

Sustainable Development Management and Building a New Civilization

Zarządzanie rozwojem zrównoważonym a budowa nowej cywilizacji

Franciszek Piontek

*WSB University, Dąbrowa Górnicza, Poland
E-mail: f_piontek@wp.pl*

Abstract

The objective of the paper is to:

- analyze and assess assumptions which determine the functioning of the category of management;
- identify the criteria and assumptions of integrated sustainable development management.

The hypothesis: Integrated sustainable development management requires:

- Necessary conditions: the verification of the institutional solutions which function between the category of sustainable development and development concepts based on sustainability and unsustainability and between these concepts and management.
- Sufficient conditions: the decision-making will in accepting this verification, its assumptions and criteria, including the rules of universal procedures.

Final conclusion: Limiting the paradigm of consent, based on the paradigm of deregulation and institutional solutions, which limit creative decisions.

Key words: sustainable development, structural order, management, rules of universal procedures, civilization code, deregulation

Streszczenie

Cel artykułu:

- analiza i ocena założeń decydujących o funkcjonowaniu kategorii zarządzanie;
- wskazanie kryteriów i założeń zintegrowanego zarządzania rozwojem zrównoważonym.

Hipoteza: Zintegrowane zarządzanie rozwojem zrównoważonym wymaga:

- Warunki konieczne: weryfikacja rozwiązań instytucjonalnych funkcjonujących między kategorią rozwój zrównoważony a koncepcjami rozwoju opartymi na zrównoważeniu i niezrównoważeniu oraz między tymi koncepcjami i zarządzaniem.
- Warunki dostateczne: wola decyzyjna w akceptowaniu tej weryfikacji, jej założeń i kryteriów, w tym reguł powszechnego postępowania.

Wniosek końcowy: ograniczenie paradygmatu *przyzwolenie*, opartego na paradygmacie deregulacja i na rozwiązaniach instytucjonalnych ograniczonych kondycję do podejmowania kreatywnych decyzji.

Słowa kluczowe: rozwój zrównoważony, ład strukturalny, zarządzanie, reguły powszechnego postępowania, kod cywilizacji, deregulacja

Introduction

The following reasons justify addressing the subject of this paper:

- Development is a component of civilization. As a rule, the managers of the construction (and reconstruction) of civilization try to ensure development (better development);

- Development concepts are important in managing this process. Since the 1970s, reference to the category of *sustainable development* has had a key position in these concepts;
- According to the common understanding, the category of sustainable development as the foundation and attribute of the concept of development is associated with the structural order in social, economic and environmental terms. In management, this makes it possible to easily obtain the acceptance and approval of members of a particular community to implement the proposed development concept, which can, in essence, be separate from sustainability-based management (the structural order);
- The use of this scenario is confirmed in the field of theory and in the real sphere; in both spheres two subsets of concepts are formulated and function:
 1. Sustainability-based, including sustainable development;
 2. Based on unsustainability processes, including the globalization process and its options. The problem is that the term *sustainable development* is used for both subsets of concepts.

An accepted and implemented concept of development with a deregulated understanding and application of the term *sustainable development* determines the quality of development management: defining development strategies, tools used and implementation in real terms.

The purpose of the paper is to:

- Present the definition of the essence of sustainable development, indicate the separation within the meaning and application of this category in relation to the core definition, and subsequently, present the effects of this separation for development management in terms of the construction (reconstruction) of civilization;
- Identify mechanisms enabling the deregulation of the category of sustainable development and their importance for formulating concepts of development and use (usefulness) of types of management for implementation in real terms;
- Define absolutely necessary (*sine qua non*) and sufficient (*sufficiens*) conditions enabling the construction (reconstruction) of a civilization with sustainable development (the structural order) and properly understood globality (universality).

The following research hypothesis was adopted in the discussion: the effectiveness and efficiency of sustainable development management for the construction (reconstruction) of a civilization with the structural order and properly understood globality (universality) is determined by the fulfilment of the necessary and sufficient conditions (sub-hypotheses).

The following methods were used in the discussion: descriptive and critical analysis, deduction and coherence.

