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ECOLOGICAL SECURITY OF A BUSINESS AND EXECUTION OF CORPORATE SOCIAL RESPONSIBILITY ASSUMPTIONS

Abstract

A number of events of terrorist nature and disasters in the early 21st century resulted in enhancing the role of security in many areas of social and business life, including also those concerning the functioning of businesses. The execution of corporate social responsibility (CSR) premises in the context of ensuring ecological security is reflected in many management approaches and concepts. The objective of this paper is the presentation of relationships of ecological security with various management concepts which take CSR premises into consideration. As a research method, the critical analysis of the existing theoretical concepts related to ecological security issues and the CSR concept has been assumed. Then, the connections of these concepts in the executed business models taking into account the process approach and creating the value of the business based on ecological criteria was analysed.

Key words: *corporate social responsibility, ecological security, sustainability.*

JEL classification: *M14, Q5*

ЕКОЛОШКА БЕЗБЕДНОСТ ПОСЛОВАЊА И ИЗВРШЕЊЕ ПРЕТПОСТАВКИ КОРПОРАТИВНЕ ДРУШТВЕНЕ ОДГОВОРНОСТИ

Апстракт

Бројни догађаји терористичког карактера и катастрофе на почетку 21. века резултирали су у повећању улоге безбедности у многим областима друштвеног и привредног живота, укључујући и оне које се тичу функционисања предузећа. Извршење корпоративне друштвене одговорности у контексту обезбеђивања еколошке сигурности огледа се у многим приступа и концептима менаџмента. Циљ овог рада је сагледавање односа еколошке безбедности и различитих концепата менаџмента који узимају у обзир корпоративну

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друштвену одговорност. Као метод истраживања коришћена је критичка анализа постојећих теоријских концепата везаних за еколошку безбедност и концепт корпоративне друштвене одговорности. Затим су анализиране везе ових концепата у извршеним пословним моделима, уз узимање у обзир процесног приступа и стварања вредности предузећа на основу еколошких критеријума.

Кључне речи: корпоративна друштвена одговорност, еколошка безбедност, одрживост.

Introduction

Variability of the surroundings, multitude and complexity of situations make companies face huge challenges in the scope of management, forcing the adoption of new strategies of functioning, as well as perceiving the possibility of the existing threats which are integral to the changes. A number of events of terrorist nature and disasters in the early 21st century resulted in enhancing the role of security in many areas of social and business life, including also those concerning the functioning of businesses. Preparation of a company for various events is related to Business Continuity Management, which covers various areas of security of the organisation, including ecological security. These areas concern various subjects: stockholders, employees, clients, the natural environment and other, called the beneficiaries of the company. Each of the entities is interested and expects security to be provided. Taking their expectations into account is related to the execution of the corporate social responsibility concept (CSR). The execution of CSR premises in the context of ensuring ecological security is reflected in many management approaches and concepts. The objective of this paper is the presentation of relationships of ecological security with various management concepts which take CSR premises into consideration.

1. Theoretical Background

Company and Security

Security is referred to in modern dictionaries as a state of certainty (*safety*), peace, lack of threat to the feeling of being protected, indicating at the same time that it means lack of threat and protection against dangers. The most general meaning includes meeting such needs as: existence, survival, independence, peace and certainty of growth. L.F. Korzeniowski defines security as the capacity for creative activity of the entity and means holistic and dynamic objective situation which consists in the lack of hazard felt subjectively by individuals or social groups. He divides security in terms of the entity into (Korzeniowski, 2012; Sulowski, Brzeziński, 2009):

- Security of the individual or of the group (a single person, a small group, the society, mankind),
- Security of objects (buildings, machines, products, etc.),
- Security of finances (the cash desk, money, securities, etc.),
- Security of information (data, correspondence, etc.).

Analysing the types of security in the subjective view in the non-military scope, such types of security are named as ecological, power, social, economic, and political; the term of cultural and information security appears, and technical security is also being considered.

The literature presents also other classifications of security (Chodyński, 2013b). Ecological security is increasingly being considered at the business level as a component of its safety (Sulowski, Brzeziński, 2009). Ecological security is most often associated with mitigation and elimination of ecological hazards for the natural environment (Chodyński, Jabłoński, Jabłoński, 2008b).

