Miliša Todorović, Snežana Živković, Lutvo Haznadarević

MANAGING PROJECTS IN THE FIELD OF ENVIROMENT AND LIFE QUALITY

Abstract

We are witnesses that in today's time the field of environment is becoming more and more important, because we can hardly talk about some certain future if this problem does not get its due attention. The first step starts with the need for the key factors, which present risk for our environment, to be identified. By identification of the risk, preconditions for clear defining of the problems, that are the subject of our studies, are made. Observing the problem, establishing its' basic characteristics and defining of potential solutions demand clear management with those activities. Without the clear management of the problems we can hardly come to the appropriate solutions which should improve the already existing environment. The logical question that imposes itself, as a component part of observing the problem of environment, is the question of life quality. Can we talk about life quality in endangered environment? It is clear we cannot talk about life quality in polluted environment. The starting hypothesis of this paper goes from the premise that without managing the project about environment we cannot speak of good life quality. Descriptive method and study of available literature, both domestic and foreign, and also studying of examples of good practice, have been used in this paper.

Key words: Managining projects, quality, risk

INTRODUCTION

It is evident that the issue of the environment becomes a matter of all issues and if we want to talk about a certain future, we need to pay a lot more attention. If we take a look at national governments, it is easy to see that in the majority of countries there are special ministries that are dealing with the environment. It speaks volumes of the fact that the environment is a very important issue today as well as in the following time. The issue arises when certain measures need to be implemented in practice, because the price of adapting existing technologies and changing them into "clean" technologies is often expensive and requires significant financial resources. The question is whether we have the alternative and how much time we can buy by behaving in the way we are now behaving. It is clear that the environmental issue is recognized both globally and locally. When it comes to a global level, there are numerous documents and conventions that are dealing with attempts at creating a legal framework for the environment due to which a better and more certain future would be created. However, it is precisely those who produce the highest level of pollution, even though they officially support the legal framework due to which there are attempts at creating a better future, in practice, they do almost nothing on this issue. "Dirty technologies" are moving away from their surroundings and through a mantle to help underdeveloped countries they transmit those technologies to those countries, creating enormous problem and often causing numerous environmental disasters. The fact and some kind of "justice" when it comes to the environment is that the environmental issues cannot be observed locally but globally. Often, environmental problems cannot be limited to specific territories. For this reason, developed countries, which are moving away their "dirty" technologies to least developed and underdeveloped countries, cannot completely dislocate themselves from the consequences of the use of those technologies. The best example is the end of 2017 when we clearly see what is happening in the USA, one of the biggest polluters, when it comes to snowy weather conditions. If, at the global level, there is no clear awareness of the need to create better environment, what can we expect at the local level? Common legal practice starts from the tendency to adopt certain convention at global level or other legally binding acts at international level, which are subsequently confirmed in national parliaments and on the basis of which certain legal acts and by-laws are adopted. These acts entail certain obligations, for both legal and natural persons.

It is clear that, if there is no legal basis, we cannot expect a lot from the culture of protection of the environment, especially in less developed and poor countries. Underdeveloped countries wholeheartedly accept foreign investments in "dirty" technologies and by justifying it as the need for greater employment of local population they become an active participant in the process of creating poor living environment on their territory.
Because of all mentioned above, a lot has to be done regarding the legal regulatory environment as well as in recognizing risky situations which cannot be left to the chance, but it must be actively managed in order to minimize potential negative consequences. Potential environmental risks are numerous and they are present in the pollution of soil, water and air. Every segment of that pollution, to a greater or lesser extent, and depending on the territory, is reflected on the quality of life. It is clear that there is a tendency to lift the quality of life every day step by step, but in the existing environment it is becoming more difficult to speak about the quality of life and its certainty in the following time. The term quality of life is new in social sciences (it appears in the second half of the 20th century) and occurs at the time when positive as well as negative consequences increased of industrial and technological development. Under the conditions of the ecological crisis, there are doubts that there is a possibility of lifting the quality of life in industrialized countries. Together with the issues of human existence, the quality of life and the environment in which people live, it is becoming common to notice the facts that the way of life production, as the basis of modern civilization, produces and creates problems of pollution and ecosystem degradation which will have incalculable consequences for the human population. Creating a better living environment cannot be only reduced to the change and application of a technique, but also to change the way of production, i.e. organization. It means that social, economic and political structures, and especially everyday life, need to be changed.
This implies that there is a need to recognize risk factors and through the overall activity, it aspires to perceive them and create an environment for reducing the negative impacts of these factors on the quality of life. In such an environment, there is inevitably the need for managing projects which will, while observing, focus on risky environmental factors as well as the fact that through an active and continuous process of risk assessment, preconditions will be created for a better understanding of the role of the environment in the quality of life of each individual. The ability to define and plan the solutions will be obtained through the establishment of systems of the quality and standardization by establishing preventive measures and introducing supervision, as a lasting action of the plan:

