

ZN WSH Zarządzanie 2016 (2), s. 157-170

Oryginalny artykuł naukowy
Original Article

Data wpływu/Received: 20.12.2015

Data recenzji/Accepted: 21.01.2016/1.02.2016

Data publikacji/Published: 2.06.2016

Źródła finansowania publikacji: środki własne Autora oraz projekt VEGA Regulation
No. 1/0794/11

DOI: 10.5604/18998658.1209998

Authors' Contribution:

- (A) Study Design (projekt badania)
- (B) Data Collection (zbieranie danych)
- (C) Statistical Analysis (analiza statystyczna)
- (D) Data Interpretation (interpretacja danych)
- (E) Manuscript Preparation (redagowanie opracowania)
- (F) Literature Search (badania literaturowe)

Prof. Ján Porvazník PhD.^{A D F}
Ekonomická univerzita Bratislava

**MANAGERIAL PRECONDITIONS AND STARTING POINTS
FOR SOLVING THE THREATS AND USE OF GLOBAL
ENVIRONMENT OPPORTUNITIES**

**PUNKT WYJŚCIA I WSTĘPNE WARUNKI ROZWIĄZYWANIA
PROBLEMÓW ZAGROŻEŃ ORAZ WYKORZYSTANIA
MOŻLIWOŚCI GLOBALNEGO ŚRODOWISKA
Z PUNKTU WIDZENIA ZARZĄDZANIA**

Abstract: Article presents: global environment parts (types), threats and opportunities of global environment parts, managerial subjects, their competence (tasks – duties, powers – legislative conditions and responsibility). It is shown in: competence system model of managerial subjects

and research and development of model for competent managerial subjects, who are able to solve problems and use global environment opportunities.

Keywords: global environment, threats and opportunities of global environment parts, managerial subjects, competence

Streszczenie: Artykuł prezentuje globalne elementy (typy) środowiska oraz zagrożenia i szanse związane z ich wykorzystaniem. Ponadto autor opisuje podmioty zarządzające i ich kompetencje (zadania – obowiązki, uprawnienia – warunki prawne i odpowiedzialność). Zasadnicza część artykułu została poświęcona przedstawieniu i rozwinięciu modelu systemu kompetencji podmiotów zarządzających, zdolnych do rozwiązywania problemów i wykorzystania globalnych możliwości środowiska.

Słowa kluczowe: globalne środowisko, zagrożenia i szanse globalnych elementów środowiska, podmioty zarządzające, kompetencje

Introduction

From the aspect of a long-term sustainable future development, global environment on planet Earth is accompanied by more threats than positive opportunities. Not only scientists, pedagogues and politicians, but all representatives of individual parts (types) of global environment as a whole are posed more questions which necessarily need to be answered:

1. it is inevitable to map all threats in particular parts (types) of global environment as a whole, primarily in social-occupational and natural-ecological environment,
2. representatives of those parts of global environment which caused and are causing the deepening of threats of global environment at most,
3. representatives of that, or more precisely of those environment parts should have the necessary competences (duties, powers and responsibility) to solve threats of global environment.

However, the most fundamental question is to seek, find and make a competence system model of managerial subjects with an advanced level (degree) of holistic competence (intelligence) to solve the contemporary threats of single parts of global environment.

We tried to solve the problems of evaluating the holistic managerial competence in a research project VEGA Regulation No 1/0794/11 called Holistic managerial competence, necessity, approaches and methods of its evaluation and we deal with it in a research project VEGA in the present as well. This article contains the results of both former and present VEGA researches.

1. Parts (types) of global environment as a whole

Current crisis has a global, worldwide scale. It was initiated in 2007 by representatives of the economic-financial environment. Owners and by them appointed top managers of

transnational and multinational corporations who brought this crisis about do not show great interest in solving its impacts on the entire civilisation. Quite the opposite, in many cases they advocate in deepening it. Differences in people's wealth and poverty in all parts of global world (civilisation unit) are deepening. That is the reason for this present crisis being identified by the representatives of social-occupational environment as the global human and social crisis, but also as the moral crisis of those who caused it and those who should be responsible for solving its impacts.

