

HOLISTIC MODEL OF SUSTAINABLE DEVELOPMENT: INNOVATIVE TRENDS IN HUMAN RESOURCE MANAGEMENT

Liudmila Lobanova

*Vilnius Gediminas Technical University, Faculty of Business Management,
Saulėtekio ave. 11, LT-10223 Vilnius, Lithuania
Email: liudmila.lobanova@vgtu.lt*

Abstract. Regarding to the challenges and the needs of sustainable development and strengthening social cohesion in the European integration process it is important and possible to respond by clarifying the concept of sustainable development and studying of its impact on the paradigm of management sciences and contemporary competence structure of human resource management professionals. This paper presents an intellectual instrument of holistic understanding of sustainable development and the model of extended concept of strategy “Europe 2020”, which allows identifying the priorities and innovative trends of contemporary human resource management competence development and its impact on the issues of management studies content development.

Keywords: sustainable development, corporate culture, social responsibility, human resources management competence, management studies.

Jel classification: D03, M14, M53, O15, P36, Z13.

1. Introduction

The future of the World and also the future of European Union and all countries in EU lies in the sustainable development and in the creation of the knowledge based society and economy. Sustainable development has become the El Dorado of modern times, a vaguely charted dream of everlasting prosperity, which inspires discourse rather than deeds. In the words of UN Secretary-General, Ban Ki-moon: “Sustainable development is the imperative of the twenty-first century.”

The aim of the article is to create the conceptual model of intellectual instrument of holistic understanding of sustainable development, which allows identifying the priorities and innovative trends of human resource management paradigm development and its impact on the paradigm of management sciences and contemporary competence structure of human resource management professionals and its studies content development.

According to the results obtained by creating the conceptual model of intellectual instrument of holistic understanding of sustainable development and the theoretical studies in competences of human resources management, two hypotheses were assumed for this research:

H1) Paradigm of management sciences and contemporary competence structure of human resource management professionals and its studies content should reflect the processes of sustainable development needs.

H2) In order to respond to modern human resources management training needs in the context of sustainable development it is necessary to provide an innovative intellectual instrument for holistic understanding of sustainable development.

The scientific problem is related not only to the interpretation of the concept of sustainable development. It is also a discussion of initiatives and finding new ways to manage the process of the sustainable development. One of the most prospective ways to improve sustainable development performance management process is to develop an appropriate management professional competence.

To reach the aim of the article, different research methods are in use: analysis of scientific literature, comparative analysis and methods of conceptual synthesis.

Before undertaking the analysis of human resource management training needs in the context of sustainable development and problems associated with cohesion processes in EU, it could be useful to critically review the methods and meanings presented in the theory and models of human resource management.

2. Concept of sustainable development - a new paradigm of sciences

Today sustainability and sustainable often are treated interchangeably despite having different roots. While the notion of sustainability is contested, the term originally stems from the science of ecology and can be described as “the ability of the whole or parts of a biotic community to extend its form into the future” (Arianzen 1999).

For the first time the term “sustainable development” was mentioned in 1987 in the report of the World Commission on the Environment and Development “Our Common Future”. It should be noted that it was the time of intense development of human resource models by the American and European researchers.

Sustainable development – a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional changes are consistent with each other and strengthen the current and future potential to meet human needs and aspirations.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. To achieve a better quality of life now and in the future the economic, social development and environment protection goals should be properly coordinated – they should supplement each other (Fig. 1).

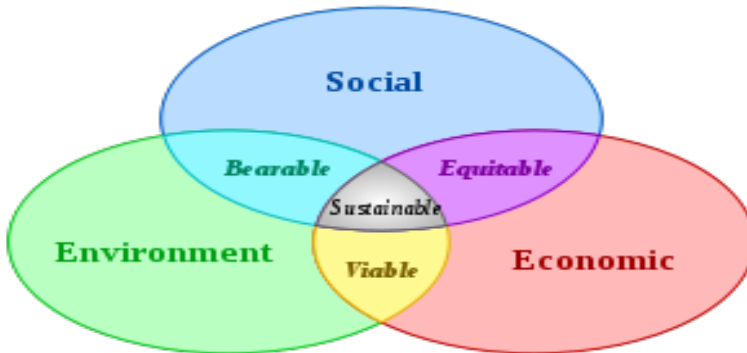


Fig. 1. Scheme of sustainable development: at the confluence of three constituent parts (Adams 2006)

- **Sustainable:** Sustainable development (state of development) - is the coordination and harmonization of development processes.
- **Bearable:** Tolerant society, recognizing the diversity in nature and society and consisting of tolerant people, tolerance for others (regardless of whether that is a sign of their differences).
- **Equitable:** Fair and impartial, based on law and governed by the law society and the economy.
- **Viable:** Contributing to the continued viability of environmental economics.

