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4 **Abstract**

5 Consumerist society is the consequence of the philosophical movement that started to form at
6 the end of the Second World War. Dynamic development of technology required by the war
7 needs started to be asserted in peace conditions of management mainly in information
8 technology and computing. The philosophy of management reacted on the changes resulting
9 from the political development and the post-war state of economy. It focused on the quantity
10 law that in time changes to quality. Qualitative management that focused on the benefits of
11 information technology and computing started to develop. It increased the attention to
12 measurable values in economics and limited the observation of immeasurable values of
13 economic phenomena. It was done in good faith that desirable development of immeasurable
14 consequences of economic phenomena will be ensured by legislation. For that reason a slogan
15 "what is not forbidden is allowed" was created and it enabled the "dance" among paragraphs
16 with the help of complicated mathematic methods and computing.

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18 **Index terms**— consumerism, management, quality, quantity, technology, methods, managerial ethics,
19 philosophy.

20 **1 Consumerism -Consequence of the Absence of Ethics Zdenek 21 Dytrt**

22 Abstract-Consumerist society is the consequence of the philosophical movement that started to form at the end
23 of the Second World War. Dynamic development of technology required by the war needs started to be asserted
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25 The philosophy of management reacted on the changes resulting from the political development and the postwar
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30 be ensured by legislation. For that reason a slogan "what is not forbidden is allowed" was created and it enabled
31 the "dance" among paragraphs with the help of complicated mathematic methods and computing.

32 Quantitative management enables solving of past problems of society by frequently inefficient methods so that
33 it can simulate success and support of own decisions and profit. Extent of corruption and clientelism, bureaucracy
34 etc. convinces us about it.

35 Quantitative development of society is dynamic and it frequently surpasses methods of sustainable development
36 of society. Final form of consumerist society as the consequence of quantitative management could be hardly
37 imagined. But it cannot be expected that the contemporary trend of the development of management could
38 be innovated on its own. Each philosophical trend of the social development evolves and comes alive with the
39 effort of humans. Developed consumerism in management and society for that reason requires enforcing of the
40 innovation of management which would add the observation of qualitative values to the quantitative ones so that
41 the law of unity of quality and quantity would be respected.

42 **2 Introduction**

43 Indesirable economic results of consumer development of society are the most frequently excused by the economic
44 causes or by the failure of individuals. Various methods and forms of financial support and amendments to the

45 already existing legislation that usually cannot solve the problem permanently are recommended to overcome
46 crisis that occur.

47 Author: e-mail: zdenek.dytrt@tiscali.cz Challenging innovation of existing development of management could
48 be seen in respecting the ethical postulate within the unity of quantity and quality. It, of course, gives rise to the
49 need to solve the further development systematically in context. It is, first, necessary to define various concepts
50 that we use nowadays but there is no agreement on their contents. It means that the solution must be based on
51 the transparent complexity with the help of innovation process.

52 Efficient challenging innovation of management would respect the undesirable development of consumerist
53 management, growth of social needs of society etc. That requires fundamental solution for the philosophy of
54 strategic objectives of management. They should follow the objectives of the development of the society that
55 have been changing in connection with the dynamic development of technical sciences.

56 It is the convergence of theory and praxis of management of social reproduction so that they would know their
57 visions and would be able to increase mutual cooperation. The main idea is that the final objectives should be
58 known to all participants and they should focus their activities of production and scientific sphere so that the
59 mutual isolation would not decrease the final effect. Non-complex innovation process decreases its efficiency by
60 unbalanced development.

61 Further complications result from the fact that quantitative management is appreciated by many. It enables
62 routine at work and increase of social demands without the increase of the work efficiency.

63 Management must focus not only on the dominant development of quantitative values, without proportional
64 development of their qualitative contents. That enables managed objects to manifest their behaviour as if it was
65 completely isolated systems. There are only relatively closed systems in reality that can neither exist nor evolve
66 without their surroundings.

67 3 II.

68 4 Consumer Society

69 When the results of the Transparency International survey on the causes of contemporary behaviour of society
70 were published mainly widespread corruption, disrespect or circumvention of legislation, entanglement of illegal
71 activities to public administration etc. came out. If we take the results of the survey and search for the causes of
72 the situation, we will find out that consumer thinking and consumer behaviour of individuals and society arising
73 from that still exists in our conditions.

