

The Importance of Modern Tools, Techniques and Models for Organisational Management Systems to Ensure Sustainability

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Abstract: *The present study is done on the importance of developed tools, frameworks and models for the various systems of managing organisations to justify and guarantee sustainability in the global competitive market. The present study is based upon an extensive literature review. It has been performed to some extent on the understanding of organisational management and sustainability and also the link between the two along with the importance of the connection. The study identifies the key tools and models of the different wings of organisational management and demonstrates their implications. The present paper is an attempt to unearth the underlying significance of the human resource management, quality management, financial management, Change management, risk management, Marketing and other management areas in an organisation in context of the sustainable development of that organisation. The outcomes of the present research will help the future managers in managing their respective organisations with an approach for sustainable development.*

Keywords: organisational management, models and tools, sustainable development

1. Introduction

An organisation is a constant associations of individuals betrothed in pre-determined activities directed to the accomplishment of specific and planned objectives. To differentiate from other forms, organisations are identified as cases of formal and rational institutes which involve implemented programmes of performances that include a general dose of wide ranging rational arrangements (Bittner). Managing all aspects and wings of organisations is a complex and challenging task. Only when organisational management is measured and controlled and supervised in the most effective way, the chances of sustainable development of the organisation in the competitive global market would increase.

2. Literature Review

2.1 Organizational Management

Organisational management comprises the proper arrangement of the complete management system, recognising the values, rules and regulations of the organisation and create the framework of the organisation, supervising the resources and the daily performance (Management Mania). It is the method of organising, setting up, directing and controlling resources of the organisation with the sole aim to achieve the predetermined objectives and improving those further to ensure long term advantage in the global market. The organisational management is required to be able to make concrete and efficient decisions and solve issues to be advantageous and valuable (Business Dictionary). Good management begins from the initiation, to growth and augmentation, and to maintenance of the business, and is fundamental to accomplish defined measures of its predetermined goals. Planning, organising, leading and controlling are the major functions to ensure good organisational management (Robbins and Coulter). Planning is the determination of the organisational goals and

the manner to attain those, while, organising includes who, what and when the decisions are to be made. Leading, in organisational management, involves motivating and boosting confidence to work hard to set an example and benchmark the organisational vision and also the individual satisfaction while monitoring the progress and recommending preventive and corrective measures for wrong steps in controlling (Thomson).

2.2 Sustainability

In 1987, 'Our Common Future', a report published by the United Nations sponsored World Commission on Environment and Development (WCED), the terms 'sustainable development' and 'sustainability' became prevalent. Though the indistinctness and imprecision of the definition provided by WCED, a 'global view' was initiated to improve the sustainable development in the futuristic context (Mebratu). Sustainability is characterised as the capacity of an organisation to thrive and win through in an aggressive and ever changing environment (Indermun). Its theme can be comprehended as the aptitude of an organisation for accomplishing its business goals and to enhance long lasting stakeholders' value by adding environmental, social and economic opportunities into the relevant business policies which results into a dynamic approach towards globalising the organisation.

The expansion and augmentation at the technical, administrative, geographical and social fields, govern the modification of the structures of the production scheme. The arrangement of a sustainable system should encounter the framework of a further complex exertion which gives emphasis on the quality of products or the service, enhanced productivity of the requirements of the stockholders and satisfaction, comfort and content of individual, society and environment. (Todorut)

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2.3 Relation between Organizational Management and Sustainability

Human Resource Management and Sustainability

Ehnert and Harry (2012) highlighted the relationship the relationship between sustainability and the organisation. They also emphasized the association of the aforementioned relation to its economic and communal environments within the prospective of the Human Resource Management – HRM (Ehnert and Harry) contributes to sustainable development of the organization a fact that emphasises the importance of sustainability for HRM, where some other groups emphasizes that the association of HRM to sustainability necessitates that the organizations manages all concerned issues of human resources including the negative effects and the aging population (Stankeviciute and Savaneviciene).