The concept of sustainable development is focused on society (Baker 2005) and was brought into common usage by the so-called Brundtland report that defined it as ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (World Commission on the Environment and Development 1987).

The discourse of sustainable development entails certain unquestioned assumptions about society, nature, economies and their relationships (Dryzek 1997). For example, the capitalist system is treated as given; nature is subordinated, growth and environmental protection go together, transnational and local agents are motivated by the public good. These assumptions are supported by the use of key metaphors and rhetorical devices (e.g. organic growth, reassurance).

The different approaches to sustainable development have also been classified according to the scope of change they advocate (Hopwood *et al.* 2005). First, those that argue for minor adjustments or status quo; second, those that advocate a reform in how we relate to the environment; and, finally, there are approaches that promote fundamental changes in the relationship between humans and the environment. The approaches typically correspond with the political and philosophical outlook of its proponents.

Other scholars simply split the approaches into two camps: ‘ecological modernization’ on the one side and, on the other, those calling for more fundamental changes. The former view suggests a trade off or a balance between the environmental and socio-economic systems (Hajer 1995; Stubbs and Cocklin 2008): some pollution may be acceptable to secure jobs. This approach is therefore placed firmly within the paradigm of economic growth. Given a narrow conceptualization, it tends to pre-empt ‘real’ commitment to sustainable development (Wright and Kurian 2010).

Presented in scientific papers interpretation of the concept of sustainable development and the implementation of management initiatives for sustainable development reflect a wide range of interest in this issue: the ideas of planetary (World Commission on the Environment and Development 1987; The Millennium Development Goals Report 2011) and continental strategies (Europe 2020) – for concepts of Sustainable Organization (Bagdonienė *et al.* 2009) and the theory of “sustainable management of human resources” (Ehnert 2009; Thom *et al.* 2001).

The concept of sustainable development is focused on society (Baker 2005) and was brought into common usage by the so-called Brundtland report that defined it as ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (World Commission on the Environment and Development 1987).

The concept of sustainable development after a certain evolution has become recognized globally as a paradigm of human development. However, in recent research papers few new interpretation of the concept of sustainable development are offered and the implementation of management initiatives for sustainable development, reflecting a wide range of interest in this subject, is suggested.

In the presence of attention to the study of differences in the understanding of the terminology and methods of managing the process of sustainable development there is a lack of association of different points of view.

3. Intellectual tools for holistic understanding of sustainable development

The framework for the integrity analysis was proposed by Kalinauskas in early 1990s as a tool of behavioural psychology (Kalinauskas *et al.* 1997). Later, this approach (named method of quality structures, MQS) was successfully applied by analyzing various business situations.

MQS – the method of quality structures, which was invented to identify the movement of the whole in the whole intellectually.

- First. You can never see the whole as long as you are located within it. You will always see only parts and details, catching hold of those which, in your understanding, seem to be most important.
- Second. You can never see, feel, or sense the whole with the help of a NON-whole instrument.

MQS proposes viewing the whole, distinguishing in it:

- the **coordination aspect**, the content of which forms the qualitative distinctness of the given whole,
- the **organizational aspect**, the content of which describes the construction of the whole,
- the **communicative aspect**, the content of which determines the type of interaction with reality, or, in other words, the background on which we view this interaction,
- the **functional aspect**, the content of which describes the product made by this whole.

All of these aspects are equal in importance!

