Summary

Environmental responsibility in proactive development of enterprises

Development of contemporary businesses takes place in a market of a global reach. Th is market develops together with the progress of the process of globalisation. Globalisation triggers the increased internationalisation of developing businesses and transnational corporations. Th is monographic work focuses on the aspect of corporate responsibility in the strategic choices made. Th e starting point for consideration is the assumption that an enterprise should be responsible towards its stakeholders. It focuses on the possibility of varying the development paths of the corporation with respect to the ever-growing environmental factor, which leads to the need to protect the natural environment. Th e literature treats the natural environment as "a silent stakeholder". Th is approach accounts for the expectations of the future generations that need to have access to the natural environment. It also results from the assumptions of sustainable development made by the international community. Th e proactive development of enterprises may be supported by the assumption of environmental (ecological) responsibility by businesses, which in turn means to be perceived in the context of developing a powerful competitive advantage. Th is book pays special attention to the contemporary development paradigm, which accounts for balancing of economic, social, and ecological aspects in the proactive development of businesses.

It fi nds refl ection in the development of the contemporary concept of business, defi ned as sustainability business. Th is means that the business models carried out must be perceived at the same time in categories of economic effi ciency and with respect to social and ecological aspects. Th e book makes references to the theory of stakeholders; on its pages responsibility towards stakeholders means integration (balancing) of the economic, environmental, and social goals that they set in a strategic perspective. Th e balancing of economic, ecological, and social goals in an enterprise may be of an ideal character, as the triple bottom line concept assumes, yet the actual situation may enforce emphasis on economic objectives on the enterprise.

Th e theory of stakeholders is, however, undergoing constant changes. First, the opinion about the structures of the stakeholders is changing, especially due to the development of enterprises on a global scale, the phenomenon of internationalisation of businesses and development of transnational

corporations. Moreover, views on the relationships between stakeholders are

also changing. What is taking place here is a transition from bilateral links between the businesses and individual stakeholders to interactions that also encompass linkages between individual stakeholders. Attention is drawn to the fact that the stakeholders come from a variety of sectors: business, the social sector, and the public sector. Th e concept of stakeholders should account for the phenomena that take place within the development of corporations, that is the development of capital groups, mergers, and network-type relationships.

Enterprises are increasingly aware that responsible behaviour leads to business success. For this reason, they should take proactive measures going beyond economic and legal responsibility and aiming at the protection and improvement of civic standards. Th is leads to the acquisition of social acceptance for the operation. Th e highest stage of such an approach means that businesses recognise themselves as “corporate citizens”, proving activity in seeking contribution to the social good. A corporation that follows the principles of social responsibility in line with the values in which a community believes is positively evaluated by the said community. Th e World Business Council for Sustainable Development perceives social responsibility as ethical behaviour of businesses towards society, leading to economic development. It should be accompanied by an improvement in living conditions of the employers and their families, and also of local communities and the entire society. It is clearly emphasised that the social responsibility of business, known as Corporate Social Responsibility (CSR) is of a strategic character in the business’s operations. Ergo, it can provide a source of competitive advantage.

Th e literature on the subject emphasises a growing increase in the importance of environmental considerations within CSR. Th is means that ecological responsibility should be carried out as part of social responsibility.

Moreover, there are emerging viewpoints that accentuate the dominant role of Corporate Environmental Responsibility (CER). Th is is the case as the environmental aspect provides one of the key success factors in the market. It infl uences the strategic decisions made in corporations, also on the global scale. Th e growing role of environmental responsibility may make businesses diversify their operation towards businesses connected to the protection of the natural environment (e.g. production of specialised devices). An analysis of the internationalisation of enterprises proves that – among the various motifs of this process – also present is the factor connected with environmental responsibility. Environmental responsibility is linked to the development

of client groups who oppose superior ecological challenges to products and processes (eco-consumers). In turn, the lack of ecological responsibility of businesses may provide an incentive to invest in the countries with predominant reduced requirements on protection of the natural environment.