- Environmental risk assessments, environmental impact assessments of environmental effects, environmental risk modeling, integrated environmental monitoring, environmental risk management and the creation of environmental management systems;
- Prevention of all negative human activities (especially production) that have a significant impact on natural ecosystems, together with the control of the environmental performances of organization, institutions and companies;
- Effective implementation of corrective actions in cases where the balance has already been disturbed;
- Effective process of decision-making that regulates the impact of human activities on natural values and resources, taking into account that the capacity and potential of the environment for sustainable human development are not disturbed through timely and efficient identification, planning, implementation and monitoring of corrective measures and overall environmental protection regulations. [8]

What is a really noticeable problem is the question of competent experts in this field because we think that there is an insufficient number of them and that it speak volumes of the need for multidisciplinary approach of several different experts in the process of creating a better environment, risk assessment and definition of an appropriate approach that will create preconditions for a clear understanding of the environmental issues.

THE CONCEPT OF THE ENVIRONMENT

The environment or human environment represents everything that surrounds us, i.e. everything that directly or indirectly man’s life and productive activity is connected with. Environment is a specific resource for the emergence, development and survival of human life and its pollution represents a need to a certain extent. Pollution is not performed only by a man while meeting his needs, but also by other

living beings as well as by the nature itself in some of its activities (volcanic eruptions, earthquakes). We cannot have an effect on the nature, but we can and we have to have an effect on a human factor. In recent decades, pollution has been perceived as a serious issue that endangers the development and survival of man, and it calls into question the existence of the future.

It has been a long time since scientists were the only ones who have dealt with ecology, or better to say with environmental issues, as well as when they have discussed the consequences of human activities on the environment at academic conferences. Every resident of the planet is surrounded by environmental issues today, and the consequences are noticeable daily, through air we breathe, water or food we give to our organism, through the pollution and radiations we are exposed to. What about the natural resources that nature has given us? In time of intense exploitation of existing resources, increasingly complex ecological issues appear that are manifested through smaller and smaller amount of natural resources, through the extinction of plants and animal species, as well as disorders in global ecosystem and biogeochemical process. The population of the planet is constantly increasing which means that the need for urbanization and economic development, food, is also increasing. Where is the border beyond which life on Earth is no longer what it was or is?

Building and expanding cities is occupying more and more space and in order to meet growing demands for production and consumption, more and more natural resources are being used. A large part of natural resources, which are commonly used for human activities, is non-renewable. In the past, it was believed that global resources, which represent the source of energy, such as water, ores, oil, natural gas, minerals, will never be expended. Today, taking into account the economic development, we can come to the conclusion that global reserves of these resources are nearly depleted. What to do next? The environment is a set of natural and created values whose complex interrelationship is making up the environment, i.e. space and living conditions; these are all conditions, circumstances and influences that surround and affect the development of one organism or a group of organisms, the effects that come from both living and non-living things. The environment is consisted of a world of nature (plants, animals, land, air and water) which have existed for millions of years before a man and the world of objects and things and institutions that man himself has built using techniques, technology and science in order to create the environment that suits his needs and aspirations. The environment or human surrounding represents everything that surrounds us, i. e. everything that is directly or indirectly connected to a man's life and productive activity. The natural environment represents a close concept where there is no need for the activity of a man nor that the man has to have a direct influence on it. Nevertheless, in terms of technological advancement, industry development and the increasing impact of a man on the nature and ecosystems on a global level, the boundaries between these two are becoming increasingly blurred. During his activities, which can be urbanization or exploitation, a man changes the natural environment often by violating the natural environment. By constructing hydroelectric power plants and accumulations, cutting of forests, by afforestation and exploitation of mineral resources, creating landfills, gas emissions and nuclear tests, etc., the man leads to a change of the entire areas. As a result of human activities, there are changes or disturbances of ecosystems and climate changes on local and global level. The environment can be perceived as a five-component system consisted of: atmosphere, hydrosphere, lithosphere, soil, organisms. [11] For each individual organism, the environment is a non-living nature, determined by conditions (temperature, humidity, soil pH) and available resources (energy, water, mineral elements), as well as a living nature, consisted of other living beings with whom it is in direct or indirect contact. In the environment, organisms find everything needed for leading a normal life, metabolic process, development, reproduction and survival. It is not always and everywhere generous to living beings, so they are often forced to lead a very difficult struggle for their survival. Particularly severe conditions are in the Arctic (low temperature, high humidity, constantly frozen ground) or desert (high temperature, extreme drought, undeveloped land) areas or other inhospitable areas, where resources can be found in minimal amounts and prevent organisms to lead a normal life. The environment is characterized by great variability and heterogeneity in time and space, which is the result of operation of constantly changing complex of ecological conditions. On certain organisms, a set of ecological conditions works differently, even differently at every stage of their development. In such an environment, a man with his needs is involved, and there is a gradual degradation of many things that existed on the earth's surface. The basic balance of everything that existed on the earth's surface is disturbed and we are more and more faced with the fact that it is much more produced than it can be decomposed in the nature itself, either naturally or artificially. Not until we became a consumer society, there were no problems we are facing today because what was produced in the nature could be

