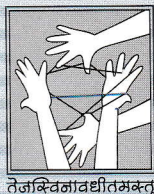


JIDNYASA

RESEARCH JOURNAL

Volume No. 7, May 2013

ISSN 0973-7936 Jidnyasa



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- An Empirical Study on Corporate Green IT Strategy
- "Consumer Buying Behavior for Mobile handsets in Delhi-NCR Region"
- Strategic Approach to Talent Management
- 'R-I-A-S-E-C' Framework for Employee Retention
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- "Talent Management: Driving Forces and Emerging Challenges"
- 100 Managers In Action
- Financial Inclusion: Walking towards WIN - WIN Situation
- Down Time Analysis in Process Industry-A Case Study
- Effect of Compensation Strategies on Performance of Employees In Public Sector General Insurance Companies



MAHARSHI KARVE STREE SHIKSHAN SAMSTHA'S

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Published by :

MAHARSHI KARVE STREE SHIKSHAN SAMSTHA'S
Smt. Hiraben Nanavati Institute of Management & Research for Women (HNIMR),
Near Cummins Engg. College, Karvenagar, Pune 411052.

Printed by :

Prowiz Design
212, B-Wing, 2nd Floor, Bizzyland, Kumthekar Road, 776, Sadashiv Peth, Pune - 411 030.

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Inauguration



Inaugural Function, From Left , Dr. Bharati Dole, Mr. Bharat Kumar, Dr.(Capt) C. M Chitale, Mr. R.R. Deshpande, Mr. Udo Kippler, Dr. Mukund Tapkir

Valedictory



Valedictory Function, From Left – Dr. Mukund Tapkir, Mr. Anil Apte, Mr. Purushottam Lele, Mr. Darrel Preble, Dr. Bharati Dole

From Editor's Desk

Dear Reader,

We are very glad to publish 7th issue of Jidnyasa with research papers from varied disciplines such as Financial Inclusion, Forensic Accounting, Talent Management, Corporate green strategy, Downtime analysis, and Employee retention. A book review is also included in this issue. We hope readers will get insightful literature on various issues mentioned above.

We acknowledge efforts of Dr. Atul Deshpande for evaluation of Research Papers and Articles. We also appreciate services provided by Mr. Amit Gandhi and his team for printing work.

We wish you success in your entire academic and research career in future.

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CALL FOR CONTRIBUTION OF PAPERS / RESEARCH ARTICLES FOR 'JIDNYASA' 2014 (ISSN 0973-7936 Jidnyasa)

Research is one of the effective developmental activities in Business schools. We publish 'Jidnyasa' to bring on a common platform the various themes, spheres and knowledge areas in which research can be conducted.

Call for papers

We are inviting research papers, conceptual articles, synopsis of PhD thesis, book review from

1. Academicians belonging to management institutes, practicing management consultants, industry experts and managers.
2. Students and research scholars.
3. Those who have already completed or are pursuing research leading to the award of PhD degree.

Guidelines to the contributors:

1. The contributors may choose any area/theme/subject of interest for research purpose in the field of management as topic of the paper/article. We may announce the main theme of a particular issue.
2. The author/s should submit the full length paper (not exceeding 3000 words), font size – 12, single line spacing and double space between paragraphs on A-4 size paper with 1 inch margin on all sides. The full text including main paper, bibliography and appendices, if any, should not exceed 15 pages of A-4 size. The title of the paper should be in capital font.
3. A soft copy is to be mailed on the email-id mentioned below. A hard copy should be sent by post/courier to the address mentioned below.
4. Those who have been awarded PhD degree may contribute the synopsis of their research report not exceeding 1500 words.
5. The contributors may also choose to contribute on the theory relevant to research methodology as an article.
6. An abstract of 200 words of the paper/article and a brief bio-data of the author should accompany the manuscript.
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An Empirical Study on Corporate Green IT Strategy

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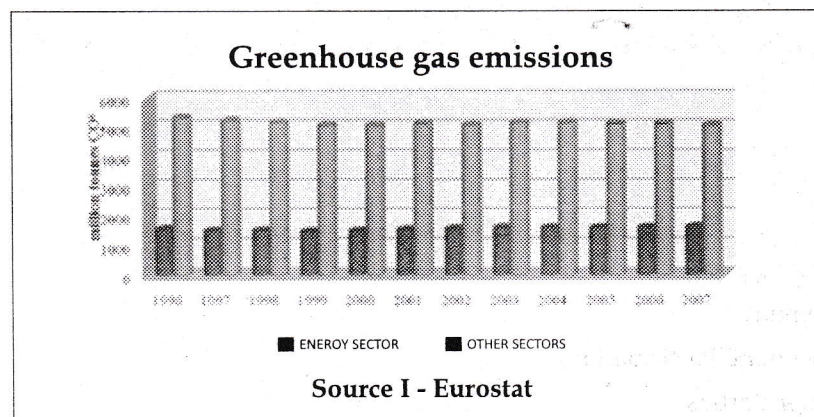
Abstract