Nonetheless, the responsible development of an enterprise in the global market should continue in reference to the protection of the natural environment. Yet a responsible development of a business in a global market should continue on the grounds of the tightened standards, also of an ecological type. It should respect the level of the highest world demands. It is even appropriate to excel at these requirements, applying voluntary actions. Th us, the responsible development of an enterprise means going beyond pure observance of legal requirements, and should be construed as actions that go forth to meet the expectations of the public. From such a standpoint, one can talk about the responsible development of a business that takes into account environmental responsibility. Th erefore, it is a factor of the proactive development of the business. An opportunity to carry out such a responsible approach comes from the pro-environmental activity of an entrepreneurial nature discussed in this monographic work. Ecological entrepreneurship, also known as environmental entrepreneurship in business, social, and public areas, becomes a *sine qua non* condition for responsible enterprise development. Th e assumptions of responsible business fi nd their base in a number of international documents. In 2002, a resolution on promoting responsible business was ratifi ed by the European Parliament. Th e European Commission, in turn, recognised corporate social responsibility as featuring the following:

– the voluntary nature of operation of the business,
– care for society and the (natural) environment in operations conducted by the business, and in its relations with stakeholders,
– exceeding offi cial requirements, investment in human capital, (natural) environment, and relationships with stakeholders, and not only recourse to the law.

Th ese documents prove the signifi cant role of environmental responsibility. Believed to be the turning point in environmental thinking within enterprises, and greatly increasing the signifi cance of responsibility for the natural environment, are the presentation of the world report on the natural environment as delivered in 1969 by the then Secretary General of the United Nations, and the achievements of the United Nations Conference on the Human Environment (aka the Stockholm Conference) in 1972. Th e subsequent

step taken by the UN was the so-called Brundtland Report from 1987. It contained the principles of sustainable development that provided the grounds for the international order, as agreed during the Earth Summit at the 2nd United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro in 1992. Analysed at the UN World Summit on sustainable development in Johannesburg in 2002 was the viability of carrying out these assumptions by transnational corporations. At the same time, it is important

to pay attention to the fact that the assumptions of sustainable development became part of the assumptions of the development policy of a number of states and the policy of the European Union as a whole.

The principles of conduct in business within the realm of social responsibility, and accounting for environmental responsibility, were defined as general standards of conduct (codes). The best examples include the Davos Manifesto of 1973, Sullivan Principles, and the principles of conducting business operations developed during the sessions of the Caux Roundtable.

The opponents of corporate social responsibility emphasise that these actions may increase costs of business operations. They present the view that following CSR ideology distorts the principles of the market game. Yet on the other side, the implementation of the social concept, including environmental awareness, in practice means a new way of thinking, which focuses attention on the need for accounting for non-economic impact of operation on the part of businesses.

The concept of corporate social responsibility (which includes environmental) towards the phenomena of internationalisation of businesses is of a global dimension. To be able to implement uniform standards of social responsibility, it was necessary to diverge from the principles of cultural relativism assuming application of various standards in various countries due to the different moral norms and ethical systems.

With respect mostly to the development of transnational corporations in the global market and to social responsibility, the need to ensure social reporting is emphasised. Social reporting also encompasses elements of actions connected with environmental responsibility. Social (and environmental) reporting is addressed to the current and future stakeholders of businesses.

The request is supported, among others, by the following initiatives: Coalition for Environmentally Responsible Societies (CERES) and Global Reporting Initiative (GRI).

The responsibility of transnational corporations is reflected in the Global

Compact initiative announced by the United Nations in 1999. Th e initiative provides a platform for dialogue between representatives of governments, international organisations, and business on the power of international documents. Emphasised in the area of natural environment is the preventive approach, launching of initiatives promoting environmental responsibility, and the need for applying technologies that are environmentally friendly. In fact, Global Compact is a collection of good practices, and the declaration to join that initiative by the corporation means carrying out the assumptions of social (ergo also ecological) corporate responsibility. Global Compact is an international network of stakeholders, with the leading role of participating businesses and participation of business and non-governmental organisations of various types. Governments of individual states play only an ancillary role here.

