

CRISIS MANAGEMENT AND SPECIFICS OF GREEN MANAGEMENT

KRÍZOVÝ MANAŽMENT A ŠPECIFIKÁ V MANAŽMENTE ŽIVOTNÉHO PROSTREDIA

Nada ŽIVANOVIČ¹, Salih ŠUTKOVIČ², Aleksandra TORNJANSKI³

ABSTRACT:

The survey data of business environment in environmental management confirm that required quality level of environmental performance has not been achieved to a sufficient extent, both here and worldwide. An important step in improving such a situation should be carried out by the management of environmental protection. To solve this significant global problem, efficient and high-quality tools, measures and techniques must be applied. The organizational activities related to environmentally healthy working and living environment include measurement of critical quality factors of the working environment. They also represent the main factors for the launch of improved performance in every organization. In practice, what is measured gets done and "if something cannot be measured, it cannot be improved". The paper shows an implementation idea of efficient ecological development in terms of organization management.

KEYWORDS: Crisis management, Green management, weighting factors, quality

INTRODUCTION

The current issue of the development of green management is related to the incorporation of organizational attitudes that involve the use of tools for continuous improvement in the quality of the working environment. The aim is that the management company or institution would firstly define their mission, which would include providing all that is necessary for safety, healthy work environment management, property and quality of life. A performance measurement system is designed to ensure the continuous improvement of services and measuring their own productivity increase, focusing not only on efficiency but also on the quality of the ecological environment in the long-term perspective.

Green Management incorporates the organizational process of developing the measures in the family enterprise. It aims at providing management and staff feedback on environmental performance so that the information is at the acceptable level of quality, efficient and with a set deadline. Developing

reports for each individual collection of information at all levels is an important quality assurance process of ecological environment.

The essence of this method of measurement is reflected in:

1. Achieving leadership in a more efficient performance and achievements important for the environment and the Region.
2. Ensuring the safety of green property.
3. Management of green environment requires a team of motivated professionals.
4. Responsibility in forming the basis for the implementation of modern principles of green and quality management.

1. TECHNICALLY GREEN MANAGEMENT

The role of technical management is to define the necessary parameters and performance including real, reliable and continuous application in practice, equipment, and its maintenance, as well as optimizing the

¹ Nada Živanovic, prof. dr., Vice dean, Faculty of Business and Law, University "Union - Nikola Tesla", Belgrade, Serbia, e-mail: profesorkanada@yahoo.com.

² Salih Šutković, doctorand, Faculty of Business and Law, University "Union - Nikola Tesla", Belgrade, Serbia, e-mail: costudenteffect@gmail.com.

³ Aleksandra Tornjanski, The College of Tourism Belgrade, Serbia, e-mail: aleksandra.tornjanski@gmail.com.

condition and the required performance for the measurement of environmental performance.

Developing the necessary effects is reflected in the implementation of preventative maintenance systems environment that complies with all international and European standards [1].

The pragmatism of such a policy is based on the cost and control to be achieved through the budget standards of management, which continues to meet its set standards on the status and operational efficiency.

Dealing with the complexity of management and the market is a consequence arising from the green initiatives that have a fundamental importance for the global environment. „Companies make great effort to protect the environment. This aspect is dealt with as a time indicator that should be measured.“

These are renewable energy sources that are continuously exploited and which constantly increase the power of the relevant brand. All employees together with the management need to deal with green issues and to demonstrate that small steps can make a positive impact and contribute to the success of the company and the economic environment in general.

Caring for the environment is the primary task of all. The greatest success in this field can be achieved by following the principles of green management. For example, for healthcare organizations, improving the air quality within health care organizations and avoidance of strong chemical agents to clean air can help those who suffer from respiratory diseases and skin conditions. This can lead to lower morbidity of employees, their increased quality and productivity.

The internal operational determinants of the organization i.e. organizational climate and culture have a green connotation and help improve relations with customers, suppliers, government agencies and the media. Many people and institutions of the organization are expected to reduce their negative impact on the environment and to any company, firm, institution seen as a "good corporate citizen" (which is expected to be able to provide measurable evidence of how) [5].

Role of green initiatives to reduce costs

Green initiatives reduce costs through savings depending on the size of the organization and the steps taken to reduce such power consumption by 20 percent or more. Also, other industries want to see the benefits of green enterprise, for example, a chemical manufacturer DuPont estimates that has saved \$ 3 billion due to its effort to reduce carbon emissions.