The term of *threat* to an entity is closely related to the term of *security*, referring to the awareness of the given subject (e.g. an individual, a social group). Perception of threats by this subject is the reflection of the real or prospective hazard in their awareness. It thus means that the feeling of security may be at variance with the actual situation. Therefore, the reality should be taken into consideration in the assessment of security, in which threats arise for participants in social life and their knowledge and awareness in which threats are perceived and the feeling of security is shaped.

Security of subjective nature is the most important need of man and of social groups and of the state. This is why every individual, social group or state is trying to have some impact on its surroundings and the inner realm so as to remove threats or at least push them away, thus eliminating fears or uncertainty. The activities of these entities aimed at liquidation of threats may be directed against both internal and external factors. Thus, we have here two aspects of security: internal and external. Internal security means stability and harmony within the given entity (a set of circumstances, a facility, a system), whereas external security means lack of threats from other entities and forces of nature (Korzeniowski, 2012).

A company functioning in the milieu is often focused on executing economic objectives, thus being dependent on the surroundings and on meeting their expectations. Taking into consideration social objectives, including ecological ones, may be a way used to improve economic results and is conducive for long-term growth. Each and every company has its own circle of beneficiaries, which has to be determined during the management of relations of the company with them, which includes: identification of the beneficiaries, diagnosis and classification (their potential for threat and cooperation), formulation of the strategy of management of relations with the key clients and effective implementation of these strategies. Various approaches may be followed in the relations with clients (Chodyński, 2011b):

- Proactivity: prediction of expectations and exceeding them,
- Adjustment: meeting expectations without exceeding them,
- Defence: meeting the minimum requirements imposed by the law,
- Ignoring – objection – lack of reaction to the expectations.

Considering the above areas and types of security in reference to a company, one has to notice that each group of beneficiaries has interests in a specific type (area) of the company's security. They expect security in at least one area, although some beneficiaries show interest in two or more of them, e.g. clients expect safe products, protection of personal details (information), ecological products, while the interest of the owners (stockholders, shareholders) includes ensuring security in all the possible areas, because any limitation to it or its lack may have direct financial consequences and effect on perception and reception by beneficiaries, which translates into the reputation of the company (e.g. data loss, including credit card numbers and passwords of 100 million clients of Sony Play Station Network and Sony Online Entertainment) (Grynkiewicz,

2014). The natural environment is a particular beneficiary, being a silent one (or even the main one: the primary stakeholder) on behalf of which other stakeholders appear and make decisions (local communities, local government institutions, international institutions, media, commercial organisations), as they expect ecological security. A. Chodyński emphasises the fact that individual stakeholders share their roles, to which ecology contributes as a factor binding stakeholders together. For example, employees may also appear in the role of clients or members of a local community. It means that when they take different roles, they present different pro-ecological expectations, including those related to security (Chodyński, 2011a).

Ecological Security

The ecological security term may be defined in many ways. Z. Hull defines ecological security as “the condition of the natural environment when there are no threats which violate the balance of ecosystems and biosphere” (Hull, 2008, p. 28). Security understood in this way includes both positive and negative aspects. In the positive aspect, it identifies with the concept which consists in preventing occurrence of such threats. Instead of elimination of threats, it is suggested to develop social and economic relations in the way which does not lead to any ecological crisis. In the negative aspect, it is limited to elimination of threats to the natural environment (Ciszek, 2010). J. Haber defines ecological security as the “permanent and continuous process aimed at achieving the required ecological condition protecting peaceful and healthy existence of all the elements of the eco-system with various measures compliant with the rules of internal social coexistence of the state and of international communities”. This approach has the advantage that its essence is narrowed down to a concisely understood constructive protection of the environment (its ecosystems) and measures leading to avoidance of any threats, at the same time stating that this process should be executed with the participation of many constituent elements (Haber, 1981).

The literature refers to ecological security not only at the level of the region, of the country or in the international scale, but also in terms of various types of civilisation and natural disasters, viewed as the ecological security of the business (Chodyński, 2007a).

Ecological security may be related to the modern paradigm both in the security knowledge and in the management knowledge. The analysis of the achievements of the knowledge of security and management indicates similarities in the scope of paradigms (Chodyński, 2013b).