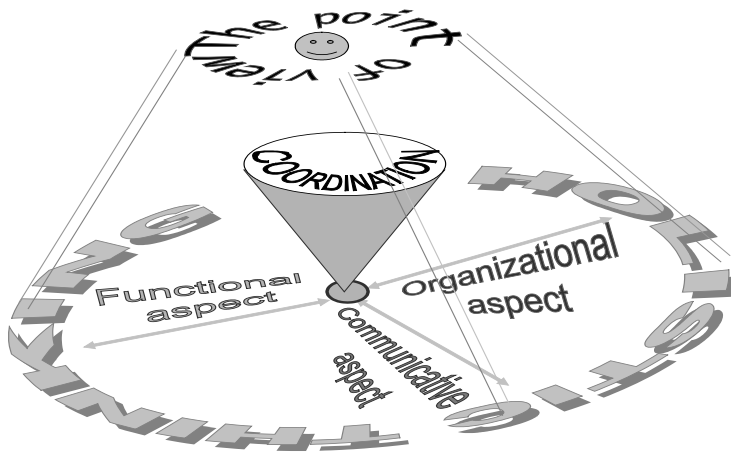


Fig. 2. Visualization of method of quality structures (MQS)

The importance of evaluation of the effectiveness of the above solutions is emphasized by the strategy “Europe 2020”, its goals and flagship initiatives. The European Economic and Social Committee (EESC) states that the cohesion policy is a “historical EU value”, whose three goals – convergence, increase of regional competitiveness by creating more and better jobs and closer territorial cooperation should be maintained and reinforced (EESC Opinion to Europe Counsel 2011). The European Social Fund, as the EU tool for promoting investments in human resources, should support three priority issues of the strategy Europe 2020, i.e. smart, inclusive and sustainable growth (Fig. 3).

Sustainable growth means:

- building a more competitive low-carbon economy that makes efficient, sustainable use of resources;
- protecting the environment, reducing emissions and preventing biodiversity loss;

- capitalising on Europe's leadership in developing new green technologies and production methods;
- introducing efficient smart electricity grids;
- harnessing EU-scale networks to give our businesses (especially small manufacturing firms) an additional competitive advantage;
- improving the business environment, in particular for SMEs;
- helping consumers make well-informed choices.

Smart growth means improving the EU's performance in:

- education (encouraging people to learn, study and update their skills);
- research/innovation (creating new products/services that generate growth and jobs and help address social challenges);
- digital society (using information and communication technologies).

Inclusive growth means:

- raising Europe's employment rate – more and better jobs, especially for women, young people and older workers;
- helping people of all ages anticipate and manage change through investment in skills & training;
- modernising labour markets and welfare systems;
- ensuring the benefits of growth reach all parts of the EU.

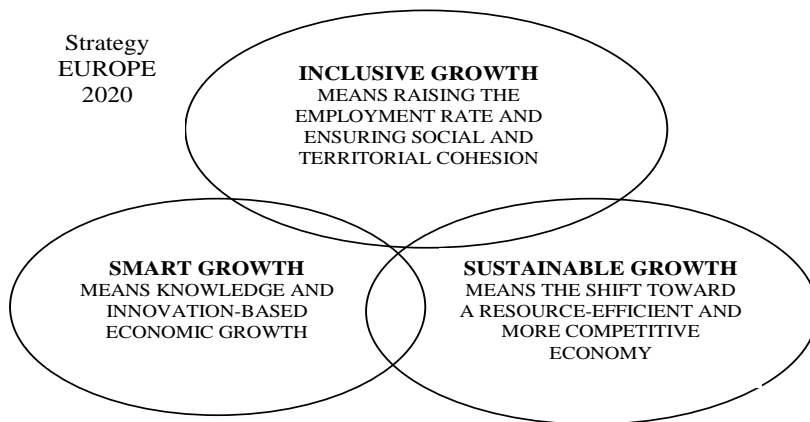


Fig. 3. Areas of Europe 2020 strategy

In this context, some particular features of the Open Method of Coordination (OMC) (Borras *et al.* 2004; Zeitlin 2005), resting on soft law mechanisms, should be discussed. Though this method has been used since 1992 in the European Monetary Union, it was defined only in 2000 in the conclusion made by Lisbon European Council as a new method for formulating the following strategic EU aims (LEC 2000): “to achieve that, during a decade, the European Union should become the most competitive and dynamic knowledge-based world economy, combining sustainable development with the creation of more and better jobs and stronger social

cohesion". However, the European Economic and Social Committee expressed regret that the Commission had not created any growth scenario, allowing the common market possibilities to be maximally used, and focussed its attention on drastic consolidation of finances as a "basic precondition of growth" (Project EUROPE 2030). It should be noted that Europe will need a highly competitive and sustainable market economy for ensuring social cohesion and developing methods to struggle with climatic changes. To achieve this aim, the programme of large-scale reforms, defining the priority issues and a more effective realization mechanism than those suggested by the Open Method of Coordination, should be developed. The strategy Europe 2020 is part of these great efforts.

