

Vol 3 Issue 6 March 2014

Impact Factor : 2.1002 (UIF)

ISSN No : 2249-894X

*Monthly Multidisciplinary
Research Journal*

*Review Of
Research Journal*

Chief Editors

Ashok Yakkaldevi
A R Burla College, India

Flávio de São Pedro Filho
Federal University of Rondonia, Brazil

Ecaterina Patrascu
Spiru Haret University, Bucharest

Kamani Perera
Regional Centre For Strategic Studies,
Sri Lanka

Welcome to Review Of Research

RNI MAHMUL/2011/38595

ISSN No.2249-894X

Review Of Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Advisory Board

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Horia Patrascu Spiru Haret University, Bucharest, Romania	Mabel Miao Center for China and Globalization, China
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Delia Serbescu Spiru Haret University, Bucharest, Romania	Ruth Wolf University Walla, Israel
Ecaterina Patrascu Spiru Haret University, Bucharest	Xiaohua Yang University of San Francisco, San Francisco	Jie Hao University of Sydney, Australia
Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	Karina Xavier Massachusetts Institute of Technology (MIT), USA	Pei-Shan Kao Andrea University of Essex, United Kingdom
Catalina Neculai University of Coventry, UK	May Hongmei Gao Kennesaw State University, USA	Loredana Bosca Spiru Haret University, Romania
Anna Maria Constantinovici AL. I. Cuza University, Romania	Marc Fetscherin Rollins College, USA	Ilie Pinte Spiru Haret University, Romania
Romona Mihaila Spiru Haret University, Romania	Liu Chen Beijing Foreign Studies University, China	
Mahdi Moharrampour Islamic Azad University buinzahra Branch, Qazvin, Iran	Nimita Khanna Director, Isara Institute of Management, New Delhi	Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai
Titus Pop PhD, Partium Christian University, Oradea, Romania	Salve R. N. Department of Sociology, Shivaji University, Kolhapur	Sonal Singh Vikram University, Ujjain
J. K. VIJAYAKUMAR King Abdullah University of Science & Technology, Saudi Arabia.	P. Malyadri Government Degree College, Tandur, A.P.	Jayashree Patil-Dake MBA Department of Badruka College Commerce and Arts Post Graduate Centre (BCCAPGC), Kachiguda, Hyderabad
George - Calin SERITAN Postdoctoral Researcher Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi	S. D. Sindkhedkar PSGVP Mandal's Arts, Science and Commerce College, Shahada [M.S.]	Maj. Dr. S. Bakhtiar Choudhary Director, Hyderabad AP India.
REZA KAFIPOUR Shiraz University of Medical Sciences Shiraz, Iran	Anurag Misra DBS College, Kanpur	AR. SARAVANAKUMARALAGAPPA UNIVERSITY, KARAIKUDI, TN
Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur	C. D. Balaji Panimalar Engineering College, Chennai	V.MAHALAKSHMI Dean, Panimalar Engineering College
	Bhavana vivek patole PhD, Elphinstone college mumbai-32	S.KANNAN Ph.D , Annamalai University
	Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust), Meerut (U.P.)	Kanwar Dinesh Singh Dept.English, Government Postgraduate College , solan

More.....

Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.net



CONCEPTS OF SOCIO-ENVIRONMENT MANAGEMENT WITH FOCUS ON ENTREPRENEURS IN THE STATE OF ACRE, BRAZIL

João Artur Avelino Leão, Flávio de São Pedro Filho and José Moreira da Silva Neto

Student at the Program Master in Administration by the Federal University of Rondônia Brazil.
Professor at the Program Master in Administration by the Federal University of Rondônia Brazil.
Professor and Coordinator at the Program Master in Administration by the Federal
University of Rondônia Brazil.

Abstract:

The conflicting causal relationship in the environment of the Amazon requires mediation of the Academy for obtaining a valid support involving some concepts of Socio-Environmental Management and perception of social actors observers of the causal relationship. This study will answer the question: What is the perception of the concept of Socio-Environmental Management of Entrepreneurs in the State of Acre? The assignment has as main goal to investigate the behavioral perspective of entrepreneurs involved in the socio-environmental relationship; and how specific objectives propose to elaborate a brief critical analysis about the conceptual maturation of entrepreneurs (1), perform a brief comparative study of reality, considering the performance of entrepreneurs (2) and provide proficient instrumentals indicatives for an appropriate socio-environmental management in the researched context (3). The study is based on the Contingence Theory and in the elements of the Task Environment. A qualitative research was adopted, through the Case Study Method and the procedures required. As result it is possible to affirm that the entrepreneurs have been leading their activities by the gratuitousness in the relationship with the environment, while they transfer to consumers the goods and services and their lack of commitment (1); The consulted social actors agree with the possibility of profits thought investments in socio-environmental initiatives by the entrepreneurs from Acre, while they oppose to practices such as the ones that have been developing by the entrepreneurs (2); and as perspective it is suggested to educate the entrepreneurs, implementing awareness with wide dissemination of sustainable management concept (3). This assignment is a contribution to those interested in Socio-Environmental Management issues and sustainability in the Amazon.

KEY WORDS:

Administration. Socio-Environmental Management. Strategies. Sustainability.

INTRODUCTION

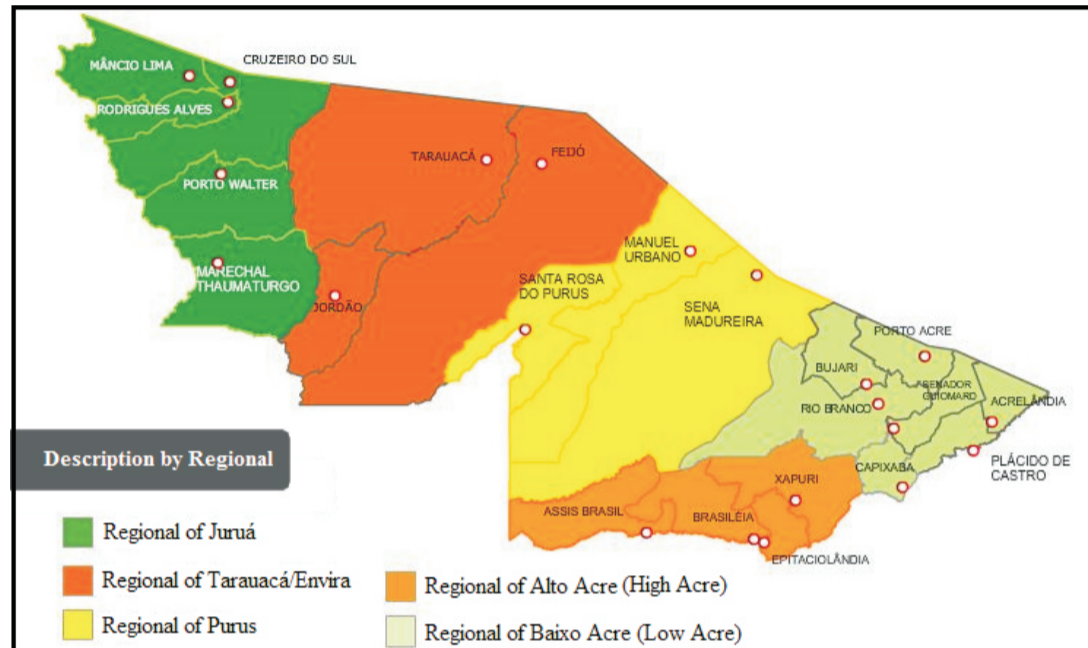
The State of Acre, located in the Southeast of the Amazon Region, it has as limits the states of Amazonas, in the North, and the State of Rondônia, in the East and bordered with two Andean countries: Bolivia, in the Southeast, and Peru, in South and West (IBGE, 2010). The territory of Acre has approximately 164,123,040 square kilometers and a territorial organization characterized for five regions according to Figure 1. They are Regional of Alto Acre (High Acre), Regional of Baixo Acre (Low Acre),

Title: CONCEPTS OF SOCIO-ENVIRONMENT MANAGEMENT WITH FOCUS ON ENTREPRENEURS IN THE STATE OF ACRE, BRAZIL, Source: Review of Research [2249-894X] João Artur Avelino Leão, Flávio de São Pedro Filho and José Moreira da Silva Neto yr:2014 | vol:3 | iss:6

CONCEPTS OF SOCIO-ENVIRONMENT MANAGEMENT WITH FOCUS ON

Regional of Purus, Regional of Tarauacá/Envira and Regional of Juruá. In the same year, the inhabitants are around 733,559 and 73% of these inhabitants live in the urban area and 27% in the rural area. The Capital is Rio Branco City, the most populous city of the State, with approximately 350,000 inhabitants, and 92% of them are in the urban area.

FIGURE 1: Map of Acre by Regional.



Source: Government website of the State of Acre

In the Regional of Low Acre there is the percentage of 84% of inhabitants settled in the urban area. The rural population survives of the Amazon Rainforest resources acting as extraction of rubber and wood, collecting nuts and wild fruits; the rural population survives of the Amazon forest resources acting as extraction of rubber and wood, collecting nuts and wild fruits; practice hunting of wild animals, many endangered, and fishes in rivers and igarapés (streams). Therefore, that record captured in statistics searches, indicates the structural reality of an urban municipality composed of tribal people residing in their surroundings.