largely decomposed and the life on the planet was much more certain. There are numerous risks that we must fight in the following time, from global warming, ozone holes, to everything that makes our lives on the planet Earth uncertain. Based on the nature of the pollutants, they are divided into inorganic and organic, and based on the physical state there are gas, liquid and solid. Based on ecology, i.e. due to the possibility of reducing pollution, there are two types of contaminants: non-degradable and biodegradable.
Based on the nature of the pollution, they can be divided into: pollution caused by materials, (e.g. chemicals and radioactive particles), energy pollution (e.g. heat and noise), and pollution caused by force fields (e.g. electromagnetic). Especially important is the question of the current moment and sustainable development which promotes different point of view of the following time. Sustainability will be absent in any area (regardless of the climate, biodiversity or trade) unless global binding agreements that respect environmental policy are reached.

ENVIRONMENTAL RISKS

There are different types of risks and, depending on what is in the focus of observation, we observe their basic characteristics which help us perceive them and take certain preventive measures. According to the international standard ISO 31000:2009, a risk is defined as an effect of uncertainty on the objectives. This definition as well includes both positive and negative effect on achieving objectives. The etymology of the concept of risk is very interesting. The concept of risk can be traced through history from the ancient Greek where it appears with the meaning of root, stone, cut of the firm land, and later it appears in Latin with the meaning of cliff or reef. The term "rizikon" is first used in Homer's epic "Odyssey", meaning sailing in uncharted waters, or as a difficulty of avoiding collisions at sea**.** We assume that in the world then, the greatest uncertainty was far-flung sailing in un-mapped seas. Thus, the term itself was also adapted in the central and western European regions and cultures through the Spanish and Portuguese sailors, developing together with the general social, cultural and scientific progress. What represents a certain kind of risk characteristic is the fact that it can be predictable and unpredictable. If we are able to recognize the risks, there are numerous methods which will enable us to validate and quantify them. After that, we can take some corrective measures. The problem lies in unpredictable risk which occurs suddenly and usually, there is a lack of time or often possibilities to manage it, and as a result there is no possibility to reduce the consequence of the risk itself.
When it comes to the environment, there are clear risks, both to the professional public and to the majority of the population on the planet earth. The question is whether we are ready to give up the consumer mentality and help in creating a better living environment. It is clear that there are serious health risks for the human population in the existing environmental system. Only the risk assessment process and environmental impact assessment on the human population encompass several different actions that should help in clear observation and recognition as well as in creating preconditions based on which certain measures will be taken. In each case, the first step should start from the assessment of the effects of the environmental impact on human health. In that way, it is necessary to determine what the key risks that can occur are and what negative consequences can appear as a result of a realization of these risks. Within this step, it is necessary to determine a dose of pollutants and an assessment of the expected effects (a response to intoxication), which includes the dose which is in the function of exposure and the occurrence, i.e. severity of the negative effects. The second step is to determine, i.e. estimate the exposure which includes the determination of the concentration/dose of the pollutant which people (workers, residents) have been exposed to or which reached a certain environmental element (water, air, soil). The third step is the risk characterization which encompasses determining the frequency of exposure and severity of harmful effects that may occur in humans or among plants and animals depending on the measured or estimated pollution size. This is usually supplemented with a quantification of risks – the extent and probability of occurrence of harmful effects are determined. [2]
The risk for human health is most often defined as a probability that describes the degree of endangerment of the health of an individual exposed to the action of a certain pollutant or a group of pollutants. The amount of the harmful substance – the pollutant that enters the place of the exposure – is called a dose. Risk management is a multifunctional activity that encompasses an entire group of different areas, from economy, through natural sciences, biology to the legislative framework itself. Risk management is perceived while accomplishing several of the following goals:

- Identification, distribution and movement of pollutants;
- Assessment of the impact of pollutants on humans, i.e.
- Determination of the risk to human health;
- Assessment of the impact of pollutants on characteristic ecological receptors, i.e. determination of the environmental risk and ecotoxic thresholds;
- Designing and implementation of activities related to a renewal and purification of the polluted environment;
- Assessment of the harmful impact of certain pollutants on a given environment and for different recovery processes;
- Comparison of the existing risk with the expected risk before and after the recovery.

