

Influential Article Review - A Review Of The Green Management Evolution Via A kuhnian Perspective

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This paper examines sustainability. We present insights from a highly influential paper. Here are the highlights from this paper: The purpose of this study is to examine the evolutionary development of green management. To do this, first, Kuhn's "paradigm" concept has been operationalized and the development stages of a movement of thought were determined. The green management is then scrutinized within the framework of each of these stages and the impacts of environmentalism in management research and practice are examined. It is concluded that the crises in normal science, existence of a scientific community, the presence of common beliefs, values and norms, and the increasing anomalousness are strengths of the green management. However, the core position of profit orientation in business strategies weakens the green management. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Green, Environment, Management, Paradigm, Profit, Kuhn

SUMMARY

- The TMA was developed for industrial societies and it is inadequate to meet the requirements of risk societies . Increasing environmental risks began to attract the attention to the profit-oriented business approach and this trend provides further support to GMA in the managerial sense. Today, green management, which considers environmental issues, has become an accepted part of business life .
- When reviewed in a Kuhnian perspective, GMA seems to have many strengths. Existence of a scientific community with university departments, periodicals, and academicians makes it possible to find solutions to contradict between profit and environment orientations and facilitating the adoption of environmental strategies into business decision-making processes. These mentioned factors empower the GMA.
- On the other hand, due to the nature of business, the «profit and benefit» orientation still maintains its importance despite all environmental objections and profit still conserves its core role in business decision-making processes. The only difference is that companies seek to minimize their environmental impacts while maximizing their profits. As a result, the central role of profit strengthens the TMA while weakening the GMA.

- At this point, Kuhn's incommensurability thesis should be discussed. In his incommensurability thesis, Kuhn asserted that the paradigm shift is not limited with the revision of an individual theory, but requires some structural differences. That means, researchers have to make a decision whether to base their work on profit maximization or on environmental risk and social responsibility .
- However, today's market conditions bring GMA's basic principles as an important part of profit maximization and competitive advantage . Therefore, from a business perspective, pure profit orientation is inadequate for gaining competitive advantage and basic principles of GMA should be integrated into business strategies. Today, firms need to adopt corporate social responsibility policies for rewards in the marketplace or responding to the market and nonmarket mechanisms .

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Güner, S. (2017). Evaluation of the evolution of green management with a Kuhnian perspective. *Business Research*, 11(2), 309–328.

This is the link to the publisher's website:

<https://link.springer.com/article/10.1007/s40685-017-0049-8>

INTRODUCTION

In the past few decades, environmental problems, occurring on a global scale, have shifted people's attention towards these problems and their causes. In this time span, governmental and non-governmental environmentalist organizations have gained momentum. Governments have taken precautions and consumer awareness groups and companies attempting to answer these issues have been created. In addition to these, scientific communities have also started paying attention to the environmental issues. Books about the environment, environmentalism, and environmental problems (such as Leopold 1949; Carson 1962; Boulding 1966; Hardin 1968; Ponting 2007), as well as articles and other scientific publications on the causes of environmental problems, and scientific journals aiming to resolve the incompatibility between economic systems and nature have increased. Conferences focusing on environmental sustainability have also been organized. Many examples can be given to show the revision of the relationship between humans and the environment in recent times. This revision was reverberated to business literature as "green management".

Green management has led to questioning the profit-oriented structure of the existing management research traditions and highlighted the cost of economic growth. With the participation of environmental risks into the research agenda, green management has brought different perspectives to management research. Today, it has attracted increasing attention among management scholars and business practitioners (Srivastava 2007). Many books have been published to criticize the anti-environmental practices of companies and suggested methods to be more environmental (Mishan 1967; Schumacher 1973; Hawken et al. 1999; Martinez-Alier 2002; Esty and Winston 2006; Werbach 2009; Hollender and Breen 2010; Cramer and Karabell 2010). In addition, an increasing number of journals, that subjected the green management, are proof of academic interest. Today, there are a total of 417 journals that are indexed in Scopus and ISI indexes that have subjected various aspects of environmental issues. Forty four of them are specialized in environmental management, economics, and policy issues. Besides academic interest, many surveys conducted to managers in different industries show that green management has gained importance over the past decades and has become an essential part of a firm's agenda to be and stay competitive (Porter 1991; Porter and Van der Linde 1995a, b; Delmas and Toffel 2008; Riddleberger and Hittner 2009; Haanaes et al. 2012; AlixPartners 2013).

In this study, the evolutionary development of green management approach (GMA) against the traditional management approach (TMA) in business literature is examined. This investigation is important,

because it would put forward the impacts of environmentalism on the traditional management research. Moreover, it will also allow us to assess the strengths and weaknesses of GMA. To do this investigation, Kuhn's "paradigm" concept will be taken as reference for the examination and the development stages of the green management will be investigated with a Kuhnian perspective. The Kuhnian perspective is a useful method for this investigation, because while Kuhn examines the "paradigm" concept for analyzing the history of science, he indirectly puts forward the necessities of being a scientific discipline (Barca 2005).

The main contributions and findings of this study are summarized below. First, the development stages of a movement of thought are determined with a Kuhnian perspective. Second, evolutionary process of GMA is investigated under these stages and the impacts of environmentalism in management research are examined. This methodology can also be used to assess the scientific progress of other emerging paradigms in management research. And, finally, an integrative approach is proposed for businesses that adopts the basic principles of GMA into business strategies.

The rest of the paper is organized as follows. Section 2 addressed the definition and the comparison of TMA and GMA. Section 3 reviews the earlier discussions on the transition from TMA to GMA in business literature. In Sect. 4, the development stages of a movement of thought are determined with a Kuhnian perspective. The evolutionary process of GMA is investigated in Sect. 5. The concluding remarks are presented in Sect. 6.