The Table 1 from IBGE (2010) shows the population distribution by region, urban and rural settlement. It appears that the state is mostly urban, with 73% of its population living in cities. The exodus from the countryside to the city has been motivated by the lack of subsistence of those peasants to settle in the lands indiscriminately delivered by the Brazilian government at the time of expansion of the Land Reform Programme in the Amazon. The State intervention stimulates the people from various states for unstructured settlements. However, as there was no investment for the settlement of their families, the population preferred the rural exodus to the miserableness that was induced by the public sector. And the possessions acquired were sold to demeaning price for influential investors of the cattle industry. It is as if there were offered land to be deforested, and then, through social chaos, obliged the surrender to influential stakeholders.

TABLE 1: Distribution of resident population by Regional.

Regional	Census 2010					
	Urban	%	Rural	%	Total	%
Total Acre	532.279	73 %	201.280	27 %	733.559	100 %
Regional Baixo Acre (Low Acre)	343.221	84 %	66.094	16 %	409.315	56 %
Regional Alto Acre (High Acre)	42.834	64 %	24.625	36 %	67.459	9 %
Regional Purus	32.282	64 %	18.419	36 %	50.701	7 %
Regional Tarauacá/Envira	38.259	51 %	36.320	49 %	74.579	10 %
Regional Juruá	75.683	58 %	55.822	42 %	131.505	18 %

Source: Demographic Survey of IBGE in 2010.

The extraction of wood significantly affects the economy of basis, once in the survey data, there was no reforestation activity for industrial purposes, which indicates the uncontrolled exploitation of the Amazon Rainforest. Moreover, it was evident the lack of sustainable management of raw materials required.

Family farming is revealed with the cultivation of cassava, beans and rice. The agriculture industry of small scale, when cheese, butter, natural juices and others are produced. The population practices rudimentary processing of agricultural products, and byproducts featuring agribusiness exporting to other States derivatives of cassava, as the appraised flour, starch and root itself that is baked and consumed by local people as the main food. The sugar cane turns into scraping, molasses, and confectionery made of sugar cane known as brow sugar. All these inducers point to the need of qualification in the consumer market.

Industrial activity reveals itself by the production of boats used in the Amazon by riverains. They produce still the bodies of trucks made of wood, vans and trucks for local and regional use. Manufacturers improved relatively the production of laminate and hardwood floors, which are exported to the USA, European and Asian countries. They advanced in formatting productive arrangements of furniture and tempered glass whose main buyer is the Government. They also become excellent in manufacturing condoms licentiated in the municipality Xapuri, it is announced in the application of native latex as exclusive raw material. This whole scenario requires continuous improvement to international competitiveness, which can be achieved towards the technological innovation and applied research.

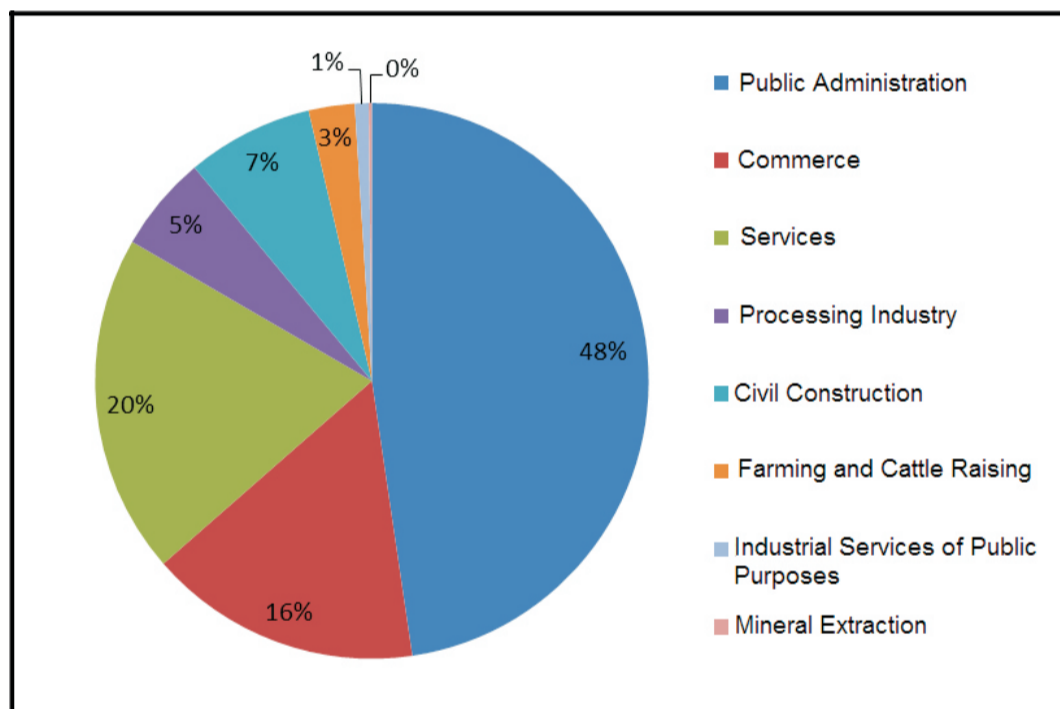
Employment in the State of Acre is atypical for the Brazilian reality, because the government employs 48 % of the economically active population. The fact points out to the lack of integrated public policy of development, and ways to capture investments in other sectors of the formal economy. The Table 2 shows the situation for the years 2005 to 2010, which is observed an increase in the number of civil servants, and it is possible to understand their role as consumers of goods and services in a critical stagnation, along with a growing number of informal jobs hidden by statistics. These are some indications that greatly weakens the economy of Acre. The Table also indicates a smaller number of individuals absorbed by the activities of the processing industry, agricultural activities, construction, as well as mineral extraction. The fact reveals the possibility of absorption among the ones linked to the public sector to now supply these industrial activities, after strengthening in private investment in these activities. Figure 1 below highlights the comparative percentage of the descriptive previously offered .

TABLE 2: Number of formal Jobs by economical activity.

Economical Activities	Year and number of people employed					
	2005	2006	2007	2008	2009	2010
Total	79.431	85.583	92.009	98.724	106.013	121.187
Public Administration	41.336	41.378	45.016	46.890	48.273	57.764
Commerce	13.765	14.433	15.541	16.921	18.354	19.281
Services	12.873	15.845	17.294	18.669	20.469	23.955
Processing Industry	4.012	4.565	5.134	5.514	5.777	6.769
Civil Construction	3.958	5.216	5.327	6.632	8.974	8.960
Farming and Cattle Raising	2.377	2.558	2.624	2.881	2.928	3.260
Industrial Services of Public Purposes	1.053	1.208	899	1.018	1.025	978
Mineral Extraction	57	380	174	199	213	220

Source: Annual List of Social Information - RAIS/MTE.

FIGURE 1: Number of formal jobs by economic activity – 2010



Source: Annual List of Social Information, RAIS/MTE.

In 2010, the industry in the State of Acre had approximately 1,400 stores and employed approximately 7,000 workers. After that it was started the implantation of the Export Processing Zone (EPZ), a typology of industrial district encouraged by government policies. In this Zone the companies operate with reduction or suspension of federal taxes and contributions and exchange freedom, being able to practice exporting of 80% of its capacity and 20% for the domestic market. The trend is to expand the market in Bolivia, Peru and Asian countries transiting through the Pacific Highway, also known as Transoceanic Highway. The Zone is located on the side of the BR-317, between the municipalities of Rio Branco, capital of the State of Acre, and Senator Guimard. The number of enterprises by activity and Economic Region in the State of Acre is shown in Table 3 below.

TABLE 3: Number of companies by Regional

Amazon Region	Economic Activities Sector					
	Total	Cattle Farming	Industry	APU(1)	Commerce	Services
Total Acre	12.067	129	1.416	142	6.535	3.845
Regional of Baixo Acre (Low Acre)	8.252	86	963	93	4.472	2.638
Regional of Alto Acre (High Acre)	1.031	7	104	16	573	331
Regional Purus	433	8	53	8	221	143
Regional Tarauacá/Envira	807	14	81	8	457	247
Regional Juruá	1.544	14	215	17	812	486

(1) APU means Public Administration, Defense and Social Security. Administração Pública, Source: IBGE.

It is expressive the number of commercial companies and of rendering services in the Regional of Baixo Acre (Low Acre). The Regional Purus distinguishes as the largest area of natural forest cover, with significant tourism potential, however, the degradation caused by the lack of environmental education disqualifies the scenery, focusing on rubbish thrown freely in urban areas, which becomes a multiplier of diseases vector and exposes negative reference to the ones that transit the region.

The evolution of the Gross Domestic Product of the State of Acre was considered high between the years 2009 and 2010, representing 14.76%. The calculation involved the gross value of production, intermediate consumption, gross value added of each economic activity, indicators of growth in production volume with respective price rates of goods and services produced, and yet the main inputs consumed. The Regional of Baixo Acre (Low Acre) obtained the variation 24,90% of GDP. The Table 4 shows the numerical expression of the GDP in the State of Acre and its respective variation.