This is clearly illustrated by the developed coordination model of sustainable development ideas, based on the method of qualitative structures (Fig. 4).

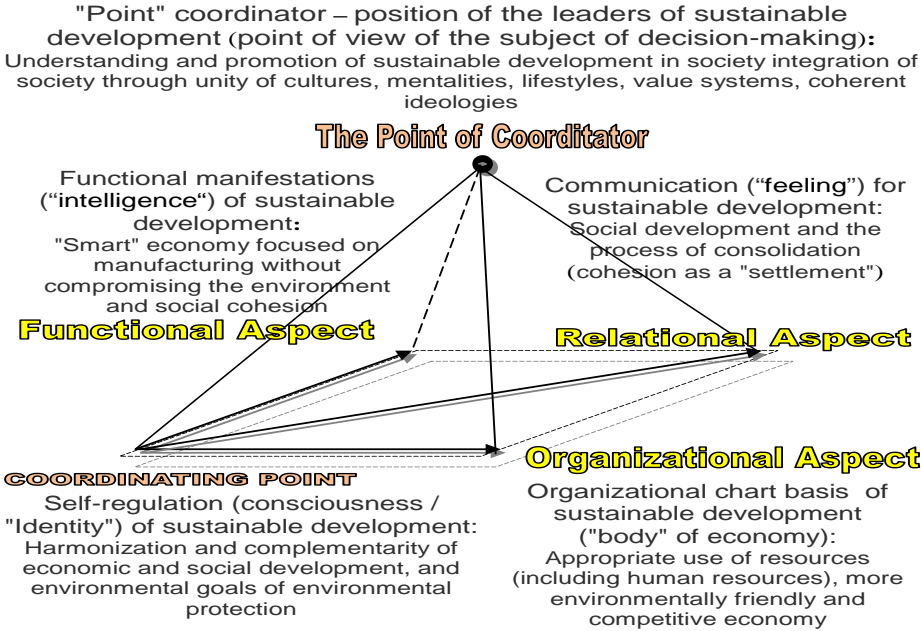


Fig. 4. The conceptualization of Model of Sustainable development by MQS (based on the works Kalinauskas *et al.* 1997; Lobanova and Melnikas 2012; Lobanova 2008; Lobanova 2003; Lobanova 2001; Grigas 2001)

At the present stage of the EU expansion, it is clear that the statement of the targets and formulation of slogans, as well as drastic consolidation of finances, are not sufficient for solving the problem, which is much more complicated than it may seem to the 'development bureaucrats'. The targets set and measures and financing suggested for particular EU development stages (the EU institutions revise their policy every seven years and the next stage of programme development will begin

in 2014) can hardly be effective in the absence of fundamental research into the problem of sustainable development, required for its successful solution. Though the ideas of intensifying the sustainable development and cohesion have become an inherent part of the EU integration policy, the lack of the respective research (particularly, into the cohesion problems), as well as insufficient efforts in dissemination of these ideas in the society (though it could be an effective cohesion promotion measure), can be observed. These disadvantages at the conceptual level, including uneven and insufficient spread of ideas and the lack of empirical research, will be “compensated” in reality, when the implementation of the ideas turns into a social experiment with hardly predictable and removable outcomes (which has already become clear during the global economic crisis). The Open Method of Cooperation has not either become an effective EU management method (Nakrošis *et al.* 2007).