The current crisis raises in many parts of global environment (civilisation unit) threats which we will further call attention to and of which unsolving may bring a "deep illness" and consequently even "death of the entire part" of humankind.

Contemporary science as a whole, as well as its parts, natural, technical and social sciences individually, but also in its hybrid, interdisciplinary and multidisciplinary aggregate connection signalise the present crisis threats for the civilisation as a unit. Unfortunately, another long-term sustainable development of civilisation as a unit and its parts (e.g. people living on a particular continent, in particular states or regions) very little or by no means depends on philosophy of holism and on cognitions from general systems theory while making part of the system, their mutual interactions (ties and relations) which secure the return of the unit into a condition of equilibrium before it crosses the boundaries of stability leading to its downfall. The use of cybernetic cognitions while maintaining the system functionality in terms of long-term sustainable development of civilisation can also help to deal with contemporary threats of global environment.

Both interdisciplinary sciences, general systems theory and cybernetics accumulated their cognitions from observation, researches and functionality of the individual parts of the unit, which is man. And since man lives in a society of other people, these are parts of community - unit. This community of people in consequence of behaviour of individuals, their mutual relationships and act, in relation to their number and competency produces certain results beneficial or less beneficial for a group of people in teams, productive bodies, organisations on an aggregate level, such as municipalities, districts, counties, regions, country, blocks of countries, continent.

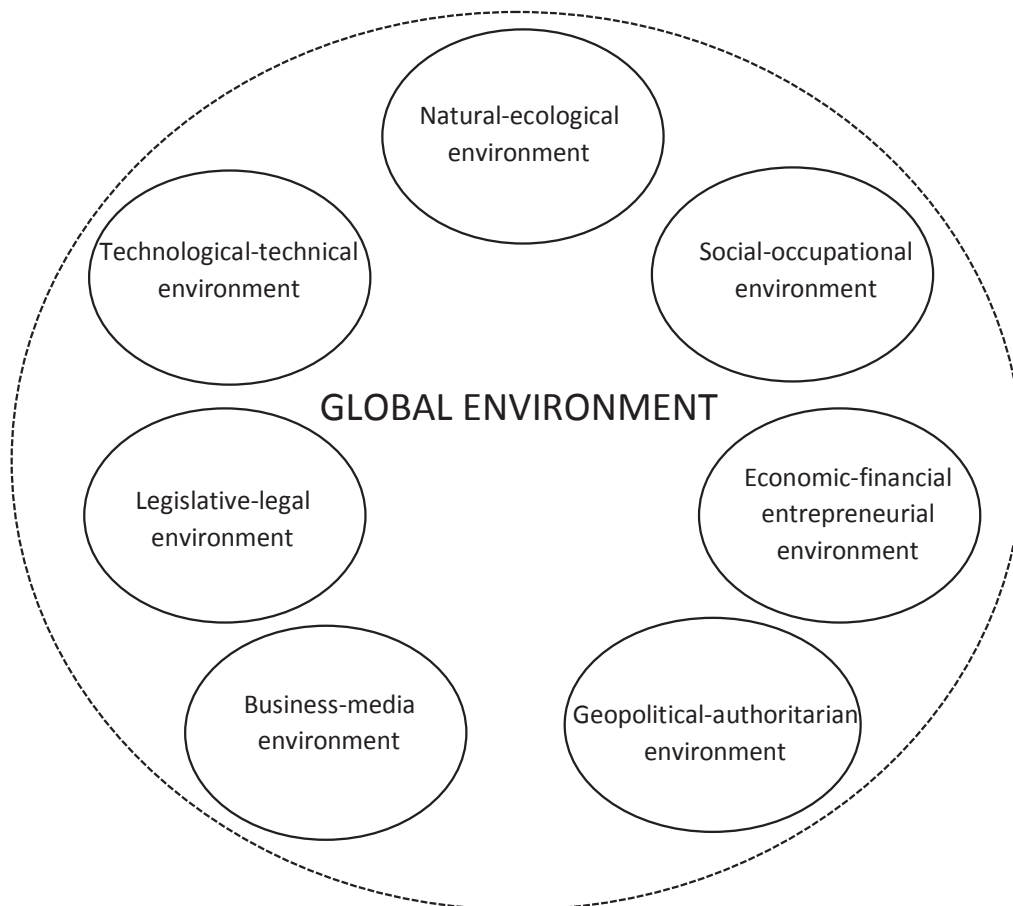
Man as an individual and in a group with other people, including family, live their life in a particular environment. Even global environment as a whole can for the necessity of its control (maintenance, management) possibly be observed, examined and administered by means of using the systemic approach, specifically by allocating its parts in accordance to several criteria, for instance spatial and temporal phases of its formation and development, quantitative differences, practical needs for maintenance of objects created by nature and man, fields of science investigating the global environment etc.