TABLE 4: Gross Domestic Product by Economic Region in Acre in USD

Economic Region	Produto Interno Bruto (\$USD)				
	2009	%	2010	%	Variação
Total Acre	3,711,777,03	100,00%	4,259,555,13	100,00%	14,76%
Regional Baixo Acre (Low Acre)	\$ 2,340,842,29	63,06%	\$ 2,631,068,93	61,77%	24,90%
Regional Alto Acre (High Acre)	\$ 307,797,86	8,29%	\$ 375,138,02	8,81%	21,88%
Regional Purus	\$ 231.789,92	6,24%	\$ 249.623,78	5,86%	7,69%
Regional Tarauacá Envira	\$ 271.187,31	7,31%	\$ 303.465,88	7,12%	11,90%
Regional of Juruá	\$ 560.159,65	15,09%	\$ 700.258,51	16,44%	25,01%

Source: PIB (Gross National Product)/IBGE.

This is the context of the scenario in which the study will be developed. It allows to consider the hypothesis that the lack of knowledge of the causal relationship will result in a consistent negative complexity against the environment.

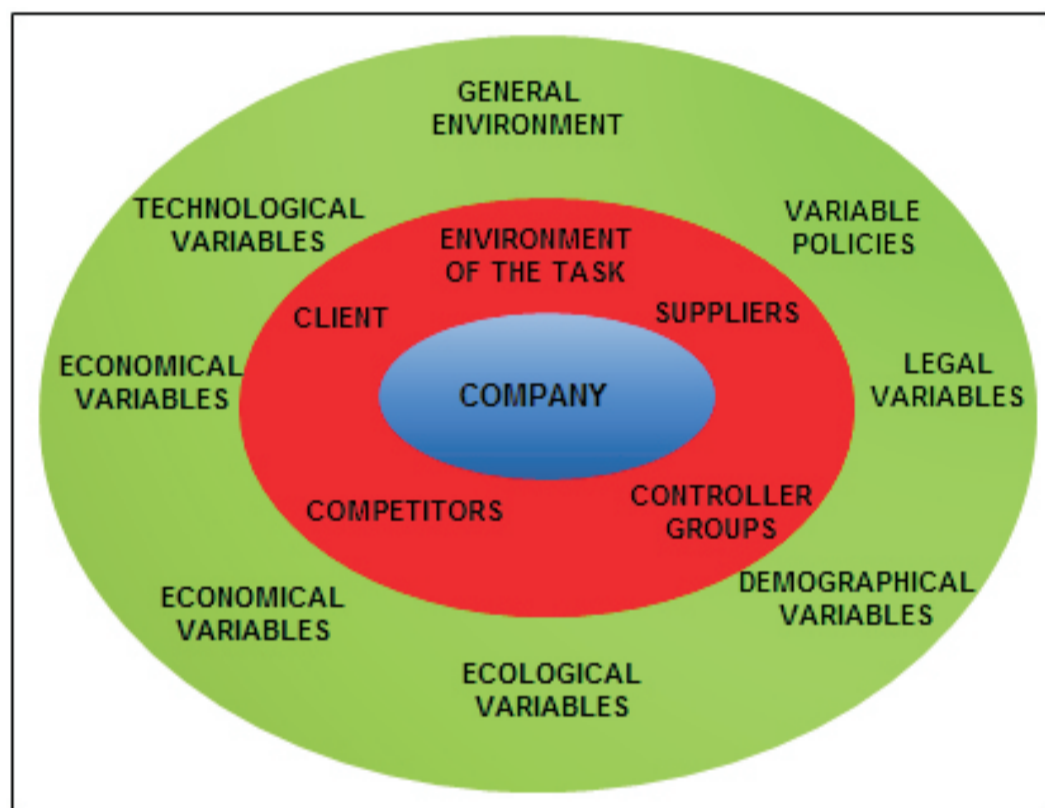
THEORETICAL AND CONCEPTUAL REVIEW

The concern with socially correct postures, environmentally sustainable and economically practicable will be presented between modern themes of management. And the social-environmental

responsibility will be an approach discussed with focus between entrepreneur, mainly of the construction of variable strategic. It was adopted the Theory of Contingency to the conceptual formulation of this study, in order to subsidize formal elements in the environmental emergency, while induce critique involving the balance and essential socio-environment management. Subsidiary concepts ingress in this task as a complementary measure in supporting about the causal relationship. The theory of support can coordinate the basic principles of administration, such as tasks, structures, persons, technology and environment.

The contingency approach stresses that goals are not reached effectively following a single model or guideline, or pre-established way for all circumstances, but through various internal and external variables. The compound of situational, circumstantial, environmental, technological and economic variables puts the environment as primordial in the structure and behavior of organizations as open system factor, as seen in Figure 2.

FIGURE 2: The general environment and the environment of the task.

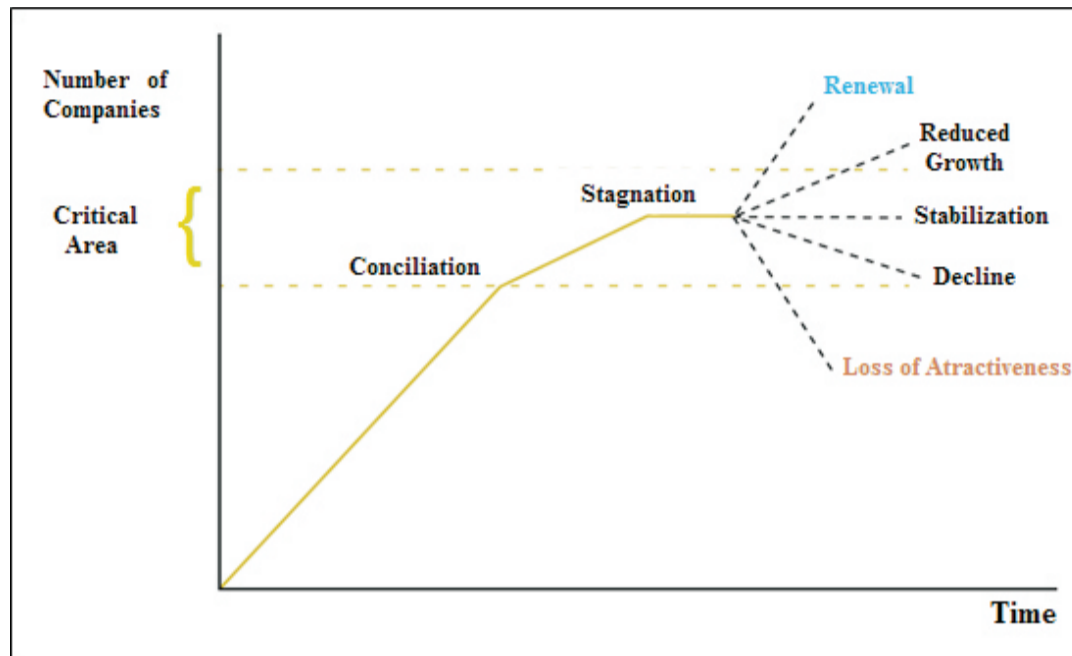


Source: Chiavenato (1997).

In the current scenario of global business, the members of corporations are worried about issues that go beyond the internal environment of the structures in which they operate, to permeate through a critical look at the surroundings of their activities. In this sense, and seeking to provide decision support, that the scientific community contributes with concepts and doctrines that support the management in general and specifically in environmental management. These scholars are allied to the main concern today, which is the sustainability management, and turn to the adequacy of administrative measures to ensure a healthy environment, independent of pressure that economic activity will have on the production of goods and services.

In this sense, O'Riordan & Voisey (1998) identify stages of sustainability in scale of value that allows evaluate the performance of business activity in the face of pressure on the environment. These stages are meaningful for business once it would be impossible to interrupt continuous action, but also allows adjustments against the impact, in order to find the balance needed to interrupt the degradation that breaks the sustainability. These stages were treated in Pedro Filho (2009), demonstrating the levels of environmental impact resulting from continuous use in economic activity, like Figure 3 points out.

FIGURE 3: Stages of sustainability in a Business Activity.



Source: Adapted from Pedro Filho (2009).

Deducing from the above demonstration it is possible to confirm in advance that once initiated the process of organizational change, socio-environmental responsibility of entrepreneurs multiplies requiring of the managers the observation of the reconciliation level, so they can try to block the stagnation that threatens sustainability. Pedro Filho (2009) foreseen the stages: loss of attractiveness (1), decline (2), stabilization (3), reduced growth (4), renewal (5). These stages are clear and evident, remaining to the social actors involve themselves with this reality that affects the casual relationship. Due to this reality, it is supposed the possibility of introducing mitigated actions for the conservation and preservation of the environment, a fact that entail the sustainability required.

According to the Institute for Applied Economic Research - IPEA (2006), it is increasing the number of corporations that adopt a socially responsible posture or perform actions that contribute to improving the living conditions of the general or specific communities and to the preservation of the environment. The organizations that have decided to change their strategy and anticipate in relation to its competitors had competitive advantage; environmental issues helped overcome crises, reduce costs and increase competitive advantage, regardless of the field of business of the corporation.

In one of the first studies that sought to demonstrate the importance of business strategy with socio-environmental responsibility of companies, Bowman & Haire (1975), researching financial reports of companies, concluded that companies which adopted policies of social responsibility, had a better performance when compared to companies that did not adopt such practices.