Leadership and Sustainability

Sustainability and leadership are associated for the enhancement of the organisation and in the process revealed new style of leadership. Sustainability leaders are the persons who have the obligation to make a difference by continuously working on and upgrading their responsiveness to the dynamics of the world around them (Visser and Courtice). For this, they have to accept new conducts of thinking and co-operation which results in innovative and sustainable solutions (Fig. 1). Once sustainability is implemented in an organisation's strategic plan, the assigned financial executive performs his or her critical part in reviewing, processing, reporting and addressing the economic influence that sustainable activities have on organisation (Cerf and Savage). The aforementioned activities support the relationship between financial management and sustainability. Moreover, as organizations are becoming more concerned with sustainable activities, the marketing viewpoint, manifested by studying consumer behaviour, supports and addresses sustainability concerns (Martin).

Sustainability and Organizational Operations

When addressing sustainability at the operational or project level, it becomes compulsory to move out from the traditional techniques of project management characterized to have a restricted thought of sustainable development (Agarwal and Kalmár).

On the other hand, supply chain sustainability is progressively documented as a key constituent of corporate responsibility. Managing the environmental, economic and social impacts of supply creates moral business intelligence with the help of sustainability (Sisco, Cody; ChornPeder, Blythe; Pruzan-Jorgensen, Michael).

Organizational Management Systems and the Three Pillars of Sustainability

The World Summit on Social Development, in 2005, determined three fundamental areas that have a say in the values and beliefs of sustainable development (United Nations) The Brundtland Committee portrays these three 'pillars' of sustainability as the essential requirements to make correct and efficient decisions in the future, considering the present in a sincere way. Economic

development, social development and protection of the environment are the core fields on which an organisation can ensure sustainability. Economic development is when people are provided with their desires without hampering the quality of life, especially in the developing world, while reducing the financial burden. The social development ensures that people's health is strongly protected while maintaining the access to basic resources. It also includes education and making people aware about the importance of participating in environmental sustainability and the pros and cons of protecting the environment. Environmental safeguarding, the third 'pillar' to sustainability, is considered as essential due to its significant effect on the future of humanity (Mason).

Importance of Tools, Techniques and models for Sustainability of Organizations

Sustainability, in the current competitive market, has moved from an outlying concern to an essential core business issue. With the increase of global population and ever growing awareness and escalating demand for products and services, organisations are confronted and challenged to use the limited resources to guarantee sustainable development (Abbett, Coldham and Whisnant). To make an organisation withstand and endure for a longer time, several challenges are to be considered including unexpected risk, sudden requirement of change, financing difficulties and implementing the best practices of human resource and quality management. Effective and most appropriate models, tools and techniques are highly recommended from the initial practise days of sustainability. Organisations, being in the public or private sectors, are always being encouraged to adopt sustainability to minimise the social and environmental negative impacts (Brammer and Walker). Human resource, Project Management, Corporate Governance and several others are the categorised groups that are comprehensively responsible for an organisational management. There are varieties of tools and techniques that are solely responsible for developing particular category of organisational management which are described in the following paragraphs.

Sustainability in Organizational Management with Human Resource

An organization's HR operation can be instrumental in smoothing a widespread approach for generating a culture of sustainability and conservational stewardship. It is suggested that an administration's Sustainability Manager or Leader has to work more closely with the administration's Human Resource manager. This notion might be considered a new area of getting attention for the applied execution of sustainable development in an organisation (Liebowitz). The policy includes making noteworthy variations to the administration's schemes for: employing applicants, choosing new employees, directing new employee orientation (induction), directing performance assessments, determining employee compensation, generating a progressive planning process, selecting training and development for employees, and mentoring staff and executives. Holistic market approach, management models per skill, service quality measurement approach, performance assessment tools, customer survey tools, orientation guide, proper rewarding system, proper

implementation of all these tools and models bring sustainability in the organisation. Organisations are progressively depending on the Director of Sustainability. The goal of the Director is to upturn the attention on sustainability among the administration's executives and staff (Stankeviciute and Savaneviciene).