Ecological security is affected by inter-organisational trust and competencies owned. Ecological security is developed based on trust. The need for trust appears in situations of uncertainty and probability of occurrence of unwanted consequences of the action undertaken. It may be used in managing ecological security in the context of creating security systems which take into account the ecological sub-system functioning in reference to the political, economic, social or military subsystems. A trust may also be used for binding the security system with the natural environment system. Trust is characterised by, among others, the term of competency. In the inter-organisational systems, ecological security is dependent on ecological competencies owned by their participants, which include skills related to enhancing ecological security (Chodyński, 2007a). Ecological competencies manifest, among others, in ecological quality and innovativeness related to products and processes (Chodyński, 2007b). Ecological competencies considered jointly with economic and social competencies shall be read as sustainability competencies (Chodyński 2013a) Ecological competencies are used in a broader way in the situation of any non-economic crisis. The literature also refers to the view that social competencies

include also competencies related to respecting the natural environment (ecological competencies) (Oleksyn, 2010).

Ecological security of a business entity may be related to the network approach, including in particular the creating of clusters (Chodyński, 2012) Increasing ecological security may be executed by business entities within the network connections created between them. In case of clusters, the role of complementary competencies of a group of companies, their suppliers, clients and centres of knowledge participating in one chain of value creation (production process) has to be emphasised. The purpose of their activity is to improve quality of processes and the final goods. They may create with each other network connections which allow diffusion of innovations and common developing of new technologies (den Hertog et al. 2001). Learning in the cluster in reference to crisis situations and sharing by using resources is a major premise used in the creation of this type of connections.

According to Porter, the value of the group (cluster) as an entirety which constitutes the system of mutually connected companies and institution is larger than the sum of the values of the individual parts (Porter 2001). J. Stachowicz emphasises that cooperation within a cluster leads to development and maintenance of additional, more-than-average competitiveness against individual entities competing in the market. The emphasis is that the cluster gains stronger competitive edge than the individual companies separately due to the social capital developed in the cluster (Stachowicz 2006). Ecological awareness of the participants also plays an important role. Creating network arrangements may also have effects on the shape of business models (Chodyński, 2007a).

Ecological security and CSR

Ecological security merges very well with the idea of sustainable development, deeply rooted in the considerations related to the ecological consequences of business operations. It assumes ensuring for everyone, today and in the future, meeting of their own needs under the conditions of the proper management which takes into account properly and consciously developed relations between the economic growth, caring for the environment (not only natural) and quality of life (Rogall, 2010). The departure point for discussion about sustainable development was an observation of 1970s about 1980s that the mankind poses a threat for the grounds of one's own life by excess exploitation of natural resources. In this case, companies are assigned a major role of negative meaning (Laszlo, 2008).

Sustainable development is reflected in many domestic and international legal acts, as well as in such documents as policies and programmes. It is a constitutional standard of the Republic of Poland (Art. 5 of the Constitution of the Republic of Poland), and the definition of sustainable development is also included in the Environment Protection Law.

At the company level, execution of premises of sustainable development is related to the CSR concept (social responsibility of companies). Social commitment allows striving to achieve the maintenance of balance among the economic, ecological and social aspects in the company operations, thus it may contribute to achieving objectives which are embedded in sustained development. It may specifically apply to the protection of the natural resources, and maintenance of stability of ecosystems, resulting in improving health condition, security and welfare (Bogdanienko, 2011).

The CSR term has been changing over time. A broad overview of the definitions of CSR was prepared by I. Freeman and A. Hasnaoui (Freeman, Hasnaoui, 2011). Proactivity of CSR is highly emphasised, as CSR exceeds the regulations in force with its innovations, eco-efficiency, prevention of environment pollution, leadership related

to the (natural) environment, including through analysis of the (ecological) life cycle of the product (Torugsa et. al., 2012). CSR is discussed as a possible innovation driver and a factor used to maintain growth of the cluster (von WeltzienHoivik, 2011).

The social responsibility of a company is a process of identifying and activating changing expectations of the beneficiaries in the management strategy, as well as monitoring the effect of this strategy on competitiveness and the value of the company in the market. Management compliant with the CSR idea is of a strategic nature and is based on continuous and active dialogue with beneficiaries, maintaining the principles of transparency and observation of the law in force. Corporate social responsibility means searching for balance between the interests and needs of the key stakeholders, and not only pursuing maximisation of profit. CSR is also about achieving profit, but in a way which is honest, ethical and socially acceptable, as the term of profit has a broader, social dimension. Attention has to be paid here to the fact that even though voluntarily nature of the corporate social responsibility concept is emphasised, making a decision to implement it results in the necessity of managing consistent and systematic actions. CSR becomes an obligation, because its neglecting is negatively assessed by the stakeholders. Corporate social responsibility is not a charity activity of companies or a new marketing or PR instrument, used solely for creating the image. It will bring about measurable benefits for the society and the company only when it is integrated in the strategy of the company and its management system (Nakonieczna2008).