74 Factors stimulating the cause of origin and development of consumer thinking: 1)

75 ? Formality -ethics in management and business is focused on rhetoric, even though some managers already
76 acknowledge its importance and application in theory and praxis. The instability of rules limits strategic
77 projecting of business activities and limits the company to operational management. It leads to gaining of
78 fast profit that is often connected with complications with ethical values. The pace of novelization of legislation
79 and implementation of economy management reforms does not correspond with the dynamics of the business
80 development. Possible contradictions are not solved fast enough by courts. In this way educational impact of
81 law is reduced.

82 Lack of conviction about the benefits of ethics in management and business creates space for undesirable
83 development of consumer thinking that is the counterpart of ethical decision making. Permeation of consumer
84 thinking to management and business leads to the deformation of ethics. Such state of market environment helps
85 to contribute to consumer behaviour of society.

86 If we are to evaluate the relation of managers to ethics, it is necessary to differentiate. Strategic decisions of
87 big companies usually arise in the parent company. Ethics is not believed in once non-ethics brings profit and
88 recognition to someone. Unethical methods in business are sometimes even admired. By applying of the ethics
89 in management of each of us business in economic environment would strengthen both stability and competition.

90 Ethical thinking in decision making is important not only in praxis of management in individual organizations.
91 It is also important as it brings the feeling of satisfaction from the results of a well done job to managers and their
92 co-workers. These feelings act antidepressive and they are the stimuli for further innovation activity of workers
93 in the process of strategic sustainable development of managed objects. Who is a Manager?

94 Manager is anyone who manages and decides about a change of contemporary state of a particular problem.
95 That is the state that was decided about in the past and that was overcome by further development. Management
96 is a science that is not connected to a job position and it concerns us all as we all make decisions about our lives
97 and responsibility at work. Management is a tool of strategic management and tactic fulfilling of own or given
98 goals. It is impossible to find a solution to any problem without applying the management and the outcome of
99 decision. Manager's philosophy of the one who makes a decision is important. In case it is not connected with
100 ethical principles success cannot be expected.

101 Where could the ethical principles of decision making be gained? The existence of unity of quality and
102 quantity law must be reminded. It requires the unity of both to be respected already in the decision making
103 process. Needless to say the unity of quantity and quality applies to everyone who makes decisions. The factors
104 of decision making process differentiate not only according to level of management and social importance, that is
105 according to the character of decision that is an innovation. The level of innovation is influenced by its contents

106 and extend of a problem being solved that should correspond with its social or functional position, as well as the
107 appropriate level of solved problem.

108 Management is manifested in decision making process. If every decision means a change of contemporary
109 situation, that it is necessary to be considered an innovation, resp. innovation process, that, to be successful,
110 requires innovation rules to be respected. Successful decision making assumes preventing of creation of bottleneck
111 within the managed object. Manager should not be a general but a leading member of a working team.

112 To enable manager fulfill this role, manager must be able to use strategic and creative thinking that results
113 from the nature of managerial ethics and communicative abilities. The necessity of adequate information is
114 closely connected to it. It is not desirable to obtain the information by unethical methods due to the fact that
115 its quality could be influenced by that. That is why it is effective to actively cooperate with scientific institutions
116 and ministries and seek the convergence of goals so that the methods as well as the decisions are appropriate for
117 the future innovation to come to life.

118 Ethical competition is not based on non-ethical methods of gaining information at any cost but on cooperation
119 with institutions of common interest. It is one of the reasons why the managerial ethics both in theory and praxis
120 of management is inevitable.

121 IV.

122 **5 Managerial Ethics -Qualitative Management**

123 The name managerial ethics was created so that the desirable application of ethics in philosophy and practice of
124 management theory was emphasized. In case the effort of maximization and acceleration of profit of producers
125 and workers is not supported by the ethics and creativity of work productivity a spiral of undesirable influences
126 and intensity of undesirable impacts on business climate of society evolves.

127 Managerial ethics is considered a qualitative innovation of methods of contemporary contents of managerial
128 work both in the field of companies and public administration. It ensures qualitative values within the unity of
129 quantity and quality management. From the point of view of management it is both a positive that enables the
130 acceleration and quality processing of information which serves as the advantage for the needs of decision making
131 process. On the other hand the obtained information is incomplete as it only reflects the quantitative values that
132 are presented by technical economic indicators.

133 We forget that the indicators are only able to represent measurable phenomena. It could be said that it is non-
134 complexity of management as it actually opens space for the use and realization of any method of maximization.
135 Due to the fact that management is a matter of human beings and their uniqueness it is not possible to rely
136 only on legislation that ethical values of management will be respected. It is mainly due to the fact that from
137 the discussion of lawyers themselves often arises the fact that legislation does not utterly have to respect the
138 principles of managerial ethics.