From the HR point of view, sustainability denotes concentrating on gathering the requirements of both the staff and the community with the aim for betterment of the organisation and environment. In numerous organizations, the Sustainability Coordinator has a robust background in practical, environmental, security, and scientific areas. The Coordinator might not retain the behavioural capabilities for altering the workers' and managers' approaches and behaviour to emphasis more on sustainability (Liebowitz).

Quality Management ensuring Sustainability in Organisational Management

Quality management is one of the essential pillars of a business which assures that the final organizational objectives meet high quality standards. Quality management concentrates on process improvement based on the implementation of quality culture (Kima, Kumar and Kumar). The quality culture represents a set of principles which are the primary beliefs, rules, norms and values that are thought to be true and treated as the foundation for an effective quality management, and as a result produces a positive aftermath on the performance of the organisation. These principles are developed and maintained by international experts of ISO / TC 176 who are responsible for supporting ISO quality management standards (ISO).

To support the adequate implementation of quality standards, Statistical Quality Control (SQC) tools are used to monitor measure and improve organizational processes for the sake of ensuring sustainability (Hu, Kandampully and Juwaheer). Tools include: Flow charts, Pareto charts, Cause and Effect diagrams, Histograms, X Bar and R Control charts, Run charts, Graphs and Scatter Diagrams. Furthermore, other instruments are used to measure or assess the quality management of an organisation, for example, Sampling, Survey Questionnaires, Brainstorming, Control Planning and Force Field Analysis are influential tools that should be implemented based on the field of samples. In addition, many techniques are also utilized, such as, Failure Modes and Effects Analysis(FMEA), Fault Tree Analysis (FTA), PokaYoke, Departmental Purpose Analysis(DPA), Design of Experiments(DOE), Quality Function Deployment to measure, justify, and apply total quality management to increase the chances of sustainability of the particular organisation (Singh, Khan and Grover)

Role of Financing Management in Sustainability of Organization

The continued success of a business and its key role to contribute to the comprehensive economy implies (IFEX Organisaional Toolkit) that the business has access to the right type of finance at the correct time frame. This, as a result, allows the business to invest and to grow continuously and at the same time create jobs and position itself as a key support to the economy, thus, ensuring the sustainability of the organisation. A thorough study of the

opportunities available is fundamental to select the correct type of financing. There are four pillars for managing financial sustainability. First pillar is financial and strategic planning. Strategic planning is the tool to help out in clarification of an organization's objectives as well as prioritize the activities needed to complete them. Effective planning has become a precondition for accessing available worldwide funds. The second pillar of managing financial sustainability is earnings diversification, including not only the domestic income generation, but also the amount of earnings sources that offer the main amount of funding (Ng'ang'a" and Kibati). Knowing the proper way of managing resources is as necessary as achieving monetary sustainability by knowing the sources of income generation. Well-organized actions for management and finances are led by a sequence of organisational strategies that help out to make the most of the organisational wealth and to make sure there is transparency in financial management. Having organisational own income generation, 4th pillar, is one way for an association to broaden horizons of its source of profits (León). One of the other tools is payback period which is a quick way to evaluate a project's economic feasibility. Another is return on investment (ROI), which is essentially the inverse of the simple payback period. It is used to compare different initiatives. The higher the ROI, the better and initiative is compared to the other. Life-cycle cost analysis (LCCA) is a financial tool that is used to compare two or more projects that are different with regard to scope and timing. Net present value (NPV) and internal rate of return (IRR) both are also used as good methods for implementing sustainably through proper selection of projects (Financial Tools for Making the Business Case in Sustainability).