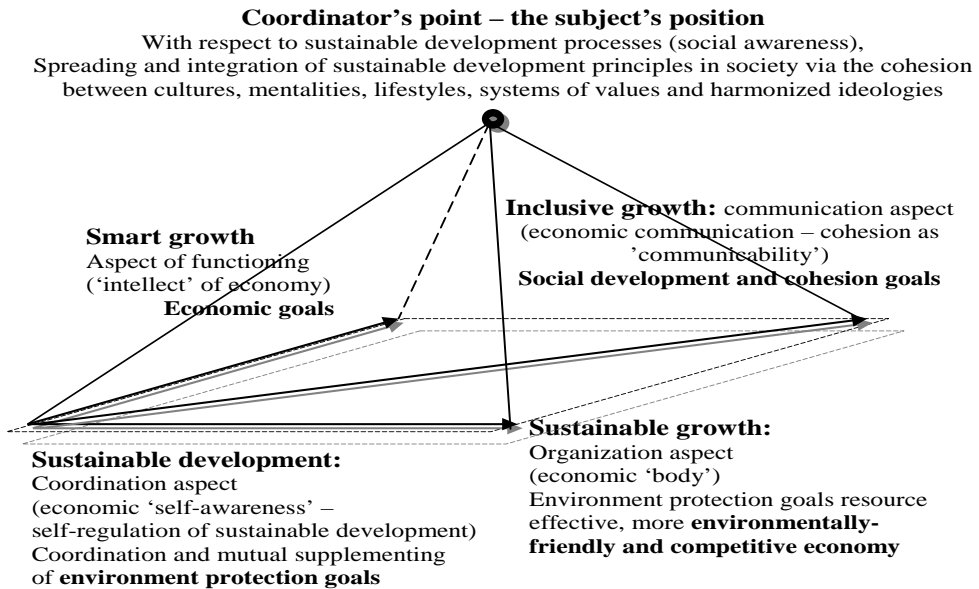


Fig. 5. The coordination model of sustainable development (based on the works Kalinauskas *et al.* 1997; Lobanova and Melnikas 2012; Lobanova 2008; Lobanova 2003; Lobanova 2001; Grigas 2001)

The concept of sustainable development includes the synergy effect under the condition that its growth is uniform in all directions. However, if the growth rate in one direction starts to exceed that in the others (e.g. in the case of the excessive growth of production or consumption), the system gets out of balance, i.e. the essence of the sustainable development idea is lost. The inclusive growth performs a dual function in this model, associated with the direction of sustainable development and economic communication, thereby harmonizing the subject and direction

of sustainable development in the cohesion processes. This can be clearly observed in considering the universal character and diversity of the cohesion concept.

It is clear that the implementation of the ideas of increasing sustainable development and cohesion in the whole European Union is a very complicated problem. Therefore, the scope of further analysis will be narrowed to include the cohesion challenges only with respect to human resource management at the organization level.

4. Innovative trends of contemporary human resource management competence development and its impact to management studies content

Though the human resource concept was first used in the third decade of the 20th century, two decades after the appearance of human resource management models in the literature (the Michigan model: Devanna *et al.* 1984; Harvard model: Beer *et al.* 1984) and their spread (in the 90's, the teaching of various aspects of human resource management was started at universities and business schools), the problem of human resource management is still being discussed and new approaches to its analysis are being suggested. Thus, in the first decade of the 21-st century, the efforts were made to consider workforce as a strategic business partner, rather than the system of an organization, performing only a supporting function. The leaders of the workers, as their main representatives, contribute to strengthening social responsibility of an enterprise, developing the ideas of sustainable growth and solving the environmental problems (Armstrong 2007; Sinha 2011; Hanada 2000).

The integration of the ideas of human resource management into traditional systems of personnel management may be considered to be a great achievement. The models of human resource management, particularly, the 'soft' Harvard model, drew attention of both business management practitioners and public management strategists because it suggested that, in the long term, individual and social welfare should be sought alongside the organization's efficiency. Moreover, the Harvard model provided a possibility to approach human resources as valuable organization's resources.

The European human resource management model gave rise to heated discussions and interpretations (Brewster *et al.* 2004) in comparing human resource management methods used in Europe and the US. The attention was drawn to the fact that the context of the situation in human resource management in European organizations (background, meaning, relationships) differs from that found in the United States, the country where the first models of human resource management originated. The European (the so-called 'contextual') human resource management model emphasizes that the management of the state, market and work relations is a specific management combination, becoming highly efficient in the European Union. The main advantage of this model is that the external factors are given the greatest attention, allowing the organizations to freely decide how much attention to pay to every particular factor (Brewster *et al.* 2004). This shows a certain influence of the

Open Method of Coordination on this model. It is also emphasized that the above approach would allow the organizations, working under similar conditions, to choose other human resource management strategies than those 'recommended' by some popular model and still to achieve good results. The relationship between the level of human resource management and the welfare of a particular state was sought by considering the problems associated with issuing labour market laws and trade union involvement. Ch. Brewster (Brewster *et al.* 2004) claimed that this model was the best in reflecting the EU realities.