2.1 Strategies for sustainability

To Andrews (1987), the strategy can be considered as a set of decisions taken for each organization, which together determine the organizational direction to be followed, their goals, mission and targets. The strategy also defines the markets and the areas in which the corporation will invest and act, clarifying the relationship with stockholders, employees, consumers and communities in general. For the author, the strategy to be applied by the business involves economic choices, efficient decision-making, and other items that will result in efficiency goals.

According to Tachizawa (2002), a corporation is only complete when keep a socially responsible conduct. This relation is directly linked to the satisfaction of society when economic and cultural requirements are met. In this perspective, Porter & Kramer (2006) argue that there is a dependency among organizations and the community, because the business activities directly affect the localities in which they operate, and the work of community interfere in organizations generating positive or negative

consequences for those involved.

In accordance with Chiavenato (1994), the closed system initiated the Theory of Administration, which initially concerned to some aspects and variables located within the organizational environment and thus expanded. Growth was happening in different ways, according to the schools and theories as aspects and variables that each one considered relevant in his time to support their notes, findings and solutions. So, for Porter & Kramer (2002), organizations can use green initiatives to improve their performance in the areas in which they operate, and thus, their actions should be directly linked to the core business, making it necessary to understand more about socio-environmental issues and how they can be worked by business managers.

Thus, to undertake such processes and to be succeed, managers, directors and entrepreneurs should work on a social and environmental basis responsible for defining their strategic direction and strategic goal. Otherwise, they can be taking a big step for the rejection of society and thus for their failure. The conceptual issue in this sub-topic is to find a relationship between cognitive strategy and the universal principles of sustainability, which will be possible with the accession of the concepts treated in the Brundtland Report.

At the end of the 80s, the Brundtland Report, which defined another perspective to development. Then arose the concept of Sustainable Development, as according to the document, it is the method by which people nowadays meet their current needs without compromising the satisfaction of needs of their descendants. From this concept, the term "Sustainable Development" will now be known worldwide. It was prepared by the World Commission on Environment and Development, the report shows the incompatibility between the development that respects the environment, that is, sustainable, and current demands for consumption. The document pointed out problems such as global warming and the destruction of the ozone layer and expressed concern in the scientific community regarding to the speed of the changes to be exceeding the capacity of resolution. Presented a list of actions to be taken by countries in international levels, such as reducing energy consumption, use of renewable energy sources and increased industrial production based on green technologies.

Lafer's survey (2007) shows elements on Sustainable Development shown in the Brundtland Report of the 90s. This period was held the second World Conference on Environment and Development, better known as Eco-92. The result culminated in the preparation of documents related to the exploitation of the world's natural resources and sustainable development. During the meeting, representatives of several participating countries met to decide what measures would be necessary to minimize the impacts of years of operation, the plenaries contributed to the preparation of many documents such as Agenda 21, the Biodiversity Convention, Conference of Desertification; Convention of Climate Changes, Declaration of Principles on Forests, the Rio Declaration on Environment and Development and the Earth Charter.

More known as Rio+20, the UN Conference on Sustainable Development (UNCSD) was held in the end of the second half of 2012 in the Brazilian city of Rio de Janeiro, whose main mission was to discuss the renewal of political commitment of nations with sustainable development.

2.2 Strategy for socio-environmental management

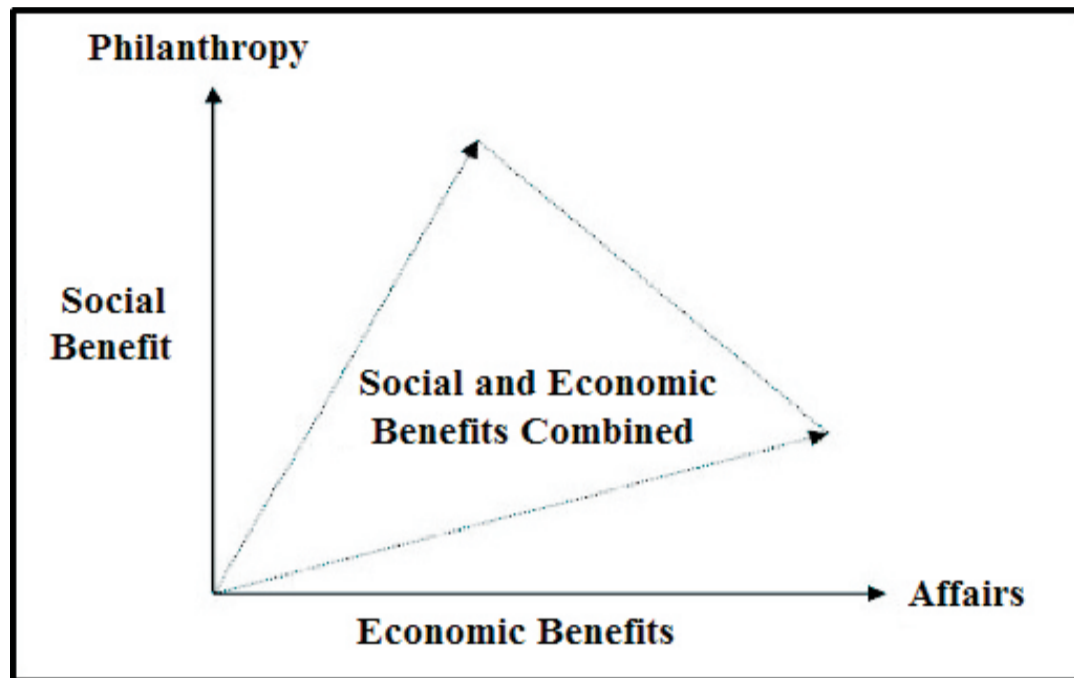
According to Husted & Allen (2000), to Harvard Business School, socio-environmental responsibility of company is among the key elements of strategy formulation. These researchers also suggest that in the literature of management science, this topic has often been connected to the goals of corporations and incorporated into their planning.

In this conception, Andrews (1987) lists the major components for the formulation and strategic decision: market opportunities, resources and corporate skills; values and aspirations, and knowledge of the obligations to the company and shareholders. Thus, we realize that the author ties between the core elements of the strategy to the creation of a variable that corresponds to the concern of the corporation to society.

Husted & Allen (2001) use the concepts of business strategy to implement models of social strategy. Thus, to the authors this social strategy must present in the whole corporation, and it must be linked to four basic elements: organization structure, internal company resources, and organizational culture and values, and stakeholders relationship. We can realise a line between the elements that authors appreciate in the formulation of social strategies and elements of strategy formulation proposed by Andrews (1987).

Through these strategies, the socio-environmental responsibility of entrepreneurs becomes part of business strategy. In this sense, the organization integrates with society. To Porter & Kramer (2002), it is advantageous both for business and for society, to align environmental responsibility as a corporate strategy, as evidenced in Figure 4.

FIGURE 4: Confluence of interests corporation and society.



Source: Porter & Kramer (2002).

Husted & Salazar (2006) developed a study examining firms that were aimed to profit maximization and social performance. Through comparisons between companies studied, the authors identified three types of social investment lead by companies, the altruist, the selfish and the strategic, and they concluded that the strategic investment generates better results for companies seeking to achieve both goals simultaneously, profit maximization and maximization of social performance.

This strategic investment consists on the creation of well-being and positive benefits for society and the local community and additional benefits for the company, which has a good reputable, better qualified manpower, product differentiation and extraction price. The findings of the report says that companies can add value and gain competitive advantage through its socially responsible actions. However, they should act strategically; the socio-environmental responsibility must be linked to business strategy.

In another study, Husted & Allen (2007) used the framework proposed by Burke & Logsdon (1996), and concluded that socio-environmental responsibility used strategically can generate greater value to the business. According to these authors, the variables as visibility, own projects and actions to encourage volunteers were perceived as features related to value creation for the business. In that study, the creation of value referred to the influence on purchasing decisions, conquering new customers, developing new products and services and opening new markets. Thus, it appears the viability of investment in strategic socio-environmental responsibility.

To Porter & Kramer (2002), the company can make use of green initiatives to improve its competitiveness. These are measures related to the quality of the business environment in the locations where the company operates. For instance, focus on this context focus allows the company to leverage capabilities in support of socio-environmental responsibility, contributing to the community in a structured way. For these cited researchers, such actions must be linked directly to their core business in order to maximize the potential of effective actions, since it happens adequate understanding of social issues, and how they can be handled.

Following Porter & Kramer (2006), the social issues can be divided into three categories, such as, those relating to basic and generic form (1), the social impacts on business value (2) those of social dimension of competitive context (3), all drive social responsibility measures with environmental attitude inclusive. Generic social issues are important to society but, according to these authors, they do not significantly affect the operations of the company and the long-term competitiveness. But, the social impacts in the value chain profoundly affect business activities and, therefore, should be monitored.

Finally, the social dimension of competitive context is configured as a social issue in the external environment, affecting significantly the north for business competitiveness in the local scene. The company should focus on inclusive approach involving all possible variables, for the authors, the generic social issue for the company can generate a value chain of positive impact.

2.3 Concepts about Social and Environmental Management.

The theory found in Epelbaum (2007) points out that the environmental issue can no longer be seen as a cynical corporate embarrassment. This is because environmental degradation cannot be seen as a necessary ill, or as a form of access to development. It must coincide with sustainable economic growth, involving behavioral skills as a success factor for the manager and involving the balance in the relationship of the company with the ecosystem in which it operates.

