept of sustainable and responsible development, on which the Strategy was built, is consistent with the ambitious vision of the 2030 Agenda, a vision of a world free of poverty, where every human being has the opportunity to benefit from development. The convergence of the Strategy and the Agenda is noticeable in their shared objectives, priority areas and actions, and their indicators. The Coordinator for the implementation process of the Strategy for Responsible Development, and of the UN Agenda at the government level in Poland is the Ministry of Economic Development.

Summarizing the sustainable framework for entrepreneurship the next key peculiarities should be mentioned:

- The rising uncertainty of business environment
- The pervasive “greening” of all processes (it can be interpreted from the position of cyclical economic or supporting the products and services during whole life cycle)
- Constantly rising pressure to the business activity from the international and governmental organizations in order to raise sustainability that can take different forms (from restrictions and punishments to benefits and financial support):
  - The pressing necessity of changing and rethinking the management, technological, re-course and social components of success.
  - Inclusivity, equality and environmental friendliness are integral and important part of reputation.
  - Changing the consumption patterns and arising the new type of consumer – who aware of how the product or service produced and how will influence the environment afterward.

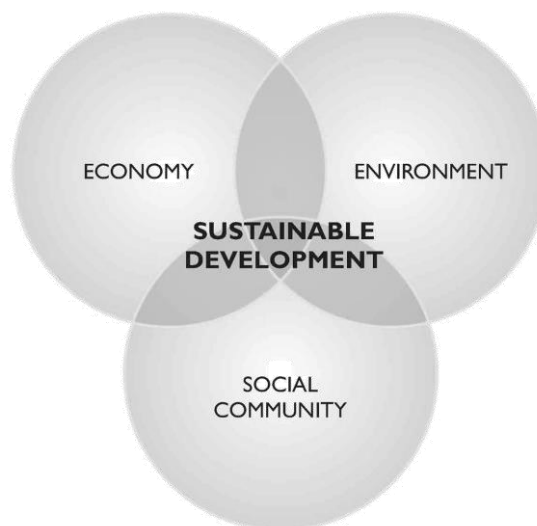
Also we should mention that modern economy named connection which means that focus has changed from technological features (like in industrial and informational eras) to human. Now the human is the center figure in all economical processes (in contradistinction to classical managerial theories when it was only a part of managerial machinery or a part of managerial command in neo-classical theories). Today we cannot ignore the needs and wants of individuals Not only as consumers but also as producers (like part of a business). That is

why modern theories also do not work properly and the time of controversial contemporary theories begins.

Contemporary theories of management suit the sustainable development goals and understanding of the world.

We need to underline that contemporary theories based on system analysis which is focused on the whole, receive secondary attention (all starts with the existence of the whole; parts and their relationships should evolve to best suit the purpose of the whole). Naturally integration (inter-relatedness of the many parts within the whole) is the key in the wholeness analysis. Possible modifications in each part should be weighed in relation to possible effects on every other part. Next we need to mention that each part has a role to perform so the whole can accomplish its purpose and the nature of the part and its function is determined by its position in the whole.

One of the key points of sustainable development is understanding that we are acting in interconnected environment and cannot ignore any consequences of our activity. The classical visual interpretation of sustainable development (figure 3) is based on wholeness off the world where any even insignificant human activity has its results and influence. This reflected in one of principles: think globally – act locally. One interpretation of these contemporary ideas in management is the chaos theory like sensitive dependence on initial conditions. It means that systems can be greatly affected by tiny changes in initial conditions, which would have normally been thought of as so small they could be neglected.



**Figure 3. Classical vision of sustainable development**



The most mentioned display of chaos theory is the butterfly effect. It could be described as the sensitive dependence on initial conditions in which a small change in one state of a deterministic nonlinear system can result in large differences in a later state.