Responsibility of businesses concerns, to a large extent, supranational corporations. Th e OECD member states approved guidelines complementary with Global Compact principles for multinational enterprises in 1976, and later modifi ed them (the appendix to the Declaration on International Investment and Multinational Enterprises). Th e document contains recommendations concerning, among others, the transparency of information, employment, and labour relations, protection of the natural environment, consumer interest, corruption, science and technology, competition, and taxation. Nevertheless, the request to observe the principles also while embarking on actions of an economic, social, and environmental nature, and to have it done not only by large organisations but also by small and mediumsized enterprises, is increasingly oft en addressed.

Th e main thesis of the book is the view that environmental responsibility is a factor that gains in importance, infl uences the proactive development of enterprises on a global, regional, and local scale, and on business development models built within this framework. Environmental responsibility may infl uence the goals of the enterprise, the character of development, and organisational forms. Attention is paid to the fact that perceiving opportunities for corporate development resulting from the growing signifi cance of environmental responsibility provides an opportunity to diverge from reactive behaviours in favour of proactive ones. Reactive behaviours are connected solely to the respect of binding legal regulations in the scope of protection of natural environment. Proactive behaviours are connected to the increase of environmental awareness of communities and all the stakeholders.

Th e book consists of four chapters.

Chapter 1: Environmental responsibility in corporate development models

Th is chapter is devoted to the question of an enterprise as an organisation responsible to its stakeholders, emphasising the need for responsible behaviours in economic, social, and environmental areas. Th e opinion is expressed that ecological responsibility should be accounted for in models of corporate development and resultant implementation of various organisational forms. Simultaneous increase of the environmental awareness of communities is emphasised. Th e chapter includes basic defi nitions of organisations and presents the notion of a business against this background. It discusses further the approaches to the enterprise, including the environmental approach. Presented are the basic models of business: economic, fi nancial, organisational, legal, behavioural, and ethical (ethical-cultural). Th e operation of the enterprise is presented in reference to the changes taking place within its environment, with attention paid to the basic divisions of the business environment, and especially to social and environmental elements. Th e changes taking place in the business environment are reviewed in a historical perspective, falling back among others on the views of I. Ansoff . Th e presentation also includes

how, together with the changes in the environment, the models of the enterprise also yield to change, according to the classical, neoclassical, and system theories. Also presented is the evolution of views on the business, together with the changes of market structures: from the concept of perfect competition, via the ideal monopoly, to imperfect competition. Th e author pays attention to the blending of borders of contemporary enterprises. He also discusses the alternative theories of enterprises, while emphasising among other things the role of managers in contemporary concepts of enterprises. Th e chapter presents economic, social, sociological, ethical, and ecological layers of social responsibility. Discussing the concepts of social and environmental corporate responsibility, it:

– analyses various defi nitions of this responsibility,
– presents the following platforms of corporate social responsibility: economic, social, sociological, ethical, and environmental,
– presents the notion of social and environmental corporate responsibility from the point of view of key corporate values,
– focuses on the positive infl uence of reaching the assumptions of corporate social responsibility of the fi nancial results of the corporation,
– discusses international documents referring to the social and ecological corporate responsibility.

Compared are two concepts: of stakeholders and shareholders. Attention is paid to the role of the stakeholders concept for the attainment of CSR assumptions. A separate section of Chapter 1 is devoted to the development of businesses. It points to two main development paths: restructuring and innovative development. It presents the basic models of enterprise development, namely those by I. Adizes, L. Greiner, R. Quinn, and K. Cameron.

Th e evolution of structures of business activity is discussed connected with the implementation of stages of development in individual business models: capital group (including holdings and concerns, formed from mergers and acquisitions) and network-type relations, including alliances and clusters.