Dias (2011) states that social and environmental management is a set of concepts that involve the processes of planning, organizing, directing and controlling the actions that subjects must adopt in their interaction with organizational structures. So, the Environmental Management presents wherein the man, motivated by economic growth and in search of higher profit margins, which identifies the environmental problems have worsened and started to appear with greater visibility throughout their activities.

2. METHODOLOGY AND PROCEDURES ADOPTED

In academia, the observation of the complex relationships, their peculiarities and contradictions have encouraged researchers to adoption of new prospects to visualize how these arrangements are expressed in space and time. One of those options is related to the adoption of Qualitative Method, as an analytical category of phenomena observation, it is how it operates in this work, following the recommendations of Vergara (2005). As to the purposes, this task follows a descriptive character and to describes how companies use the concepts of Social and Environmental Management in its socially responsible actions. And as to the means, the research is characterized as bibliography of field, in the form of study of case.

3.1 The Case Study Method

The Case Study is a methodological approach of proper research when seeking to understand, explore or describe events and complex contexts in which several factors are simultaneously involved. In this sense, the study of case is the selection of a theme or approach in the field of Administrative Science. As discussed in Venturoso & Peter Filho (2010), this method involves examination and treatment of phenomenon in the real field. This work applies therefore Case Study Method with the instrumental support of the Focus Group, in order to validate the treatment of the constructs upon submission and proof, by means of demonstration and proof, in view of the circularity in analysis and critique of the object.

3.2 Procedures and instruments adopted

Procedures or processes, according to Cooper (2003) is a sequence of providence performed in order to achieve results in an investigation paper; the layout proposed by the author has properly considered for the preparation of this task. This way in the bibliographical survey, it was adopted the procedures of searching texts on books, articles and master dissertation; collecting publication in sites, newspaper and e-magazines; selection of specific topics; steps needed to supply the bibliographical survey admitted in the preparation of this work (a); organization of Focus Group as instrument in order to heed the capture of informational data (b); application of questionnaire Web platform; this questionnaire has three group of topics, the concepts listed concerned to investments and the last one referred to the benefits generated from valid social and environmental investments (c); structuring of link on the internet with the support of the website www.surveymonkey.com that enters in this task (d); treatment of answering data from social actors (e); tabulation of respective data (f); construction of graphics (g); in loco observation (h); analysis and critique of results (i); elaboration of report (j).

3.3 Characterization of Focus Group

The Focus Group has been used in exploratory research with qualitative data, in order to show the hypothesis. Here, in this task, the hypothesis considered is the one that shows that the concepts of social and environmental management, when applied with focus on the business activity, cause the need of significant

adjustments in business management. Some scholars treat the Focus Group as panelists; and they can be interacted via Call Center, intranet, by phone, online and videoconferences.

Pedro Filho (2013) has been recommending the application of the web platform, free consultation, immediate return, free of influences, but it can be interactive, obeying the criterion of social actor involved before the response of the collect of questionnaires. This is the platform that will be applied in the task of collecting the data necessary for interpretation of the cause/effect relationship and evaluating the hypothesis indicated. In this task, the Focus Group is characterized by a number from 20 to 30 people previously selected among social actors committed to the causal relationship; selection brought entrepreneurs that exploit economical activities in the municipality of Rio Branco, teachers of Federal University Acre and Federal Institute of Acre, institutions that bring together social critics about the reality in the region, which somehow are committed to social and socio-environmental relationship.

According to Cooper (2003), the research in Administration involves study of casual relationship that impose a descriptive of its process. Social Applied Sciences studies get arguments for the reciprocal relationship or asymmetric relations as will be shown in this study, when in interpret the scenario where the complex relationship between subject and object record in this format. It is necessary to catch a sample to interpret the sufficiency of the causal relationship and so elaborate a feasible report. Therefore, it was adopted the Focus Group as a tool to structure the affirmations that will be tabulated and criticized. Social actors will reveal their logical inquiry by stating or denying the sufficiency toward the socio-and environmental management in the universe where it is investigated.

3.4 Asymmetries in the treatment of information collected

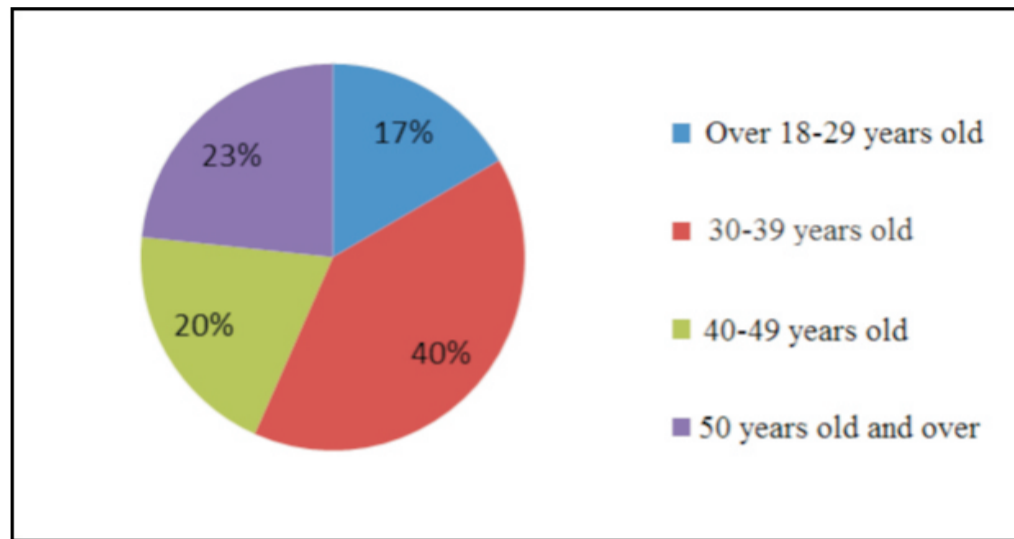
Study in Akerlof (2007) deals with data and information in qualitative research, involving the resolution of asymmetries. This matter involved first the economists and then environmental managers. The asymmetry is an imperfect information until the moment that confirms its veracity. In environmental studies, for example, information about consumer satisfaction and the importance of conserving nature to bring opposing interpretations of the search agent, and therefore asymmetric in proving the causal phenomenon. This is because environmental sustainability required between nature conservation and consumption of the population requires mitigation measure between these opposites, thus, it only occurs consumer convenience if there are protective environmental safeguards, offering the elements to be processed or consumed.

In qualitative research, the active agent of research engages with and descriptive accounts of the universe which do not overstep the passive agent of the process. As consequences arise tendentious manipulations that converge only for the everyday of the person consulted, or his isolated perception of the context. These phenomena characterizes the asymmetries understood by Certeau (2008), when he turns to the consistency, or he does a critical analysis of information, identifying what is valid and what is excluded from the knowledge of the order contemplated in a qualis research. It is the way the task was adjusted, in order to validate the cleavage of the data and information obtained from social actors. So, the asymmetry will be solved based on the theoretical revision inserted on the specific topic of the document.

3. RESULTS AND DISCUSSION

For the interpretation of the Focus Group, respondents by age, income level and area of operation were categorized. This measure not only helps in understanding the maturity of the respondents in this research process, but also reports to the degree commitment between the respondent and the causal relationship. The data were processed in an Excel spreadsheet and entered this topic results. As we see in Figure 2, the age group 30-39 years old is 40% of the surveyed population, whereas 23% of respondents are 50 years or older, 20% are aged 40-49 years old; and 17% are 18 to 29 years old.

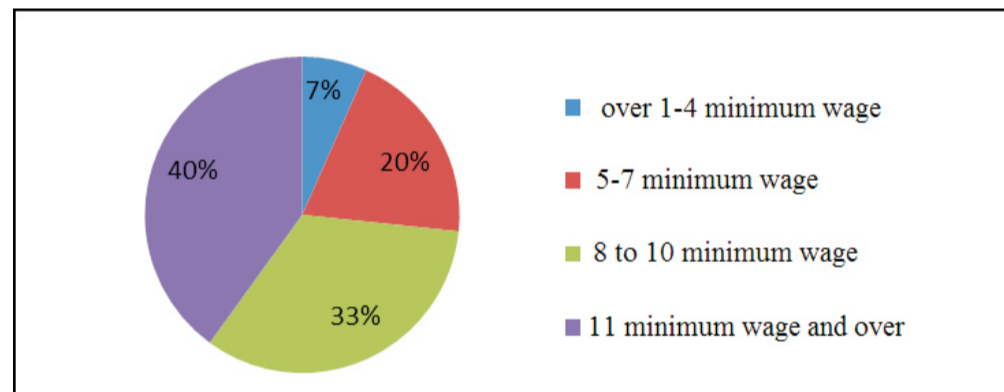
FIGURE 2: Age of interviewed persons.



Source: Consultation to the Focus Group.

The Chart 3 shows the income range of 11 minimum wages, approximately USD \$ 3,747,74 representing 40% of the respondents, 33% of the surveyed population earn wage income between 8-10 minimum wages, 20% earn between 5-7; and 7% earn incomes of 1-4 minimum wages. Therefore, it is possible to conclude that there is a significant concentration of income in the Focus Group analyzed according to the chart, 93% of respondents earn more than five minimum wages.