CONCLUSION

The TMA was developed for industrial societies and it is inadequate to meet the requirements of (environmental) risk societies (Shrivastava 1995). Increasing environmental risks began to attract the attention to the profit-oriented business approach and this trend provides further support to GMA in the managerial sense. Today, green management, which considers environmental issues, has become an accepted part of business life (Brown and Karagozlu 1998).

When reviewed in a Kuhnian perspective, GMA seems to have many strengths. Existence of a scientific community with university departments, periodicals, and academicians makes it possible to find solutions to contradict between profit and environment orientations and facilitating the adoption of environmental strategies into business decision-making processes. In addition, the presence of common beliefs, values, and assumptions renders the constitution of GMAs' norms, which motivates academicians and practitioners to support and implement the principles of environmental management. Furthermore, increasing environmental problems which TMA causes and the insufficiency of normal science coping with the global environmental problems cause crises and results with anomalousness. This fact also led to emergence of governmental, intergovernmental, or non-governmental environmental organizations, which compel companies to go green. These mentioned factors empower the GMA.

On the other hand, due to the nature of business, the "profit and benefit" orientation still maintains its importance despite all environmental objections and profit still conserves its core role in business decision-making processes. The only difference is that companies seek to minimize their environmental impacts while maximizing their profits. As a result, the central role of profit strengthens the TMA while weakening the GMA.

At this point, Kuhn's incommensurability thesis should be discussed. In his incommensurability thesis, Kuhn asserted that the paradigm shift is not limited with the revision of an individual theory, but requires some structural differences. Since each paradigm is based on completely new worldviews, there can be no mediation between them and it is not possible to prove or disprove competing paradigms by the rules of the other. As Barnes (1982:65) noted to favor that one paradigm to another is a preference for one form of life to another. That means, researchers (and organizations) have to make a decision whether to base their work on profit maximization (TMA) or on environmental risk and social responsibility (GMA).

However, today's market conditions bring GMA's basic principles as an important part of profit maximization and competitive advantage (Porter 1991; Taylor 1992; Porter and Van der Linde 1995a; McWilliams and Siegel 2001; Srivastava 2007). Therefore, from a business perspective, pure profit orientation is inadequate for gaining competitive advantage and basic principles of GMA should be

integrated into business strategies. Today, firms need to adopt corporate social responsibility policies for rewards in the marketplace or responding to the market and nonmarket mechanisms (Baron 1995, 2001). Consequently, businesses have to care about environment at least to be competitive and an integrative approach is necessary which adopts the basic principles of GMA into business strategy. It is clear that this integrative approach is still profit oriented despite all environmental efforts. In connection with the strengthening of GMA's instruments, it is expected that business strategies would be evolved through ecocentric paradigm that promotes blending with the environment.

APPENDIX

FIGURE 1
STAGES OF THE SCIENTIFIC DEVELOPMENT

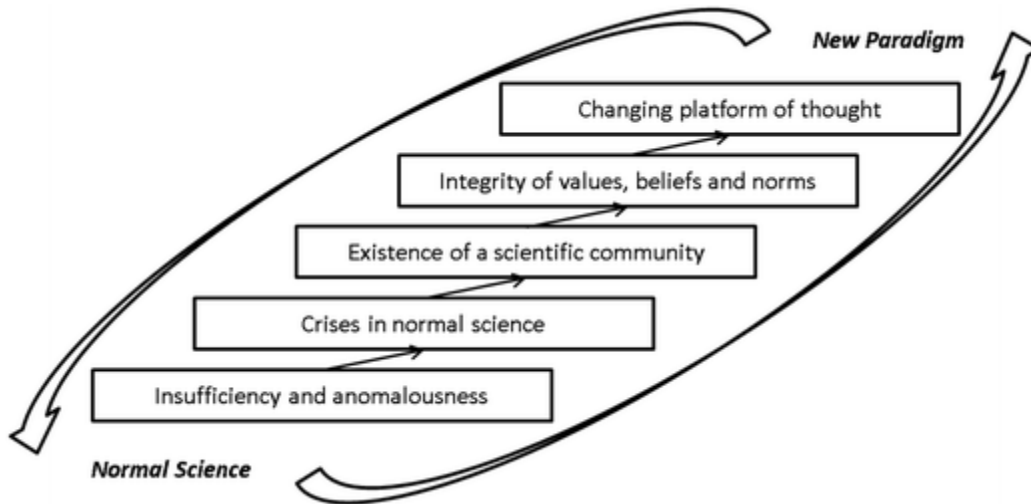


TABLE 1
TRADITIONAL VERSUS GREEN MANAGEMENT APPROACH

Traditional management approach	Green management approach
Profit oriented	Natural environment oriented
Nature is a free source for production	Nature must be protected
Cost decreasing is a vital business activity	Prevention of negative effects are vital
Short-term profit maximization	Long term sustainability
Firms' operations must be profitable	Firms' operations must be compliant with environment
Environmental issues are not priority for firms	Environmental issues must be integrated into business processes
Human centered	Nature centered
Humankind is superior to the nature	Humankind is a part of the nature
Mechanistic view	Feministic view
A product of the civilization	A product of the culture
Depends on high consumption of resources (energy, raw materials, etc.)	Defends the low consumption of resources (less energy, less raw materials, etc.)
Low pressure on firms to be green	High pressure on firms to be green
Linear supply chains	Closed loop supply chains
Science is able to compensate for damage to the environment	Science is unable to compensate for damage to the environment
Nature is a competitor to be struggling to survive	Nature is a friend to be in harmony to survive

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En las últimas décadas, los problemas ambientales, que ocurren a escala mundial, han desviado la atención de la gente hacia estos problemas y sus causas. En este lapso de tiempo, las organizaciones ecologistas gubernamentales y no gubernamentales han cobrado impulso. Los gobiernos han tomado precauciones y se han creado grupos de concienciación de los consumidores y empresas que intentan responder a estas cuestiones. Además de esto, las comunidades científicas también han comenzado a prestar atención a las cuestiones ambientales. Libros sobre el medio ambiente, el ecologismo y los problemas ambientales (como Leopold 1949; Carson 1962; Boulding 1966; Hardin 1968; Ponting 2007), así como artículos y otras publicaciones científicas sobre las causas de los problemas ambientales, y las revistas científicas con el objetivo de resolver la incompatibilidad entre los sistemas económicos y la naturaleza han aumentado. También se han organizado conferencias centradas en la sostenibilidad ambiental. Se pueden dar muchos ejemplos para mostrar la revisión de la relación entre los seres humanos y el medio ambiente en los últimos tiempos. Esta revisión fue reverberada a la literatura empresarial como "gestión verde".