2. Research Methodology and Hypothesis

As a research method, the critical analysis of the existing theoretical concepts related to ecological security issues and the CSR concept has been assumed. Then, the connections of these concepts in the executed business models taking into account the process approach and creating the value of the business based on ecological criteria was analysed. The relationships of CSR and of the sustainability concept were analysed. The departure point is the fact that the literature indicates corporate sustainability and CSR being very similar concepts (Minyi2011). The analysis was also related to the role of ecological security in the situation of a non-economic crisis in a company. Case studies are also presented.

The assumed hypothesis is:

H: Ecological security of a business may be supported by activities related to the execution of CSR.

3. Discussion of Research Results

Ecological security may be related to creating and executing pro-ecological business models. Pro-ecological models of business may be based on assumptions of environmental corporate social responsibility (ECSR, Chodyński, Jabłoński, Jabłoński, 2008a). A. Chodyński gives a proposal of models (Chodyński, 2011a):

- The pro-efficiency model of environmental corporate social responsibility: this model is based on sustainable development assumptions, takes into account the role of corporate social responsibility, integration of effectiveness of ecological, social and economic actions is used to achieve effectiveness of the whole business and building its value;
- The entrepreneurship model of environmental corporate social responsibility: this model in specific situations may aim at creating value by pro-ecological

integration of areas of activities, is a development of the pro-efficiency model, with the emphasised role of the innovative approach.

The pronouncing significance of ecological aspects in the above models is related to the conviction of the necessity of maintaining the natural environment for the future generations. This approach means for companies the necessity of taking these issues into consideration in their strategic activities, which may in consequence result in basic changes in the executed models of business. With the inter-generational responsibility and increased negative impact of unwanted climatic phenomena taken into account, the future models of business should be reflected in the pro-ecological integration of the company functioning.

Ecological security in a company may be based on the process approach (Chodyński, Jabłoński, Jabłoński, 2008b).

Due to the major significance of security for a business, it should be viewed from the point of view of the strategy adopted for execution and should be included in the management system which allows deviation from the concept of protecting business in favour of constructing a secure business. A. Chodyński et al. propose development of a separate ecological security strategy for the ecological security of the business (Chodyński, Jabłoński, Jabłoński, 2008b). The security management system should be built on this strategy. This strategy is mostly aimed at ensuring ecological security. It is strongly related to corporate social responsibility focused on creating value of a company based on ecological criteria (ECSR). It may also take into consideration a chain of ecological values in the context of the classic chain of values. Methods for reducing or even eliminating excess noxiousness of the process for the natural environment may be found within the ecological features of business processes. The proposal of the above strategy should include (Chodyński, Jabłoński, Jabłoński, 2008b):

1. Taking the system approach into consideration, i.e. the quality of corporate infrastructure, the level of defectiveness of the infrastructure, the degree of ecological interaction of processes, the ecological competencies of employees, and disturbances.
2. Building trees of objectives of ecological security of the business pursuant to the conducted assessment of technical risk, including ecological risk.
3. Creating the map of ecological values.
4. Cascading the strategy of ecological security into the lower levels of management. SBSC (Sustainability Balanced Scorecard) may be used for this purpose, which is an expansion of the classic BSC (Kaplan, Norton, 1996) with strategic ecological factors and social factors to allow creation of an effective business model for ecological security of a company.
5. Developing the optimal model of corporate ecological security management.
6. Developing a map of ecological risk management processes compliant with the chain of ecological values which takes ecological security into consideration. Isolating the main, critical, auxiliary and coordinating processes is proposed along with it.

The properly implemented and improved strategy of ecological security may be an effective and efficient tool to allow gaining control over ecological risk and limit disturbances which affect the company. It may also be used to eliminate the competence gap in the area of gaining control over the ecological risk as well as increasing trust in a business on the part of all the stakeholders.