The objective and hypothesis determine the structure of the paper:

1. Reflection on the category of *sustainable development*, core categories and their deregulation;
2. *Sustainable development* management based on the separation of the concept of development;
3. Freedom in *sustainable development* management and its consequences for the construction (reconstruction) of a civilization,
4. Criteria for the integrated implementation of determinants in sustainable development management for a civilization with the structural order and globality.

In the available literature, the issue has not been raised. Partial studies address the issue in terms of effects (an end-of-pipe effect – an environmental protection concept). In addition to the scientific literature, journalistic publications have been indicated. The fact is that they shape social awareness, decision-making will, paradigms and institutional solutions, the management process and effects in the real sphere, thus they must not be overlooked.

1. Reflection on the category of sustainable development, core categories and their deregulation

Sustainable development management is a complex category: management + sustainable development.

The starting point for reflection is the author's definition of sustainable development: **it is the process of transformation, changes, transition to states or more perfect forms, subordinated to human capital (which serves man) and satisfying the criteria articulated by the rules of universal procedures** (norms of the Constitution of the World; Piontek, Piontek, 2019). They are part of the achievements of the civilization, and to a certain extent, they are articulated by national constitutions.

The definitions result in certain attributes of the categories of *sustainable development*:

- It is a superior category compared to the category of management. Management should be substantiated by this category in terms of criteria. In practice and with regard to theory, this means ensuring the structural order between economic entities and all actors in the management process (shareholders, marketers, banks, customers, local, national and global environments), between product quality and sustainability, between profit maximization and survival, etc. This is a necessary condition (*sine qua non*) for inscribing the economic process into sustainable development.

- The definition emphasizes the primacy of human capital (H) over economic (E) and natural (N) capital, hence the need for relationality (E: H: N);
- Sustainable development is a normative category. This attribute is significantly different from economic growth and environmental protection. In order to ensure this attribute, the development of normative economics (evaluating rather than replacing it with positive-descriptive economics) and in science and education, learning to think, in addition to efficiency;
- The adopted definition justifies the question: Can development be achieved separately from sustainable development? Development by definition is strategic, and this attribute requires the structural order, which excludes the separation of these categories. It is therefore not necessary to emphasize *sustainable development*;
- The adopted definition of sustainable development shows that sustainable development should take local conditions into account to a large extent. There is therefore a need to establish the proportion (relationality) between sustainable development at local, regional, national and global levels. The application of this criterion determines the attribute of reality in development management and orderly relationality in the process of implementation in real terms. The presented reflection on the category of sustainable development points to the important attributes of the concept of development, which are part of a subset of concepts based on sustainability processes, ensuring the structural order between the components of civilization.

An open question is: What mechanism makes it possible to formulate the definitions of sustainable development in isolation from the principles of logic and epistemology and apply them?

The component of a civilization – in terms of ensuring its structural order – is a core category: management, rules of universal procedures, including the civilization code.

The accepted classification of types (concepts and methods) of management distinguishes several subsets, namely:

- In terms of functions performed: management, administration, public management (including planning, organizing, motivating and controlling), system (process) management in endogenous and exogenous relationships, ensuring the efficiency of systems;
- As a set of procedures for building an organization and regulations of its operation and in technology (technologies are procedures, Ritzer 1999, pp. 174-178)
- As a strategy of the organization (benchmarking – equaling the highest achievers– in freely

defined areas, Zimmiewicz 1999, p. 36) and outsourcing (including resources, and new means of supply, as well as service activities, Zimmiewicz 1999, p. 48).

- Marketing is also a subset of management. In an extreme form, it may involve the management of people's awareness and stimulate their choices that determine the structural order or deregulation.

These types (concepts and methods) of management were developed based on broadly defined economic capital and a paradigm of the free market. They try to stimulate the functioning of other types of capital (human and natural) within the free market. They aim primarily at increasing economic capital: maximizing profits, lowering costs, searching for new markets and improving efficiency.

The question is: How are these priorities pursued in relation to the structural order, which is the essence of sustainable development, and which has become a major challenge today?