Marketing Management in Organizational Sustainability

The marketing function has also been affected by sustainability requirements, therefore, necessitating a new way of thinking. Therefore, it is necessary to consider sustainability needs to improve organizational marketing policy, which leads to the fact that the corporation has to implement sustainability in strategic advertising and the marketing mix (Papakosmas, Noble and Glynn). However, it is not very easy to implement and formulate as customers' needs and wants are the main inputs for designing the marketing strategy of the enterprise. Based on the aforementioned, one appreciates why incorporating sustainability into marketing approach is one more exceptional task. Sustainability marketing is thought to be diverse as the buyers' demand has to be achieved but not essentially by communicating verbally with customer to assess what they want (Trinity P3). From another perspective, sustainability marketing policy is not only ensuring the added importance to customers but it also helps in building extended relations with buyers, which are not only favourable for business but also for culture (Kumar, Rahman and . Kazmi). Therefore Peattie and Belz (2010) provided the thought of 4C's (Customer solution, Customer cost, Convenience and Communication), an updated version of traditional 4P's (Product, Price, Place and Promotion) (Peattie and Belz). The 4Cs is one of the major tools of marketing for incorporating sustainability in an organisation. Proper implementation of the 4Cs and their upgrading with time is one best possible way for sustaining the business.

Role of Project Management in Managing Organizational Sustainability

Sustainability is one of the most important challenges that civilizations have faced (United Nations). Recent years have shown that environmental concerns form a significant part of most of the projects and enterprises are incorporating sustainability in their policy. The requirement for sustainability is a vital factor for projects achievement and management which is known as a crucial skill requirement in order to grow, to perform and escort the project in a sustainable way (Daneshpour). The idea of incorporation of sustainability in project management emphasizes the composite feature of professional project administration; not only from practical point of view but also as the project administrator should deal with organizational factors which are out from its control (Daneshpour). Different studies stress that the role of project administration (legrand) should be by far more advanced than just the delivery scheme and it has the accountability of proper integration of sustainability in it (Public Services and Procurement Canada). Raising organizational alertness about environmental issues is a significant step toward growing sustainability processes in all the company basically in project management (Agarwal and Kalmár). Integrating sustainability spreads the system boundaries of project management. Different tools for incorporating sustainability (Fig 1) in project management are integrated project life cycle, sustainability checklist for managers of projects, Sustainable Footprint Methodology for analyzing environment, green project management (Morfaw) concept and quality management (TQM model) of the projects.

Research and Development (R&D) in Organizational Sustainability

Despite of being the most important issue in today's business, sustainability is still a nonfigurative standard regarding its useful application in the process of R&D. Unlike other operational units of the organization that gauge sustainability and creating value through their value flow, R&D has to be regarded as the influencing factor of sustainability (Chen). The R&D process is based on the value and sustainability of the resulting products, processes and services over its total life-cycle. In contradiction, the promise of R&D processes to sustainable goods is thus documented as significant, while R&D itself is not professed as a business process with an elevated significance for sustainability (Schimpf and Binzer). Therefore, the most important challenge lies in spreading awareness of this divergence and providing the suitable methods and processes to support R&D departments in the context of developing sustainable solutions to the organizations. Pre-project planning, concept development, system level designs all are the various phases of R&D process according to most important tasks. Integrated sustainability measures and method which are needed during the R&D procedure generally present a high intensity of flexibility. Design for Sustainability, an integrating method resulted from the means of Eco-Design which incorporated the three extents of sustainability and gave instruction the R&D process for the expansion of sustainable products (Hansen, Grosse-Dunker and Reichwald). The Sustainability Balanced Scorecard, another integrating method, provides the likelihood value to adjoin a supplementary perception of

encompassing sustainability pointers to the traditional process of the Balanced Scorecard method. Traditionally, accounting and reporting mainly focuses on the economic dimension, guided by financial indicators (Schimpf and Binzer). Sustainability accounting and reporting is one of the newest integrating models. The tendencies towards sustainability have directed to the increasing awareness of sustainability accounting and reporting which added the environmental and social viewpoints into conventional accounting and reporting methods or upgrade reporting models constructed on the extent of sustainability (Center for Corporate Citizenship & EY).

Organisational Sustainability through Risk Management

Sustainability through risk management has increased with the alterations in regulatory, financial, stakeholder, political and other risks increasing the indecisions in corporations (Fig.3). Businesses in the present market require integrating sustainability and risk management within their planning to reduce potential losses and to explore new opportunities for businesses (Asherleaf Consulting Inc.).