La gestión ecológica ha llevado a cuestionar la estructura orientada a los beneficios de las tradiciones de investigación de gestión existentes y ha puesto de relieve el coste del crecimiento económico. Con la participación de los riesgos ambientales en la agenda de investigación, la gestión ecológica ha aportado diferentes perspectivas a la investigación de gestión. Hoy en día, ha atraído una creciente atención entre los estudiosos de la dirección y los profesionales de negocios (Srivastava 2007). Se han publicado muchos libros para criticar las prácticas antiambientales de las empresas y se han sugerido métodos para ser más

ambientales (mishan 1967; schumacher 1973; 1999; martínez-alier 2002; esty y winston 2006; werbach 2009; hollender y breen 2010; cramer y karabell 2010). Además, un número cada vez mayor de revistas, que someten la gestión verde, son prueba de interés académico. Hoy en día, hay un total de 417 revistas que están indexadas en índices scopus e isi que han sometido diversos aspectos de temas ambientales. Cuarenta y cuatro de ellos están especializados en gestión ambiental, economía y cuestiones políticas. Además del interés académico, muchas encuestas realizadas a directivos de diferentes industrias muestran que la gestión ecológica ha ganado importancia en las últimas décadas y se ha convertido en una parte esencial de la agenda de una empresa para ser y mantenerse competitivo (porter 1991; porter y van der linde 1995a, b; delmas y toffel 2008; riddleberger y hittner 2009; 2012; alixpartners 2013).

En este estudio, se examina el desarrollo evolutivo del enfoque de gestión ecológica (gma) en contra del enfoque de gestión tradicional (tma) en la literatura empresarial. Esta investigación es importante, porque presentaría los impactos del ecologismo en la investigación de gestión tradicional. Además, también nos permitirá evaluar las fortalezas y debilidades de gma. Para hacer esta investigación, el concepto de "paradigma" de kuhn se tomará como referencia para el examen y las etapas de desarrollo de la gestión verde serán investigadas con una perspectiva kuhniana. La perspectiva kuhniana es un método útil para esta investigación, porque mientras kuhn examina el concepto de "paradigma" para analizar la historia de la ciencia, indirectamente plantea las necesidades de ser una disciplina científica (barca 2005).

Las principales contribuciones y hallazgos de este estudio se resumen a continuación. En primer lugar, las etapas de desarrollo de un movimiento de pensamiento se determinan con una perspectiva kuhniana. En segundo lugar, el proceso evolutivo de gma se investiga en estas etapas y se examinan los impactos del ecologismo en la investigación de gestión. Esta metodología también se puede utilizar para evaluar el progreso científico de otros paradigmas emergentes en la investigación de gestión. Y, por último, se propone un enfoque integrador para las empresas que adopta los principios básicos de gma en las estrategias de negocio.

El resto del documento se organiza de la siguiente manera. En la sección 2 se abordaba la definición y la comparación de la at y la amg. En la sección 3 se examinan los debates anteriores sobre la transición de la tma a la gma en la literatura empresarial. En la sección 4, las etapas de desarrollo de un movimiento de pensamiento se determinan con una perspectiva kuhniana. El proceso evolutivo de gma se investiga en la sección 5. Las observaciones finales se presentan en la sección 6.

CONCLUSIÓN

El tma fue desarrollado para sociedades industriales y es inadecuado para cumplir con los requisitos de las sociedades de riesgo (ambientales) (shrivastava 1995). El aumento de los riesgos ambientales comenzó a atraer la atención sobre el enfoque empresarial orientado a los beneficios y esta tendencia proporciona un mayor apoyo a gma en el sentido gerencial. Hoy en día, la gestión ecológica, que considera cuestiones medioambientales, se ha convertido en una parte aceptada de la vida empresarial (brown y karagozlu 1998).

Cuando se revisa en una perspectiva de kuhnian, gma parece tener muchas fortalezas. La existencia de una comunidad científica con departamentos universitarios, publicaciones periódicas y académicos permite encontrar soluciones para contradecir entre las orientaciones de beneficio y medio ambiente y facilitar la adopción de estrategias ambientales en los procesos de toma de decisiones empresariales. Además, la presencia de creencias, valores y suposiciones comunes hace que la constitución de las normas de los omg, lo que motiva a académicos y profesionales a apoyar e implementar los principios de la gestión ambiental. Además, el aumento de los problemas ambientales que causa la tma y la insuficiencia de la ciencia normal que se enfrenta a los problemas ambientales mundiales causan crisis y resultados con anomalías. Este hecho también llevó a la aparición de organizaciones ambientales gubernamentales, intergubernamentales o no gubernamentales, que obligan a las empresas a ponerse verdes. Estos factores mencionados empoderan al gma.

Por otro lado, debido a la naturaleza de los negocios, la orientación "beneficio y beneficio" sigue manteniendo su importancia a pesar de todas las objeciones y beneficios ambientales aún conserva su papel central en los procesos de toma de decisiones empresariales. La única diferencia es que las empresas buscan

minimizar sus impactos ambientales mientras maximizan sus ganancias. Como resultado, el papel central del beneficio fortalece la tma al tiempo que debilita el gma.

