

- 1.1. *Respect the Land* 13
- 1.2. *Toward the Social Role of the Business Firm* 19
- 1.3. *The Modern Enterprise and its Environment* 27
- 1.4. *New Management Methods Prove Boon to Productivity* 35
- 1.5. *Measuring the Demand for Environmental Quality* 41

**Environment
and
Business
Enterprises**

fedimos.gr

1.1. Read the following article entitled

"Respect the Land. By treating our planet as a community, we can save our natural riches for future generations"

by Al Gore, published in *The Time*, November, 1997:

When we consider a subject as sweeping as the environment, we often focus on its most tangible aspects – the air we breathe, the water we drink, the food we put on the table. Those things are critically important. But to me the environment is also about something less tangible, though no less important. It is about our sense of community – the obligation we have to each other, and to future generations, to safeguard God's earth. It is about our sense of responsibility, and the realization that natural beauty and resources that took millions of years to develop could be damaged and depleted in a matter of decades.

Those are values I learned firsthand, as a young boy on my family's farm in Carthage, Tennessee. We didn't call it environmentalism back then; it was simply common sense. My earliest environmental lessons came from our efforts to prevent soil erosion – by stopping the formation of gullies that would wash away the vital topsoil on which our farm depended. For a time, some large farmers who leased their land for short-term profits didn't worry about soil erosion; that's one of the reasons more than three hectares of prime topsoil floats past Memphis every hour, washed away for good.

As a teenager, I learned that such short-term thinking was causing even more serious problems. One of the books we discussed around our family table was Rachel Carson's classic *Silent Spring*, about pesticide abuse. As it did for millions around the world, Carson's book helped awaken in me an understanding that our planet's life is too precious to squander.

Today the threats to our environment are even clearer to see-and much greater in scope and number. We live in a world where climate change, deforestation, holes in the ozone layer and air pollution are growing sources of concern. Our challenge is to find new ways to address those problems by reaching back to our oldest values of community and responsibility – by inspiring a greater respect for the land and the resources we share-even as economies and societies advance and develop around the world.

Fortunately as I have raised a family of my own, I have learned that we have millions of powerful allies in this cause: our children. It is often children who remind their parents to recycle their cans, or to bundle their newspa-

pers. It is often children who remind their parents of the simple miracles of nature—the crops that come from our farms, the parks and lakes and campsites where families and communities gather.

If we are to protect and preserve our environment on a global scale, we all must do our part, as nations, as families and as individuals. The need for awareness has never been greater, and the opportunity for us to make a difference is just as great. If we practice and teach the right kind of care and commitment for our environment, it will continue not only to bring us its natural gifts, but also to bring us together.

The U.S. Vice President is author of Earth in the Balance
TIME, November 1997



Comprehension, Reference, Inference

1. Name some of the tangible and the less tangible aspects of the environment as they are presented in the text.
2. Give the meaning of the word "environmentalist" as you understand it.
3. What are the effects of soil erosion and what could people do to prevent it?
4. People who leased their land for short-term profits contributed to the damage of the environment, the writer says. Is that true? What evidence can you find in the text to support your answer? What suggestions can you make so that people become aware of the damage they cause and how could they be persuaded to contribute to preserving our environment on a global scale?
5. How do you understand "the values of community and responsibility" as they are used in the text?
6. Certain values have been referred to in this text. Can you think of other values people find precious in life?



General discussion topic

"Today the threats to our environment are even clearer to see and much greater in scope and number. We live in a world where climate change, deforestation, holes in the ozone layer, and air pollution are growing sources of concern". How far is this statement true? What measures should be taken by governments to prevent further damage?



Language focus

Conditionals: a revision

- a. Type 1: Probable
If + present tense (present continuous, present perfect), – future tense (may, might, can, could, must, should, command, present tense)
- b. Type 2: unreal in present, contrary to known facts
If + past tense (past continuous, past perfect), – would + infinitive (might, could, continuous conditional, past tense)
- c. Type 3: improbable in the past
If + past perfect (had can be replaced first and if can be omitted), – would + have + past participle (could, might, continuous perfect conditional)

Special Uses

- a. If + will/would, in polite requests
eg. | If you will/would wait I'll bring you some tea
- b. If + will/would, showing willingness (won't = refuse)
eg. | If you will explain to me I'll be able to help you
– If you won't do as I say, I'll have to punish you
- c. If + will, showing insistence, quite often obstinate insistence

eg. | If they will play music so loud, I'll have to call the police

- d. If + should, in type 1, action possible but very unlikely usually combined with imperative

eg. | If you should have any difficulty with your dissertation, please say so
– Should you find it difficult to contact the bank, tell the manager

- e. If + were/was, in type 2 makes it more improbable, or shows advice

eg. | If he were to apply for the job, he would certainly get it

- f. **If** can be replaced by **unless, but for, otherwise, provided, suppose**, or inversion

eg. | Unless you promise to do your work tonight I'll see your teacher first thing in the morning
– But for him, I would have drowned
– She must be back by twelve; otherwise her boss will get very angry
– You can borrow my car provided (that) you bring it back by midnight
– Suppose (supposing) you lost your job? What would you do in that case?
– Had I known he was your father I would have spoken to him
– Should you meet him tell him I would like to see him
– Were I to join the firm I would work very hard

Practice

Fill in the blanks with the most appropriate word from those listed above:

1. he (study) economics, he would have been able to read and understand the Monthly Economic Review.
2. you (come across) my diary please let me know.