Ecological security of a business is part of non-economic crisis considerations. Crisis in reference to a business is usually analysed in the economic context (economic

crisis). More and more, the issue of non-economic crisis events are emphasised, being related to various types of disasters, the effect of elements (floods, earthquakes, volcanic eruptions, etc.), consequences of industrial disasters, wars or terrorist activities. They are sudden and unforeseeable. Special significance is increasingly assigned to a non-economic crisis in reference to the sectors of the so-called critical infrastructure, which provide and integrate services on the continuous basis on which particular countries are based. G. Ridley connects critical infrastructure with supplying electricity, water, food, as well as with transport, telecommunications, health, banking and finances (Ridley, 2011). The critical infrastructure in the European Union includes facilities related to the power industry (electricity, oil and gas) and transport [Directive of the Council 2008/114/EC of 8 December 2008 on the identification and designation of European critical infrastructures and the assessment of the need to improve their protection, Official Journal of the European Union, 23.12.2008, L 345/75].

The National Critical Infrastructure Protection Programme developed in Poland (2013) includes, among others, elements of the critical infrastructure which we consider herein as important from the point of view of ecological security. These are: supplying water, energy, raw materials and fuel, but also transport, rescue services and the system (the sub-system), which includes production, storage, temporary storing, as well as using chemical and radioactive substances along with pipelines for hazardous substances.

Using concepts related to functioning of organisations in threat situations becomes necessary. The sustainability concept may be used in this case. Pro-social and pro-ecological behaviour within sustainability have an effect on ensuring security and mitigation of threats (Chodyński, 2013a).

Determination of methodology for measuring results of activities, including in the scope of ecological security of the organisation, is an important element of the structure of the management system. The so-called balanced systems for measuring results of activities, which take into account financial and non-financial measures, include:

- The activity assessment criteria model (Sink and Tuttle)
- The matrix of measuring results of activities (Keegan, Eiler and Jones),
- The SMART pyramid,
- The model of results and their determinants (Fitzgerald, Jonston, Brignall, Silvester, Voss),
- The Balanced Scorecard (Norton and Kaplan).

While taking measurements, irrespective of the used methodology, the company may apply quantity and quality measures. The proper selection of measuring points and the correct designing of measures is of unique importance in the measurement. Measures based on the systems and methodologies existing in the organisation should also be used, with the intent on their integration (Haffer, 2011). The quantitative and qualitative effect of a company on the natural environment may be expressed with indicators of costs of protection of the environment, the amount of penalties related to its pollution, as well as indicators of the so-called ecological noxiousness, including: material consumption, power consumption, water consumption, wastewater consumption, waste consumption, dust generation and gas generation (Borys, 1999). In the context of ecological security, attention should be paid to the sector nature of the effect of business activities on the natural environment and the related accounting of sector indicators in the measurement (Huszlak, 2012). The results of non-financial activities may be reflected in social report, which is related to the execution of corporate social responsibility. The reports present information about non-financial activities and economic, social and environmental results of a company for the given period of time, which is usually the financial year. The

CSR report is not only a supplement to the obligatory elements of the business report (the annual report), but also of broadly understood relations with clients. In order to ensure proper and transparent reporting, efforts are undertaken in the scope of standardisation and independent assessment of activities in this respect. The most common standard is the GRI (Global Reporting Initiative). On the global level, initiatives are undertaken by a number of international organisations, such as UN Global Compact, OECD, UNPRI, GRI, ISO, AccountAbility, and the WBSCD. Standardisation activities of the obligatory nature are also undertaken by more and more countries at the national level (Huszlak, 2011).

Ecological security is discussed in various types of documents, e.g. in codes of ethics. Two of their characteristics are of crucial significance: the normative nature (they are a set of behaviour standards and principles which the company declares to observe) and their application (addressed to company employees, to other stakeholders, e.g. the community, suppliers). The codes specify the scope of responsibility of the management and of the supervisory board resulting from the obligations towards the society adopted by the company. The code specifies the principles about what is acceptable and what is not within the categories of honest activity. The essence of the codes is the prevention approach. The issues most often discussed in them are those of safety of products, services, protection of the environment, security in the workplace, informing about defaults in observation of standards, quality, storing and making available information and other.

Ecological security may refer to creating new, good practices (Chodyński, Huszlak, 2013). According to the International Network for Quality Assurance, good practice means a transparent and consistent action which has been verified as one that brings about significant added value for the activities of and organisation and/or their beneficiaries. Good practices are activities, and not the very principles of proceedings, rules, ideas or concepts for the execution of the task. A good practice most often means a comprehensively completed project, programme, initiative, but also procedures, processes or methodologies. The following are examples of projects which may be regarded as including good practices.