Risk and risky situations management requires a clear understanding of important steps that should help us in better understanding of the problem and, therefore, take the necessary measures with ease. The important steps are given in the figure 1:

Figure 1. Risk management and risk situations stages

Source: [2]

By analyzing the recognizable risks and looking for a way that will help in the process of their observation, it is necessary to observe the risk itself in several steps:

- Data collecting and processing
- Assessment of exposure and harmfulness and toxicity
- Characterization of risks, risk management and risk remediation.

Clear observation and understanding of these steps is an essential precondition for risk assessment and taking necessary measures that will create a better living and working environment.

MANAGING PROJECTS IN THE FIELD OF ENVIRONMENT

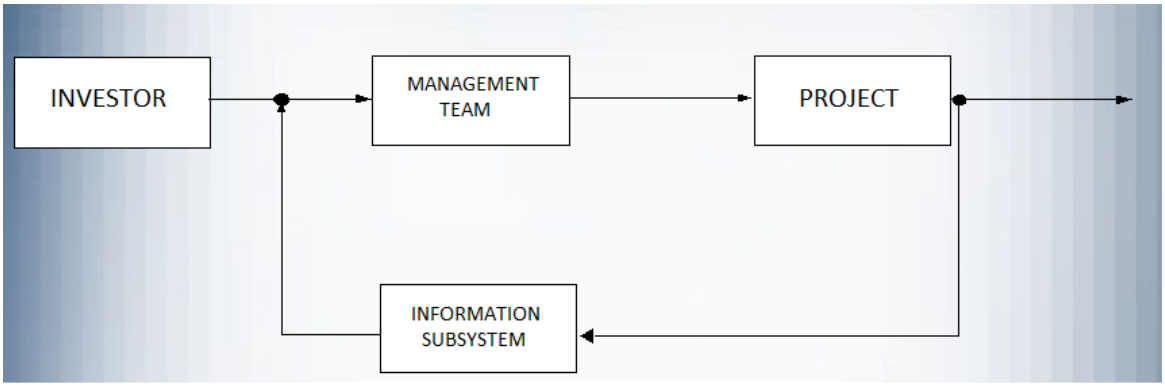
Projects have been managed since the ancient times, especially on large and complex projects that are several thousand years old, such as Egyptian pyramids or Roman infrastructural objects (roads, aqueducts…). Participants and a certain number of people who performed the management function in such historical projects had completely different terms and obligations in relation to today's model of project management. Often, they were not fully aware that they are participants of the process we call project management today. Naturally, we must take into account social organization of that time, the inhumane principles of division of work and the needlessness for some of the knowledge that is today primary in making the project successfully realized, i.e. completed to the satisfaction of all the participants in it. The biggest difference in the realization of today's and past projects and the process of their management perhaps lies in today's complete domination of mechanized work. Heavy human work is, wherever possible, replaced by the work of sophisticated machines in all domains. Today, project management also involves machine management and various models of optimum selection of mechanized work that inevitably creates more humane conditions for life and work. The first question that arises, when it comes to project management, is the definition of the project. Organizations, businesses, companies perform various types of works. Their work generally includes two basic concepts: operations (procedures) and projects (intentions, plans). Of course, both concepts often cross with each other and share many common characteristics, the most important of which are: they are performed by people, they are constrained or forced to resource constraints, and finally, both concepts are planned, executed and controlled. Their diversity relates to the fact that operations are repeated and that their execution is ongoing, while the projects are unique and temporary, or casual. Accordingly, the project can be defined as a temporary endeavor (effort) undertaken in order to create a unique product or service. Temporary means, in this case, that each project has a definite start and (if everything goes well) a definite ending. Uniqueness means that each product or service differs in a certain way from all similar products or services.

Projects are implemented at all levels of the organization and can involve the engagement of one person or several thousand people. They sometimes need, in order to be fully completed, less than a hundred working hours, and often millions of hours. The project can be executed within a single working unit in an organization, but it can intercept during the implementation of several working units or organizations, for example in joint venture organizations. The temporary nature of the project indicates the inevitability of the existence of their definite beginning and definite end. The end is reached when all the objectives of the project have been achieved or when it becomes perfectly clear that the objectives of the project cannot be achieved and the project is then interrupted. Temporariness does not mean that the project lasts a short time. The execution of many projects lasts for several years, but they are also temporary in nature. In any case, the duration of the project is definitive, and the projects are not an ongoing effort. Temporariness and/or periodicalness do not in any way reflect themselves on the product or services that result from the project. Many projects are being undertaken in order to produce lasting results. For example, raising a national monument, as a result of the project, is expected to last for centuries. One of the consequences of project time constraints is that project teams rarely outlive them. Namely, immediately after the completion of the project or project phase, project teams are disbanded, and team members deploy to other projects. The uniqueness of products or services means that projects involve the performance of something that has not been done before and is therefore unique. A project or service can be unique even in the case when it belongs to a category which is very large. For example, thousands and thousands of business-residential building have been built, but each one is individually unique – it has a different owner, a different user, a different project based on which it was built, a different location, a different contractor, and many more different characteristics.