Th e author characterises the specifi c type of network links, namely virtual organisations. Th e models of enterprise development presented are referred to with respect to how they carry out environmental responsibility.

Chapter 2: Proactive development of the enterprise, and areas of environmental opportunities and threats

Th is chapter presents the view that the proactive development of enterprise should account for environmental awareness within the processes of both internationalisation and collaboration with other entities on a regional and local scale. Th e attainment of the assumptions made aims at ensuring competitive advantage, with consideration of ecological opportunities and threats. Th e fact that the proactive development of enterprise, accounting for environmental aspects, is held in continuous interaction with stakehold-

ers, is given particular attention. Th e stakeholders may change, depending on whether we analyse development at a global, regional, or local level. Emerging at the regional and local levels is the need to collaborate with specifi c type of the stakeholders, namely cities and communes.

Th e ties between globalisation and the need for ecological modernisation of the world economy are highlighted. Th e opportunities that businesses have thanks to globalisation (G. Yip) are noted, and the factors motivating them to operate in the global market are presented. With a focus on globalisation-related processes, reference is also made to the development of enterprises, with stress placed on:

– theories of development (views of J. Downie, R. Marris, and E. Penrose),
– directions in corporate development: horizontal (concentration), vertical (vertical integration), and diversifi cation,
– sources of strategic advantage (among others, the views of M. Porter, J. Kay, G. Stalk and L. Shulman, G. Hamel, and C. Prahalad), with the

emphasis on the role of learning and knowledge management, including ecological knowledge in the organisation; references are made to the links between the CSR concept with the views of some of the authors mentioned above,

– internationalisation of the activity; discussed are the views of various authors concerning the establishment of international, multinational and global enterprises, and the description of characteristic qualities of transnational corporations; also presented is the notion of green corporations, and reference is made to the export and non-export forms of internationalisation of an enterprise; the models of gradual internationalisation of businesses are also presented (models: Uppsala, S. Reid).

Th is chapter refers to the proactive character of strategy in the global market, with respect to the corporations maintaining world standards in natural environment protection. It points to the signifi cance of development of sustainable corporate entities, with consideration of attaining economic, ecological, and social goals. Th e factors that infl uence the behaviours of corporations are shown, with emphasis on the infl uence of the stakeholders. Th e factors that infl uence undertaking voluntary practices for the benefi t or protection of natural environment by corporations are also defi ned. An analysis of views concerning the infl uence of strategies of proactive enterprises on the natural environment on the fi nancial results achieved and competitive position is made. In most cases, this infl uence is believed to be positive. Th e proactive character of the strategy in the area of natural environment is connected with the typology of the strategy put forth by R. Miles and C. Snow.

Th e notion of environmental corporate strategies is presented, with the starting point being the works by R. Freeman, D. Gilbert, G. Stead, and E. Stead.

In reference to environmental responsibility, the behaviour of enterprises in the green markets is discussed.

Th e author also presents the stages of building pro-environmental corporate strategy. Th e strategic capacity of businesses in the global market in the face of exacerbating competition, based on ecological aspects (ecocompetition), is presented in reference to the assumptions of environmental responsibility. Besides considerations of behaviours of enterprises in global markets, the situation is also analysed whereby – as a part of the globalisation of its operation – an enterprise accounts for regional and local specifi city. Discussed against this background are the basic aspects of regional and local development, with the signifi cant role of enterprises in this development

being pointed out. Attention is focused on the signifi cance of enterprises in the development of regional innovation, also of an environmental nature, and the attainment of principles of sustainable development. Th is is so as sustainable development acknowledges the aspects of natural environmental protection. Emphasised here is the role of local initiatives connected to specifi c types of operation, for example, accounting for environmental responsibility in intensive skiing areas. Th e chapter refers to innovative forms of organising production at the level of regions, with emphasis on the role of clusters. Pointing to the diff erences between managing enterprises, and cities and communes, the author of this monograph presents the opportunities of using the corporate experience by cities and communes. He suggests applying a modifi ed matrix developed for businesses to evaluate the opportunities of development for the needs of cities and communes. Th e matrices may also account for questions of environmental responsibility.