The following stages of human resource management theories' transformation in response to the sustainable development processes and cohesion challenges may be outlined:

1) *Responding to the changing conditions of competition by more efficient use of human resources.* This was also associated with a possibility of creating the welfare in a particular enterprise, region or country in the 80's, when the discussion mainly focussed on two problems: the efficiency of the US worker (particularly, compared to the efficiency of a Japanese worker) and the decreasing growth of innovations in the US industry (Devanna *et al.* 1984). Then, the need for the development of conflict-free work relations, when the employers and employees are working towards the same aims, seeking the success of an organization, emerged (Devanna *et al.* 1984). It can be stated that the capitalists, creating welfare ("soft" human resource management) and the employers hostile to trade unions ("hard" human resource management) represent typical features of the US business system. Finally, the concepts based on the employees' loyalty and responsibility pointed out another trend in discussing management practice and human resource management competence. It should be noted that the 'soft' HRM version (Storey 1992) pays the greatest attention to human resource issue, emphasizing the guaranteed employment, continuous development, effective communication, staff involvement and quality of the working life. Though the first human resource management concepts originated in the US, they agree with European cohesion policy statement. At the same time, the "hard" HRM version emphasizes the profit obtained from the investment in human resources, relating it with the company's interests (Lengnick-Hall *et al.* 1990), as well as compromising, good will, responsibility and communication at all functional and hierarchical levels.

2) *Responding to challenges of social responsibility concepts.* At the end of the 20th century, the growing globalization of economy stimulated the interest in social responsibility of enterprises. Theoretical analysis of social responsibility of enterprises has a long history. The researchers were finding its principles in various social science concepts, the discussions about social responsibility of enterprises were organized in the 70s and 80s of the 20th century, when the new area and discipline of management science – business ethics was being developed in the USA (Atkinson *et al.* 2000. Vasiljeviene *et al.* 2008; Vasiljevas *et al.* 2005). Social responsibility is defined as an improvement of life quality in the way suitable not only for business, but for society as well (Mankelov *et al.* 2007; Jonker

et al. 2007). Enterprise responsibilities for society and the sustainable development are strongly emphasized. All definitions of social responsibility include three main areas: attitudes to society, environment protection and employees. It is also emphasized that social responsibility is closely related to sustainable development (Grybaitė *et al.* 2008). The main issues relating to social responsibility development are as follows: competitive enterprises under the conditions of ever changing global economy, safe and clean environment, strong social cohesion, transparent and ethical business.

3) *Responding to diversity management challenges (ensuring equal rights), including the problem of gender equality.* For a long time, managers were thinking that the employment diversity consisted in giving work to as many as possible people of different genders, nationalities and religions, i.e. employing the workforce from the social ‘insufficiently represented’ groups. However, the diversity experts started to doubt about the ‘positive character’ of this action. They noticed that people representing the diversity usually stayed in the Department of Human Resources. The Costs and Benefits of Diversity (Keil *et al.* 2007) noted the trend of employees to moving beyond the Department of Human Resources (The European Commission study 2003). Based on this study, five main advantages of enterprises pursuing an active diversity policy were identified: 1) keeping the cultural values within a company, 2) enhancing the staff prestige, 3) helping to attract and retain clever people, 4) encouraging staff motivation and productivity, 5) encouraging the innovatory spirit and creativity of employees. The main benefit gained by such enterprises from diversity is that the latter is useful not only for a particular department, but for the whole company as well. The integration of diversity management into everyday company’s management is a very important factor. Based on the above considerations, we may define diversity management as follows: diversity management is active and deliberate future development, oriented to value-based enterprise strategy; it is a management process, based on the use of particular differences and similarities as enterprise potential; it is a process aimed at creating enterprise values. Finally, diversity management can only be realized in the climate of high morale and legality. It is important that both enterprise ethics and policy should reflect its attitude to anti-discrimination. The observance of human rights should be one of the enterprise traditions.

4) *Responding to the growing need for intensifying the cohesion processes under the conditions of the EU development and expansion.* The first steps were made toward the evaluation of human resources (workforce) as a business partner (early in the 21st century), but the global economic crisis which began in 2008 interfered with this process. It raised new economic challenges to human resource management and slowed down social cohesion processes. The changes predicted for the second decade of the 21st century are associated with transformation of public management principles towards partnership, also involving market models, which should promote the transformation of human resource management doctrine.