Many leading companies have implemented Lean Manufacturing Programs which yield increased efficiency, reduced costs, improved customer response time, and more. Others have adopted "GREEN" Programs resulting in reduced energy consumption, waste generation, and hazardous materials usage. Increasing an organization's ability to Green their Information Technology (IT) requires change in the IT organization. Organizational learning is critical for the IT organization to change in a way that environmental sustainability issues are embedded in the practice of IT people and management and in the creation, use and disposal of hard and soft IT artefacts. By understanding how IT organizations learn to develop their Green IT Readiness during the intuiting, interpreting, integrating and institutionalization processes of organizational learning, IT organizations will be better equipped to respond to the new demands of greening IT and of supporting the greening of the wider enterprise. This paper provides an initial conceptualization of the domain construct of Green IT Organizational Learning (GITOL). A desk-based research approach is used to provide insights as to how a large multi-national IT organization learns with respect to Green IT.

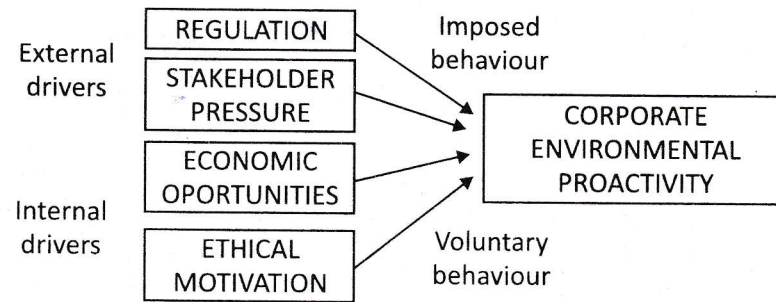
KEY WORDS: Environment, sustainability, green IT, organizational learning, Information sharing, knowledge transfer and green management performance.

Introduction:

Several scholars faced environmental issues from different standpoint as environmental pollution and resource consumption has been considered a multidisciplinary matters. In the last years, the rooted consideration about a trade-off linkage between environmental quality and economic growth seems to be surpassed. Firms lost their historical role of environmental destroyer and adopting a responsible behavior actively moderate ecological damages. The regulation, even more press at international level, stresses corporate to find new solution, triggering environmental-related innovation (Porter and Van der Linde, 1995, Delmas et al., 2007). The early-mover company, through process or product innovation, built a competitive advantage over its competitors (i.e. 3M's Pollution Prevention Pays (3P) program in 1975). In long term, followers will copy new technology and a prompt for a new one, like a virtue cycle. The result can be a win-win scenario, where both nature and companies take advantage by tightened regulations. There is a fragmented literature about the role of environmental concern into business strategy, a lack of solid theoretical foundation and empirical observation.



Instead stakeholders, as defined by Freeman, affect green corporate's attitude according their typology. Several researchers (Henriques and Sadorsky,1999; Buysse and Verbeke, 2003) point out on the pressure played of different interest groups (Government, Employees, suppliers, Local communities, environmental organization) toward specific environmental performance.



Source 2 - Elaboration of Bansal And Roth, 2000

Each of this driver stresses in different way the adoption of environmental concern; external drivers impose ecological responsiveness, while internal factors encourages its voluntary adoption. Indeed, proactive environmental intention, stimulated by the pressure of both internal and external factors, doesn't allow per se the creation of effective environmental strategy (Reinhardt, 1998). This model shown in Figure 1 distills the essence of the theories of Womack and Jones, the SAE, and Liker into one coherent model. The Shingo Prize has a unique database of Lean companies' performance to these criteria based on a panel of expert examiners, which is a credible basis for comparing Green system performance.

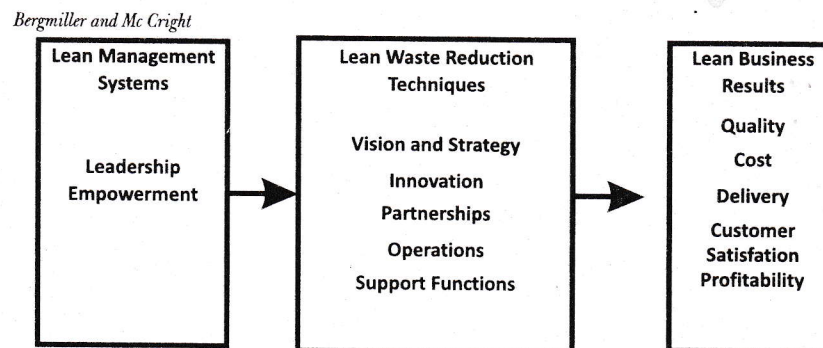


Fig-1: Advanced Lean System Model

Regardless of the company's approach to minimizing environmental waste, "all of these elements should be included in their program to assure success." The common elements are:

- ❖ Planning
- ❖ Leadership
- ❖ Metrics and Goals
- ❖ Focus on Results
- ❖ Information and Analysis
- ❖ Process Management
- ❖ Employee Involvement (Participation)
- ❖ Focus on Interested Parties

Note that all are management system elements.

