

DO WE NEED EFFICIENT MANAGEMENT TO ENSURE SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE?

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***Abstract:** Ethics is necessary for all, because of the threats to the nature and the future of humanity thanks to the technical progress and its often devastating potentials, if these potentials are not subjected, as possibilities of exercise, to this principle of responsibility. Therefore, sustainable development (SD) is called to manage well the strong tension that has developed rapidly between the two poles: that of moral demand, based on a return to the philosophy of morality, and that of stakeholders, which aims to extend the agency relationship to new interest groups such as local communities or even their administrations, through the partnership method. In this way they become partners and implicitly stakeholders who no longer act as a party to the conflict. They are united in their incompatibility and under these circumstances the stakeholder theory suffers from an acute lack of legitimacy in relation to the new requirements imposed by SD.*

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In the reports presented at international conferences on environmental issues (Rio 1992, Kyoto 1997, Davos 2001, Johannesburg 2002, Coopenhaga 2009) and in many other specialized publications, Sustainable Development has emerged and appears today as the dominant representative of a new logics of economic and social development. This logic should allow for a fair balance between social aspirations, considered as new ones, and an "economic development that meets the needs of each generation, starting with the most in need, without compromising the ability of future generations to meet their own needs" (Brundtland, 1987).

The emergence of the concept of sustainable development (SD) is from the beginning the subject of some tensions regarding its objectives and content. These tensions swing between a pragmatic approach, based on stakeholders' theory and an ethical or moral approach, which highlights a principle of responsibility, largely inspired by the philosophy of Hans Jonas (1990). The analysis of these tensions, developed in the first part of this article, helps us to understand the context in which the debates and especially the controversies surrounding the concept of Sustainable Development are inscribed today (Jonas, 1990).

Natural questions do not contain about this concept:

- Is this a new logic that will result either from a better arbitration between short-term oriented concerns (largely based on economic criteria), or from a new definition of performance, extended to the economy, from social and environmental considerations?
- What are the theoretical bases to support the codification and development of the concept of SD?
- Or is SD simply a new concept and a new attempt to justify and sustain at any cost a sustainable growth or, more importantly, is it an invitation to rethink the "nature of the company"?

Between the deeply contradictory interpretations of the concept and the difficulties encountered in trying to define its dimension in terms of social involvement, the fundamental components of economic and social sustainability are hard to distinguish as widely recognized and legitimate landmarks. It seems that this is better defined today by

the concept of social responsibility that has the vocation to bring a broadly accepted consensus regarding these controversies (Angelescu, 2001).

As a new formulation, and seemingly with a more widely accepted mediation potential, it is assumed that the enterprise (organization), as an economic entity that acts in the market, recognizes and assumes its responsibility, in various fields such as: accidents, pollution, social disturbances caused by managerial decisions, civic and ethical impacts of strategic decisions, etc.

This is actually a new way of the individuals behind everything that represents the organization to run away from the responsibility, invoking even its social responsibility and care for the employees, in front of any regulations and especially those of the environment protection.

Inventing the phrase Sustainable Development is often presented as the result of a complex set of multiform pressures, created by groups of actors, with different motivations. For example, the anti-globalization movements and the Non-Governmental Organizations, are imposed as an increasing presence on companies and international organizations and institutions operating in the field of the environment. Such organizations (UNEP, UNCTAD, IOM, UNDP, OECD, European Commission) are actively developing, especially after the Brundtland Report (WCED 1987), important awareness and information mechanisms between governments and institutions directly involved. (See, for example, the Development Assistance Committee, DAC, OECD. 1996).

Despite the diversity of these approaches, and the diversity of their bases of action, most of these players seem to agree that the SD phrase itself as the doctrine and obvious result of the action is in search of a new development model. This new model seems to be situated at the intersection of three fundamental principles:

1. An *economic* principle that requires the rational use of resources, in order to fulfill the desire to "maintain a reasonable standard of living" (Bansal, 123), without endangering the chances of future generations.

2. An *environmental* principle specifying that civil society must protect these resources because the peak of political decision is and will always be at the mercy of the economic peak that propelled it.