The Enterprise Sustainability Risk Management (ESRM) structure "is an efficient framework to guide how to institute a holistic and organised sustainability risk management method that determines the risk indicators, sources, objectives and reporting structure to ensure sustainability and developed organisational management and performance. This framework comprises every corporate risk of the economic, social and environmental approaches in business" (Yilmaz and Flouris). Hazard and Operability (HAZOP), event tree logic structure, fault trees and Failure Mode and Effect Analysis (FMEA) are few of the tools that can be utilised to recognise risks and evaluate the criticality of the likely consequences. Risk matrix is an effective model to understand every risks and its profile applying likelihood criteria and consequences criteria (Berg).

In the present dynamic business market, changes in organisation and the methods of tackling them are highly significant to stabilise and sustain renovation within the organisation. The effectiveness of the functionality of change management depends majorly on the type of business, the proposed change and the people involved and how understanding they are about the requirement of the change (Tata Consultancy Services Limited). Change management being the capability of delivering "a change effort, reframing, cost reduction, after merger integration, new product or service rollouts, geographic expansion, IT renovation, all require changing the fundamental look to a much more refurbished one for better chances of sustainability" (Harshak, Aguirre and Brown).

ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) is an active tool for organising change management activities, analysing the gaps, developing corrective measures and guiding managers, supervisors or other relevant authorities throughout the process. The Change Curve, a powerful model accredited to Elisabeth Kübler-Ross, helps to apprehend the stages of changes in the organisation and also individual transition. Since 1947, the Unfreeze-Change-Refreeze model developed by Kurt Lewin, is still one of the popular frameworks to describe the

organisational change using the similarity of the change in shape of a block of ice (Tata Consultancy Services Limited).

Role of Supply chain management in Organisational Sustainability

The increase in organizations' commitment to safeguard their business performance encouraged organizations to be more responsible about all the operations within their value chain, extending from suppliers to outlets, a fact that helped avoid environmental risks, governance challenges and inherent social risks. Therefore, achieving supply chain sustainability and its rewarding consequences (Chkanikova). Extending good and effective business practises in supply chain management, has huge potential to add wider ranging markets and enhance sustainable development. Supply chain management sustainability helps in addressing environmental, economic and social impacts and the motivation of good governance habits from the initial to the final steps of the lifecycles of products and services to ensure continuity of the business, the reliability of the brand and controlling operational expenses (The UN Global Compact).

By addressing, monitoring and improving social, environmental and economic factors throughout the supply chains, organizations are able to preserve resources, control processes, expose product new innovations, mitigate costs, add to productivity and encourage corporate values. Research shows that the case studies for supply chain sustainability are rising (Derqui, Fayos and Fernandez). Organizations can take a number of initial steps to move toward sustainable supply chains by mapping supply chain, communicating expenses, baseline supplier performance, develop training and capacity building programmes, drive performance improvement, and join industry collaboration,. Other different integrated models maybe also used (Chorn, Sisco and PruzanJorgensen).

Role of Corporate Governance in Organisational Sustainability

Corporate governance and sustainability are the keys to the continuation of operations of any organisation (Aras and Crowther). Corporate Governance is considered as a fundamental element to reach economic performance and growth to increase investors' trust. Integrated with sustainability, long duration objectives lead effectiveness, performance, competitiveness in implementation of economic, environmental and social pillars into corporate governance (Kocmanova, Hřebíček and Dočekalová)

The Anglo-US model to ensure corporate governance is characterised by the individual's and outside shareholders' shares, a defined legal framework outlining the duties and rights of the management, directors and shareholders and follow a simple process for communication between the corporate and shareholders. This model also called the Anglo-Saxon model is based primarily on entrepreneurship (Ungureanu). The Japanese model is defined by a high class stock possession by associated financial institutions and companies, a banking process characterised by long term association between banks and corporations, a legal and industrial policy structure to support the industrial committees (keiretsu), board of directors including majorly

insiders and a comparatively negligible input from outside shareholders. The German model or the Continental-European Model prescribes two different boards of directors with separate members (management board and supervisory board), allows the size of board to be altered only by law and makes voting right restrictions legal (EWMI).