For needs of maintenance and urgency of solving global environment problems as a whole we distinguish its separate parts as follows.

2. Opportunities and threats of global environment as a whole

Development of information-communication technologies at the end of the previous millennium created conditions for global entrepreneurship and its management in real time on an arbitrary place of our globe. Many, nowadays referred to as transnational corporations, started to perform this entrepreneurship. Thus, the conditions and opportunities for economic-financial prosperity of owners of these corporations were given rise and they started to take advantage of them.

Figure 1. Global environment on planet Earth as a whole and its parts



Source: own.

Globalisation is a process of opening of goods, services and financial markets movement all around the globe. Processes all over the world are not spread equally at the same time. Even if spatial boundaries of globalisation are eliminated, by using modern information-communication technologies endure not only the problems at the level of holis-

tic competence of political leaders in particular countries, but also economic conditions stimulating owners to run a business in an optional country. Although processes still have the potential to form the conditions for balancing the wealth of singular countries, in truth, globalisation deepens these differences even further.

Several representatives of multinational economic-financial and transnational geopolitical power give reasons with opportunities and contributions which the deepening globalisation of Earth's civilisation as a unit brings. They claim that globalisation denotes the basis for GDP growth in a world as a whole, growth of world trade, accumulation of higher investment capital, higher tax revenue into particular countries' and blocs of countries' budgets, increase in qualified employees, market experience acquisition in countries where transnational corporations operate and brings also many other advantages and opportunities.

Opportunities that are set open for global entrepreneurship consist chiefly in:

- world trade growth,
- development of migration and other relationships between countries,
- research stimulation,
- raise of investment capital,
- raise of budget means in particular countries,
- rise of employment and qualification
- market experience growth
- some other fields.

Statistics and scientific researches show who thrives in deepening globalisation and who is motivated to use its opportunities. In many parts of planet Earth - countries, regions, municipalities people face the global multinational entrepreneurship and geopolitical governance of single countries for the most part in a form of threats leading to a worldwide societal (moral and social) crisis with less opportunities for a better life.

Unfortunately, as a result of a low competence level of representatives of geopolitical-authoritarian environment of various countries, the threats of global entrepreneurship in the present are far bigger than opportunities it brings:

- it threatens the sovereignty and autonomy of economically less developed countries,
- it supports repressive regimes,
- dependence on technologies, capital and knowledge of developed transnational corporations increases,
- it determines (dictates) the character of economic orientation,
- it leads to consumer orientation,
- it increases the income of those countries, from where the transnational corporations accumulate,
- they destroy local entrepreneurship,
- they enhance the wealth of domestic elites,
- they export ecologically challenging and substandard technologies,
- they bring many other threats.