We can claim that this managerial approach is an application of sustainable theory in management and it is not only about the internal environment of organization it is more about better understanding of consequences of business decisions and obligatory strategic planning and wide vision of situation. It could be illustrated with BMW scandal example [Fortune, 2017; Cleantechnica, 2017], when cheating with results of emission expertise caused the lost position in competition (not only financial losses but also harm to reputation). The wrong decisions on local level (headquarter of the enterprises) change the situation on world market of vehicles including increasing attention to the truthfulness of all types' expertise.

Another example could be the results of "Szyszko's law" that changed regime of cutting trees that caused not only expected benefits for local communities [Jan Szyszko, 2017] but problems on national and international level [DW, 2017; The Guardian, 2017] connected with deforestation of the territory. The results of local (country level) management affected not only the territory of the country but also the territory of the continent (the results for Europe postponed but not inevitable).

The implementing of chaos theories and system approach logically boosted development of the contingency school that based on assumption that there is no one process, system or approach to running a business. The thought here is planning, organizing, leading and controlling must be tailored to the specific issues or circumstances a company might face or is facing. Contingency planning is an approach that believes if we want to run a business effectively for any period of time, we must be prepared for emergencies or disruptions that relate to how your business runs. The goal or thought process is that you need to make sure that company can still run or operate despite anything that might come up that could stop it from doing so. Core idea of that theory is that successful managers must consider the realities of the specific organizational circumstances they face when applying management concepts, principles, tools and techniques. There are a lot of illustration of this theory, for example, success of Apple which based on observance of the industrial secrets and solutions, and startups of Elon Musk who believes in accessibility of information and spreading the ideas.

Such flexibility of modern management makes possible survival of organization (or institution) in many different situations due to adaptability to change in accordance with predictions, continuous improvement, and potency to solve complex and detail problems. Contemporary management is the answer to entrepreneur's attempt to survive in new world

where sustainable philosophy is a part of international policy and clue to effective development.

Summarizing we should underline that sustainable development is no longer just a field for scientific research; it is a framework for newest policy. Also it is important to stress, that sustainable development is not limited by ecological problems, resource devastation and greening the economy. It is wider and more complex. Initially it is the idea of finding the balance between environmental, economic and social issues for supporting the long-term prosperous development. Currently these tendencies could not be ignored anymore and success in modern conditions depends from understanding of new trends and requirements. Naturally, it changes the management, but these changes are not coercive, they are more result of evolving of the society.

Contemporary management approaches based on rethinking the heritage of management and apply and modify it for new world. Modern approach to management is based on strategic thinking and long-run analysis that tries to find the best way for development and based on effective usage of all resources (human, environmental, monetary etc.). Sustainable development goals could be signposts not only for policymakers but also for businessmen, they help to forecast the future tendencies, be proactive and mitigate the risks.

Concluding we should emphasize that sustainable development has become part of modern life and has transformed us, and still changing us as citizens, employees, and employers, entrepreneurs, and businessmen. The contemporary managerial approaches evolved and include all best practices not only from economics and management but from other sciences in order to be competitive. The systematizing of new theories in the framework of sustainable development for drawing the perspective directions for their development – is the task for next research.

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**Abstract.** *Sustainable development today not only creates the theoretical and methodological background for governance and management of all levels but also forces rethinking of traditional approaches to management and business development. Contemporary development is not limited by economic dimension anymore, the solving of classical economic ambiguity between efficiency and equity lied in the field of balancing of economic, environmental and social dimensions of social life. Modern approaches require rethinking traditional approaches to management and seeking the best practices for creating the new sustainable style of governance and management. Furthermore, the generality of sustainable development goals worked out by United Nation and formulated recommendations for strategic documents requires uniqueness of priorities and goals for the precise region. The paper gives an overview of the contemporary background, requirements, and challenges that arise before managers, politicians and other stakeholders in order to be effective and successful in modern economic life.*

**Keywords:** *management, sustainable development, contemporary theories, environmental policy, equality*