5. Conclusions

The aim of the article was to create the conceptual model of intellectual instrument of holistic understanding of sustainable development, which allows identifying the priorities and innovative trends of human resource management paradigm development and its impact on the paradigm of management sciences and contemporary competence structure of human resource management professionals and its studies content development. The idea of sustainable development is attractive because it can contribute to the rapprochement of different generations of people in the civil society. Paradigm of management sciences and contemporary competence structure of human resource management professionals and its studies content should reflect the processes of sustainable development needs.

The need for goal-directed response to modern cohesion demands emerging under the conditions of European integration and the coordination model of sustainable development of the European Union cohesion requires that the greatest attention should be paid to the development of human resources and the methods and means for their management. An adequate response to sustainable development and cohesion needs and challenges requires that practical and research works, aimed at investigating these problems, should be given the priority in the context of the works devoted to the improvement of human resource management.

All major changes in human resource management theories emerged in response to social development challenges. Taking into account the new demands and challenges of European integration and the EU expansion, the solutions helping to implement common European standards, to meet the needs for consistent implementation of the sustainable development and cohesion principles and to address multiculturalism challenges, should be sought.

The processes of European integration and the EU expansion determine both, the new cohesion *requirements* and the need for it, and the inevitability of the appropriate perception of *goal-directed effects of cohesion* on the creation of *common spaces* in Europe and the European Union. This also implies that the cohesion processes may be treated as the actions, raising *new challenges to management and management activities in the EU space* and providing *new possibilities for management improvement*, taking into account *the specific features of cohesion*, which manifest themselves under the conditions of European integration and the EU expansion.

References

- Adams, W.M. 2006. The Future of Sustainability: Re-thinking Environment and Development in the Twenty-first Century. Report of the IUCN Renowned Thinkers Meeting, 29–31 January 2006.
- Ariansen, P. 1999. Sustainability, morality and future generations, in: Lafferty W. M ; Langhelle, O. (Eds.). Towards Sustainable Development: On the Goals of Development and the Conditions of Sustainability. McMillian: London, 84–96.

- Armstrong, M. 2007. A handbook of human resource management practice. 10th edition. London and Philadelphia: Kogan Page.
- Bagdonienė, D.; Galbuogienė, A.; Paulavičienė, E. 2009. Darnios organizacijos koncepcijos formavimas visuotinės kokybės vadybos pagrindu [Formation of the Conception of Sustainable Organization on the Basis of Total Quality Management], *Economics & Management* 14: 1044–1053.
- Baker, S. 2005. Sustainable Development. Routledge: New York.
- Beer, M.; Spector, B.; Lawrence, P. R.; Quinn Mills, D.; Walton, R. E. 1984. Managing Human Assets. New York: Free Press, 203 p.
- Borras, S.; Jacobsson, K. 2004. The open method of co-ordination and new governance patterns in the EU, *Journal of European Public Policy*. 11(2): 191.
- Brewster, Ch.; Mayrhofer, W.; Morley, M. 2004. Human Resource Management in Europe: Evidence of Convergence? London: Butterworth Heinemann.
- Devanna, M. A.; Fombrun, C. J.; Tichy, N. M. 1984. A framework for strategic human resource management, in Fombrun, C. J.; Tichy, M. M.; Devanna, M. A. (eds.) *Strategic Human Resource Management*. New York: John Wiley: 33–51.
- Dryzek, J. S. 1997. The Politics of Earth: Environmental Discourses. Oxford University Press: Oxford, UK.
- Ehnert, I. 2009. Sustainable Human Resource Management. A Conceptual and Exploratory Analysis from a Paradox Perspective. Physica-Verlag: A Springer Company. <http://dx.doi.org/10.1007/978-3-7908-2188-8>
- Europe 2020: A strategy for smart, sustainable and inclusive growth. Available from Internet: <http://ec.europa.eu/eu2020/pdf>
- Grigas, R. 2001. Sociologinė savivoka. Specifika, metodai, lituanizacija. – Vilnius.
- Hanada, M. 2000. Changing HR Paradigm and Practices in Japan. Available from Internet: <http://www.soi.wide.ad.jp/class/20020015/slides/03/>
- Hajer, M.A. 1995. The Politics of Environmental Discourse: Ecological Modernization and the Policy Process. Oxford University Press: Oxford, UK.
- Hopwood, B, Mellor, M, O'Brien G. 2005. Sustainable development: mapping different approaches. *Sustainable Development* 13(1): 38–52. <http://dx.doi.org/10.1002/sd.244>
- Ihlen, Ø., Roper, J., 2011. Corporate Reports on Sustainability and Sustainable Development: ‘We Have Arrived’. *Sustainable Development*. <http://dx.doi.org/10.1002/sd.524>
- Kalinauskas, I. 1997. In.: Калинаускас И. Метод качественных структур. *Международная академия информатизации*, Санкт-Петербург, 1997. [Метод качественных структур: теория и практика. Материалы международной научно-практической конференции, состоявшейся 16-18 ноября 1996 г. в Санкт-Петербурге, Россия].
- Lengnick-Hall, C. A.; Lengnick-Hall, M. L. 1990. Interactive Human Resource Management and Strategic Planning. Westport, CT: Quorum Books.
- Lobanova, L., Melnikas, B. 2012. Cohesion in the European Union: New Challenges for Human Resource Management. The 7th International Scientific Conference „Business and Management‘2012“. ISI web of science conference proceedings. 398–407. doi:10.3846/bm.2012.053
- Lobanova, L., Palekaitė, A., Radzevičiūtė, J. 2009. Competences of human resource management: expectations and reality. *Ekonomika*, (86): 22–42.