Their use in management aimed at achieving sustainable development so defined may be justified, but requires a deep verification of relationality in the functioning of economic systems, in particular:

- Reducing the primacy of the concept of development based on unsustainability over sustainability-based concepts;
- Determining the permissible scope of their application. Institutional relationships (legal and organizational ones, programs formulated by scientific teams) of natural relationality between human, economic and natural types capitals in their functioning;
- Identifying institutional (intellectual) assumptions relevant for sustainable development management. They are based on a paradigm of deregulation, which allows for any form of relationality in a wide range.

Therefore, not all management types (concepts and methods) enable the implementation of sustainable development and achievement of the structural order.

The rules of universal procedures constitute a set of fundamental rules, which define the functioning of human beings (every human being), that is the existence and operation of people, and as a consequence, the construction of civilizations (development in all dimensions). They are universal and affect the entire surrounding reality and all directions of development. This also means that they determine the structural order (the right relationality), which is the essence of development. They can be called the Constitution of the World (Piontek, Piontek 2017, p. 24, Piontek, Piontek 2016, p. 20), and they govern; they are fundamental theorems, whose veracity does not need to be proven; they are obvious, constitute the first and core principles of reasoning and learning the truth and a certain degree of certainty of the rule of

natural law: good must be done, and evil should be avoided.

Natural law must be distinguished from the laws of nature. It is a mistake to equate them. The laws of nature are biological and physical laws, and natural law, in a synthetic sense, is aimed at distinguishing good from evil. And the knowledge of the criteria which distinguish these laws is a necessary condition for the structural order.

Three subsets can be distinguished in a set of rules of universal procedures:

1. Axioms – obvious theorems. Their veracity does not require proof. They constitute the first and core principles of reasoning and learning the truth and a certain degree of certainty (Kowalewski 1959, p. 365, also Piontek, Piontek, 2016, p. 21)
2. Rules of natural law – which require distinction from the laws of nature (Grotius 1583-1645). The rules of the laws of nature are the result of understanding what is in harmony with the nature of man and which allows the construction of an orderly human community. This subset includes psychological and rational principles and the civilization priorities of nations (Kunzmann, Burkard, Wiedmann 1999, p. 101) and they include:
 - A human being as the highest value in the world of nature;
 - The right to freedom, including economic freedom;
 - The right to work;
 - The right to meet needs, at least the essential ones;
 - The right to the truth.

For example, these rules, established based on the laws of nature, for shaping relationality, and the structural order are absolutely necessary, but are not sufficient.

Natural law is essential and absolutely necessary. Cicero (106-43 B.C.) calls it *true law*. It is the right reason (*recta ratio*). *It is compatible with all people. The true law is immutable and eternal. Its commandments oblige one to fulfill obligations, and its prohibitions refrain from mistakes (...). Replacing it by opposite law (institutionally established, for example by social consensus, F.P.) is a crime. Failure to observe of even one of the commandments is prohibited and there is no possibility, nor any other mandate to abolish them completely* (Cicero: as cited in: Grocholewski 2009, pp. 21-22).

By interpreting Cicero's statement in a popular way, one can say that natural law is a moral system, inherent in human nature, which allows people to distinguish good from evil, truth from a lie, and achieve the goal of development and the construction of a civilization. For example, the Decalogue is the component of the natural law, which makes it possible to shape relationality vertically and horizontally. People of different cultures and religions also collect and

transmit – as a tradition – folk wisdom, which has universal value and which points to universal moral behavior.

The attributes of moral law include universality, invariability and cognizability (Grocholewski 2009, p. 27).

Superior values – are weights attributed to the choice variables. They shape the preferences of choice.

In a set of rules of universal procedures, values are primarily of a qualitative nature. For example, profit cannot fulfill a function of superior values in this set. It does not mean it is unnecessary, but survival is more important.

According to F. Fukuyama, the set of core values is defined by human nature (...) together with religion (Fukuyama, 2004, p. 20). A set of superior values includes:

- Transcendent human relations recognized by reason (Plutarch Philosophy, in *Moralia's* work as cited in: A. Świd-erkówna);
- Pertaining to human dignity and determining the bio-psycho-spiritual integration of man (Hvozdk 2000, p. 1);
- Arising from the law of nature defining human beings (listed above in the text);
- Concerning human moral and cultural behavior: credibility, loyalty, kindness, courage, kindness, trust, discipline, kindness to man, etc. (Davachi, 2001);
- Pertaining to building identity based on confirmed historical facts and priorities, the relativity of which has been verified.