Th e chapter also discusses the environmental aspects of links between enterprises in sector and regional distributions, with the assumptions of industrial ecology being the starting point. Discussed are the notions of the environmental protection sector and green business. Cases of actual solutions connected to the establishment of eco-industrial parks (D. Gibbs) are also presented. Th e environmental aspects are referred to the following range of actions, in which enterprises participate:

– Life Cycle Management (LCM), focusing on designing products and integration of technical problems around the questions of natural environment, economy, technology, and social questions,
– Supply Chain Management (SCM),
– Integrating Chain Management (ICM),
– management of the environmental (i.e. green) sustainable supply chain: Environmental Supply Chain Management (ESCM).

Emphasised is the growing interest in ecological security, eco-logistics, environmental aspects in construction, and interest in the activity of business enterprises operating in regional systems of waste management. Solutions are presented that prove the carrying out of assumptions of ecological responsibility.

Chapter 3: A focus on entrepreneurship in building corporate ecological competences

Th is chapter is devoted to responsible entrepreneurship resulting from the assumption of the entrepreneurial focus with respect to its infl uence on the proactive, pro-environmental development of the enterprise. It attempts

to prove that responsible entrepreneurship, whose implementation aims at the construction of corporate ecological competence, is signifi cant proof of the proactive approach in corporate development. Responsible entrepreneurship makes use of contemporary views and concepts of management.
Environmental entrepreneurship is treated as a sign of responsible entrepreneurship.
Th e chapter identifi es methods useful for the implementation of a practical, pro-ecological, entrepreneurial orientation. It then emphasises the signifi cance of ecological competences for proactive development of an enterprise, with a focus on the role of “green” intangible assets.
Th e chapter goes on to discuss the notion of entrepreneurship and characteristic features of strategies of entrepreneurial businesses. Attention is focused especially on corporate entrepreneurship. Entrepreneurial actions may be focused on the balancing of economic, social, and environmental elements, which leads to the notion of sustainable entrepreneurship and the singling out of the group of sustainable entrepreneurs, mostly individual (F. Tilley, B. Parish). Also discussed is social and administrative entrepreneurship, which concerns non-commercial organisations. Presented here in addition is the development of the concept of entrepreneurship in historical arrangement, beginning with the works of J. Schumpeter and I. Kirzner, and ties between entrepreneurship and innovation according to P. Drucker. Also presented are models of entrepreneurship, and the notion of environmental entrepreneurship is formed in the context of ecological responsibility. With respect to the entrepreneurial development of businesses, mostly corporations, cultural and marketing conditions for such development are presented.
In this context, reference is made to the signifi cance of social aspects and environmental responsibility. Th e basic cultural circles of the contemporary world are presented, along with their infl uence on the functioning of global business. Th e options of changing culture of organisation in enterprises are analysed, and the marketing determinants of businesses are discussed – also in the aspect of environmental responsibility – in reference to the assumptions of relationship marketing, development of the reputation of a responsible company, image, and identity. Th e requirements posed by markets of ecological products are named.
Analysingcontemporary viewson management of organisations(W. Grudzewski, I. Hejduk), the author of the work touches upon the following groups of questions referring to entrepreneurship and accounting for environmental responsibility:

– continuous improvement and innovation; references are made, among other things, to the TQM concept with environmental considerations added, which is described as TQEM; discussed are the notions of environmental quality and innovativeness; the sector-specifi c considerations of business innovation are pointed to; and the place of ecology in technology goal innovation is discussed,
– business process reengineering, lean management,
– knowledge management, learning the organisation, and virtualisation of activity; discussed are various schools of knowledge management in the organisation.