Practice (continued)

3. you see him tell him his books are on the shelf.
4. I to join the club I would ask for a discount.
5. for her I would be dead now.
6. Suppose you your job. What would you in that case?
7. He may sit with us provided he
8. I know he behave so foolishly, I (not invite) him.
9. you promise to finish your report I (inform) your teacher first thing in the morning.
10. She must write all the foreign correspondence. her boss will be very angry.

 **Vocabulary**

a. Choose the correct alternative to complete the sentences:

1. People ought to show the right kind of care and (a. contentment b. commitment c. humanity) for our environment.
2. We should all feel it as a responsibility to (a. safeguard b. seize c. guard) God's earth.
3. I am sure many people have (a. risen b. arisen c. raised) a family of their own.
4. If we do not adhere to certain environmental laws, resources could be damaged and (a. completed b. complicated c. depleted).
5. Deforestation and the hole in the ozone are (a. raising b. growing c. arising) sources of concern.
6. It must become clear to everybody that our earth is too precious to (a. squander b. squabble c. spy).
7. Soil erosion and the formation of gullies can lead to (a. long-term b. medium term c. short-term) profits.
8. The air we breathe, the water we drink and the food we put on the table are some of the most (a. tangible b. growing c. prime) aspects of the environment.

9. Talking about the environment is such a (a. clumsy b. sweeping c. swelling) subject that younger generations should become aware of it and their understanding should be (a. woken up b. awoken c. waking).
10. We thought we had powerful (a. helpers b. assistants c. allies) in our cause, but unfortunately we were soon disillusioned.

b. Complete the sentences with the appropriate form of the word in parentheses (Derivatives):

1. Many businesses seem to have an (environment) concern nowadays.
2. Recently many companies seem to be concerned with the (protect) and (preserve) of the environment.
3. We have a lot of (power) allies in our cause.
4. Lacking an environmental conscience could lead to a (deplete) of our resources.
5. Some companies are seeking for (propose) for eliminating or reducing pollutants.

c. Fill in the blanks in this extract from the Management Review with the most appropriate word from those listed below:

clashes, superficial, reconciles, subsidiaries, emergence, solves, opportunities, level, cultural, trouble

The recent strength in new growth markets like India and Brazil, the gradual opening of China's economy and the(1) of former Eastern-bloc countries are presenting American business with new(2). Yet, experts agree that US business ventures often shipwreck on the shoals of foreign coasts because of a lack of(3) alignment. According to Ruth Stanat, "More than 40 per cent of companies that try going international fail. The reason, even today, is culture, culture, culture".

Although most business leaders are aware of "a thing out there called culture, they are aware of it only in a(4) manner. Culture is not just about knowing not to clean your plate in Thailand or being careful not to show the soles of your feet in Saudi Arabia. But then, what is culture? Fons Trompenaars defines culture as "the way a group of people(5) a problem and(6) dilemmas". As such, culture(7) can

occur between the policies of parent headquarters and the norms and values of employees in foreign(8), between US companies and their potential trading partners abroad.

Indeed culture exists on a national and corporate(9). Where these two types of culture meet –and often clash– has been the flash point of(10) for many companies.

Writing Tasks

1. Write a summary of the text appearing in *The Time* by Al Gore in not more than 80 words. Try to include only the most necessary information.
2. Expand in a paragraph or two your views on the environmental problems that are likely to be faced by people with a short-term thinking.
3. "Nowadays resources can easily be damaged and depleted". How can this be effected? Write in essay form using about 150 words.
4. We should awaken an environmental understanding in people today. How can we do that? Make your proposals in a note form.
5. "Culture clashes can occur between the policies of parent headquarters and the norms and values of employees in foreign subsidiaries". State some of the reasons why such a thing can happen in a paragraph or two.

1.2. Toward the Social Role of the Business Firm

Edwin B. Flippo, 1976, *Principles of Personnel Management*, Fourth edition, McGraw-Hill Kogakusha, Ltd.

In recent decades, there has been a growing concern about a redefinition of the proper role of the business firm within our society. This concern has usually been discussed under the label "social responsibility". Obviously,

every component of a society owes some obligation or responsibility in return for its rights and privileges. Traditionally, the responsibility of the business firm has been to produce and distribute economic goods and services in return for a profit. Because of the increasing size and complexity of society's needs, this narrow definition of role is no longer tenable. Decisions concerning the direction and operation of the economy and its business entities have *social consequences* that can no longer be ignored.