En este punto, la tesis de inconmensurabilidad de kuhn debe ser discutida. En su tesis de inconmensurabilidad, kuhn afirmó que el cambio de paradigma no se limita con la revisión de una teoría individual, sino que requiere algunas diferencias estructurales. Dado que cada paradigma se basa en cosmovisión completamente nuevas, no puede haber mediación entre ellos y no es posible probar o refutar paradigmas competidores por las reglas del otro. Como barnes (1982:65) señaló que favorecer que un paradigma a otro es una preferencia por una forma de vida a otra. Eso significa que los investigadores (y las organizaciones) tienen que tomar una decisión sobre si basar su trabajo en la maximización de beneficios (tma) o en el riesgo ambiental y la responsabilidad social (gma).

Sin embargo, las condiciones actuales del mercado traen los principios básicos de gma como una parte importante de la maximización de beneficios y la ventaja competitiva (porter 1991; taylor 1992; porter y van der linde 1995a; mcwilliams y siegel 2001; srivastava 2007). Por lo tanto, desde el punto de vista empresarial, la orientación al beneficio puro es inadecuada para obtener una ventaja competitiva y los principios básicos de gma deben integrarse en las estrategias de negocio. Hoy en día, las empresas deben adoptar políticas de responsabilidad social corporativa para obtener recompensas en el mercado o responder a los mecanismos de mercado y no mercado (baron 1995, 2001). En consecuencia, las empresas tienen que preocuparse por el medio ambiente al menos para ser competitivas y es necesario un enfoque integrador que adopte los principios básicos de gma en la estrategia empresarial. Es evidente que este enfoque integrador sigue estando orientado a los beneficios a pesar de todos los esfuerzos medioambientales. En relación con el fortalecimiento de los instrumentos de gma, se espera que las estrategias de negocio se evolucionen a través de un paradigma ecocéntrico que promueva la mezcla con el medio ambiente.

TRANSLATED VERSION: FRENCH

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INTRODUCTION

Au cours des dernières décennies, les problèmes environnementaux, qui se produisent à l'échelle mondiale, ont attiré l'attention des gens sur ces problèmes et leurs causes. Pendant ce temps, les organisations gouvernementales et non gouvernementales écologistes ont pris de l'ampleur. Les gouvernements ont pris des précautions et des groupes de sensibilisation des consommateurs et des entreprises qui tentent de répondre à ces questions ont été créés. En plus de cela, les communautés scientifiques ont également commencé à prêter attention aux questions environnementales. Livres sur l'environnement, l'environnementalisme et les problèmes environnementaux (comme Léopold 1949; Carson en 1962; Boulding en 1966; Hardin 1968; Ponting 2007), ainsi que des articles et d'autres publications scientifiques sur les causes des problèmes environnementaux, et des revues scientifiques visant à résoudre l'incompatibilité entre les systèmes économiques et la nature ont augmenté. Des conférences portant sur la durabilité environnementale ont également été organisées. De nombreux exemples peuvent être donnés pour montrer la révision de la relation entre l'homme et l'environnement ces derniers temps. Cette révision a été répercutée sur la littérature d'affaires sous le nom de « gestion verte ».

La gestion écologique a permis de remettre en question la structure axée sur le profit des traditions de recherche en gestion existantes et a mis en évidence le coût de la croissance économique. Avec la participation des risques environnementaux au programme de recherche, la gestion verte a apporté des perspectives différentes à la recherche en gestion. Aujourd'hui, il a attiré une attention croissante parmi les chercheurs en gestion et les praticiens des affaires (Srivastava 2007). De nombreux livres ont été publiés pour critiquer les pratiques anti-environnementales des entreprises et ont suggéré des méthodes plus environnementales (Mishan, 1967; Schumacher en 1973; Hawken et coll. 1999; Martinez-Alier 2002; Esty et Winston 2006; Werbach 2009; Hollender et Breen 2010; Cramer et Karabell 2010). En outre, un nombre croissant de revues, qui ont soumis la gestion verte, sont la preuve de l'intérêt académique. Aujourd'hui, il existe un total de 417 revues qui sont indexées dans les index Scopus et ISI qui ont soumis divers aspects des questions environnementales. Quarante-quatre d'entre eux sont spécialisés dans la gestion de l'environnement, l'économie et les questions de politique. Outre l'intérêt académique, de nombreuses enquêtes menées auprès de gestionnaires de différentes industries montrent que la gestion verte a pris de l'importance au cours des dernières décennies et est devenue un élément essentiel du programme d'une entreprise pour être et rester concurrentielle (Porter, 1991; Porter et Van der Linde, 1995a, b; Delmas et Toffel 2008; Riddlerberger et Hittner 2009; Haanaes et coll. 2012; alixpartners 2013).

Dans cette étude, le développement évolutif de l'approche de gestion verte (GMA) contre l'approche de gestion traditionnelle (TMA) dans la littérature d'affaires est examiné. Cette enquête est importante, car elle mettrait en avant les impacts de l'environnementalisme sur la recherche traditionnelle en gestion. En outre, il nous permettra également d'évaluer les forces et les faiblesses de gma. Pour faire cette enquête, le concept de « paradigme » de Kuhn sera considéré comme une référence pour l'examen et les étapes de développement de la gestion verte seront étudiées dans une perspective kuhnienne. La perspective kuhnienne est une méthode utile pour cette enquête, parce que tandis que Kuhn examine le concept de « paradigme » pour analyser l'histoire de la science, il met indirectement en avant les nécessités d'être une discipline scientifique (Barca 2005).

