INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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CONTENTS

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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iii

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

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BOOKS

•   Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

•   Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

•   Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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•   Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

•   Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

•   Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

•   Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

•   Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

GREEN CSR PRACTICES: HR AND SCM - A STRATEGIC PERSPECTIVE: A CASE STUDY BASED REVIEW OF COGNIZANT

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ABSTRACT

This paper aims at exploring the Green CSR practices of one of the leading IT companies, Cognizant. It also analyses how Cognizant has challenged itself in the area of sustainability to solve society's issues and concerns. This case analysis includes Green HR and Green SCM practices implemented by the company. It includes both internal and external initiatives conducted by Cognizant. The information collected for the case analysis is from secondary research. Cognizant has chosen three key areas for implementing sustainability initiatives which according to them create significant impact on both internal and external environments. The three key areas are Educational opportunity, Environmental stewardship, and Employee development. This paper analyses CSR practices of a specific company; those can't be generalized to other companies. The study however demonstrates how the actual implementation of CSR practices is done in the organization.

KEYWORDS
green csr, sustainability, supply chain management.

INTRODUCTION

Corporate Social Responsibility (CSR) is about businesses considering the interests of society by taking responsibility for the impact of their activities on everything and everyone they touch, including the environment. Green is a philosophy and social concern for the conservation and improvement of the environment. If this philosophy is implemented constructively, these initiatives can drive business performance improvements in many areas. Today, the need to find new green efficiencies is being driven by a number of factors, including a weak economy, the growing cost and limited supply of energy, the insatiable demand for more processing power and storage, and pressure to reduce environmental impact from shareholders, customers and employees.

All the businesses which focus on future are giving due importance to Green Management initiatives. According to researches done in this domain, all the employers as well as employees need to be aware, motivated and inspired of green practices and their impact. These initiative not only affect the business but also all the stakeholders involved in the business. Top management should be enthusiastic to come up with innovative ideas and suggestions to emphasize of green management. The driver of the initiatives can be HR department. If leaders are motivated to implement these practices, then only followers will follow the same. The main purpose of this research is to explore how organizations use their green HR and SCM practices for their strategic advantage.

According to Jacob Cherian & Jolly Jacob (2012), there is a need of development of strong environmental management system whose goals would incorporate within overall strategic goals of the organization. Green HR refers to the policies and practices designed by keeping the focus on Green philosophy. The aim is to reduce each employee's carbon footprint. It is used as a tool for attracting prospective employees and retention of employees. Nowadays, employees give due importance to employer's sustainable practices. This green talent pool also gives solutions to business problems by keeping green angle in mind. This perspective gives edge to the employer in the industry. On the other hand, Green SCM is all about delivering products and services through the chain of suppliers, manufacturers and customers by considering the environmental concerns and impact in mind. Green SCM follows green practices at every stage of supply chain to reduce the adverse impact on environment. This also reduces cost and gives operational efficiency to the employer.

RESEARCH OBJECTIVES

The main purpose of this paper is to analyse Green CSR practices in companies from two perspectives-HR and SCM. This paper attempts to answer the following research questions:

- What are the driving forces behind implementation of Green CSR?
- What is the framework followed by companies in implementing Green CSR practices?
- How IT can help in implementation of Green CSR practices?

RESEARCH METHODOLOGY

Online databases were used for their large collection of research papers and articles. Internet was used as a source mainly because of its huge network of resources. The research papers were mainly selected based on the following criteria:

- How current is the research paper?
- How the topic of the research paper is aligned with our chosen topic?
- If the research paper is published or not?

Mainly those research papers which were published in the recent years were chosen. Some of the research papers published in the previous decade was also chosen to study the history and evolution of the concepts.

In order to understand how Green CSR practices are adopted in companies, a case study approach is adopted.

The case study of the company, Cognizant, was chosen because Cognizant is one of the top IT services provider in the world. It has successfully implemented Green CSR practices across its offices because of which it has been able to reduce its carbon footprint by 32% through implementation of telepresence systems. It has

also been successful in reducing its per capita energy consumption by 47% and per capita paper usage by 60%. It thus serves as a role model for other companies in its industry.