Leadership and Management of Organisational Sustainability

As there is no growth without effective leadership in social, human or cultural aspect, the connection of leadership and organisation's sustainable development is very significant and crucial. These aspects are based on collaborating and conjoint influence and human resources to accomplish material and human objectives. (Slimane). Definition of leaders who initiate sustainability of an organisation as proposed by the Sustainability Leadership Institute in 2011, describes them as the personnel who make a difference in the way of perceiving the task and objective of an organisation, while adopting to new and innovative yet profitable thinking and observing that result in an enhanced sustainability (Courtice and Visser).

Leadership models provide an understanding how and why a particular leader works in a particular way and how effective is he in a certain job framework. The Behavioural model characterises leaders as the possessors of most influential behaviours, while, Kouzes & Posner's Five Leadership Practises and John Adair's Action Centred Leadership, which comprise the Functional style describe what a leader has to perform, and avoid addressing behaviour, to be that effective to enhance sustainability (Kouzes and Posner). In the Integrated approach of leadership, illustrated by James Scouller, in Three Levels of Leadership through which the activities of leaders could be defined not only to lead the followers but also to improve themselves in psychological and technical capabilities. Bolman and Deals 4 Frame Model (Aitken), Kurt Lewin's 3 Style Model, Path-Goal theory, Hersey and Blanchard's Situational Leadership Model (Kavanagh), Tannenbaum & Schmidt's Leadership Behaviour Continuum Model, Vroom-Yetton Leadership Model (Lunenburg) and The Fiedler Contingency Model (Peretomode) comprise the Situational or contingency models of leadership which are based on the ideology that leaders' behaviour is influenced by the situation they are in and, thus, work to sustain the organisation. The Trait based models, founded on 3 different trait theories are custom made frameworks to understand the expert qualities of the specific leaders (Simpson).

Research methodology

The present research is done based entirely upon the secondary data sourced from the different academic journals, peer reviewed articles and conference proceedings. The research is majorly qualitative in nature. The sources of the data are cited wherever applicable. In order to understand the significance of organisational management in context of sustainable development, observations and findings from various academic sources, journal articles, reports from authentic sources are considered and a critical literature review has been done. Special emphasis has been put in the various areas of management in an organisation such as human resource management, financial

management, change management, risk management and quality management in order to understand their significance in the sustainable development of an organisation.

3. Findings

After collecting observations from various authentic sources quite a few conclusions could be drawn. Good management initiates from the beginning of a business, growing and augmenting it and maintaining the business once it has accomplished some measures of its predetermined goals. Ehnert and Harry (Ehnert and Harry) highlighted on the relationship of the association of the sustainability and management to its economic and communal environments and the prospective of HRM in the process of contributing to sustainable development. Other than HRM, financial management, leadership, risk management, quality management almost all type of management is related with sustainability. That's why organizations are becoming more concerned with sustainable incorporating activities. After the research, it could also be understood that with the increase of global population and ever growing awareness and escalating demand for products and services, organisations are confronted and challenged to use the limited resources to guarantee sustainable development. The information gathered from journals and reports also suggested that Human resource and sustainability are related consequently. Well-organized actions for management and finances are led by a sequence of organisational strategies that help out to make the most of our wealth and make sure transparency in financial management. Pre project planning, concept development, system level designs are tools for implementing sustainability in research development sector as advised by scholars. By supervising and improving social, environmental and economic act right through supply chains, organizations can preserve resources, control processes, expose product new innovations, accumulate costs, add to productivity and encourage corporate values. Kouzes & Posner's Five Leadership Practises and John Adair's Action Centred Leadership are such approaches of leadership that helps in bringing sustainability. Thus, this proves that implementing modern Tools, Techniques and Models for Organisational Management Systems ensure Sustainability in the organization.