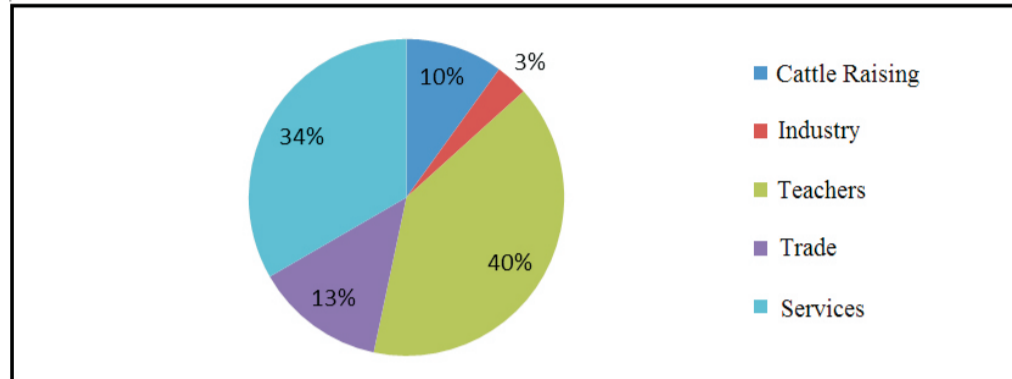
FIGURE 3: Income range.



Source: Consultation to the Focus Group.

According to the study area of respondents, a percentage of 40% work in the public sector, 34% in services, 13% in trade, 10% in agriculture, and 3% in industry. By transposing the condition of another State of Brazil, officials of the former federal territory were automatically incorporated into the new administration, thereby influencing the percentage indicated herein. With agro-industrial investments in a Border Region, a stimulus occurred in deploying enterprise providers of private healthcare services, transportation logistics and operation of trade, a situation that can be seen below in Figure 4.

FIGURE 4: Area of expertise of the respondents.



Source: Consultation to the Focus Group.

Attended the processing of data relating to the identification of respondents, we go to the critical analysis of the causal relationship. It was elaborated the Table 5, which can indicate, interpret, analyze and criticize the results expected by the academy format. Then comes the report of this cleavage.

TABLE 5: Tabulation of data from the consultation to the Focus Group.

QUESTION	STATEMENT	CT*	CP*	I*	DP*	DT*	Total
4	I know and domain the concepts of Socio-environmental Management.	4	13	4	6	3	30
5	The entrepreneurs are involved with Socio-environmental issues.	2	11	3	11	3	30
6	The entrepreneurs know and control the impacts of their activities in the environment.	3	11	2	7	7	30
7	The companies has invested in planning for Socio-environment activities.	4	10	3	9	4	30
8	The companies can increase the profitability when investing in Socio-environmental activities.	18	9	0	3	0	30
9	The companies are paying attention to the Market providing by the investments in Socio-environmental issues.	0	8	2	11	9	30
10	The companies use marketing to publicize their actions developed in Socio-environmental issues.	5	11	0	7	7	30
11	The companies have adopted in the selection, hiring and evaluation of its suppliers criteria for Environmental Responsibility.	1	8	2	10	9	30
12	The Companies have adopted procedures to reduce, reuse and recycle.	1	12	0	11	6	30
13	In the development of trade, the companies follow the guidelines for disposal of packaging.	1	9	2	11	7	30

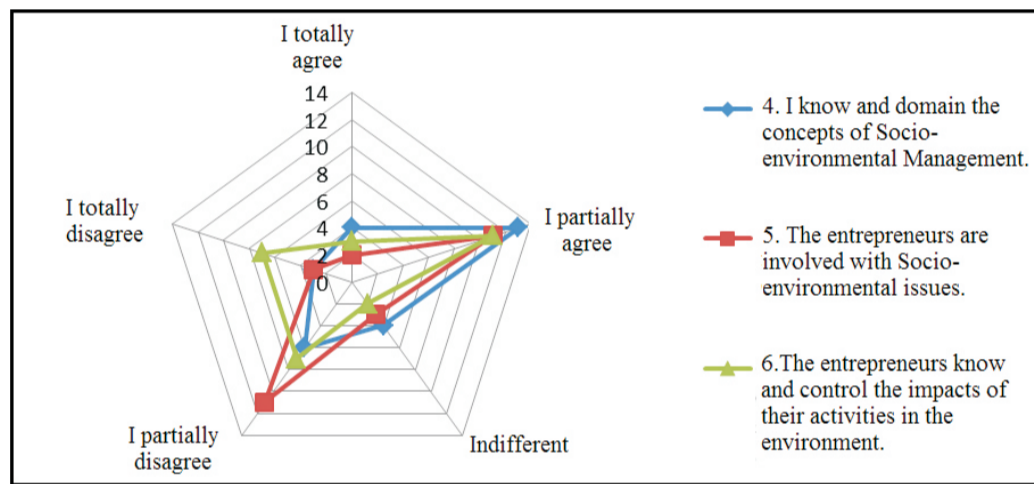
CT (I totally Agree); CP (I partially agree); I (Indifferent); DP (I partially disagree); DT (I totally disagree).

Source: Consultation to the Focus Group.

4.1 Critical analysis of the conceptual maturation of entrepreneurs

The questionnaire allowed to group on issues involving the concepts of Socio-environmental Management. Questions 4, 5 and 6 allow the inference of the causal relationship as the conceptual domain of the respondent focused on the involvement of the business community in environmental issues, and, finally, issues involving the impact on the environment. Cleavage in relation points out asymmetry when scored responses Partial Compliance and Partial Discordance, with a greater tendency to the first; the observed allows asserting a relative inconsistency, since the number of respondents established a minimum difference for the Partial Agreement in relation to the concepts of Socio-Environmental Management, objectively practiced by entrepreneurs involved, they know and control the impact of their actions on the environment. We must consider the value of the respondents to answer Total Agreement to establish a critical analysis. The asymmetry was resolved in the face of conceptual perspective offered by O’Riordan & Voisey (1998), they affirm the sustainability and business and the meaning of it to the performance of the business. It is evident that the conceptual maturation of respondents and entrepreneurs, so that they can ensure the theoretical perspective located by the academy, it will be possible with proficient inducers such as lectures, seminars, debates and awareness of those involved. Figure 5 shows the performance of the situation, while allows the critical analysis.

FIGURE 5: Perception of the Socio-environmental Management concepts.



Source: Consultation to the Focus Group.

In loco observation allows to assure that the entrepreneur has been conducting its activities for gratuity in relation to the environment, while transfers to consumers of goods and services its lack of commitment. The ineffectiveness and organizational strategy oppose the proposed recommendations in Andrews (1987), or consider indiscipline in the treatment of waste in stores and on public roads; vectors multiply aggravating the health situation of the municipality; packaging of pesticides marketed are abandoned disobeying the rules, the lack of structure in the inspection and controlling of leftovers threaten public health, while the Socio-Environmental Management is under the responsibility of people without expertise. Thus, the decision for the economic overlaps measures to the sustainability in the Amazon.

The absence of a relevant alignment complicates the understanding of socio-environmental responsibility of entrepreneurs injuring the proposes of Porter & Kramer (2002). It is clear the lack of confluence between Acre business organizations with relationship between their business and philanthropy that meet minimum social and economic benefits associated with environmental benefits. For this Husted & Allen (2007) point out to the value of the business with framework involving products and services with advantage to the socio-environment. Thus, it is efficient to evaluate the functional benefit of a green marketing, the practice of training for producers and consumers and support of the academy with the theoretical elements, conceptual and technical perfection for this relationship.

Observation around the investigated scenario indicates the tendency for exemption of socio-environmental practices by businessmen from Acre. Some of them argue that such practices constitute obstacle to their business. The observed contradicts the concepts offered by Epelbaum (2007) by stating the

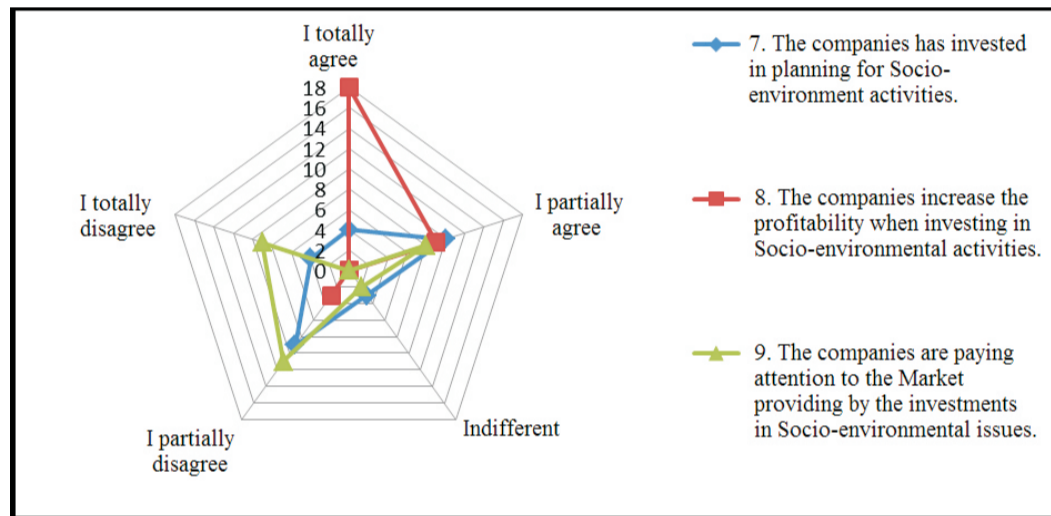
need of alignment between the qualitative growth of the company and environmental quality.