Les principales contributions et conclusions de cette étude sont résumées ci-dessous. Tout d'abord, les étapes de développement d'un mouvement de pensée sont déterminées avec une perspective kuhnienne. Deuxièmement, le processus évolutif de l'amg est étudié dans le cadre de ces étapes et les impacts de l'environnementalisme dans la recherche en gestion sont examinés. Cette méthodologie peut également être utilisée pour évaluer les progrès scientifiques d'autres paradigmes émergents dans la recherche en gestion. Enfin, une approche intégrative est proposée pour les entreprises qui adoptent les principes de base de GMA dans les stratégies d'affaires.

Le reste du document est organisé comme suit. La section 2 portait sur la définition et la comparaison entre l'amt et la GMA. La section 3 passe en revue les discussions antérieures sur la transition de l'amt à l'amg dans la littérature d'affaires. Dans la section 4, les étapes de développement d'un mouvement de pensée sont déterminées avec une perspective kuhnienne. Le processus évolutif de gma est étudié dans la section 5. Les observations finales sont présentées dans la section 6.

CONCLUSION

L'AMT a été développée pour les sociétés industrielles et elle est insuffisante pour répondre aux exigences des sociétés de risque (environnementales) (Shrivastava, 1995). L'augmentation des risques environnementaux a commencé à attirer l'attention sur l'approche commerciale axée sur le profit et cette tendance apporte un soutien supplémentaire à GMA au sens de la gestion. Aujourd'hui, la gestion verte, qui tient compte des questions environnementales, est devenue une partie acceptée de la vie des affaires (Brown et Karagozlu, 1998).

Lorsqu'il est examiné dans une perspective kuhnienne, GMA semble avoir de nombreux points forts. L'existence d'une communauté scientifique avec des départements universitaires, des périodiques et des académiciens permet de trouver des solutions à contredire entre les orientations du profit et de

l'environnement et de faciliter l'adoption de stratégies environnementales dans les processus décisionnels d'affaires. En outre, la présence de croyances, de valeurs et d'hypothèses communes rend la constitution des normes des AGM, qui motive les académiciens et les praticiens à soutenir et à mettre en œuvre les principes de gestion de l'environnement. En outre, l'augmentation des problèmes environnementaux causés par l'amt et l'insuffisance de la science normale face aux problèmes environnementaux mondiaux provoquent des crises et des résultats avec anomatness. Ce fait a également conduit à l'émergence d'organisations gouvernementales, intergouvernementales ou non gouvernementales environnementales, qui obligent les entreprises à passer au vert. Ces facteurs mentionnés habilent la GMA.

D'autre part, en raison de la nature de l'entreprise, l'orientation « profit et avantage » conserve toujours son importance malgré toutes les objections environnementales et le profit conserve encore son rôle de base dans les processus décisionnels d'affaires. La seule différence est que les entreprises cherchent à minimiser leurs impacts environnementaux tout en maximisant leurs profits. En conséquence, le rôle central du profit renforce l'amt tout en affaiblissant la GMA.

À ce stade, la thèse d'incommensurabilité de Kuhn devrait être discutée. Dans sa thèse d'incommensurabilité, Kuhn a affirmé que le changement de paradigme n'est pas limité à la révision d'une théorie individuelle, mais nécessite quelques différences structurelles. Puisque chaque paradigme est basé sur des visions du monde complètement nouvelles, il ne peut y avoir de médiation entre eux et il n'est pas possible de prouver ou de réfuter des paradigmes concurrents par les règles de l'autre. Comme Barnes (1982:65) a noté pour favoriser qu'un paradigme à l'autre est une préférence pour une forme de vie à l'autre. Cela signifie que les chercheurs (et les organisations) doivent décider s'ils fondent leurs travaux sur la maximisation des bénéfices (AMT) ou sur les risques environnementaux et la responsabilité sociale (GMA).

Toutefois, les conditions actuelles du marché font des principes de base de GMA un élément important de la maximisation des bénéfices et de l'avantage concurrentiel (Porter, 1991; Taylor, 1992; Porter et Van der Linde 1995a; mcwilliams et Siegel, 2001; Srivastava 2007). Par conséquent, d'un point de vue commercial, l'orientation vers le profit pur est insuffisante pour obtenir un avantage concurrentiel et les principes de base de gma devraient être intégrés dans les stratégies d'affaires. Aujourd'hui, les entreprises doivent adopter des politiques de responsabilité sociale des entreprises pour les récompenses sur le marché ou pour répondre aux mécanismes du marché et des pays non sur le marché (Baron, 1995, 2001). Par conséquent, les entreprises doivent se soucier de l'environnement au moins pour être compétitives et une approche intégrative est nécessaire qui adopte les principes de base de GMA dans la stratégie d'affaires. Il est clair que cette approche intégrative est toujours axée sur le profit malgré tous les efforts environnementaux. En ce qui concerne le renforcement des instruments de GMA, on s'attend à ce que les stratégies commerciales soient développées par le biais d'un paradigme écocentrique qui favorise le mélange avec l'environnement.

TRANSLATED VERSION: GERMAN

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EINLEITUNG

In den letzten Jahrzehnten haben Umweltprobleme, die sich auf globaler Ebene abspielen, die Aufmerksamkeit der Menschen auf diese Probleme und ihre Ursachen gelenkt. In dieser Zeit haben staatliche und nichtstaatliche Umweltorganisationen an Dynamik gewonnen. Regierungen haben Vorkehrungen getroffen, und Verbrauchergruppen und Unternehmen, die versuchen, diese Fragen zu lösen, wurden geschaffen. Darüber hinaus haben die wissenschaftlichen Gemeinschaften begonnen, sich mit Umweltfragen zu befassen. Bücher über Umwelt, Umwelt und Umweltprobleme (wie Leopold 1949; Carson 1962; Boulding 1966; Hardin 1968; Ponting 2007), sowie Artikel und andere wissenschaftliche Veröffentlichungen über die Ursachen von Umweltproblemen und wissenschaftliche Zeitschriften, die die Inkompatibilität zwischen Wirtschaftssystemen und Natur lösen sollen, haben zugenommen. Außerdem wurden Konferenzen zum Thema ökologische Nachhaltigkeit organisiert. Viele Beispiele können gegeben werden, um die Revision der Beziehung zwischen Mensch und Umwelt in jüngster Zeit zu zeigen. Diese Revision wurde in der Wirtschaftsliteratur als "grünes Management" nachhallt.