4. Discussion

The theme of sustainability could be considered as the ability of an organisation for achieving its business goals and to rise long-term stakeholder's value by contributing environmental, social and economic opportunities into its business policies which appears to be dynamic for globalizing organization worldwide (Mazur.Barbara). Thus, sustainability being the majorly accepted key aspect of developing an organisation, the complicated and varied fold of managing an organisation is the first and foremost approach of any business. HR, Quality management, Financing, Change Management, Risk Management, Marketing and other wings that are responsible for the success of businesses have an immense requirement of developed tools and models and critically designed

techniques to ensure sustainability of the organisation. As sustainability is recognized to be an important factor for attaining long term success of any organization, it is also advisable for the authorities to take all possible measures to ensure it. Whether be it implementing any change, or taking up risks or by initiating the use of tools and techniques in the organizational process, organizations are advisable to consider sustainability as the unavoidable element to the organization.

Appendix

Organizational tools for changing minds



Figure 1

(Denning) The figure above shows how leadership tools are related to the management tools and power tools of an organisation with the contribution of inspiration, information and intimidation in the operation, aiding in sustainable development.

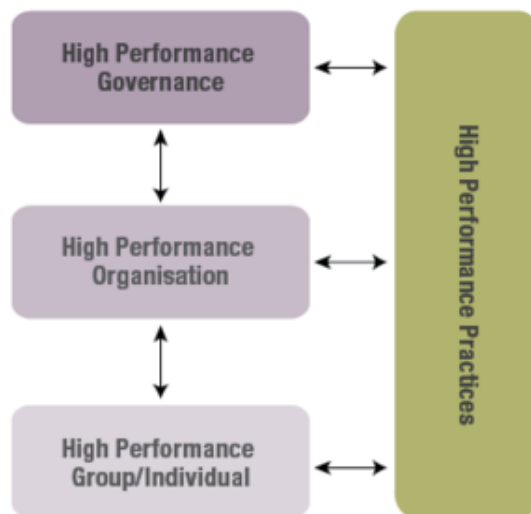


Figure 2: Australian Public Service Commission

The above figure shows how the high performance practices are linked with the high performance governance, organisation and both group and individual performance in the organisation.

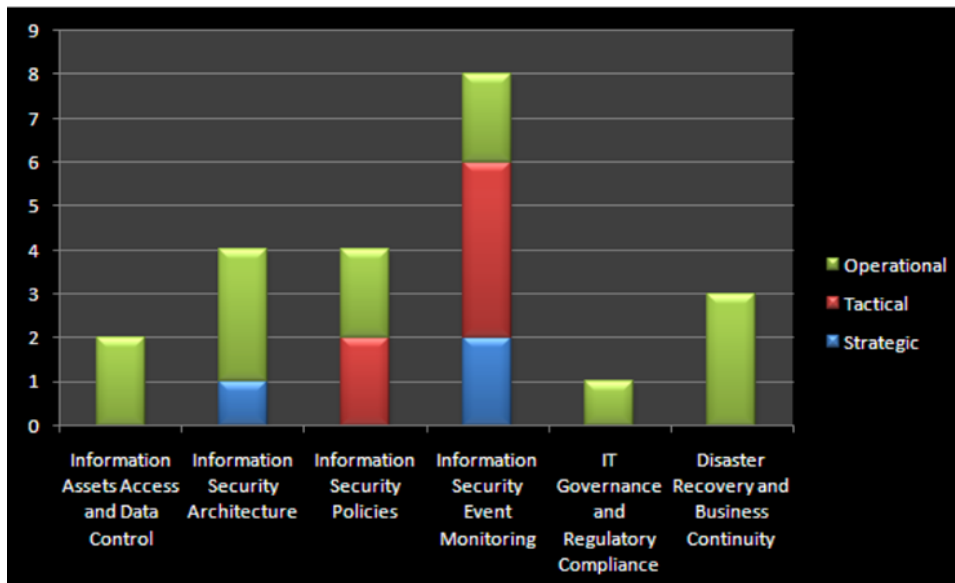


Figure 3: (Njenga and Brown)

The above figure shows the how the operational, tactical and strategic approaches aid in the different levels of risk management in the information securities. The operational approach seems to be most effective regarding this followed by tactical and strategic approaches. Change management and Sustainability in Organisational Management

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