Successful performance of the economic role has ceased to be the *only* kind of socially responsible behavior which society requires of the business firm. Beyond this, we have become increasingly concerned with the preservation and enhancement of (1) our physical resources on this planet and (2) our human resources. Concerning the first, it has become only too apparent in recent years that our physical resources of air, land, and water are being seriously threatened by an uncontrolled pursuit of economic goals. Thus ecology and pollution abatement have come to the fore as prime additional social responsibilities of business. Secondly with the labor union movement of the 1930s and 1940s and the civil rights movement of the 1950s and 1960s, society members have demonstrated their marked interest in the utilization and enhancement of human resources, particularly those characterized as minority groups, culturally disadvantaged, handicapped, and female.

The personnel manager of a business firm has an important and inescapable responsibility in helping the firm's management to recognize, define, and fulfill this enlarged concept of its social role. Managerial capability in terms of abilities to direct the firm toward economic roles is no longer sufficient. Today, the concept of "every man to his last" does not hold up. The modern manager in our complex society cannot enclose herself or himself in a "cultural economic cocoon" impervious to the pressing noneconomic needs of society.

Surveys of public opinion have revealed a growing antibusiness feeling among members of the general public. In one such survey conducted by the Opinion Research Corporation, the share of the public expressing low approval for business has climbed from 47 per cent in 1965 to a clear-cut majority of 60 per cent in 1972. A part of this feeling can be attributed to not knowing the facts; e.g., the public believes that after-tax profits of corporations average 28 cents on a dollar of sales, as compared with an actual figure of about 4 cents. But more is due to the reluctance of business firms to take on added social responsibilities in the physical and human areas. A PR (public relations) job will not take care of the problem.

Inasmuch as the human resource portion of social responsibility is of direct and relevant concern to personnel managers, they will be called upon to contribute to the "social conscience" of their firms. Here we shall briefly examine the background material necessary for understanding this enlarged social role, as well as devote specific attention to the societal requirements of utilizing equitably the talents of such special groups as the culturally disadvantaged, the minority groups, and the handicapped. Finally, the personnel manager's role in the execution of a periodic systematic audit of social activities undertaken by the enterprise will be discussed.



Comprehension, Reference, Inference

1. What is the narrow definition of the responsibility of the business firm?
2. Name the factors that have rendered this definition no longer tenable.
3. "Concerning the first, it has become only too apparent in recent years that our physical resources of air, land, and water are being seriously threatened by an uncontrolled pursuit of economic goals" (par. 2, line 5). How has this threat been effected? Explain your answer from your background knowledge.
4. What, do you understand, is the purpose of the Personnel Manager?
5. "The modern manager in our complex society cannot enclose herself or himself in a 'cultural economic cocoon' impervious to the pressing noneconomic needs of society" (par. 3, line 6): This means:
a. modern managers should concern themselves only with economic needs within the firm, b. the responsibility of the modern manager lies entirely on covering the true needs of the firm, c. it is the responsibility of the modern manager to concern him/herself also with other, noneconomic needs of society.
6. Consider the survey conducted by the Opinion Research Corporation (par. 3) in 1972. What about today? Do you know of any modern surveys regarding public approval for business?
7. "A PR (public relations) job will not take care of the problem" (par. 4, last line). Which problem is referred to and why is this so?
8. "Finally, the personnel manager's role in the execution of a periodic

systematic audit of social activities undertaken by the enterprise will be discussed" (par. 5, last lines). What should those social activities involve, in your opinion?



General discussion topic

Can the economic role of a business firm and the social responsibility such a firm should have complement each other and exist together? Which should be of primary importance?



Language focus

Wishes

There are three kinds of wishes in English:

a. *wish + subject + past tense = regret about a present situation*

- eg.
- He wishes he knew her telephone number (he is sorry he does not know it).
 - I wish you could drive a car (I am sorry you can't drive a car).
 - She wishes he were/was here tonight (she is sorry he isn't here tonight).

b. *wish + subject + past perfect = regret about a past situation*

- eg.
- John wishes he hadn't written that letter (he is sorry he wrote the letter).
 - I wish I had gone to the meeting (I'm sorry I didn't go to the meeting).

c. *wish + subject + would = willingness to do the action (the subject of wish must be different from that of would), or*

wish + subject + would = dissatisfaction with the present, wish for change in the future, or

wish + subject + would = request, answer to an offer

- eg.
- I wish he would do his homework (I'm sorry he isn't willing to do it).
 - He wishes they wouldn't make so much noise (he is annoyed and would like them to change the situation in the future).
 - I wish he would help me carry my suitcase (he should have offered to carry it).
 - "Shall I help you paint the room?" I wish you would (I would be glad if you did).

Remember: In c. the subject of *wish* is different from that of *would*

Practice

Change the following statements using "wish" and the appropriate structure:

1. Why doesn't he open the door for me?
2. I'm sorry I talked to her so rudely yesterday.
3. Mr Smith is sorry he doesn't have the papers for today's meeting.
4. I'm sorry I can't see you more often.
5. The teacher regrets the fact that Mary is quite unwilling to do her homework.
6. The bank closed early this morning, so I couldn't withdraw any money.
7. My mother does not want to reveal the truth about my father's accident.
8. "Shall I print those for you?" "I wish..."
9. Why don't they turn off the TV set? I'm so annoyed!
10. The manager regrets that he had to make five of his employees redundant.