139 Creation and growth of imbalances occur owing to the dynamics of technical and social-economic development
140 of the society. It is a natural process that depends on the tempo of development of science and technology
141 that must be anticipated and regulated. The solution of the arisen problems requires a change of contemporary
142 situation that is considered an innovation. would be a guarantee of efficient decision making process. There are
143 also negative innovations that usually lead to negative or unethical results. Innovation has the form of sinusoid.
144 Negative innovations are shown in its lower part.

145 Positive part of innovation is the goal of responsible management and it solves every problem efficiently. On
146 the other hand the negative part of innovation does not solve the responsible management but the undesirable
147 goals of a manager. They could be either intentional (corruption, causing crisis) or unintentional as a consequence
148 of incompetence.

149 The level of innovation determines the extent and importance of innovation for managed object. It defines
150 the action radius of innovation that should correspond to the organizational level on which a manager functions
151 because it enables functioning of synergy effect in functioning of organizational structure project.

152 Frequency of innovations results from the frequency of them being enforced in time. The smaller importance
153 of innovations for a managed object, the higher frequency and on the other hand the higher importance of
154 innovations for a managed object the longer the longevity should be so that the frequency should be smaller.

155 **6 e) Rules of innovation process**

156 Continuity -concerns both positive and negative part of the sinusoid. It lies in division on three parts point of its
157 efficiency whether the fulfillment in time will be efficient on the basis of a change of inner and outer conditions.
158 In the positive case an order of the manager and responsible worker must be given. That is the first stage of
159 innovation.

160 ? Second stage of innovation is the time space in which the innovation fulfills the aims for which it was created.
161 It is its boom that unfortunately is individual and depends on the importance and extent of wear to its demise
162 in time. The second stage of innovation is considered a boom of innovation. ? No innovation can be long lasting,
163 that would mean stagnation and termination of a company. That is why it is necessary to monitor the extent
164 of wear of innovation in time and prepare new solution according to developing conditions. On the contrary, if

165 a manager wants to secure themselves, if they want to apply new innovation earlier, yet in time of boom, the
166 anarchy in the managed object would arise.

167 7 Timeliness-

168 The rule of timeliness is a difficult task that requires information that must be worked with. The Not every
169 innovation is unfortunately positive so problem of gaining it should already be ethical. It should be dependent
170 on public involvement of a manager,

171 ? Theoretical and practical knowledge and experience ? Responsibility for qualitative growth of managed
172 system ? Responsibility for the results of decision making and the way of realization ? Long-life education (own,
173 co-workers) ? Knowledge and respecting of specific conditions of managed object ? Creative thinking -ambitious
174 innovations -strategy -tactics ? Application of synthesis and synergy in management.

175 ? Systemic application of subsystems and elements of managerial ethics ? Stimulation and evaluation of ethical
176 approach of workers ? Stimulation to creative work and motivation of workers ? Systematic intensification of
177 managerial ethics ? Analysis of ethics contributions to management ? Deepening of the development of ethics in
178 own managerial work (managementmanagement)

179 ? Invention of decision should be verified from the ethics in behaviour and experience. The rule of timeliness is
180 related to the rule of continuity and adds time aspect to it. It is about the minimization of the period of anarchy.
181 That is the time of moral wear of the first innovation and decision making about term of further innovation.
182 That is a desirable situation mainly from the point of view competition and growth of expenditures connected
183 with lowering the tempo of production.

184 We often come across breaching of the rule of timeliness in practice because for several reasons the management
185 is not ready to make a decision about the start of further innovation. In this way the period of anarchy arises
186 that is connected with undesirable consequences. Investment development is the frequent example.

187 In the period of anarchy of innovation process of managed system it is always about an insufficient definition
188 of the goals of innovation and unpreparedness of constituent factors of its inner structure. The rule of timeliness
189 aims to minimize the period of anarchy by preparing a new innovation already in the period of boom of still valid
190 innovation.

191 Essential is the decision when to start preparing a new innovation and mainly when to set the date of its
192 realization. If it was still in the period when the previous innovation is functional, it would bring anarchy into
193 the system and the period of anarchy would arise.