The highlighted subsets of the rules of universal procedures are inseparable and function in an integrated way (Grocholewski, 2009).

It should be noted, however, that in the set of these rules, the rule, which is **the civilization code**, is particularly important. The civilization code is the principle of contradiction. In the language of logic it is written as follows:

YES ≠ NO

It determines the foundations of civilization: truth ≠ false; good ≠ evil; and beauty subordinated to human tastes should serve truth and goodness.

Aristotle considered it as the first principle, and G.W. Leibnitz includes it into the core principles of any rational cognition (the basis of logic and epistemology).

The construction (reconstruction) of civilization by its essence (by definition) must be directed towards the civilization code. Its change enables other actions. The question is:

- What is the change of the civilization code?
- What is it like and what can its objective scope be?

In this context, the change of the civilization code is a paradigm of deregulation (a creation of deregulation). Its application is highlighted by the Group of

Lisbon (G.L., 1996, p. 65-67) as one of the principles of the globalization process (the implementation of global concepts based on unsustainability). In logic, change of the civilization code is written as follows:

YES = NO = CAN BE

The broken civilization code provides a theoretical (ideological) foundation for formulating and accepting institutional assumptions and concepts of development which are separated from the rules of universal procedures (cf. section 1). These rules are essential to ensure the structural order (relationality) and sustainable development.

The use of the term sustainable development for such concepts misinforms and enables the use of the term sustainable development in a deregulated manner. This is confirmed by the number of definitions of this category and the reference to this term in the literature, in real life and in the media.

The objective scope of the civilization code and the rules of universal procedures include all components of the construction of a civilization (the broadly defined real sphere and superstructure). Therefore, the broken code and paradigms institutionally formulated on its basis enable the gradual transformation of all areas of civilization and change of their nature.

2. Sustainable development management based on the separation of the concept of development

Section one of the paper states and justifies that sustainable development is superior to management concepts and types, which determine its implementation in real terms (the structural order, relationality to development and the construction of civilizations). It must be concluded that development concepts based on the unsustainability of the development process (including the globalization process) are also superior to management. They limit (or exclude) the construction of the structural order and promote sectoral effects in shaping the relationship between economic (E), human (H) and natural (N) capital. The scope of this impact is relevant to the scope of sustainability-based concepts.

The separation of concepts arises from their different nature. According to the author's own definition (section 1), sustainable development is a natural concept. It is based on the rules of universal procedures, which define the functioning of the world and promote the primacy of human capital (H). The process of globalization (and a subset of unsustainability-based concepts) primarily promotes the primacy of economic capital (E – economic monism) and is based on institutional (intellectual) paradigms.

They are based on the following:

- A free market paradigm based on free and ruthless competition;
- The possibility of changing the objective scope of the category of sustainable development (e.g. absolute maximization of

profit over survival; growth identified with development, progress focused on innovation more important than product improvement);

- Improvement of the quality of life identified mainly with maximized consumption.

These paradigms in particular determine the separation of assumptions in development management. In order for development management to be effective, it is necessary to attempt to integrate this separation, which generates the different nature of sustainability-based concepts and concepts based on the processes of unsustainability.

3. Freedom in sustainable development management and its consequences for the construction (reconstruction) of a civilization

The implementation of sustainable development (and all sustainability-based concepts) and globalization (and all unsustainability-based concepts) requires different (separate) management assumptions in general, including sustainable development management.

The freedom indicated in the title refers only to concepts based on the unsustainability of processes. With regard to sustainability-based processes, they exclude the unlimited freedom of the rules of universal procedures of relationality in development management; in sections one and two respectively, the broken civilization code and the paradigm of deregulation are indicated (GL, 1996, pp. 65-67).