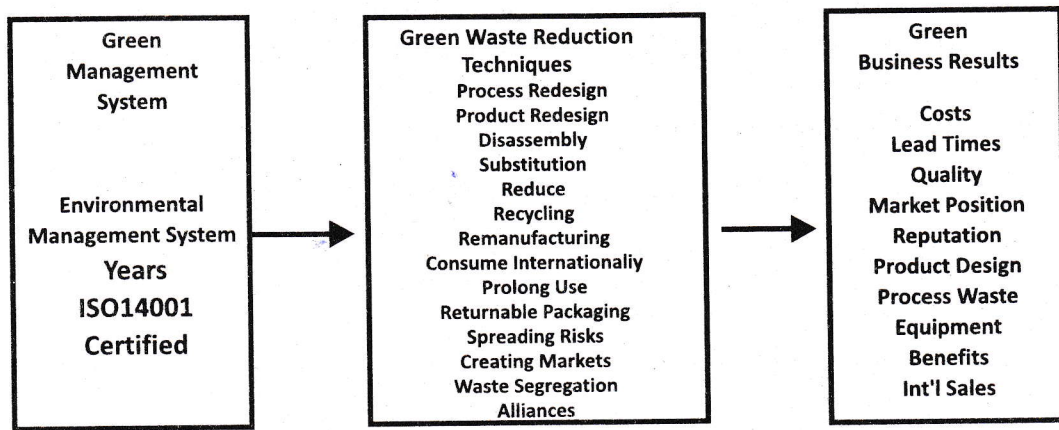


Figure-2: Advanced Green System Model.

Indeed, many of the elements of the models are very similar if not identical. While each study established meaningful correlations between various components of the model, none performed a full correlation analysis of the entire model. Figure 3 provides a comprehensive Lean/Green comparative model.

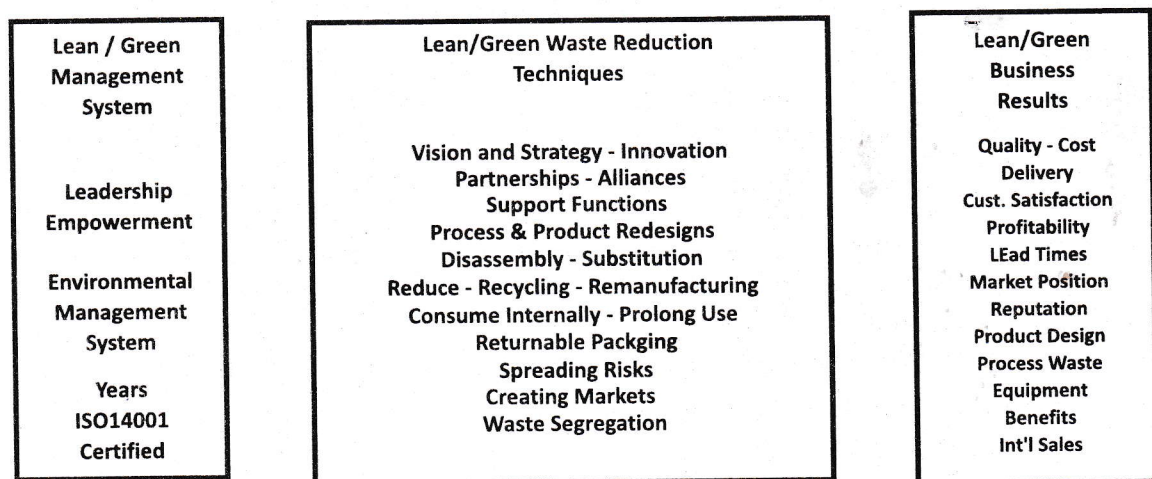


Figure 3: Comprehensive Lean and Green Systems Model

Although Molla et al (2009) proposed the G-readiness model with five components of attitude, policy, practice, governance and technology, as an indicator of the capability that IT organizations need to build and demonstrate, they haven't gone far enough to identify how IT organizations go about learning and changing to build those capabilities. To address this gap, this paper develops a preliminary framework for Green IT Organizational Learning (GITOL) and thus lays the foundation for future empirical research of GITOL.

GREEN IT: Green IT is "an organization's ability to systematically apply environmental sustainability criteria to the design, production, sourcing, use and disposal of the IT technical infrastructure as well as within the human and managerial components of the existing IT infrastructure" (Molla et al, 2009, p. 5). In this paper, I placed the responsibility for Green IT with the "IT organization" which may be an internal IT department, or, an external vendor to which the responsibility for managing the IT infrastructure has been outsourced. For the IT organization to be able to successfully discharge such responsibility, the skill of the IT personnel working in the IT organization needs to be upgraded with the principles and issues of sustainability.



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