Das grüne Management hat dazu geführt, die gewinnorientierte Struktur der bestehenden Managementforschungstraditionen in Frage zu stellen und die Kosten des Wirtschaftswachstums hervorzuheben. Mit der Beteiligung von Umweltrisiken in die Forschungsagenda hat green management unterschiedliche Perspektiven in die Managementforschung eingebracht. Heute hat es immer mehr Aufmerksamkeit unter Management-Wissenschaftlern und Wirtschaftspraktikern erregt (Srivastava 2007). Viele Bücher wurden veröffentlicht, um die Umweltverträglichkeitspraktiken von Unternehmen zu kritisieren und Methoden zu suggeriert, um umweltvsoler zu sein (Mishan 1967; Schumacher 1973; Hawken et al. 1999; Martinez-Alier 2002; Esty und Winston 2006; Werbach 2009; Hollender und Breen 2010; Cramer und Karabell 2010). Darüber hinaus sind immer mehr Zeitschriften, die das grüne Management unterworfen haben, ein Beweis für akademisches Interesse. Heute gibt es insgesamt 417 Zeitschriften, die in Scopus- und ISI-Indizes indiziert sind und verschiedene Aspekte von Umweltfragen untersucht haben. 44 von ihnen sind auf Umweltmanagement, Wirtschaft und Politik spezialisiert. Neben dem akademischen Interesse zeigen viele Umfragen an Manager in verschiedenen Branchen, dass grünes Management in den letzten Jahrzehnten an Bedeutung gewonnen hat und zu einem wesentlichen Bestandteil der Agenda eines Unternehmens geworden ist, wettbewerbsfähig zu sein und wettbewerbsfähig zu bleiben (Porter 1991; Porter und Van der Linde 1995a, geb. Delmas und Toffel 2008; Riddleberger und Hittner 2009; Haanaes et al. 2012; alixpartners 2013).

In dieser Studie wird die evolutionäre Entwicklung des Green Management Ansatzes (GMA) gegen den traditionellen Managementansatz (TMA) in der Wirtschaftsliteratur untersucht. Diese Untersuchung ist wichtig, da sie die Auswirkungen des Umweltschutzes auf die traditionelle Managementforschung vorbringen würde. Darüber hinaus wird es uns auch ermöglichen, die Stärken und Schwächen der GMA zu bewerten. Für diese Untersuchung wird Kuhns "Paradigmenkonzept" als Referenz für die Prüfung genommen und die Entwicklungsstadien der grünen Bewirtschaftung aus Kuhn'scher Perspektive untersucht. Die Kuhnsche Perspektive ist eine nützliche Methode für diese Untersuchung, denn während Kuhn das "Paradigma"-Konzept zur Analyse der Wissenschaftsgeschichte untersucht, bringt er indirekt die Notwendigkeiten einer wissenschaftlichen Disziplin vor (Barca 2005).

Die wichtigsten Beiträge und Ergebnisse dieser Studie sind nachstehend zusammengefasst. Zunächst werden die Entwicklungsstadien einer Gedankenbewegung mit kuhnischer Perspektive bestimmt. Zweitens wird der evolutionäre Prozess der GMA in diesen Phasen untersucht und die Auswirkungen des Umweltschutzes in der Managementforschung untersucht. Diese Methode kann auch verwendet werden, um den wissenschaftlichen Fortschritt anderer neuer Paradigmen in der Managementforschung zu bewerten. Und schließlich wird ein integrativer Ansatz für Unternehmen vorgeschlagen, die die Grundprinzipien von GMA in Geschäftsstrategien übernehmen.

Der Rest des Papiers ist wie folgt organisiert. Abschnitt 2 befasste sich mit der Definition und dem Vergleich von TMA und GMA. In Abschnitt 3 werden die früheren Diskussionen über den Übergang von Der TMA zu GMA in der Wirtschaftsliteratur behandelt. In Sekte 4 werden die Entwicklungsstadien einer

Gedankenbewegung mit kuhnischer Perspektive bestimmt. Der evolutionäre Prozess von GMA wird in Abschnitt 5 untersucht. Die abschließenden Bemerkungen werden in Abschnitt 6 dargelegt.

SCHLUSSFOLGERUNG

Die TMA wurde für Industriegesellschaften entwickelt und reicht nicht aus, um die Anforderungen von (Umwelt-)Risikogesellschaften zu erfüllen (Shrivastava 1995). Zunehmende Umweltrisiken begannen, die Aufmerksamkeit auf den gewinnorientierten Geschäftsansatz zu lenken, und dieser Trend unterstützt GMA im Management-Bereich weiter. Heute ist das grüne Management, das sich mit Umweltfragen befasst, zu einem akzeptierten Teil des Geschäftslebens geworden (Brown und Karagozlu 1998).