The effects of unrestricted freedom in shaping relationality between the concept of sustainable development, development concepts and types of management are as follows:

- The paradigm of social consensus can be replaced by social consent (Piontek, Piontek 2018, No 2, pp. 199-209, Beck 2008, p. 88)
- Federal integration of states can be replaced by the renunciation and liquidation of state sovereignty (Piontek 2019, No 33/4/, pp. 9-25), even when the national constitution prohibits it (the Constitution of the Republic of Poland, Article 8);
- Globality as shaping relationality in national and supranational dimensions can be replaced by a process of globalization understood as a stream of loans or a stream of a biological threat to human beings (the pandemic); Pawłowski 2020 No. 2; Piontek 2020 No 2);
- Deregulation allows for a change that is important in the education process of human capital. It reduces the complex education process (acquiring wisdom – gr. *sophia* + gaining competence – gr. *techne*) to gain competence and product excellence (dr. *techne*) in the field of narrow specialties.

This means educating contractors focused on productivity, innovation and product excellence. Their limited ability to value and verify technologies, organizational solutions, in terms of the achievement of the structural order, development and effects in the real sphere, are usually omitted (Piontek, Piontek 2019, no 1, p. 168-173; Piontek 2020, no 61(i), p. 184-196; Ortega Y Gamet 1932). These statements must not be used to limit verified technological and organizational progress to improve the structural order in the functional and real spheres and to continue the development strategy.

- In the field of science: a) change of the structure of science, b) change of the methodology of science, c) change of the nature of the university.
 - a) in the classification of science, specific sciences have become superior over general science:
 - philosophy was included in the specific sciences and metaphysics, logic and epistemology were eliminated (Piontek 2020 No 61);
 - economics turned from a field into a discipline, and normative economics (evaluative) is replaced by positive economics (description of processes and effects).
 - b) The methodology of general sciences was replaced by the methodology of specific sciences based on laws that allow for falsification and the understanding of the truth and certainty of formulated statements and conclusions. Modern quantum physics and philosophy ask this methodology questions that remain unanswered. They undermine the validity of the temporary findings of specific sciences, e.g. biology, physics, etc. (Jacyna-Onyszkiewicz 2012 No 11, Fronda 2021.02.22);
In view of these changes, attention should be paid to the term *sustainable development economics* in theory and in the real sphere (Rogall, 2010):
 - it is a fact that the structural order needs to be built in management processes which ensure development;
 - the rules of universal procedures play an important role in ensuring the structural order (including natural law: the good must be done and the evil should be avoided, cf. section 1). H. Rogall also refers to it;
 - the question is: can economics as a discipline of science (positive rather than normative) based on institutional standards established intellectually and arbitrarily provide the structural order for development?

c) it changes the nature of the university – through the liquidation of the academic community and the scholar – student relationship. This relationship becomes an area of efficiency (productivity) assessment and a space of disagreement (Readings 1995; Piontek 2020 No 61(1)) The category of sustainable development is superior to economics and management (cf. section 1). The term economics for sustainable development is flawed.

- In discussion on deregulation in human capital education, changes in the classification and functioning of science, promotion of a methodology based solely on empirical knowledge and changes in the functioning of universities, reference should be made to the two findings made by F. Fukuyama in his book on human identity (Fukuyama 2018):
 - changes in understanding dignity (dignity democratization) – based on the implementation of the priorities of neoliberalism (F.P-deregulation), are psychologically conditioned and mean people's search for multiple identity;
 - the European civilization (based on the achievements of the Greeks and Romans) did not provide articles of identity and dignity of people, including students.

F. Fukuyama's findings should be supplemented by the following:

- We agree with F. Fukuyama that Europe has not used its potential to rebuild the identity and dignity of every human being in the process of creating the Greek-Roman civilization.
- The fact, however, is that the Greek-Roman civilization has been enriched with Christian potential. This potential focuses on human identity and dignity, despite a great deal of negligence.
- It should also be noted that Thomas Aquinas, in his great contribution to the formulation of the theory of being, did not distinguish the functional being i.e. a human being equipped with the rules of universal procedures (the rules of the Constitution of the World, cf. section 1) and obliged to shape the structural order and development and therefore to fulfill his subjectivity, identity and dignity.
- However, it is also a fact that despite a great deal of negligence, this Christian potential distinguished the European (Greek-Roman) civilization from other civilizations.