The Farming Biogas Plant in Melno.

Alter Power built a farming biogas plant with the power output of 1.36 MW and the thermal power of 1.54 MW, fed with biogas produced from phytogetic substrates, the objective of which is the generation of electricity and heat from farming biogas. It is one of the first investments of this type in Poland. This investment has allowed achieving high effectiveness of production of energy: 10,522,000 kWh of electricity and 11,943,000 kWh of thermal energy in the same production process. The solution has been employed which consists in using alternative (renewable) sources of energy, with the target production of energy done with 5.5 m m3 of biogas per year. With high-efficiency cogeneration and use of renewable sources of energy, the ecological effect may be achieved in the form of eliminating the emission of harmful substances into the air, which would have been emitted if the same amount of energy was produced with traditional methods (in power plants and heat generation plants). The planned ecological effect, i.e. the planned reduction in CO2 emission shall be ca. 15,000 t/y. The investment has also other positive social effects. It is executed in rural areas, after the former Melno sugar factory, the main employer around and the payer of local taxes. With this investment, new workplaces have been created, with the target of 200.

Segregation of Waste and Composting Facility in the Vineyard.

The second project, which is a good practice, was executed by WinniceJaworek Sp. z o.o. It consisted in the implementation of waste segregation and composting a separate organic fraction in the vineyard. WinniceJaworek were owned by the companies which did not have any organic waste management programme and stored it on the ground as waste, which was becoming increasingly problematic for neighbours. A waste composting plant was built to prevent depositing organic waste in the premises of the company. Composting is definitely the simplest and best method of organic recycling, that is recovery of very valuable fertiliser material from useless plant waste. Additionally, in order to limit the volume of mixed waste, segregation has been applied with into glass, plastics, metal and waste paper. The activities undertaken help limit the volume of waste in the dump yard by as much as 97%. Moreover, useless waste has become the source of own, low-cost and one of the most valuable fertilisers for vegetation - compost. Segregation of garbage content allowed complete elimination of waste hazardous for the environment.

The practices undertaken by the above companies allow pursuing of not only economic objectives, but also social and ecological, and may constitute the source of searching for “good practices” for other organisations.

The necessity of developing good practices in undeveloped countries is also important. The examples related to ecological aspects are given by, among others, Ch. Seelos and J. Mair (Seelos, Mair, 2007). Non-governmental organisations have a very special role in developing good practices in these countries (Brugmann, Prahalad, 2007).

Conclusion

Execution of the CSR concept may be combined with activities covered by sustainability efforts. Ecological security is also included in the sustainability concept and may be executed with the use of the CSR concept, with emphasis on the role of the beneficiaries. The sustainability concept is presented in the literature in the basic version as the basis for creating a stable business, based on the triple bottom line concept which calls for pursuing economic, social and ecological objectives in the company.

Execution of the sustainability concept requires the development of competencies which distinguish the company, and which include and integrate economic, social and ecological competencies. They should increasingly include the possibilities related to developing network connections using knowledge management. Sustainability competencies should be created independently of occurrence of crisis situations. Due to the substance scope, they may be related to the CSR concept. Execution of the sustainability concept should encourage business entities to create connections and undertake actions with various entities in the social and public sector for the best preparation to crisis situations of non-economic nature. Various types of threats should be considered, both natural (consequences of natural disasters) as well as civilizational (consequences of human activities) (Chodyński, 2012).

The Sustainability Model which takes into account security may be the basis for sustainable, responsible development of a company and building of its competitiveness, as well as reducing business risk. Its execution may prevent possible crisis events in the company, not only economic, but also of non-economic nature.

Ecological competencies, the networking approach, and inter-organisational trust all affect ecological security of a company. The strategic approach plays an important role in the process of ensuring this security, taking into consideration development of business models

with ecological criteria and development and implementation of the ecological security strategy. With its ecological aspect, ecological security has a natural reference to the CSR and Sustainability concept. Execution of these concepts may be used for mitigation and elimination of threats resulting in crisis events of economic, but also non-economic nature. A tool such as codes of ethics may prove to be extremely helpful, as they determine directions for actions and are preventive measures, and social reports which affect development of trust by way of communication of non-financial actions to all the beneficiaries. They are the manifestations of the attempted implementation of practical activities within CSR.

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