Data show that green initiatives can stimulate innovation. So some companies have discovered new sources of revenue - or even completely new products - after starting the sustainability effort. It has been found also that green initiatives helped to:

- efficiently manage risks,
- enter new markets,
- use resources more efficiently,
- improve their competitive position,
- create a green office,
- ride electric vehicles,
- implement green technologies,
- manage the property more efficiently.

2. BASIS OF GOOD FUTURE

In environmental management in all branches of industry in the world and in the Slovak Republic, the organization of environmental quality is a concept that is more significant than money, costs or productivity.

The desire and need for environmental quality are immanent in human nature. The traditional understanding of the need for effective development of the quality of the environment in which companies operate and in which people live, green for managers and leaders should be production-oriented and should emphasize compliance with human health requirements and the survival of industrial enterprises.

The aim is to achieve a healthy environment in which there is industrial production and in which the population lives. The concept of measuring a healthy environment should be made in relation to the products, services, manufacturing specifications of each industry, which aligns with international standards and EU standards.

Striving to achieve the high-quality constructive plan, specification work and technical characteristics, the green management team develops a standard for assessing the quality.

The goal of each company is the implementation of the economic parameters of the quality of products and services and environmental and working environment, as well as the achievement of business excellence - the concept of total quality management - TQM.

Studies include effective measures in the family enterprise. Their aim is to ensure the management and staff feedback on the impact of labour. In practice, this means that information is periodic with the given deadline. „Consequently, at all organization levels report should be developed and information should be gathered.“

The reports include the measured performance of the following issues:

1. Quality.
2. Quantity.
3. Temporal continuity.
4. Customer satisfaction.
5. Utilization of resources.

All measurements provide data that can be analyzed at the macro and micro levels of business in commercial enterprises. Each employee is able to analyze their work report. Operation data are divided into units, departments and general levels of functional integration so that senior management can easily analyze the results of the individual functions.

Key components of the set of measures necessary for the measurement are [2]:

- Cooperation of the team of employees with management in order to establish measures and hierarchical and executorial aspect.
- The measures reflect the real state of activities.
- The measurements are simple and the results are collected at specific time intervals.
- Their extent is visible.
- People feel the urgency to contribute to this extent and strive for constant improvement.
- The provided data are applied in the staff training.

2.1. Developing family practices in the environmental setting

For a successful business organization in a competitive market, one of the important issues is: *How to develop a family rate?* The family rate evolves in each function business

organizations. The process consists of *seven steps*.

Taking into account the critical elements that could lead to the development of an ecologically healthy environment [3]:

Step 1: Includes building a team of 8-12 employees with any function working with the designer of the process. Selection of employees should provide representatives at all levels and in all geographic areas [4].

Step 2: Includes a review of functions, mission statements, customer expectations, the effectiveness of measures/performance indicators, which are already in use.

Step 3: The plan is green in management education and training of employees. Planning the program work includes several important items, namely:

- Diagnosis of managers and employees as key components that lead to the poor state of environmental quality. It establishes what needs to be done to solve the existing problem in the shortest time, i.e. the measurement of expected success indicators.

Team members should discuss the following questions [3]:

- Does the development of ideas relate to a specific part of the job?
- Is it easy to analyze?
- Can it be controlled by employees whose performance is measured?
- Is it possible to collect and track it monthly?

Step 4: The process takes place through the implementation of a large number of BS sessions - brainstorming. The brainstorming method is used to identify possible solutions to the problems and potential opportunities for improvement of the quality of care in the working and living environment.

Using the nominal group technique and structural techniques of group collection are desired.

The process of applying the given method is characterized by:

- individual brainstorming,
- specification of a problem
- discussion and clarification of ideas,
- classification / voting,
- discussing the results in order to reach consensus.

Step 5: Development of strategic measure is implemented, using the group rate.

Management should apply the criteria of evaluation of the policies according to their significance [2].

Reviewing the measures used by management concept the following questions:

- Measures must support managers in the training of staff and support them in key areas to achieve key results [6].
- Are these measures sustainable? Information must be available every month and the reporting system must withstand dynamic organization. Can the measures be misused? If the measures are easily manipulated, employees and managers can quickly lose confidence in the whole system of measures.

Step 6: The family rate of each function goes through a six-month phase of testing before the final release. This allows all employees to know and understand the information provided by the family rate report. This report ensures employees and managers enough time to assess the results achieved, allowing to improve areas related to the required high-quality ecological system prior to its introduction.