Moreover, the chapter presents the development of networks between organisations, based on trust at both global and regional level, with a focus on the role of local entrepreneurial circles. Attention is paid to the signifi cance of building trust in carrying out the assumptions of corporate social responsibility. Discussed is the infl uence of the risk incurred and possibilities of building pro-environmental partnership between enterprises and organisations from the social (non-profi t organisations) and public sectors. Th e role of partnership based on environmental criteria (environmental partnership) is discussed. Falling back on his own experience, the author presents the cases of links between Polish enterprises and non-profi t organisations for the production of innovative products used among others for the construction of motorways and landfi lls for solid waste (geo-synthetic materials). Attention is paid to the role of green alliances between enterprises and NGOs being an indication of an environmental entrepreneurship (enviropreneurship; E. Staff ord, M. Polonsky, C. Hartman).

Th is chapter also notes that entrepreneurial actions may be supported by resorting to selected methods of management, including the balanced scorecard (BSC) and accountability scorecard (ASC). Th e ASC balances the expectations and the contributions of individual stakeholders. Th e author also refers to his own ideas regarding the potential to modify the Balanced Scorecard, to separate the stakeholders' perspectives, and account for environmental aspects (A. Chodyński, A. Jabłoński, M. Jabłoński). References are also made to the suggestions of assessing profi ts for the stakeholders against the mutual relationship between economic, ecological, and social objectives (M. Bonacchi and L. Rinaldi). An indication of responsible action by an enterprise is the development of ecological (environmental) competences. To build such competences, the green intellectual capital (Yu-Shan Chen) is employed. Th e author quotes his own ideas of building this competence on

the grounds of intellectual capital and knowledge management. Moreover, he quotes the results of his own research concerning Polish enterprises. Th ey prove that the greatest infl uence of environmental responsibility of the building of competences are actions focused on quality and innovation.

Chapter 4: Environmental responsibility in contemporary models of business architecture

Th is chapter presents the view that the proactive character of business models created with participation of the stakeholders, which account for ecological responsibility, may be coupled with the assumption of the principles of integration (sustainability) of social, ecological, and economic goals. A focus is placed on the signifi cance of accounting for ecological eff ectiveness and ecological entrepreneurship in these models. Building business models, of both sector-specifi c and non-sector-specifi c determinants, is taken into consideration. Falling back on the works of S. Shafer, H. Smith, and J. Linder, assumptions of a pro-environmental business model are proposed. Also presented are the opportunities of implementing such a model, accounting for the Environmental Corporate Social Responsibility (ECSR) concept. Th e ECSR principles, developed with participation of the author of this monographic work, account, among others, for environmental competences and links between organisations.

Th e chapter highlights that, as a part of the development, the enterprise makes changes in the business models that it follows. Th ese models may account for responsible ecological behaviours based on building value for the stakeholders. In the existing contemporary models, the natural environment is treated as a “silent stakeholder”, yet faced with the threats caused by humans (mostly global warming and its impact in the form of sudden anomalies of the climate) proposals are made to treat it as the primary stakeholder. Discussed are the notions of business model and business architecture, and the notion of sustainability, referring to the integration of economic, social and ecological goals is defi ned. Th e notion is related to the concept of sustainable business, with a clear emphasis on the role of the stakeholders. Th e author suggests designating two general, balanced business models, accounting for environmental responsibility. Th ey diff er in the entrepreneurial approach, yet in both cases it is about accounting for environmental effi ciency, namely:

– Model A: pro-effi ciency model of (corporate) social-ecological responsibility, emphasising the assumptions of sustainable development; its implementation

accounts for the role of the CSR, and integration of effi ciency
of environmental, social, and economic activities serves the attainment of
effi ciency of the entire corporation and the building of its values;
– Model B: entrepreneurial model of (corporate) social-environmental responsibility
emphasizing innovative approach.
Within the general Model A, specifi c models based on the concept of
corporate sustainability are presented:
– the triangle model of T. Dyllick and K. Hockers (clearly emphasising actions
focused on effi ciency, and introducing, among others, the notions

of eco-effi ciency, socio-effi ciency, eco-eff ectiveness and socio-eff ectiveness,
and
– the independent model of W. Mc Donough and M. Braungart.
Within the general Model B, the following specifi c models are described:
– the model of B. Cohen, B. Smith, and R. Mitchell for entrepreneurial value
creation in reference to the combined economic, environmental, and
civic aspects,
– the HVP model of creating value in organisation (G. O'Neill Jr, J. Hershauer,
J. Gulden) based on sustainability entrepreneurship and accounting
for aspects of economic, social, and ecological effi ciency; this model
makes reference to responsible entrepreneurship,
– a model combining balancing of goals with entrepreneurship; it contains
proposals by various authors, for example: the model of sustainable entrepreneurship
and the sustainable entrepreneurship model; the last of these
contains three interconnected elements, namely entrepreneurship connected
with the natural environment (environmental entrepreneurship),
economic entrepreneurship, and social entrepreneurship (W. Young and
F. Tilley).
In reference to the implementation of business models, accounting for
aspects of environmental responsibility, discussed is the infl uence of stakeholders
as described in the works of E. Freeman, T. Donaldson, L. Preston,
R. Mitchell, and others. Presented are various contemporary models
of corporate stakeholders, including the PPS model and the solar model of
Y. Fassin. Th e last author distinguishes three groups of stakeholders: traditional
(real stakeholder), observers (stakewatchers), and those who stand
guard (stakekeepers). Also discussed are various views on the interconnections
of stakeholders with enterprise, and suggested divisions of these
stakeholders. Th ere is a focus on the growth of the number of stakeholders

due to the globalisation of activity and the development of multi-stakeholder networks.

As part of the communication of the enterprise with the stakeholders, attention is also paid to the role of social reporting, including environmental reporting. It is highlighted that there are already standards (norms) in existence that make the implementation of this reporting easier. Social and environmental reporting is addressed to various stakeholder groups and must account for specifi c wishes. Some proposals are presented of social and environmental reporting focused on stakeholders, including SERS and EPRF.

It is emphasised that standards (norms) streamlining the implementation of this reporting are already in force, for example, the AA1000 and SA8000 standards. Counted among that number may also be the ISO 140001 norms and the EMAS scheme concerning management of the natural environment.

In this chapter, the author refers to the questions of effi ciency of an enterprise (business) and emphasises the infl uence of environmental responsibil-

ity on this effi ciency. Discussed against this background is the infl uence of global warming and the currently developed emissions markets on the increase of costs of operation based on traditional energy sources. It is emphasised that what we need is an approach that requires a new look at the global strategies of enterprises. Th is is connected to the grounding of assumptions of entrepreneurial development on innovative solutions that make use of entrepreneurial focus. Th is chapter focuses on the fact that the implementation of the concept of business that accounts for environmental responsibility is supported both by the decisions of international organisations and phenomena in capital markets. An important role when making decisions about the purchases of shares in enterprises is played by specialised stock exchange indices. Examples of such indices are given.

In the **Conclusion**, the author refers mostly to the practical indications of environmental responsibility of Polish businesses, and emphasises the signifi - cance of the environmental awareness of managerial staff in implementation of the proactive development of a business.

Th is work is a continuation of considerations contained in the author's earlier monographic works published in Polish by various publishing houses, including:

– *Zarządzanie rozwojem fi rmy. Strategia jakości ekologicznej* (*Managing a company's development. Strategy of environmental quality*, 2002),

– *Innowacyjność i jakość w strategii rozwoju fi rmy. Zarządzanie produktowymi*

innowacjami ekologicznymi (*Innovation and quality in the strategy of a company's development. Managing product environmental innovations*, 2003), and

– *Wiedza i kompetencje ekologiczne w strategiach rozwoju przedsiębiorstwa* (*Knowledge and ecological competences in enterprise development strategies*, 2007).

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