DATA COLLECTION

Secondary research methodology was used to study the Green CSR practices in Cognizant. The researchers referred to Cognizant's white paper on the topic, "Creating a Green Supply Chain-Information Technology as an Enabler for a Green Supply Chain" and created inferences based on that. The CSR practices of Cognizant were analyzed from two perspectives: HR and SCM.

LITERATURE REVIEW

Green HRM is all about creating policies and procedures to promote use of sustainable business practices and to create awareness among employees. It mainly focuses on employees' environmental behaviour both in working and private life stated by Viola Muster and Ulf Schrader (2011).

Green HRM and sustainability are the words which go hand in hand and there is strong linkage between these two words. Organizations are focusing on both the concepts in today's market scenario. Ultimately HR department has to come up with strategies for Green HRM and sustainability. For organizations, adopting **Green Culture** is becoming need of the hour to gain competitive advantage in the market place. Meily Margaretha & Susanti Saragih (2013) gave two important reasons for the need of Green HR:

1.   Global environmental concerns
2.   To match international environmental standards.

Sustainability means providing long lasting solutions which will help in betterment of both social and economic conditions. Here you as an organization try to match the present needs of your employees while not compromising their future needs. Sustainability and Corporate social responsibility are the terms which are used interchangeably.

Sustainability involves the following three things (Prof. Shakti Marhatta & Mr. Sandeep Adhikari, 2013):

i. Protecting environment

ii. Contributing to the society

iii. Economic growth of organization

HR department needs to strategize sustainable practices by evaluating current culture of organization and its green goals, eliminating the waste by cutting costs, illuminating employees to use eco-friendly products, and then implementing the strategies at every phase based on the above three steps. The area of GHRM that we have the least knowledge on is the motivation of employees to become involved in EM via PA and reward-management practices (Govindarajulu and Daily 2004). The integration of strategic HRM and environmental sustainability scholarship offers an opportunity to break away from the narrow economic interpretation of what "strategic HRM" means (Mirchandani & Ikerd, 2008).

Nowadays, customers are increasingly becoming aware of sustainability practices and shifting their loyalties towards environment friendly products. The focus on sustainability has led many organizations to invest in Green Supply chain practices.

According to Singh *et al. (*2013) Green Supply Chains consider the environmental effects of all processes of supply chain from the extraction of raw materials to the final disposal of finished goods. Within the Green Supply Chain each player motivates other players to go green and provides the necessary information, support, and guidance through supplier's development programs or customer support.

IT can play an important role in implementation of Green SCM within organizations. Role of IT in Green SCM can be seen from two perspectives:

1.   Hardware: IT can help in optimizing resources and developing more energy efficient solutions to reduce impact on environment.
2.   Software: IT can help in supply chain planning, route optimization and warehouse operations to reduce resource requirements.

In fact, through IT, companies can reduce their environmental footprint in a multitude of ways — through reduced energy consumption of infrastructure and cooling equipment, smarter purchasing and supply chain strategies, facilities optimization and reduced corporate travel.

Green SCOR (**Supply Chain Operations Reference Model)** framework can be used to help organizations in their green initiatives. It helps in identifying opportunities for making supply chains greener along every node of the supply chain.

Collaborative Transport Management (CTM) goes hand-in-hand with GSCM. IT solutions for facilitating the involvement of all partners in the supply chain can help organizations achieve better utilization of transportation assets and reduce overall energy requirements. Cognizant pioneered this concept of collaboration which led to a lot of innovation.

GREEN CSR PRACTICES AT COGNIZANT

Cognizant Technology Solutions is a U. S. - based multinational provider of business, technology and consulting services headquartered in Teaneck, New Jersey, United States. Cognizant has been named in the 2010 Fortune 100 Fastest-Growing Companies List for the eighth consecutive year. Cognizant has also been named in the Fortune 1000 and Forbes Global 2000 lists. It has consistently ranked among the fastest growing companies including the 2010 Business Week 50 list of the top - performing U. S. companies, the Business Week Hottest Tech Companies 2010 and the Forbes Fast Tech 2010 list of 25 Fastest Growing Technology Companies in America.

Cognizant has worked a lot in the area of sustainability under CSR. Its focus is on three key areas: Educational opportunity, Environmental stewardship, and Employee development.