3. Threats of natural-ecological environment

Preservation of life on our planet is threatened. Humankind crossed a dangerous border of carbon dioxide concentration in the atmosphere. This reached 400 ppm (parts-per-million), thus 400 parts of CO₂ per million. Four years ago, many climatologists, biologists and geologists alerted the world politicians that the concentration of CO₂ in the atmosphere must be stabilised at 350 ppm. If this is not met, the average Earth's temperature will increase by 2 °C, which will be the breaking point for some of the ecosystems no longer being able to adjust. Even nowadays, resulting from the 400 ppm, the atmospheric temperature is already rising. Extreme weather (hurricanes, storms, tornadoes, floods, heat waves, blizzards) occurs more often. Humanity annually produces 35.274 billion tons of carbon dioxide, the most by China - 10.281 billion and the USA - 5.298 billion. Unfortunately, the most part of incompetent politicians is calm. They are not concerned with needs of decreasing the energy particularly from fossil fuels. And what are the consequences?

- Running out of fossil fuels.
- Reduction of drinking water supply.
- Underground water level decrease.
- Glacier retreat.
- Desertification.
- Decrease in species diversity of plants, fish and other animals.
- Pollution of atmosphere and climate disruption.
- Natural disasters (earthquakes, hurricanes, floods...).
- Nuclear, toxic, chemical and other waste.
- Urbanisation, artificial natural environment, its impacts and other.

4. Threats of social-occupational environment

We will introduce various types of threats of social-occupational environment - crime, terrorism, wars, corruption, insufficient social welfare, inadequate level of culture and art, insufficient health care, absent education, unemployment and inadequately evaluated work, uncivilised housing, inadequate level of child upbringing in family. And there are many others. What are their consequences?

- Famine and poverty daily takes 25 thousand human lives.
- 852 million people suffer from food shortage, which represents more than the population of the USA, Canada and the EU altogether.
- The poor spend on food more than 70% of their incomes.
- 85 wealthy ones possess such amount of assets, as 3.5 billion of others and 7% of people on Earth owns 93% of all assets.
- Diseases of civilisation.
- An average American family spends on food a little more than 10%.
- Each 5 seconds a child dies of famine.

- 17 million children are annually born underweight because their mothers suffer from malnutrition. 6 million children under 5 years of age annually die because of famine and malnutrition.

- No access to education.
- As much as 25% of food in developed countries is thrown away as rubbish because of rich consumer society.
- 15.7% of people in the USA was in 2011 in poverty area.
- On planet Earth currently lives 30 million people as slaves.

5. Threats of economic-financial entrepreneurial environment

- Cult of privatisation and private ownership.
- Liberal and deregulated financial market.
- Bankruptcy of countries and bank failures.
- Entrepreneurial uncertainty of small-, medium-sized enterprises and family-owned businesses.
- Non-solidarity in distributing created products from the ownership title.
- In the present, 7% of people on Earth possesses 93% of all assets.
- In 2005, 1% of the American nation privatised 21.5% of the national income.
- Bank bankruptcies and earnings which are prevented by countries' governments through citizens' taxes.
- Entrepreneurship, risk, getting rich and crises in financial markets.
- Distribution of the state budget according to political positions of top public officers.
- Black and grey market.
- Problems of world economies running into debts.

6. Threats of geopolitical-authoritarian environment

Geopolitical-authoritarian environment in different spatial parts of the world influences to the greatest extent the future of human civilisation. Politicians in various parts of the world have distinctive opinions towards the holistic managing of units which they are in charge of. Several American experts claim that in regard to resources invested in arming and military forces only the United States of America are considered to be the Great Power. Other countries, such as China, India, the European Union, Russia, Japan where the population exceeds 100 million are Great Powers. According to them, even countries with the population exceeding 100 million, such as Indonesia (230 mil.), Brazil (193 mil.), Pakistan (168 mil.), Nigeria (155 mil.), Mexico (110 mil.) are not Great Powers. Many times are even technologically developed countries regarded as Great Powers, e.g. Germany, France, Great Britain. It is mainly thanks to their historical development and achieved economic results. The most serious threats:

- Violations of human rights and freedom.
- Population problems.
- War conflicts, unemployment.
- Minority problems.
- Creation of an appropriate entrepreneurial environment.
- Preventive medicine and health care.
- Women's emancipation.
- Security of schooling for all children.
- Problems of democracy and common repute.
- Parliamentarianism and common repute.
- Problems of social harmony and social righteousness.
- Problems of choosing (electing) politicians and political power and other.