Step 7: „After making the family of introducing measures, a team for continuous improvement of the measurement system is formed“ [7].

2.2. Significance of tools and technology application

The development of a set of measures in an organization that implemented changes aimed at improving the ecological environment contributes to improving the operating performance in all industrial environments directed towards quality-related products or services.

„Management staff needs to understand potential obstacles and challenges in the organizational performance. Family rate method is relatively difficult, time-consuming and laborious. Thus, direct access to high-quality management knowledge and skills is required to ensure that the most appropriate and effective tools are used“ [1].

Common characteristics of the group of tools are simplicity, efficiency, graphical orientation, suitability for teamwork, work circles, and others.

Advantages of these tools are reflected in:

- Reduction of costs and errors in the work.
- Reduction of material costs.
- Reduction of employee costs.
- Reducing of the cost of changes at the start of series production.
- Gaining trust among customers.
- Increasing participation in markets.
- Increasing overall organizational efficiency.
- Increasing the motivation for greater application and development of these tools, methods, and techniques [8].

Those tools should be used and developed continuously in all business processes. The goal is that their use contributes to easier checking of environmental variables that organizations effectively analyze, implemented quantitative and qualitative results, and the provision of relevant information to increase the quality of the achieved level of environmental standards of products, processes, organization as a whole and others [10].

New global trends in green management are focused both on the key components of green industries and green management and the construction of green buildings and eco-healthy buildings and architecture. Those components of green buildings in green management are very important because they define the practical application of the key parameters in the ecological system of the industrial business (Figure 1).

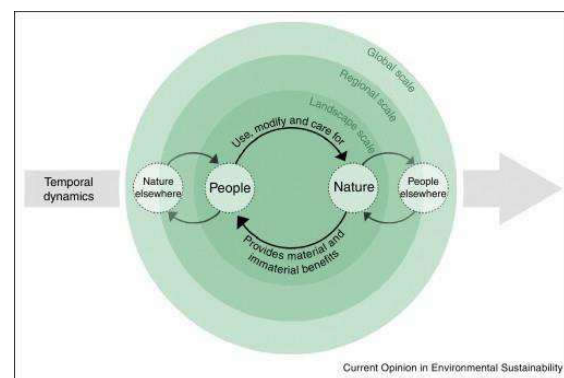


Figure 1 **Basic characteristics of the development of green management**

Figure 1 demonstrates that at the beginning of the ecological sustainability circle there is temporal dynamics showing the key role of nature and people in the development cycle of ecologically clean environments (3 concentric circles: global scale, regional scale landscape scale).

The arrow at the exit shows a connection with the improvement of the quality of the eco-environment with the given factors of quality of its sustainable development.

Green management determinants can be enumerated as follows:

- Socio-ecological system,
- Planning significant determinant of research and
- Location - related determinants of physical environment research [5].

CONCLUSION

The analysis of environmental parameters in industrial companies and other institutions contributes significantly to the management of crisis management in terms of establishing organized management methods and techniques.

The aim is to examine the state of pollution of harmful factors and sources of pollution and thus to the results of a given experiment, to determine the differences in the structure of overall business processes, achieved requests and needs for their improvement.

The primary task of the organization in this area is to focus on customers and a healthy environment in which systems operate. Establishing the logical connection of all documents involved in the process approach to quality development on which that approach is based is of great importance for the organization in terms of faster achievement of world-class ecological quality, comparison with

the best-in-class (benchmarking) and greater competitive ability of the organization to the market.

If we analyze the models applied in practice and adequate measures and techniques, it leads to significant data that it is the most important criterion for the new processes in all business models and validated high business performance. For organizations, this means that the processes of measuring the intensity of action of destructive factors for the development of ecologically clean environment, quality of products, processes, services contained on the basis of the implementation and development of modern methods, techniques and technologies, improve and develop the quality of green management.

The aim is that organizations globally, apply new methods for ensuring the environmental quality in all phases of product design, managing a high level of quality of knowledge, using new techniques for decision-making, marketing, business support processes, application of standards, the implementation of a new philosophy of work, analysis and the development of effective information analysis concepts of operations, analysis of the position of the organization on the market and others.

The most effective application and development of green technology, technology, green buildings, and others are focused on modern business methods and techniques for measuring results achieved in the environmental business and industrial management.

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