4.2 Brief comparative study of reality considering the performance of entrepreneurs

This topic of result follows the methodological proposal to compare the state of art. The basis of this study is the data obtained from respondents to questions 7, 8 and 9. They turn to investment, profitability and the market in the face of environmental issues. Figure 6 shows the perception of the respondents on investments in Environmental Management. It is possible to find out the need to redefine and redesign the activities of the results by entrepreneurs in different areas of businesses; this step can provide sustainability in the face of corporate investments. However, it also implies challenges as the main cause of disarray in the relationship is the lack of financial incentive tied to high costs for implementation of a compliant Environmental Management, with emphasis on small and medium sized businesses.

Respondents assert the possibility of profitability by investing in environmental initiatives. They were positive to partially agree with the inclusion of investment in favor of the relative socio-environmental action plan. In spite of this, it is evident incongruity in the affirmative offered, because the causal relationship does not meet the prescriptive theoretical criteria.

FIGURE 6: Investments in socio-environmental management.



Source: Consultation to the Focus Group.

If, on the one hand, respondents agree that there is the possibility of gains through investments in socio-environmental initiatives by entrepreneurs, on the other hand opponents disagree with the practices in the causal relationship they have developed. The study allowed the observation of the facts, and details of measures supported in Bowman & Haire (1975), such as the awareness of stakeholders and their capacity for management measures typified in Green Marketing, Technology on Cleaner Production and assumptions of the expected causal relationship in Table 6 below, it is possible through a pact with the systems of the relationship between the enterprise and its scenario of action.

TABLE 6: Expectations for sustainability from the local entrepreneurs .

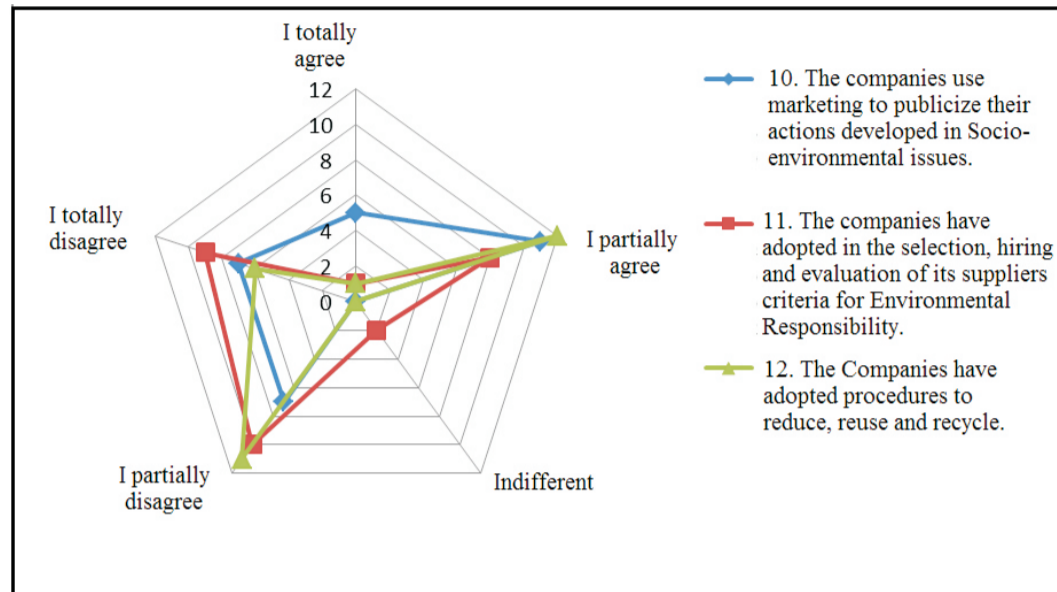
Premises	Casual Relationship in expectation
1. Political System	1.1 Equal Representation; 1.2 Participative budget prepared with technical criteria; 1.3 Public investments focused on infrastructure.
2. Economical System	2.1 Settlement of Masters and Doctors in the Amazon; 2.2 Market studies; 2.3 Mapping of regional potential.
3. Social System	3.1 Control of the rural exodus; 3.2 Social state of law; 3.3 Search for the social welfare.
4. Technological System	4.1 Mapping the need for new technology; 4.2 Training of entrepreneurs towards the use of technology; 4.3 Development of new technologies.
5. Sistema de Produção	5.1 Mapping of productive resources; 5.2 Technological control of raw material; 5.3 Efficiency and effectiveness in producing.
6. International System	6.1 Identify sustainable international trade rules; 6.2 Mapping Export opportunities; 6.3 Understanding the dynamics of economic groups.
7. Administrative Systems	7.1 Adopt administrative techniques; 7.2 Empowering entrepreneurs on the principles of administration; 7.3 Implement management techniques Management.
8. Promotion of Economic Growth	8.1 Implant the Strategic, tactic and operational planning. 8.2 Decision making based on technical data; 8.3 Mapping of external factors.

Source: Adapted from Pedro Filho (2013).

4.3 Instrumental indicative for Socio-Environmental Management

Questions 10, 11 and 12 of the Focus Group consultation turns to the benefits generated from socio-environmental actions from the viewpoint of respondents. This query block allows the construction of instrumental indicatives for the Socio-Environmental Management as it rises over the use of marketing; the relationship with suppliers and with social responsibility, as well as it opens discussion regarding the procedures for waste reduction, reuse and recycling. In question 10, respondents partially agree with the Green Marketing and market measures linked to a healthy environment, however, in question 11, they disagree significantly on the adoption of valid criteria when hiring sustainable enterprises. This asymmetry allows indicating that respondents do not have the rule over the concepts of sustainability, and they know much less the meaning of sustainability as they agree with what the screen does not support the logical comparison, so that they can hire companies which comply with socio-environmental concept, it would be required a minimal knowledge of the causal relationship. It is necessary to ponder on the question 12, there are companies that are already admitted in his squad activities reduction, reuse and recycling, although in a puerile way. This fact leads us to understand the logic by which the respondents were between partially agree and partially disagree. Figure 7 below shows the performance of the answers obtained from the Focus Group.

CHART 7: Benefits generated from socio-environmental activities.



Source: Consulting to the Focus Group.

The theoretical findings allows to affirm, in this topic, that patterns of decision of a company determine its strategic objectives, purposes and goals. Thus, these goals need to be rethought to include strategies of reputation and legitimacy to face the market by linking the brand to ethical and socially responsible image, as a strategic factor of modern competitiveness. It is in this sense that emerges the need of the companies better articulate its stakeholders, using appropriately to marketing tools and clearer criteria in the choice of suppliers. Thus, it is registered the recommendation of IPEA (2006), treated in this task , to reaffirm the importance of adopting strategy on environmental issues in economic relationship in order to avoid the burden of fines and penalties that create obstacles to the competitive advantages of the company .

To attenuate the impacts caused by commercial activity, we suggest the use of administrative processes with the creators treated in Table 7. The perspective is to educate the business community. Like other suggestions, it is recommended to promote wide dissemination of the concept of sustainable management in the form of lectures, seminars, trade shows and meetings , and thus engaging collective efforts in finding a concept applied that can be understood by all, even by economic agents involved and knowledgeable of socio-environmental reality.

TABLE 7: Administrative processes in Socio-environmental Management.

PROCESS	ELEMENTS	DESCRIPTION OF THE CREATORS
1. Planning	1.1 Configurating indicators	1.1.1 Prepare the entrepreneurs community to use the indicators as a decision tool.
	1.2 Environmental mapping.	1.2.1 Search the social characteristics of those involved. 1.2.2 Compare the actions of those involved in the face of the standard. 1.2.3 Qualify stakeholders with respect to benchmarking.
	1.3 Preparation of Strategic Plan	1.3.1 Priorize action plan. 1.3.2 Establish priority goals. 1.3.3 Structure the planning of strategic actions.
2. Organization	2.1 Define Mission	2.1.1 Establish the reason of being specific or what is the utility of the organization and insert the type of clients, user or beneficiary to whom the company serves.
	2.2 Establish the Vision	2.2.1 Establish the focus of the mission and insert the conviction or aspiration to accomplish the mission.
	2.3 Establish the socio-environmental goals	2.3.1 Identify the major variables or environmental issues that affect or are affected by the organization.
3. Direction	3.1 Structure the indicators	3.1.1 Description, unit of measurement and measurement method.
	3.2 Scenario study	3.2.1 Enable detailed information to start the decision making process.
	3.3 Decision-making process	3.3.1 Elements and characteristics of the decision-making process.
4. Controlling	4.1 Monitor the implementation of the planning	4.1.1 Monitor the actions proposed in the planning.
	4.2 Make adjustments	4.2.1 Identify gaps and make adjustments
	4.3 Realign Strategic Planning	4.3.1 Realign the organizational strategic objectives.

Source: Adapted from Pedro Filho (2013).

The government has the obligation of encouraging the implementation of regulatory frameworks and their indicators; it is necessary to encourage sustainable business practice not only by law, but by recognizing that the environment and society are the elements in which the developments are sustained. In this sense, the application of regulatory measures and their efficiency indicators, as shown in Table 8, associated with the proper management of limited resources, may meet the needs of society for longer times.