7. Threats of business-media environment

- Disproportionate investment of a large amount of financial means in advertising.
- Problems of electronic trading.
- Problems of public procurement.
- Problems in order acquisition in the private sector.
- Corruption.
- Spreading of false information in mass media.
- Unfounded market liberalisation.
- Elimination of products as an effort to sustain the market.
- Trade with uncertified products.
- Low level of consumer protection and other.

8. Threats of the legislative-legal environment

- Problems of the rights security, freedom of citizens and personal ownership.
- Crime, death sentences.
- Terrorism.
 - criminal.
 - pathological.
 - political – ultra left-wing, ultra right-wing, ethnical, religious, environmental, single-issue terrorism against abortion.
- Unenforceability of law.
- Creation and interference with creation of legal norms.
- Extremism – ideological extremist attitudes.
- White slavery and drugs.
- Organized crime and others.

9. Threats of technologic-technical environment

Many scientists, who currently work in the technologic-technical field, state, that exactly this field will allow to solve all common threats in individual parts of the global environment in the future, starting with natural-ecological environment. But also such threats, that are crucially dependent on the competence of representatives in other fields of the global environment. Others say, that the gap in competence of absorbing all achievements deepens even in the present - results or opportunities that the technological environment offers.

Recently, a message was spread across the world that scientists from the Oxford university have warned the politicians that they should take the threat of human extinction into consideration. Unfortunately, BBC points out, that there was a higher number of published materials about snowboarding than there was about the extinction of humanity. Experts warn, that the new type of technological era is more dangerous than climate changes and wars so far. Technological progress has surpassed our abilities to control possible consequences. Experiments in synthetical biology, nanotechnology and artificial intelligence quickly progress to unwanted and unpredictable areas. Globalized environment managed by incompetent politicians brings more threats than opportunities for the modern civilization. It appears, that the power of computers is more unpredictable and less controllable.

"We can't state, that the phenomenon such as Facebook or the Internet has become generally used and have only a positive impact on the development of society. Likewise if we take some fields of genetic engineering development into consideration, they don't only have a positive impact and willingness to eliminate illnesses from the human genome, but they also present other hazardous phenomena, which emerge in combination with technological facts"¹.

Development results in the technologic-technical environment, if they will be placed in the hands of incompetent people, they might be used for individual egoistic goals. And that not only in local, regional or national, but also in global environment. And unfortunately, such abuse is currently starting to be manifested. A question emerges, if the results in technologic-technical environment will solve growing problems in the future, mainly in personal-occupational environment, but also in other parts of the global environment. According to our opinion, if no changes will be made in the electing of geopolitical-authoritarian environment representatives on all levels from global to local, if current system will be used, opportunities, which the development of technological-technical environment will bring, the asymmetry on the planet will deepen and will deflect from the equilibrium to critical limits of stability.

Further threats:

- Great budgets for science and research in the field of technical sciences in comparison to social sciences.

¹ P. Staněk a kol., *Očakávané technologické zmeny v globálnom prostredí*, Ekonóm 2015, p. 8.

- Spreading of weapon technology systems.
- Development of nuclear, chemical and biological weapons.
- Cybernetic threats (misuse of internet banking, pornography, misuse of information technologies).
- Internet, social networks.
- New means of communication.
- Unavailability of secure and modern technologies for small and family companies.
- High development costs for new technologies.
- Uncertified, ecologically difficult and hazardous technologies and others.

10. Application of the holistic personal and work competence model as a starting point from the current human crisis

A question emerges, if the efforts to handle current civilization problems in the globalized world should be found, elaborated and unifying approaches in a certain way used by representatives of worldwide organizations, or leave the solving of these problems to each country or blocks of countries as it is currently in the global liberal entrepreneur environment?