194 The basis for the estimation of tempo of fast and qualitative solution for problems and quality of decision
195 making is the information technology and computing and opinions and experience of experts either co-workers
196 or cooperation with scientific and specialized institutions. During the period of anarchy of innovation process
197 of managed system it is often about the insufficient definition of the goal of innovation and unpreparedness of
198 coherent factors of inner structure. Complexity-Non-complex asserting of innovation usually brings lower or
199 negative effect, if we solve the problems isolated, without searching for consequences that are related to the
200 problem being solved, as well as inquiring the causes of their origin and correlation. Complexity of decision
201 (order) is ensured from the point of overall impact on the managed object, that is both from the horizontal point
202 of view (width of action radius of innovation) and vertical point of view, action radius of innovation process
203 (order of innovations). The condition of complexity is fulfilled if a given problem is being solved in all basic areas
204 and problems of the managed object as well as the relations that exist among them.

205 It is about creating of innovation net that is from the horizontal point of view usually divided to seven factors
206 that solve the crucial bottleneck that could arise either now or when the innovation is applied (f. ex. it could
207 be insecure entries into the system, quality and number of workers, organization of the environment, production
208 technology etc.).

209 From the vertical point of view it is the order that is the number of managed levels (or their inner structure)
210 that should participate in the realization of innovation process. Each factor means a problem that a particular
211 problem should solve and for which a certain worker should be responsible for. The innovation should be incentive
212 and should arise innovation in each part of the innovation net. The aim is to fulfill every part of the net which
213 actually means delegating of particular rights and duties. The innovation net is the important aid of a manager
214 that is nowadays missed.

215 Consistency-Fulfilling the rule of consistency ensures a manager with information about the efficiency of
216 previous and about the need of future precautions within the innovation process of managed object. The tool
217 to enforce the condition of consistency is the analytic activity of measurable and non-measurable values that
218 were reached within the functioning of managed system and what economic and social benefit they brought.
219 Computing and information technology also play in important role in this process.

220 Significant condition of successful analysis as the basis for qualified and responsible decision making about the
221 strategic development and assessment of managed object, that is contents of innovation and when the strategy
222 of contemporary theory and practice of management of particular system should be enforced. It mainly concerns
223 respecting the complexity and synthesis that is the unity of quality and quantity within the management and
224 evaluation of results of economy.

225 The extent of synthesis depends on the level of management the information should serve to. The higher the
226 organization pyramid of management is, the higher extent of synthesis of information the top manager needs for

227 own activity. The management system should mainly be synthetic. On the other hand the lower the vertical level
228 of organization of management is the approach should be more analytical. But it cannot do without synthetic
229 approach so that they could both successfully participate on the management system as the whole. It means
230 that synthetic approach cannot be marginalized otherwise the managers on the managerial level of subsystem
231 would not be able to participate on managing of the system as the whole. To motivate the workers it is essential
232 for them to know why they work and what the importance of their work is. If we are aware of the fact that the
233 quantitative values are not sufficient enough then we do not think for complex evaluation of results of economy
234 but it is essential to add survey or even verbal evaluation of methods through which the results were obtained.

235 The information that is obtained from the analysis of results of economy, from accountant record and
236 statistics has the form of technical-economy indicators. It is necessary to create systems of indicators about
237 leaving the system of work with indicators but we look for quantitative relations and connections. It is about
238 systematic monitoring of quantitative and qualitative properties of economic, social and political phenomena to
239 understand their behaviour and developing tendencies. Even here we cannot do without respecting the principles
240 of managerial ethics.

241 V.

242 **8 Conclusion**

243 Consumer society is not static and it still develops and we are not able to imagine its final form. According
244 to the topical experience it can be seen that consumerism in the society develops dynamically and aggressively.
245 We know that we all are consumers and that we aim to create desirable balance between the necessary and
246 unnecessary needs. That of course concerns each of us.

247 It is also known that to reach the desirable balance between the necessary and unnecessary needs respecting
248 the principles of managerial ethics is essential. It is clear that it is not a short term struggle and that many
249 of us are interested neither in its causes nor in its results. It is certain that not everyone is convinced about
250 the necessity of this effort and about the tools used to overcome it or even about the necessity of its innovation
251 because they are satisfied with the contemporary situation.

252 It is mainly necessary to reevaluate contemporary philosophy, theory and practice of management that has
253 been stagnating since the last century because it focuses mainly on technology of management. It is a huge task
254 for educationists on all levels of educational process because younger graduates might not be able to understand
255 this problem.

256 The centre of problem solving lies in ethical cooperation between fields of science and production so that
257 they link in collective effort to solve the problems of quantitative management both in itself and in the society.
Cooperation of everyone is no less important than the creators and realizers of all changesinnovations are.¹



Figure 1:



Figure 2:

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