Finally, a logical question is what a project management truly represents. It is the application of knowledge, skills, tools and techniques in order to achieve, or even overcome, the needs and expectations of the key project participants in the project. Achieving and/or overcoming needs and expectations involve a constant evaluation (in terms of competition) between the following requirements: the scope of work, time, price and quality, key project participants with all of their

different needs and expectations (and, as a rule, completely different views of the project), identified requests (needs) and unidentified requests (expectations). Many of the techniques and knowledge needed to manage projects are inherent and characteristic only for project management (for example, critical path analysis or work breakdown structure – WBS). The World Bank Guide defines the project management as: "Mobilization of various sources and coordination of their activities with the goal of accumulating the work performed by each individual into a multidisciplinary team effort to achieve the investor's goal within an agreed plan, budget and quality."
The project management team, in addition to engineering management, procurement of materials, construction and handover of the facility, is required to engage in the execution of other important jobs on the project, such as ensuring project financing, obtaining consent, approval, etc.
A project represents a comprehensive cybernetic (manageable) system – a separate subsystem performs a management function (Figure 2).

Figure 2. Project management system diagram



Source: [3]

In modern times, the essence of success of the project management is maintaining the balance in a "vicious" triangle – cost, quality, and execution time. In order to maintain this balance successfully, it is necessary, after the initiation of the project, to begin its life cycle with the design process in accordance with a precisely defined procedure valid for all objects of the same type.
Project management includes:

- Planning
- Organizing
- Control
- Coordination

The planning process, in order to achieve balance, is a very important phase in the project's life cycle. The planning process itself is very complex and consists of several sub-phases, and the project manager is, during this process, closely approaching to the key parameters of the project in order to approach the truth and certainty of the project. During the planning phase, the project manager deals with the exchange of information about the project and negotiation that is being conducted through the next stages in the life cycle of the project. Planning can be defined as: determining all activities, their duration and necessary resources, and determining the dynamics of their realization in accordance with the projected deadlines for completing the project in whole or in some of its phases. The planning process sub-phases are: resource planning, cost planning, technological division of the project, time planning and optimization of plans. The basic principles of planning are: to strive toward the parallelization of works, the inclusion of resources (manpower, machinery and materials) should be gradual, the use of all major resources should be continuous, the plan must be realistic and should be the basis for control. The organization includes: forming an adequate organizational structure of the project, coordinating activities of participants, undertaking other organizational measures. Control, among other things, is: identifying deviations from the planned or projected size, and taking appropriate corrective measures to eliminate these deviations. Coordination includes the following activities: project planning, controlling and monitoring the realization of the project, technical and

technological issues of the project, economic and legal issues of the project, relations with the investor, relations with the companies involved in the project realization, project team management. Features which are common to all projects:

1. Objective – Each project has a goal to accomplish.
2. Deadlines – All projects have a defined goal that must be executed within a specified period.
3. Complexity – Is related to the technology that achieves the objectives of the project.
4. Scope and nature of the task – If an appropriate plan of realization is made, each project can achieve the goal within the required time frame.
5. Resources – Each project uses some resources (people, equipment, material, financial resources).
6. Organizational structure – the organizational structure and the project manager who will have the appropriate authority and who will be responsible for the project must be determined. Information and control system based on the functional lines of authority.