Aus Kuhn-Sicht betrachtet, scheint GMA viele Stärken zu haben. Die Existenz einer wissenschaftlichen Gemeinschaft mit Universitätsabteilungen, Zeitschriften und Akademikern ermöglicht es, Lösungen zu finden, die zwischen Gewinn- und Umweltorientierungen widersprechen und die Übernahme von Umweltstrategien in unternehmerische Entscheidungsprozesse erleichtern. Darüber hinaus macht das Vorhandensein gemeinsamer Überzeugungen, Werte und Annahmen die Konstitution der GMA-Normen, die Akademiker und Praktiker motivieren, die Prinzipien des Umweltmanagements zu unterstützen und umzusetzen. Darüber hinaus verursachen zunehmende Umweltprobleme, die TMA verursacht, und die Unzulänglichkeit normaler Wissenschaft, die mit den globalen Umweltproblemen fertig wird, Krisen und Folgen mit Anomalität. Diese Tatsache führte auch zur Entstehung staatlicher, zwischenstaatlicher oder nichtstaatlicher Umweltorganisationen, die Unternehmen zwingen, grün zu werden. Diese genannten Faktoren stärken die GMA.

Andererseits behält die "Gewinn-nutzen"-Orientierung aufgrund der Art des Geschäfts trotz aller Umwelteinwände ihre Bedeutung und der Gewinn behält seine Kernrolle in den unternehmerischen Entscheidungsprozessen. Der einzige Unterschied besteht darin, dass Unternehmen versuchen, ihre Umweltauswirkungen zu minimieren und gleichzeitig ihre Gewinne zu maximieren. Infolgedessen stärkt die zentrale Rolle des Profits die TMA und schwächt gleichzeitig die GMA.

An dieser Stelle sollte Kuhns Unermesslichkeitsthese diskutiert werden. In seiner Unkommandabilitätsthese behauptete Kuhn, dass der Paradigmenwechsel nicht mit der Überarbeitung einer individuellen Theorie eingeschränkt sei, sondern einige strukturelle Unterschiede erfordere. Da jedes Paradigma auf völlig neuen Weltanschauungen basiert, kann es keine Vermittlung zwischen ihnen geben und es ist nicht möglich, konkurrierende Paradigmen nach den Regeln des anderen zu beweisen oder zu widerlegen. Wie Barnes (1982:65) bemerkte, um zu begünstigen, dass ein Paradigma zu einem anderen eine Vorliebe für eine Lebensform gegenüber einer anderen ist. Das bedeutet, dass Forscher (und Organisationen) eine Entscheidung treffen müssen, ob sie ihre Arbeit auf Gewinnmaximierung (TMA) oder auf Umweltrisiken und soziale Verantwortung (GMA) stützen wollen.

Die heutigen Marktbedingungen bringen jedoch die Grundprinzipien von GMA als wichtigen Bestandteil der Gewinnmaximierung und des Wettbewerbsvorteils (Porter 1991; Taylor 1992; Porter und Van der Linde 1995a; mcwilliams und Siegel 2001; Srivastava 2007). Aus unternehmenswirtschaftlicher Sicht reicht daher eine reine Gewinnorientierung nicht aus, um einen Wettbewerbsvorteil zu erlangen, und die Grundprinzipien von GMA sollten in Geschäftsstrategien integriert werden. Heute müssen Unternehmen Strategien zur sozialen Verantwortung der Unternehmen für Belohnungen auf dem Markt oder als Reaktion auf den Markt und die nichtmarktgebundenen Mechanismen ergreifen (Baron 1995, 2001). Folglich müssen sich die Unternehmen zumindest um das Umfeld kümmern, um wettbewerbsfähig zu sein, und ein integrativer Ansatz ist notwendig, der die Grundprinzipien von GMA in die Geschäftsstrategie einführt. Es ist klar, dass dieser integrative Ansatz trotz aller Umweltbemühungen nach wie vor gewinnorientiert ist. Im Zusammenhang mit der Stärkung der GMA-Instrumente wird erwartet, dass Geschäftsstrategien durch ein ökozentrisches Paradigma entwickelt werden, das die Verschmelzung mit der Umwelt fördert.

TRANSLATED VERSION: PORTUGUESE

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Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Nas últimas décadas, os problemas ambientais, que ocorrem à escala global, têm desviado a atenção das pessoas para estes problemas e as suas causas. Neste período, as organizações ambientalistas governamentais e não governamentais ganharam força. Os governos tomaram precauções e foram criados grupos de sensibilização para os consumidores e empresas que tentam responder a estas questões. Além destas, as comunidades científicas também começaram a prestar atenção às questões ambientais. Livros sobre o ambiente, o ambientalismo e os problemas ambientais (como Leopold 1949; Carson 1962; Boulding 1966; Hardin 1968; Ponting 2007), bem como artigos e outras publicações científicas sobre as causas dos problemas ambientais, e revistas científicas com o objetivo de resolver a incompatibilidade entre sistemas económicos e natureza aumentaram. Foram também organizadas conferências centradas na sustentabilidade ambiental. Muitos exemplos podem ser dados para mostrar a revisão da relação entre os seres humanos e o ambiente nos últimos tempos. Esta revisão foi revertida para a literatura empresarial como "gestão verde".

A gestão verde levou a questionar a estrutura orientada para os lucros das tradições de investigação de gestão existentes e destacou o custo do crescimento económico. Com a participação dos riscos ambientais na agenda da investigação, a gestão verde trouxe diferentes perspetivas à investigação de gestão. Hoje, tem atraído cada vez mais atenção entre os académicos de gestão e os profissionais de negócios (Srivastava 2007). Muitos livros foram publicados para criticar as práticas anti-ambientais das empresas e sugeriram métodos para serem mais ambientais (Mishan 1967; Schumacher 1973; Hawken et al. 1999; Martinez-Alier 2002; Esty e Winston 2006; Werbach 2009; Hollender e Breen 2010; Cramer e Karabell 2010). Além disso, um número crescente de revistas, que submeteram a gestão verde, são uma prova de interesse académico. Hoje, há um total de 417 revistas que estão indexadas nos índices Scopus e ISI que têm submetido vários aspetos das questões ambientais. Quarenta e quatro são especializados em gestão ambiental, economia e questões políticas. Para além do interesse académico, muitos inquéritos realizados a gestores de diferentes indústrias mostram que a gestão verde ganhou importância ao longo das últimas décadas e tornou-se uma parte essencial da agenda de uma empresa para ser e manter-se competitiva (Porter 1991; Porter e Van der Linde 1995a, b; Delmas e Toffel 2008; Riddleberger e Hittner 2009; Haanaes et al. 2012; alixpartners 2013).