TABLE 8: Regulatory framework and its indicative.

REGULATORY FRAMEWORK	INDICATIVOS
1. Regulating the use of toxic substances	1.1 To rule about the use of toxic substances. 1.2 Create a structure for control over the use of toxic substances. 1.3 Cataloging toxic substances properly used.
2. Waste Management	2.1 Qualify the entrepreneur with respect to waste management. 2.2 Create a control system for wastes. 2.3 Train consumers to do the recovery of waste.
3. Specification of sustainable products	3.1 Mapping the origin of the raw material. 3.2 Create a certified product or service. 3.3 Creating a framework for quality control of raw material
4. Preventing accidents with environmental risks	4.1 Mapping the potential environmental risks. 4.2 Qualify entrepreneurs on the prevention of accidents and environmental hazards. 4.3 Establish a system for controlling the environmental risks.
5. Public Procurement with less environmental impact	5.1 Building sustainable procurement standards. 5.2 Qualify entrepreneurs towards purchases of less environmental impact. 5.3 Creating a procurement controlling sustainable system.
6. Implementation of P2 (Pollution Prevention)	6.1 Mapping the major causes of pollution. 6.2 Qualify entrepreneurs on pollution prevention. 6.3 Creating a system preventing pollution.

Source: Adapted from Pedro Filho (2013).

FINAL REMARKS AND SUGGESTIONS

Nowadays the Socio-Environmental Management is a kind of differential to access new markets, and investments, mainly the private and external one. Thus, the investments in Socio-Environmental Management can significantly increase profitability and return on capital investments in in the context of globalization, and intensify competition for market. By contemplating all stakeholders impacted by the organization, the socio-environmental management results in sustainability for the operation of the company, once it enables the management of environmental impacts, legal and labor issues as well as social and community development of the area of influence of organizations. Conscious consumption is increasing and tends to be more visible in reality considering that the consumer punishes or gives prestige to a company for its attitude in the society and in environment.

Therefore, it is elemental that entrepreneurs are aware of the environmental impact of its actions, seeking to invest in technologies that protect the environment and besides seeking information on how to obtain certified raw material, over use of the material without waste and disposal and treatments best suited for waste generated during the manufacturing process; preoccupation with safety and health of its employees, as well as on the approach to the community in which they live and the education of its staff, both managers and operator.

There is therefore a key challenge to be faced, which is the provision and improvement of social institutions to become facilitators of a process that strengthens the arguments for the construction of a sustainable society. It would enable favorable assumptions to actual changes, and constructing individual and collective values □□guaranteed by the feeling of citizenship. Hence the sense of knowing the concepts, the level of comprehension and presence of socio-environmental factors of responsibility in the community of entrepreneurs.

TABLE 9: Notes on the theoretical confrontation.

Conceptual basis	Observational elements
1. Stages of sustainability addressed in Peter Filho (2009)	1.1 Loss of attractiveness 1.2 Decline 1.3 Stabilization 1.4 Reduced Growth 1.5 Renewal
2. Improvement in performance from Bowman & Haire (1975).	2.1 Companies that adopt social responsibility policies; 2.2 Companies that did not adopt such practices;
3. Interorganizational Relations in Porter & Kramer (2006).	3.1 Generic social issues; 3.2 Social Impacts in the value chain; 3.3 The social dimension of competitive context;
4. Implement <i>business strategy</i> in Husted & Allen (2001).	4.1 Structure of the organization: 4.2 Internal resources of the company: 4.3 Culture and organizational values: 4.4 Stakeholders Relations:

Source: Adapted from Pedro Filho (2013).

Performed the critical analysis about the conceptual maturation of entrepreneurs consulted; prepared a brief comparative study between fronted reality of consultation to entrepreneurs with the theoretical and conceptual elements proposed in this study, and suggested proficient instrumental indicators for proper environmental management in the context researched, it is concluded that: the lack of information and guidance on the environmental theme, the perception of entrepreneurs competitive returns and sustainability of business in implementing a Socio-environmental Management; not requiring of the consumer market for products with added environmental value; absence of environmental policies and management tools; null supervision exercised only in some activities, all this provides a socio-environmental incapable to an unable to sustain in the long term.

Finally, the study contributes to the observation of Socio-Environmental Management concepts of entrepreneurship by showing the fragility, detachment, lack of understanding and, in some cases, even the irrelevance of the topic for entrepreneurship and for the actors involved. It is checkup perennial challenges that can be solved with some educational and awareness measures with the promotion of the public sector.

This way it is suggested two questions for future research: How internalize the concepts of socio-environmental management in the organizational structure? How to insert in the Strategic Planning of organizations the concepts of socio-environmental management?

REFERENCES

- AKERLOF, George Arthur; SPENCE, Michael; STIGLITZ, Joseph E. (2007). The sveriges, riksbank, prize in economic sciences. Sweden: NOBELPRIZE.
- ANDREWS, K. The concept of corporate strategy. (1987). Homewood, IL: Irwin.
- BOWMAN, E.H.; HAIRE, M. (1975). A strategic posture toward corporate social responsibility. California Management Review.
- Certeau, M. de. (2008). The invention of everyday I: Arts of doing. Petropolis: Voices.
- CHIAVENATO, Idalberto. (1994). Business administration: a contingency approach. Sao Paulo: Makron Books.
- CHIAVENATO, Idalberto (1997). Introduction to general management theory. Sao Paulo: Makron Books.
- COOPER, Donald R., Schindler, Pamela S. (2003). Method of administration research. New York: Bookman.
- DIAS, Reinaldo. (2011). Environmental Management: Social Responsibility and Sustainability. São Paulo-SP: Atlas.
- HUSTED, B. W.; ALLEN, D.B.(2000). Is it ethical to use ethics as strategy? Journal of Business Ethics.

- HUSTED, B.W.; ALLEN, D.B.(2001). Toward a model of corporate social strategy formulation. Paper presented at the Social Issues in Management Division. Academy of Management Conference.
- HUSTED, B.W.; ALLEN, D.B. (2007). Strategic corporate social responsibility and value creation among large firm: Lessons from the Spanish experience. Long Range Planning.
- HUSTED, B.W.; SALAZAR, J.J. (2006) Taking Friedman seriously: maximizing profits and social performance. Journal of Management Studies.
- IBGE - Brazilian INSTITUTE OF GEOGRAPHY AND STATISTICS (2013).. 2010 Census. Available at: <<http://censo2010.ibge.gov.br/>>. Access on: April 13, 2013.
- Epelbaum, M. (2013). Environmental management gains strength. Ellux Consulting, Toronto 25 June 2007. Available at: <<http://www.elluxconsultoria.com.br/gamb.pdf>>. Access on: April 28, 2013.
- IPEA - INSTITUTE OF APPLIED ECONOMIC RESEARCH. (2013). Private enterprise and public spirit: the evolution of social action of companies in Brazil. Available at: <<http://www.ipea.gov.br>>. Accessed on: March 30, 2013.
- LAFER, Celso. (2013). Lessons from the Rio-92. The State of São Paulo, Open Space, p. A2, São Paulo, 17 June 2007. Available at: <<http://www2.senado.gov.br/bdsf/item/id/73037>>. Accessed on: April 8, 2013.
- O'RIORDAN, T.; VOISEY, H. (1998).The political economy of the sustainability transition. In: The Transition to Sustainability: the politics of agenda 21 in Europe. London: Earthscan.
- PEDRO FILHO, Flávio de Sao. (2009). Sustainable management of the family business. Thesis. Universidad Autónoma de Asunción. Asunción: UAA.
- GDP. Gross Domestic Product of Municipalities. (2013). Available in: <<http://www.ibge.gov.br/home/estatistica/economia/pibmunicipios/>>. Access on: April 22, 2013.
- PORTAL. GOVERNMENT OF ACRE. Available in: <<http://www.ac.gov.br/wps/portal/acre/Acre/estado-acre/municipios>>. Access on: April 22, 2013.
- PORTER, M.E.; KRAMER, M. (2002). The competitive advantage of corporate philanthropy. Harvard Business Review.
- PORTER, M.E.; KRAMER, M. (2006). Strategy and society: the link between competitive advantage and corporate social responsibility. Harvard Business Review.
- RAIS. RELAÇÃO ANUAL DE INFORMAÇÕES SOCIAIS. (2013). Disponível em: <<http://www.rais.gov.br/>>. Acesso em 22 de abril de 2013.
- Tachizawa, Takeshy. (2002). Environmental management and corporate social responsibility: business strategies focused on the Brazilian reality. Sao Paulo: Atlas.
- VERGARA, S. C. (2005). Project reports and management research. Sao Paulo, Atlas.
- PEDRO FILHO, Flávio de São. (2013). Validation and ethics of management research. Available in www.administradores.com.br/flavio1954 consulted on October 14, 2013.

Publish Research Article
International Level Multidisciplinary Research Journal
For All Subjects

Dear Sir/Mam,

We invite unpublished research paper.Summary of Research Project,Theses,Books and Books Review of publication,you will be pleased to know that our journals are

Associated and Indexed,India

- * International Scientific Journal Consortium Scientific
- * OPEN J-GATE

Associated and Indexed,USA

- DOAJ
- EBSCO
- Crossref DOI
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Databse
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Review Of Research Journal
258/34 Raviwar Peth Solapur-413005,Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.isrj.net