Educational opportunity- All the current and emerging businesses are knowledge based. Cognizant is focusing on building this intellectual capital from base itself through an initiative 'Making the Future'- It provides educational opportunities to students to encourage them to pursue studies in STEM (Science, Technology, Engineering, and Math). In India and other countries, it provides opportunities to girls, rural population, and underprivileged students. Cognizant employees themselves volunteer for teaching, mentoring, and career guidance related activities. This STEM initiative will reduce the talent gap globally in the STEM field. In US the company also conducts after-school and summer programs for students to indulge in innovative programs. Cognizant awards college scholarship to students pursuing studies under STEM initiative. The initiative involves so many programs mentioned below.

a)   After school and summer programs- Company funds these programs which are conducted by various organizations, clubs, schools, and museums etc. These programs encourage students for robotics, maker-oriented activities, computer proficiency, do-it-yourself activities etc. programs.

b)   Maker Corps Host sites- Cognizant sponsors this initiative where volunteers and company employees come together with their families and children to participate in creative projects. These projects help children to improve their problem solving skills. These host sites could be anything from museums, schools, science centres to any similar organizations.

c)   US 2020- This is an initiative whose many leading technology companies are part. Cognizant is the founding member of this program. Under this these companies will recruit one million STEM mentors annually by 2020. Aim is to create STEM expert's workforce from kindergarten itself.

d)   College scholarships- Under this program Cognizant provides scholarship to students pursuing STEM studies. To apply for this scholarship students, have to submit a 3 minute video showing their creativity in these fields.

e)   Citizen schools- Citizen Schools is a national non-profit organization which recruits appropriate people to become citizen teachers and work in low-income areas. Cognizant supports this initiative and encourage employees to become Citizen Teachers.

Project Outreach- Under this initiative Cognizant employee's volunteers for many activities like mentoring, teaching, career counselling, inter-school competition guidance, and conducting educational trips. The aim of this initiative is to increase quality of life of students and to cover maximum region of the country. It includes initiatives like,

a)   Be a teacher- Under this program the volunteers visit local schools and conduct classes in English, Math, Science, and extra-curricular activities etc. These volunteers try to increase scores of students in these subjects. These volunteers conduct weekly classroom session for these students.

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53

b) Outreach scholarships- In this program, scholarships are provided to students who are unable to complete their post-high school studies. Here Cognizant employees also provide technical coaching to these scholarship holders like software testing, coding, personality development etc.

c) Junior achievement- Here Cognizant volunteers participate in the program and prepare the student of class 9th and above for functional roles based on their interest areas.

d) TALHUNT- Here volunteers help children to participate in interschool cultural competitions. In this winning school gets financial reward to improve their facilities. Cognizant also focuses on grooming winners of this competition.

e) Programs for special children- Under this Cognizant volunteers arrange activities like swimming competitions, cricket tournament etc. for special children.

f) Vision 2018- Striving for 100- Cognizant has seen this vision in 2013 to achieve 100% passing rate, graduation rate, and employability to graduates in 100 schools of our country. For that work has already started. It has made partnership with 100 schools and with the help of NGOs, local governments and company volunteers they are reaching near to achieving their vision. Company is also investing in train the trainer and faculty development programs. Overall a learning atmosphere is created by Cognizant in many schools.

g) Outreach around the world- Cognizant is also expanding its wings in international activities under which top 6 leaders of different countries are going to participate in spreading awareness on homelessness. They will raise funds for homeless and underprivileged children for providing meals and educational resources.

Cognizant Foundation- Company set up this foundation in 2005 to conduct philanthropic activities in India. Their main focus is in the area of education and healthcare. Under this they are reaching out to cover maximum area of India to make lives of economically disadvantaged people better.

Environmental Stewardship- Cognizant is continuously taking efforts to reduce their impact on environment to protect the vital resources. They also realized the significant opportunity for cost saving by efficiently utilizing energy and reducing waste.

Ambitious goals- Cognizant has set ambitious goals for reducing emissions and energy. For example, their one goal was to reduce the carbon emissions by 43% by 2015. However, they achieved it by 2008 itself. They have also succeeded in reducing energy utilizations by 53% in KWH/person/month from 2008 through 2013.