QUALITY OF LIFE

As we have already said, the concept of quality of life is new in social sciences. It should be immediately said that there is no unique and comprehensive definition of quality of life. Nevertheless, we can define it as follows [5]: the concept quality of life usually describes the factors that have an impact on the living conditions of a society or an individual – in general, the quality of life refers to the level of well-being of an individual or a group of people. It is possible to make a large number of combinations of groups of values in a relation to the concept of quality of life. Urban sociologist Ljubinko Pusic lists several: welfare, physical security, flexibility, ownership, identity, experience, fulfillment, opportunities, hopes, expectations, basic needs, the realization of family life, improvement, pleasantness, trust, justice, happiness, status, free time. “Quality of life is defined as an individual's perception of their position in life in the context of the culture and value system in which they live and in relation to their goals, expectations and standards and concerns. It is a broad ranging concept affected in a complex way by the person's physical health, psychological state, level of independence, social relationships, and their relationship to salient features of their environment.” [9]
History of the science of quality begins with the first written traces of responsibility for product quality (Code of Hammurabi, records on the Egyptian Pharaohs’ tombs, etc.) The demand for quality comes as a consequence of the development of the society, the division of work and the development of skills and knowledge in the production of products/ services. The development of the capitalist economy, especially in the XIX and XX centuries, marks the importance of the organization in the realization of products/ service. Therefore, the content of the concept of quality changed over time. At first, the concept of quality referred to the product, but later, in the second half of the 20th century, it expanded to the processes and organization as a whole. In this way, the aspect of creating and consuming products is rounded up in a certain way. The product, organization with resources and the environment were at the center of consideration. At the same time, the concept of sustainable development and the global quality aspect developed. Unfortunately, a man as an individual, with his fears, hopes, needs and expectations, remains unexplored. The third concept is directed towards him, which is permeated with the previous two. The quality of human life depends not only on the economic situation, but also on many other factors, including physical and mental health, social security, social institutions (health, educational, judicial), political stability and the environment. In some highly developed countries, security on the streets is in decline (terrorism, theft, etc.), which is considered significant, by the residents of those regions, for reducing the quality of life.
In other regions, a high level of economic development of society is often in contradiction with the individual’s freedom, his liberal and professional and other limitations. Obviously, we need to reassess social and individual values, or, as Nietzsche said, to re-evaluate all values. The problem is that this is very complex, because it observes a human being and society and its institutions. In this attempt to study values, involvement of sociologists, psychologists, professional organizations, state institutions, parents and teachers is inevitable. Looking from this perspective, the perspective of top management and stakeholders also changes. There is a growing demand for the organization’s social responsibility and their leadership is not restricted to the territory of the organization, but it rather takes on social content. There are numerous social indicators that have been developed to compare the quality of life in different environments (cities, regions, countries, continents). The first report was published in 1992

by the United Nations Development Program, according to which Canada was the country with the highest quality of life. The criteria refer to the fulfillment of life expectations, education level and the purchasing power. This does not mean that all aspects of quality of life are at a satisfactory level, but by comparing them to the other countries, there may be areas that are unsatisfactory. Measuring quality of life is, therefore, only a way to improve the underdeveloped factors of quality of life.
Another aspect of quality of life is significant. It is a link between the quality of life and quality and characteristics of the economy of the country or region. This connection is mutual. On the other hand, the level of quality of social institutions and the connection between people by gender, religious belief, race, language, tradition, etc. must be considered. Therefore, the quality of life can be described as a process, in which annual reports are merely a starting point for the future improvements. In terms of quality of life, three more concepts which are partially included must be mentioned. Those are:

- Quality of time, i.e. how much an individual effectively uses the time for his/ her activities and enjoys them, meets his needs, etc.,
- Quality of working life, which includes security and safety at work, respect, equal opportunities for development and promotion, freedom of critical thinking and creativity, child care and care of the elderly, etc.,
- Qualitivity, as a quality and productivity symbiosis, which enables simultaneous increase in the quality and performance of the organization.

Quality of life (QL) has been the subject of sociological research since the 1970s. The first research was more about the possibility of achieving individual goals and choosing an ideal lifestyle. Later, this approach was complemented by available financial and material resources and environment. Accordingly, three main characteristics of quality of life are:

- Quality of life refers to individual life situations, i.e. it is observed from a micro perspective. Economic and social reality are important but are not at the heart of consideration.
- Quality of life is a multi-dimensional concept that includes everything that is mentioned in the introduction.
- Quality of life is measured by objective and subjective indicators. Subjective indicators are important for identifying goals and orientations, which can later be linked to objective living conditions [1].

The quality of human life depends not only on the economic situation, but also on many other factors, including physical and mental health, social security, social institutions (health, educational, judicial), political stability and the environment. In some highly developed countries, security on the streets is in decline (terrorism, theft, etc.), which is considered significant, by the residents of those regions, for reducing the quality of life. In other regions, a high level of economic development of society is often in contradiction with the individual's freedom, his liberal and professional and other limitations. Obviously, we need to reassess social and individual values, or, as Nietzsche said, to re-evaluate all values. The problem is that this is very complex, because it observes human being and society and its institutions. In this attempt to study values, involvement of sociologists, psychologists, professional organizations, state institutions, parents and teachers is inevitable. Happiness is the basis of satisfaction with one's own life. It can be subjective and objective. This is precisely the case, because people constantly compare subjective view with objective reality.
The subjective state can be:

- Positive (happiness, fulfillment, joy, satisfaction, self-confidence),
- Negative (misery, depression, frustration and worry).