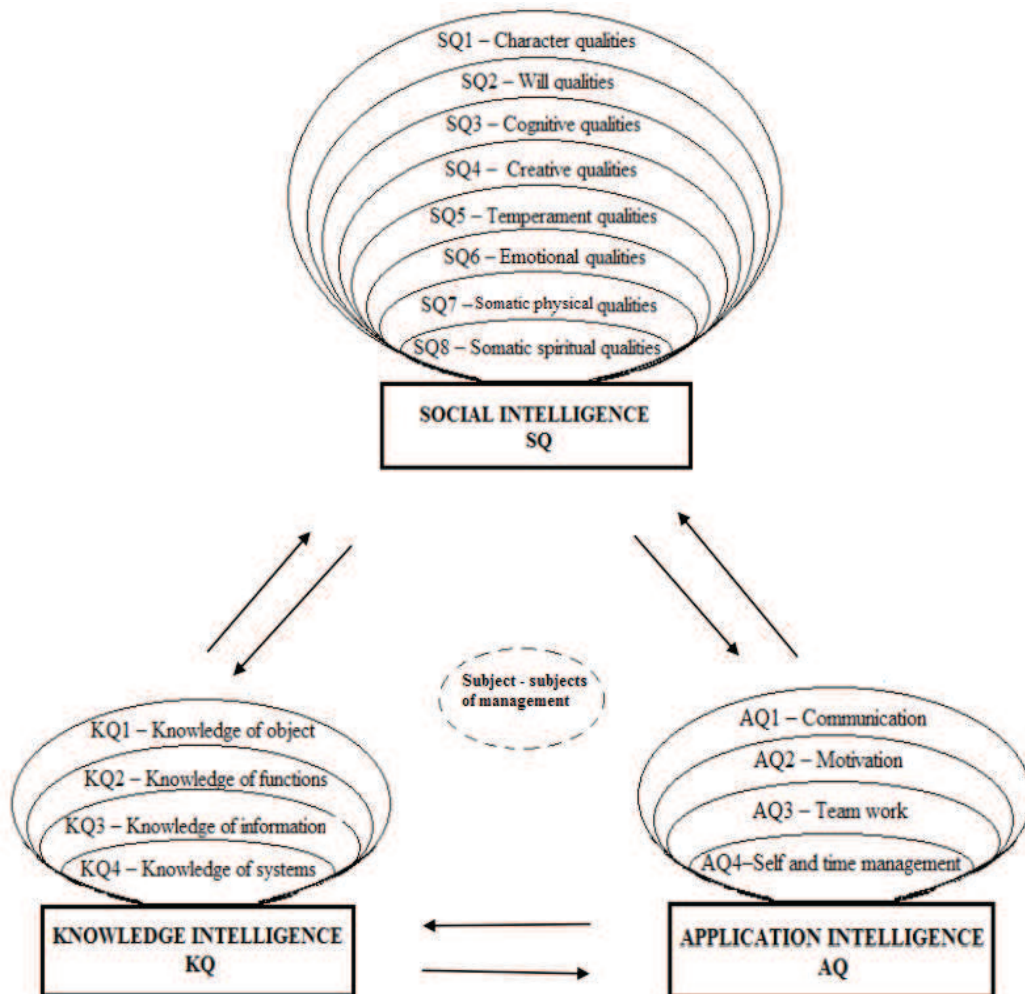
If we would have stucked to the need of searching individual approaches while managing current world problems, arguments are to be awaited that global institutions such as UNO, World Bank, International Monetary Fund, NATO and others have not been able to prevent world's crisis contagion. The answer why is that so, lies mainly in the defense of high finance, they work privately, to profit from oriented principles of public global interest and they are lead by incompetent, politically elected representatives defending the interests of countries, which have nominated them to these positions. Also their mission, activities, competences and responsibilities are different and in some cases very small (for example OSN).

On managerial competence, mainly the one of politicians as representatives of political power in each part of the planet, depends how they can prevent the representatives of financial power and material fortune, from spreading crisis problems, and to encourage them to stop and continuously solve them in favor of people, preserve the planet and also preserve upcoming sustainable development.