- The open question remains: Is deregulation (YES = NO = CAN BE) a way to rebuild human subjectivity, identity and dignity (cf. Lorenz, Berrebi 2017)
- A component of the structural order and development management is environmental quality management. The paradigm of deregulation allows for the application of the principle of separation in environmental quality management. It consists of the implementation of diversified and mutually exclusive solutions, established institutionally such as law, organization, and technology:
 - a legitimate and determined fight to reduce pollutant emission into air while at the same time tolerating and even promoting road noise, behavioral noise and misunderstood culture;
 - promoting the maximization of consumption and environmental burden with disposed food;
 - legitimate and rigorous measures to improve the quality of the environment are degraded by consent to import waste with all the multidimensional environmental and social impacts (Piontek 20020 C). The exporting country is allowed to demonstrate the good quality of its environment. Scientific, press and media publications inform about numerous effects of deregulation in environmental quality management (cf. Piontek, 2020, No. 2).

The separation of the terms of sustainable development and the structural order has been proven in the process of civilization construction (reconstruction) and confirmed in the real sphere. It is also confirmed by the Declaration of the United Nations Conference on Sustainable Development in Johannesburg in 2002 (Piontek, Piontek 2017, p. 183).

It remains an open question whether the proposed management procedures have proved effective in reducing this separation.

4. Criteria for the integrated implementation of determinants in sustainable development management for a civilization with the structural order and globality

An attempt is being made to formulate criteria for integrated sustainability management:

1. Necessary conditions:
 - 1.1. Defining sustainable development in accordance with its nature ensures the structural order in human choices and in action;
 - 1.2. Sustainable development management in a way that integrates separate development concepts:

- a) Based on sustainability processes;
- b) Based on unsustainability processes, through:
 - accepting the rules of universal procedures (which form human thinking, human action and human choices). Such rules exist, among others, in national constitutions. These rules should verify paradigms (intellectual assumption) for the implementation of legal, organizational, and technological solutions and broadly defined processes;
 - acknowledging that sustainable development is a component of quality of life. It determines the structural order and globality, which are also demanded by unsustainability-based development concepts. This means recognizing the primacy of human capital over economic and natural capital. Development should be the aim of management in the construction of a new civilization and economics and ecology should and must serve people;
 - limiting the functioning of the paradigm of deregulation (one of the principles of globalization). It ensures freedom in generating destruction;
 - limiting the paradigm of free competition and the free market. The freedom of the market, in addition to institutional (legal and organizational) solutions should be governed by the rules of universal procedures (cf. Article 5 of the Constitution of the Republic of Poland);
 - abandoning indications which limit science and education to improving efficiency (Gr. *techne*) and product excellence. Such a restriction deregulates the functioning of social consensus.

2. Sufficient conditions:

- 2.1. Knowledge of the achievements of concepts based on sustainability processes based on unsustainability processes and knowledge of the rules of universal procedures, including the articles of national constitutions.
- 2.2. In integrated development management, a sufficient condition is the declaration of the decision-making will to shape integrated institutional (legal and organizational) solutions which ensure the structural order and globality (universality) in relations between people and between economic, human, and natural capital.

Conclusion

The discussion allows for the formulation of a synthetic conclusion. A condition for the implementation of development determinants in real terms is to

ensure the structural order by integrated development management.

The objective scope of management integration includes:

- the verification of freedom in defining a category of sustainable development, in shaping the relationality between separate development concepts, between development concepts and management (necessary conditions);
- expressing the decision-making will which accepts:
 - the verification of assumptions and criteria which determine the separation of development concepts and the choice of types of development management,
 - familiarizing oneself with the achievements created based on the separate concepts of development (a sufficient condition).
- Limiting the paradigm of *consent*, which changed the nature of social consensus. It functions based on the paradigm of *deregulation* and an institutional solution that restricts general sciences and subordinates science and education to efficiency and product excellence (necessary and sufficient conditions).

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