As the human condition or subjective happiness of an individual and a group of people or even a whole nation is changeable, a logical question arises, when and how to measure subjective happiness? The statements, which are the result of the current mood, obtained in one condition or another can be quite different, and the results obtained from it are unreliable. In this case, the size of the sample does not change the matter significantly, because the dynamics of changes are extremely fast. With the dynamic changes of the mood, it can be said that the state of an individual can be really bad or really

good. On the other hand, people can be happy in different ways. At the same time, individual differences create an individual diversity in the intensity of action, but not in happiness.

THE RELATIONSHIP BETWEEN THE QUALITY OF LIFE AND THE ENVIRONMENT

When talking about the quality of life and the quality of the environment, it is worthwhile to look back at the ecological culture and awareness, and the sustainable development as well. Ecological culture is a part of the general culture, a special human quality of relationship with the nature and the environment, the quality of relationship with another human as a value. The crisis of the environment is nothing but the crisis of valuation. An altered relationship towards the nature requires cultivating needs, building values and beliefs that can be reduced to the motto: to give more than to take. One should not forget that only socio-cultural solutions can affect the causes of environmental degradation, while the scope of technological solutions is mainly limited to removing existing pollution. Ecological culture is a part of everyday life. Ecological culture is a part of the culture of living, the area of life that needs to be cultivated. The culture of everyday life, among which ecological culture, in particular, indicates that not only works of art are relevant but almost all manifestations of human living, beliefs, acts and actions, the products through which people ensure survival, integrity, reproduction… According to Jean Baudrillard, the nature is portrayed as a wild force that needs to be tamed, chained, and made to serve a man and his victorious walk into collapsing everything that exists on the planet Earth. By destroying the forests and submerging ancient settlements, the man became a giant. And the giant cannot be expected to serve the nature, to listen to its inner rhythm, to harmonize aspirations and desires with it, as it cannot be expected that an ideology, turned against the human nature, the nature of the economy, have regards toward the forests, rivers and lakes.

The ecological awareness and spiritual dimension of the ecological culture encompasses the acquired knowledge and habits, adopted values, attitudes and beliefs of accepting norms on what is healthy and quality in the natural and social environment and what is not, how to maintain your health and what is endangering it, in what way can awareness and quality of people's lives be improved in the existing conditions. Ecological awareness is accompanied by ecological actions, operations and acts that individuals and groups actually undertake in preserving, improving and creating a healthy natural and social environment. In the world of ecological operation, a well-known slogan is: think globally, act locally. This principle can be the key point of every ecological culture as an important element in the whole way of living. Only the perception of culture as a way of life enables a speech about an ecological culture that implies certain beliefs, values and readiness to participate in the care of your environment. It includes knowledge, attitudes, habits, skills, convictions, responsibility, norms and patterns of behavior. It cultivates and fosters readiness for an individual to behave according to the need for a healthy environment. It includes: housing culture, culture of cultivating green areas, health culture and hygiene, culture of work and rest, traffic culture, media culture and culture of visual communications, culture of cultivating flowers and breeding animals, culture of human relations, culture of excursion, culture of spatial planning of the environment, urban culture, culture of responsibility, horticulture. In everyday life, individuals behave in different ways. The ecological culture expresses the relationship between the man and the environment. The prerequisite for this is the possession of ecological awareness, but developed ecological awareness does not always have to produce adequate patterns of action and behavior. The quality of relationship between the human and the environment is perhaps best speaks about the following message: because of the objects that satisfy its current rapacity, it destroys large plants that protect the soil, which quickly leads to infertility of the soil, causes the drying of the springs, ridding it of the animals which found their food there, that leads to the fact that large parts of the globe were once very fruitful and in every way highly populated, but now they are bare, infertile, uninhabitable, empty. It seems like it is destined to make the globe uninhabitable, to eradicate itself. The complex combination of what the nature itself created and what the result of human activity created made the living environment as we know it today. Therefore, by analyzing the quality of the environment, we can talk about the quality of natural and social elements that characterize today's environment. Natural elements are there to satisfy the existential needs of humans while social elements help in meeting social and personal needs. Natural elements make everything that surrounds us, from water, air, and soil. It is clear that each of these factors significantly affect the quality of life. In what way can we influence the process of creating a better environment that will generate suitable quality of life, both for the 21st and the centuries to come? In this direction, we should have clear awareness of the following steps:

- Maintenance and, if possible, improvement of the state of resources;
- Preventing and solving the environmental problems;
- Determination of the limits of the environment (carrying and assimilation capacity);
- Hazards warning as well as promotion of new effective technologies and policies;
- Improving the quality of life, whenever and wherever possible.