Commitment to renewable energy- Under this company started purchasing renewable energy for its Tamil Nadu campus. There they procured 7.2 million units from biomass, 20 million units from wind and avoided burning more than 500,000 gallons of diesel fuel in a year. They are also planning to expand this to other campuses.

Go Green- Under this program all the Cognizant employees work towards conserving energy and reducing waste. Here HR department has come up with green management practices, improved infrastructure, and reengineered processes.

a) Carbon Footprint Calculator- The Eco-check app of cognizant helps employees to keep track of their own carbon emissions. The app also suggests green actions that can be taken to balance their footprint.

b) Carpooling app- Company launched Share-A-Drive app for employees to participate in carpooling.

c) Teaming up and greening up- Here team of employees from every campus goes out and cleans up public places in the city.

d) Back to school- Company employees participate in Green School program where they have to teach environmental studies to children. This helps in increasing awareness among children.

e) Environmental management- Recycle bins are placed in all the Cognizant facilities to collect e-waste. Greenathon is a month long celebration that happens every year in all the facilities which includes awareness campaigns, workshops, video screening and other activities.

EMPLOYEE DEVELOPMENT, WELLNESS AND SAFETY

Nurturing talent and leadership- Cognizant Academy learning and development (L&D) arm conducts training program for its employees and associates. The programs are designed by considering client's requirements, company's growth and employees' interests.

Systematic stages of learning- 4 stage learning program

1. Engage and explore- Skill development program for campus hires.
2. Specialize and grow- Up skilling programs based on client's requirements
3. Manage and evolve- For first time managers to develop managerial capabilities
4. Succeed and lead- Leadership development programs for emerging leaders.

Diversity and inclusion- Cognizant focuses on bringing diversity in all respects such as culture, technology, perspectives, business and ways of working.

a) Completely Cognizant- This is Cognizant's trademark initiative which is based on four strategic principles- People, culture, clients and community.

b) Women empowered- This program is specially designed to increase number of qualified women employees. It is based on five strategic pillars of Attract, retain, develop, communicate and network.

c) Emerging affinity groups- Cognizant is also establishing several affinity groups for development of groups like Asian-pacific, Hispanic-Latino, LGBT communities etc

Occupational health and safety- Cognizant has started many wellness initiatives for its employees especially for preventing occupational health issues.

a) Fully Cognizant- This was the largest health screening and awareness program in 2013.

b) Wellness first- A campaign which spread awareness about issues like stress management, wrist issues (for computer professionals), arthritis, diets etc.

c) Stepathlon-A global team based challenge where every team has to take 10,000 steps a day. Pedometers were used to conduct this event.

GREEN SCM PRACTICES AT COGNIZANT

Employees: Since Cognizant is a services based company, people form an integral part of the company's supply chain. Cognizant cares for the wellbeing of its nearly 1,71,400 employees. Though the company does not deal with raw materials or manufacture any product, it makes sure that it provides safe and proper working conditions for its employees. Cognizant has introduced a program called Outreach to utilize its employee resources to create a positive impact on the society. Cognizant teaches its employees best practices to conserve energy and reduce carbon footprint to achieve sustainable growth.

Human Rights: Cognizant is deeply committed to the cause of Human Rights protection. It ensures that there is no discrimination, child labor or forced labor or any other form of human rights violation in any part of the supply chain. Supply chain has the highest risk potential for human rights violation, particularly the subcontractor labor base such as facilities maintenance, food suppliers, security, and transportation vendors. Cognizant requires its suppliers to adhere to Supplier Code of conduct, and it monitors its suppliers closely especially the high risk ones for any human rights infringement.

Environment: Since Cognizant is a service-based business, there is no significant usage of water across its supply chain. Water is mainly used for drinking, personal hygiene, cleaning, landscaping and in cafeteria. However, Cognizant compiles and studies data regarding water usage across its offices and looks for opportunities for conserving water. Initiatives such as rainwater harvesting and recycling and reusing water are employed across all its offices.