- Lobanova, L. 2008. Žmogiškųjų išteklių vadybos modeliai kuriantis žinių visuomenei. *Verslo ir teisės aktualijos: mokslo darbai*. Vilnius: VTVK.(1): 37–45.
- Lobanova, L. 2003. Žmogiškųjų išteklių transformacijos: problemos kontūrai. *TILTAI*. Klaipėda: Klaipėdos universiteto leidykla. 1(22): 51–62.
- Lobanova, L. 2001. Konkurencingumo modelis: žmogiškųjų išteklių kokybės potencialas. *Organizacijų vadyba: sisteminiai tyrimai*. (20): 135–155.
- Lobanova, L. 2001. Konkurencingumo modelis: žmogiškųjų išteklių kokybės potencialas. *Organizacijų vadyba: sisteminiai tyrimai*. 2001 (20): 135–155.
- Nakrošis, V.; Vilpišauskas, R. 2007. Kodėl neveiksmingas Europos Sąjungos atvirasis koordinavimo metodas: silpnas iš prigimties ar dėl netinkamo taikymo Lietuvoje? *Politologija*. 3(47): 44–70.
- Project EUROPA 2030. Challenges and Opportunities. 2010. A report to the European Council by the Reflection Group on the Future of the EU 2030. Available from Internet: <http://www.reflectiongroup.eu/wp-content/uploads/2010/05/reflection_en_web.pdf>
- Sinha, R. 2011. History of Human Resource Management. Available from Internet: <http://ezinearticles.com/?expert=Rana_Sinha>
- Stubbs, W, Cocklin, C. 2008. Conceptualizing a 'Sustainability Business Model'. *Organization Environment* 21(2): 103–127. <http://dx.doi.org/10.1177/1086026608318042>
- The Millennium Development Goals Report 2011. United Nations. New York.
- Thom, N; Zaugg, R.; Blum, A. 2001. Sustainability in Human Resource Management. Survey in European Companies and Institutions. Evaluation Report. Berne, June 2001. Available from Internet: http://www.empiricon.ch/web/downloads/pblc/sustainability_in_hrm_2001.pdf
- World Commission on the Environment and Development. 1987. Our Common Future. Oxford University Press: Oxford.
- Wright, J, Kurian, P. 2010. Ecological modernization versus sustainable development: The case of genetic modification regulation in New Zealand. *Sustainable Development* 18(6): 398–412. <http://dx.doi.org/10.1002/sd.430>
- Zeitlin, J. 2005. Conclusion: The Open Method of Coordination in Action: Theoretical Promise, Empirical Realities, Reform Strategy // J. Zeitlin, P. Pochet with L. Magnusson (eds). *The Open Method of Coordination in Action: The European Employment and Social Inclusion Strategies*. P.I.E. Peter Lang: 28–29.