Thus, at least two important processes for environmental protection are characteristic of the EU: decentralization of political activities related to environmental protection and involvement of citizens in environmental decision-making. Most countries have also made certain strategies that address the issues of sustainable development and guidelines that should point to the direction of action when adopting new normative and legislative acts. Based on everything stated, it can be noted that in the process of creating a new value that allows normal life and reproduction, it is possible to speak about three types of capital: natural, economic and social. [7] A certain group of US researchers have found that the value of the environment is twice as large of everything that is produced on the planet. Each of them is special and has its own characteristic that makes it specific, different, on the basis of which these three types of capital cannot be changed. For some elements of the natural capital, it is possible to find some type of substitute that changes the natural capital more or less. However, some things cannot be replaced. Moreover, the destroyed ozone layer creates problems for the entire population currently living on Earth, as well as for the future generations that have not yet been born. Economic capital is, however, a special category and it is always in the focus, regardless of the many challenges that society is exposed to, both from the perspective of endangering the environment and from the perspective of social security for present and future generations. In order to be sustainable, the system must have a balance. [6]

To all this should be added the organizational culture, which by its definition and basic function creates preconditions for a clear review of the causes of a particular state. Why do we behave the way we behave? To a large extent we often deal with consequences rather than causes, and therefore we are not on the way of solving any problems that today's society faces. One of the most accepted definitions in our region is the definition that defines the organizational culture as a system of assumptions, values, beliefs and norms of behavior that members of an organization developed and adopted through a shared experience that manifests itself through symbols and directs their thinking and behavior. [4] Linking the role and the importance of organizational culture to project management in the environment is not entirely unknown. The absence of coordination in the process of creating an appropriate culture indirectly influences the creation of an environment that, in the long term, becomes increasingly burdened with human activities, and the question arises as to where the limits are and when we will face the response of the nature to everything that is inadequate ecological and organizational culture in today's time. [10]

EU environmental policy is based on the principles of preventive action (before the damage or pollution occurs), the "polluter pays" principle (whenever possible, environmental costs should be borne by a legal or natural person who endangers the environment, and not by society as a whole), the fight against environmental degradation at the source of pollution (where it is easier and more economical to eliminate the consequences of pollution), the shared responsibility of the EU and all participating countries to be EU members and the integration of environmental protection into other EU policies (such as agriculture, transport, energy). The goal of each country should be reflected in the desire to establish a sustainable environmental protection system, as well as the significant involvement of this policy in other sectors. In this way, preconditions for better health, better quality of life of citizens and a competitive economy are provided.

CONCLUSION

Project management appears to be a very important activity that should help us to clearly understand the risks that the present time carries with it when it comes to the environment and the quality of life. We cannot expect a certain future without a clear review of risky activities and their characteristics, and defining the scope and consequences for the immediate and wider environment. In light of sustainable development, it can be said that the goal of project management in the environment is to optimize the use of natural potentials without disturbing the environment and to maximize the welfare of man, his safety and adaptability. In order to come to this stage, we need powerful institutions and

the ability to recognize, prevent and mitigate socio-economic and physical hazards and manage them for the sake of the well-being of the generations to come. Given the fact that there are many different interested parties today, different educational profiles involved directly or indirectly in addressing environmental issues, planning of the management process can, due to insufficient understanding of natural process and misinterpretation of facts, become one-sided and non-objective. Because of this, we believe that we have proven the initial hypothesis that without the management of environmental projects we cannot talk about the good quality of life.

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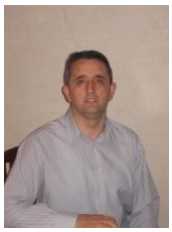
BIOGRAPHY OF THE FIRST AUTHOR



Miliša Todorović, Ph.D.
Tim Protekt d.o.o.
Stara Pazova, Srbija
milisa.todorovic@gmail.com

Born in Kladanj, Bosnia, graduated in Economics and MA, Faculty of Economics in Subotica, Ph.D. at the Faculty of Occupational Safety in Niš. Author of several professional papers in the field of health and safety at work and organizational culture. He lives and works in Stara Pazova. Founder of the company that is licensed to be engaged in safety and health at work. He is engaged in the business of health and safety at work for last six years. Field of interest: organizational culture and its impact on creating a safe work environment.

(DATA ON CO-AUTHORS)

2)
Snežana Živković, Ph.D.

Faculty of occupational safety in Niš
Niš, Serbia
snezana.zivkovic@znrfak.ni.ac.rs

3)
Lutvo Haznadarević, Ph.D.
"Logos centar" College Mostar
Bosnia and Herzegovina
hlutvo@yahoo.com