Current general management while forming knowledge and while developing theories accentuated, and still greatly accentuates vocational (knowledge) and skill (practical, applicational) requirements towards the subjects of management. Long-term sustainable development, performance, quality of work and quality of products of each company continuously depends on the socialization level of an individual, whether they are employed, leading a team or an organization. **Under the term socialization we understand the level of personal qualities, on which is the social maturity based - level, extent of social competence.** A competent manager is not and cannot be only a professionally skilled manager, or any worker, who has great experience but cannot apply it in praxis, or if, then

only in favor of oneself, because egoism dominates in that person's personal qualities. **Holistically competent subject of management is everyone, who creates their knowledge through practical skills and personal qualities in favor of their actions and moral development of civilization.**

Figure 2. Holistic work and managerial competence model of a person



Source: own.

Threats of global business in global environment are not administered by competent statesmen - leaders and managers geopolitical-authoritarian environment on our planet. They are administered by political adventurers desiring power and also in many cases fortune. Many of them want to be rich but cannot earn money, acquire it by means of fair business approach so with business competence they take on the road of politics or better said politicking. Entrepreneurship presents incomparably higher demands towards the

holistic competence of a person, towards his practical skill and personal qualities, which are the basis for human (social) maturity. Political commitment starts with the fact, that the candidate becomes a member of a political party and he asserts his political ambitions in many cases not by influencing the political program of his political party, but by means of money. The greatest threat are the politicians, who assert their political power and political position mainly with the goal of increasing their fortune.

Unfortunately vocationally trained entrepreneurs in leadership positions, along with employees and managers, who are able to identify problems and suggest solutions in individual types of environments from natural-ecological to legislative-legal environment, vastly miss the holistic leadership and managerial skills. Geopolitical-authoritarian environment is the only one which is not based on “figuratively speaking” personal ownership. But its geopolitical power is asserted through public administration (governmental and self-governmental functions) in all aspects of global environment.

Crises tend to emerge there, where the representatives of geopolitical-authoritarian environment on all its levels (ranged from municipalities to the United Nations Organization) are holistically incompetent. Currently it is a global, mostly humane crisis. The latter is mainly caused by ineffective electing system of filling vacancies in geopolitical-authoritarian environment on a global environment level. The solving of threats and not taking advantage of opportunities stagnates, because of incompetence of representatives in the geopolitical power, even though the current technological-technical information environment allows their quick solving.

Nowadays a lot of people think that it is impossible to deal with continuously increasing poverty levels, that it is a nonsense to try forming a fair, socially mature society, that continuously growing religious and social tensions and other maladies of the globalized world. There is a question, why such a statement? To admit, that incompetent politicians, entrepreneurs and managers oriented more egoistically and unprincipled, will not allow the competent and morally oriented people to lead, would mean, that political or entrepreneurial leadership is only about money. And also, if I want to earn money, I have to put myself first. A person cannot say, that it should be the meaning of life. Competent, morally oriented people think about the matter, which mechanisms of electing people for managing current problems could be more effective. Are those mechanisms democratic elections and speculations in financial markets, or holistic competence assessment of those, who should stand in the front row of their solving? Are the beforehand nominated and elected capable to start solving moral problems of our civilization? Or would the current problems be better managed by holistically competent representatives with a developed level of holistic competence? People with developed knowledge, skills and a high level of social maturity?

It is generally known, that nowadays new experimental and scientific methods for assessment of holistic competence start to be successfully implemented. With their help we can nowadays assess inherited (genetic), by education and upbringing acquired premises of a developed holistic competence. In conclusion it is good to ask a question: Why do we along with knowledge and practical or application skill still forget about the social ma-

turity of those representatives, who have political and proprietary power in their hands, while filling managerial and employee vacancies in political and proprietary structures. Or is it necessary to get along with the note written by R. Kiyosaki in his book *Conspiracy of the Rich*: "Can those, who are in power, solve our current economic crisis? Many people think, that yes, but I say no. How can the crisis be solved if exactly those people and organizations, who have created it - make a profit from it - are in power? The problem lies in the fact that this crisis grows and does not retreat, as many hope"².