Neste estudo, é examinado o desenvolvimento evolutivo da abordagem de gestão verde (GMA) contra a abordagem tradicional de gestão (TMA) na literatura empresarial. Esta investigação é importante, pois apresentaria os impactos do ambientalismo na investigação de gestão tradicional. Além disso, permitir-nos-á também avaliar os pontos fortes e fracos do GMA. Para tal, o conceito de "paradigma" de Kuhn será tomado como referência para o exame e as fases de desenvolvimento da gestão verde serão investigadas com uma perspetiva kuhniana. A perspetiva kuhniana é um método útil para esta investigação, porque enquanto Kuhn examina o conceito de "paradigma" para analisar a história da ciência, ele indiretamente apresenta as necessidades de ser uma disciplina científica (Barca 2005).

As principais contribuições e conclusões deste estudo são resumidas a seguir. Primeiro, as fases de desenvolvimento de um movimento de pensamento são determinadas com uma perspetiva kuhniana. Em segundo lugar, o processo evolutivo de GMA é investigado nestas fases e os impactos do ambientalismo na investigação de gestão são examinados. Esta metodologia também pode ser utilizada para avaliar o progresso científico de outros paradigmas emergentes na investigação de gestão. E, por último, propõe-se uma abordagem integrativa para as empresas que adotem os princípios básicos do GMA nas estratégias empresariais.

O resto do jornal é organizado da seguinte forma. A secção 2 abordou a definição e a comparação entre TMA e GMA. A secção 3 analisa as discussões anteriores sobre a transição do TMA para o GMA na literatura empresarial. Em Seita. 4, as fases de desenvolvimento de um movimento de pensamento são determinadas com uma perspectiva kuhniana. O processo evolutivo de GMA é investigado na Seita 5. As observações finais são apresentadas na Seita. 6.

CONCLUSÃO

O TMA foi desenvolvido para as sociedades industriais e é inadequado satisfazer as exigências das sociedades de risco (ambientais) (Shrivastava 1995). O aumento dos riscos ambientais começou a atrair a atenção para a abordagem empresarial orientada para os lucros e esta tendência proporciona um apoio adicional à GMA no sentido de gestão. Hoje, a gestão verde, que considera as questões ambientais, tornou-se uma parte aceite da vida empresarial (Brown e Karagozlu 1998).

Quando revisto numa perspectiva kuhniana, o GMA parece ter muitos pontos fortes. A existência de uma comunidade científica com departamentos universitários, periódicos e académicos permite encontrar soluções que contradigam as orientações de lucro e ambiente e facilitem a adoção de estratégias ambientais em processos de tomada de decisão empresarial. Além disso, a presença de crenças, valores e pressupostos comuns torna a constituição das normas das OGM, o que motiva académicos e praticantes a apoiar e implementar os princípios da gestão ambiental. Além disso, o aumento dos problemas ambientais que o TMA causa e a insuficiência da ciência normal para lidar com os problemas ambientais globais causam crises e resultados com anómalo. Este facto levou também ao surgimento de organizações ambientais governamentais, intergovernamentais ou não governamentais, que obrigam as empresas a ficar em verde. Estes fatores mencionados dão poder ao GMA.

Por outro lado, devido à natureza das empresas, a orientação "lucro e benefício" continua a manter a sua importância, apesar de todas as objeções ambientais e o lucro ainda conservar o seu papel fundamental nos processos de decisão das empresas. A única diferença é que as empresas procuram minimizar os seus impactos ambientais, maximizando os seus lucros. Como resultado, o papel central do lucro reforça o TMA, enfraquecendo o GMA.

Neste momento, a tese de incomensurabilidade de Kuhn deve ser discutida. Na sua tese de incomensurabilidade, Kuhn afirmou que a mudança de paradigma não se limita com a revisão de uma teoria individual, mas requer algumas diferenças estruturais. Uma vez que cada paradigma se baseia em visões de mundo completamente novas, não pode haver mediação entre eles e não é possível provar ou refutar paradigmas concorrentes pelas regras do outro. Como Barnes (1982:65) observou favorecer que um paradigma para outro é uma preferência por uma forma de vida para outra. Isto significa que os investigadores (e organizações) têm de tomar uma decisão sobre a base do seu trabalho na maximização dos lucros (TMA) ou no risco ambiental e na responsabilidade social (GMA).

No entanto, as condições de mercado de hoje trazem os princípios básicos da GMA como parte importante da maximização dos lucros e da vantagem competitiva (Porter 1991; Taylor 1992; Porter e Van der Linde 1995a; mcwilliams e Siegel 2001; Srivastava 2007). Por conseguinte, do ponto de vista empresarial, a orientação pura para o lucro é inadequada para obter vantagens competitivas e os princípios básicos do GMA devem ser integrados nas estratégias empresariais. Hoje em dia, as empresas precisam de adotar políticas de responsabilidade social corporativa para recompensas no mercado ou para responder aos mecanismos de mercado e não mercado (Barão 1995, 2001). Por conseguinte, as empresas têm de se preocupar com o ambiente, pelo menos, para serem competitivas e é necessária uma abordagem integrativa que adote os princípios básicos do GMA na estratégia empresarial. É evidente que esta abordagem integrativa continua orientada para os lucros, apesar de todos os esforços ambientais. No âmbito do fortalecimento dos instrumentos da GMA, espera-se que as estratégias empresariais evoluam através de um paradigma ecocêntrico que promova a mistura com o meio ambiente.