3. A *social* principle that states that all people should be treated fairly.

The very general aspect of these principles, their soft obligatory feature and the absence of a "regulatory authority", which would have been imposed unitarily by all, constantly threatens and raises questions about the intentions underlying this search for a new model of development. The negative aspects of the "old" model are only rarely mentioned (apart from the impairments to the environment by the economic growth of at any cost), and it is not clear how the principles of action in the social and especially economic field will be renewed.

Therefore, the vague character of the concept, the weakness of the debates around the principle of social equity and the lack of prescriptions, requirements or proposals for structuring clear actions, can legitimately raise the issue of the real intention to perform the concept of SD.

The word management originally comes from the Latin language, also appearing in other European countries, having many precautions when it comes to introducing new words into the vocabulary. The meaning of this word represents the position of leader, of leadership, but from what we observe its meaning and attribution as a process are much more complex.

After a while, the expression of management was also introduced into the economy, from where it became more extensive, and where it began to lay its final foundations.

Shortly, the difference between management and manager was clarified and

differentiated, because management is a process that must be completed in order to give the respective company profit, and the manager is a person who is in charge of managing that company. And any company that wants to be successful in the market and to make a profit, must call or most certainly hire a good manager, to know how to organize things and the activity in the company (Sfetcu Nicolae, 2016).

Management as a definition can be framed: “Communication management represents a holistic approach to meeting the communication needs of a company with intermediaries and internal and external target groups. Target groups and intermediaries are self-reliant and interdependent with each other” (Balanică, 2003).

According to Philip W. Shay, there are four essential steps that are beneficial for the sustainable progress of the enterprise in the field of management.

- The first stage: At the beginning of the initialization of the management in the business market, certain criteria were established, among which the one to achieve maximum success with a reduced effort. It was also based on establishing a plan from the beginning trying not to deviate from it. After a while the managers gave up the norms initially imposed, and decided to bend after the situation that appeared at the moment. For a good collaboration and efficient organization, they thought that it is beneficial to rely on the relationship from superior to subordinate and vice versa.

- The second stage: With the improvement and amplification of the relations between the superior and the performer, there appears the need to have a good organization at company level.

- This stage requires a well-defined organization, because it is important to make a correct decision, without haste in the decision-making process. It is also necessary to have a good organization because, in the first stage, many decisions were neglected and could have been beneficial.

- The third stage: If in the first two stages, the managers were limited to the plan, decisions, in the third stage appears the setting of some goals, objectives, which must be achieved and finalized. It also amplifies the process of ensuring the circulation of goods and services, but also the process of decentralization.

- Fourth stage: Formation of a general framework, due to the concepts approached and set in the first three stages. Here the scientists intervene and add, after the four stages, certain definitions or useful theories and at present, for those who want to know more about management.

Due to these stages but also to other scientists, scientific management has really experienced a development based on certain principles, which makes it easier to implement the management function.

Management is able to solve different dilemmas in the management system of organizations. It is created and designed to lead and distribute the functions and duties of an efficient company, capable of bringing changes and advantages. Management also has the function to detect and act in case of problems existing at the level of a company, finding the best solutions.

Although scientific management is discussed more widely, however, many experts believe that management is an art, because in the Middle Ages many people have led multiple such actions in another form, acquiring an art character.

They used the correspondence through pigeons, knights, there was a centralized record, the craft, the blacksmith, etc. Over time, scientific theories and principles have removed the importance of these activities and everything has become as modern as possible.

Conclusions

In the case of sustainable enterprises, most authors support the need for the continuous exercise of this function, being considered vital for the development of the enterprise. Most of the time, the entrepreneur makes forecasts empirically (unless he has a specialized department - as in most companies - which makes forecasts, especially economic ones, based on specialized software). When the forecast is made exclusively by the contractor, it is limited by his level of training and experience. After all, any entrepreneur has plans for the future, at least for survival, if not for expanding the business.

It is necessary to train and educate managers about the importance of organic structures, symmetrical communication systems and fair organizational systems. If the dominant coalitions and the managers do not recognize the important roles that the three organizational contexts play in the relations with the employees, the research of such relationships would never be beneficial for the managerial practice.

The manager of sustainable development of an enterprise can capitalize on the ideal contribution of the theory of the new public management. The person in charge of sustainable development has the opportunity to assert himself not only as a specialist, but also as a true leader of the need to change the mentalities in the context of promoting the sustainable enterprise.

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