We can only hardly speak about the usage of democratic approaches in transnational corporations. Jerry Harris, professor of history at Dervy University in Chicago states: "In the USA we say, that democracy stays in front of the factory's gates. This is why we have to spread democracy even into economic branches (economic-financial environment). That's the reason, why cooperatives and various companies owned by employees are that important. We speak about a model of economic democracy, where the course of production and results are being controlled by employees. That means the course is being managed not only by top managers but also by employees."

Conclusion

It is inevitable, that all top representatives of individual types of global environment will ensure the use of opportunities, which yield, but foremostly solve threats, which provide something for the civilization, on all levels of its structuralization.

„To save humanity and to ensure a stabilized development requires to use the holistic approach in all types of global environment. World governments have agreed, that the approach mentioned above will become the center point of the world development agenda after the year 2015. Soon they will adopt the goals of stabilized development, which will help to steer the world to a safer and more fair trajectory in the 21st century"³.

People with developed holistic competence, with a greatly developed level of social maturity, professional knowledge and application skill believe, that the 21st century can bring a long-term sustainable development of the civilization. But it can also mean the destruction of our planet and life on earth. J.F. Kennedy mentioned this idea 50 years ago: "People have the power to eliminate all forms of poverty but also all forms of human life."⁴

Bibliography

Albrecht K., *Social Intelligence, The New Science of Success*, San Francisco, Canada 2006.
Christopfer W.F., *Hollistic management, Managing what matters for company success*, 1. Hoboken, New Jersey: John Willey & Sons.

² R. Kiyosaki, *Rich Dad's Conspiracy of the Rich: The 8 New Rules of Money*, Plata Publishing, 2009, p. 221.

³ J. Sachs, *To Move the World: JFK's Quest for Peace*, Random House, 2013, p. 31.

⁴ Ibidem, p. 32.

- Judt T., *Zle se vede zemi: pojednání o naší současné nespokojenosti*, Prague: Rybka Publishers, 2011.
- Kalnay E., *Súčasná civilizácia smeruje ku kolapsu*, Pravda, 11.4.2014.
- Keller J., *Tři sociální světy, sociální struktura postindustriální společnosti*. Prague: SLON, Edice studie, 2010.
- Kiyosaki R., *Rich Dad's Conspiracy of the Rich: The 8 New Rules of Money*, Plata Publishing 2009.
- Luby Š., *Sociálna súdržnosť a narušená dôvera k politikom, ktorí sa utápajú v konfliktach*, In: denník Pravda 2012.
- Mezřický V., *Perspektivy globalizace*. Prague: Bratal, 2011. Available: <http://www.volny.cz/cekota/vujtech/merzicky.html>
- Morris M., *Co nesmíte vědět!* Anchbooks, 2012. Bratislava 2012.
- Porvazník J., *Celostný manažment*. Bratislava: 1st edition SPRINT, 1999.
- Porvazník J., *Celostný manažment*. Bratislava: 6th complete and revamped edition IRIS, 2014.
- Sachs J., *To Move the World: JFK's Quest for Peace*, Random House 2013.
- Staněk P. a kol., *Očakávané technologické zmeny v globálnom prostredí*, Ekonóm 2015.

Nota o Autorze:

Prof. zw. dr hab. Jan Porvazník – Katedra Zarządzania Uniwersytetu Ekonomicznego w Bratisławie, Instytut Zarządzania i Ekonomii Wyższej Szkoły Humanitas.

Author's resume:

Prof. zw. dr hab. Jan Porvazník – Department of Management at the University of Economics in Bratislava, Institute of Management and Economy, Humanitas University Sosnowiec.

Kontakt/Contact:

Ján Porvazník

e-mail: jan.porvaznik@gmail.com