Since Cognizant is a global company, travel forms a major part of its operations. Initiatives such as video conferencing and telepresence facilities are used extensively to reduce the environmental footprint. Cognizant has deployed over 1,596 telepresence and video-conferencing facilities till date to reduce air travel and achieved work-life balance for its employees in the process. It has also undertaken initiatives such as establishing bicycle bays for its employees across all the offices and has launched share-a-ride app to help its employees in carpooling.

Paperless office: Following are the five main initiatives implemented at Cognizant for paper reduction:

- Inbound communication: Much of inbound communication is digital by efficient integration of computer telephony, optical character recognition (OCR) and scanning.
- Workflow: Document management systems are used for management and archiving of documents. BPM workflow is used for workflow assignment and escalation.
- Analysis: For analysis and review of documents, business rules are configured with BPM to distribute work and embed reviews.
- Document Archival: Physical documents are archived and stored periodically. Digital documents can be retrieved using a Document Management solution.

- Outbound communication: BPM solution can be used for generating reports, notifications and status reports. BPM dashboards provide valuable data for decision making eliminating need for reports used only for quick review.

Green Supply chain expertise: Cognizant has helped its clients in reducing costs, increasing efficiencies and improving ROI. Some of Cognizant's green strategies include:

- Cognizant continuously works with design and R&D team to find opportunities to reduce costs and design products which are energy efficient and eco-friendly.
- Cognizant works with manufacturers and suppliers to reduce packaging costs and increase shipping efficiency.
- Cognizant identifies software and performance metrics to measure carbon footprint of each of the process in the supply chain.
- Cognizant also helps in managing shipping methods and transportation of goods in LTL or TL quantities, ensuring that they arrive safely at their destination.
- Cognizant uses its partnerships for network analysis and modelling in order to achieve cost reductions and operations efficiency.

CONCLUSION

Green HR- As we have seen CSR is the responsibility taken by organization towards environment protection, community growth and sustainability. Cognizant also thinks on the same line and it keeps challenging itself to be part of the solutions to these vital issues. For that it uses its talent, expertise, passion and strategies to gain competitive advantage in the market.

Ms Shakti Marhatta & Mr Sandeep Adhikari have given the following constituents of sustainability namely, Environment, Society and Economic Growth. Cognizant's sustainability strategies also revolve around these three which are Environmental stewardship, Educational opportunity and Employee development. It strategizes in order to provide long lasting solutions in these important areas.

Under environmental stewardship, the company is working hard towards efficient energy utilization and waste reduction. Company has also adopted various green HR practices to reduce their carbon footprint. So this program is helping the company to strategize effectively how to spread awareness among employees and cut cost drastically.

To work towards Society, Company is providing educational opportunities to emerging talents. It is trying to make the foundation itself strong so that it can take advantage in future. The intellectual capital developed over the period will be absorbed in the company in future. This is the long term strategy developed by company for both putting efforts towards society and sustainability.

For achieving economic growth company is working on its employee's development, wellness and safety. It is working on nurturing the talent by developing strong L&D strategies and using the same platform to spread awareness regarding Green CSR. Cognizant also working hard towards their employees' health and safety to sustain and preserve the knowledge available in the company. So the sustainability strategy is based on retention of talent.

Green SCM- Recently the focus of supply chain has moved from operational to strategic, which focusses on long-term relationships with the suppliers and other stakeholders. In this paper, we have mainly focused on Green CSR practices in supply chains and HR functions respectively. We have especially focused on how Green CSR is implemented in a multinational corporation like Cognizant. The reason we have chosen Cognizant is that it has successfully implemented Green CSR practices in all of its offices across the globe. The practices followed by Cognizant cannot be generalized for all the companies within the IT industry, but it does serve as an inspiration for other companies in its sector.

Since in a services organization, the main resources are people, its supply chain focuses on providing a safe working environment for employees and ensuring that there is minimal environmental impact due to their daily activities. Cognizant also makes efficient use of IT infrastructure to minimize energy consumption and reduce its carbon footprint. Initiatives such as video conferencing and telepresence systems help reduce business travel and also ensure work-life balance for its employees. Cognizant also helps manufacturing organizations in supply chain planning, route optimization and design of innovative packaging. Cognizant helps the manufacturers in analyzing every stage in supply chain and identifying opportunities for reducing environmental impacts in those stages.

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