CHAPTER-3

RECENT TRENDS OF E-HRM IN INDIAN ORGANIZATIONS

Application of information and communication technology (ICT) in HR function in Indian organizations can be traced back to introduction of computers way back in nineties. Human resource department is considered one of the early adopter of information and communication technology but it was fragmented, it took time in integrating and assimilating HR process, mechanism and system. In initial days it was confined to salary, personal data administration and other traditional HR functions through HR functional application software. With arrival of net and World Wide Web (WWW) and mail services, sharing of information between individuals and with masses became easy and cost effective. Development of intranet, self service and ERP business solutions are the hallmark of application of information and communication technology to HRM function. Now HRM services to different stakeholders are provided in touch screen smart phone base.

Web 2.0 technology or social networking is the current developments in e-HRM globally. It is quite dissimilar from the past Web 1.0 technology which was altogether dealt with unidirectional flow of the data, text, audio, video, content, any message or information. Network technologies offer stage for open contribution, capture brain power of individuals or groups offer access to network through various instruments. Web 2.0 is a mechanism that facilitates groupism and sense of community and connects with common people. It entices public to come at a common platform share feelings and have dialogues. Web 2.0 is based on increased participation and involvement among service consumers. This is quite visible and can be noticed in online games, blogs, social networking, Wikipedia, social bookmarking, and different multimedia channels. This trend is now seen in Indian organizations especially for knowledge sharing, knowledge management, recruitment and branding. Experience shows use of Web 2.0 technology has reduced HR related queries and complaint, thus providing an instrument in the hand of HR professional to deliver its services.
3.1 Emerging Trends of e-HRM-

E-HRM is the use of technical know-how to augment the value of HR delivery in a business is not new to Indian organisations. But what started with automation of basic HR transactions is now a key constituent in the HR department’s much publicized transformation into a strategic associate. As per HRD Survey (Business Today-Gallup), the major concerns of the managers regarding their companies HRD practices included-lack of proper recruitment, absence of sound performance appraisal systems, low salary, lack of team spirit, lack of career management, absence of organizational commitment and low job satisfaction level. Most of the HR managers along with line managers conceive that there was a need for human resource management systems which incorporates all the fragmented human resource functional applications in integrated form.

With integration of information and communication technology with HR function different vendors started selling HR functional application software and at later stage integrated HR software suite applications. Now most organizations have integrated their HR function with business solutions in the form of ERP and different companies are providing ERP solutions in the name of SAP, Baan, People soft etc.

The early birds in implementing and it seems that in benefiting from the e-HRM initiatives have been organization in the information technology, insurance, banking and outsourcing where numbers of employees were very high. But now even traditional organizations like FMCG, automobile, energy, education are following the same trail. Several companies like Hero Honda, Ranbaxy, Dabur, NTPC, LIC, Moser Baer, Maruti Suzuki, SBI, Tata Motors, have implemented IT to enhance their HR functionalities.

In Indian business most repeatedly used names are “SAP”, “BAAN” and “People Soft”. These packages are tailor made and can tackle exclusive needs of companies. A substantial number of companies in India are currently tuned in to SAP alone. Some prominent names among these are ONGC, Asian Paints, L&T, IOC, SBI, HPCL, Aditya Birla Group, Ruia Group, Tata Sons, Jet Airways, GM, Eicher, Bajaj, Wipro, Infosys, Siemens, NTPC, Mahindra, BEL, Reliance, and many more.
Siemens has implemented SAP R/3 –ERP package for ONGC for human resource and facility management function, one of the single largest human resource packages in the India. SAP India Private Limited provides Mahindra Group ERP solution for consolidation of the group's systems. Common processes across the Mahindra Group of companies, such as human resources, employee services, administration, finance, procurement and analytics, were standardized on the SAP technology platform. Wipro Infotech Limited implemented “MySAP” Business Suite that included human resources, business intelligence and other modules in Bharat Electronics Limited.

Oracle “HRMS” has lots of clients in India and with the help of Oracle “HRMS”, organizations manage varied aspects of their workforce such as payroll and expense management, recruitments, hiring, benefit administration, and training and performance management. Amongst the popular HR Packages “EnTrust HR & Payroll” solution is offered by Comtel Technologies and “Payroll Champion” from Process Weaver. Greytip Software provides HR and Payroll Software Solutions, called “Folklore HRIS” for small, medium and large organizations.

“Ramco HCM with Analytics”, an end-to end all-inclusive way out for Human Capital Management drives the renovation and computerization of HR service delivery and enables best-practices of workforce management. It also helps organizations to take critical business decisions with confidence, synchronize financial and operational human capital strategies and develop a targeted talent management plan. This deal with the functions for time and attendance, absence management, employee data management, labor budgeting, forecasting, scheduling and task management, payroll management, training, succession planning, performance appraisal and talent acquisition.

Advanced Payroll Processing & Live Employee Career management, Appraisal, Recruitment and Training (APPLECART), offered by Cosmosoft Technologies, offers a complete solution for managing the work force with powerful querying and reporting features. The various subsystems under the APPLECART are traditional personnel management, payroll processing, absence and leave management, tax computation, personal loan management.
Adrenalin offers a complete online HR & Payroll solution. It offers customized packages to suit the business needs and budgets, “Adrenalin Basic”, “Adrenalin Suite”, “Adrenalin Smart-build” and “Adrenalin SaaS”. Saviour has legal activities of all types of payroll. The “EmpXtrack Payroll” is based on SaaS platform and caters to small business to large enterprises. Altec Ipc Information Processing Ltd offers a software package – “Agile e-hr”. “Agile e-hr” payroll is multi-user software and has an advantage that it can work in multi currency.

Optimizer Consultancy Private Limited is in the business of payroll processing and HR related activities. “HumaNET” is one of the top growing HR software in the business. With back-to-back HR functions it inculcates from hiring to retiring, all the sections. It also has the services available on SaaS. “HumaNET” payroll is a multi company and multi location product. Paradyne Infotech developed integrated software suite “HrWorQ” which is a suite of human resource information management systems. Patni Computers developed Human Resource Management Systems (HRMS) as integrated system enables interface between human resource management and information technology. Company has also developed a web-based application to follow issues raised by users.

Kenexa Technologies launched, “e-human capital management” is a complete human resources (HR) recruiting and maintenance solution, which can be incorporated impeccably with software structural design and enterprise resource planning systems and solution contains modules such as applicant tracking, telephonic round screening, and knowledge, skill and attitude evaluation. Nimbus Systems (P) Limited developed “Crown24K”, a complete enterprise resource planning (ERP) solution, supported by the Microsoft Dynamics AX4.0, ERP software for gem and jewellery business.

It has been seen during the survey, the application of e-HRM tools is mostly confined to ERP enabled HR intranet and self services (ESS/MSS) applications, HR portal application has presence in some cases but IVR and HR extranet has very limited applications, so it becomes imperative as a part of research study to elaborate ERP based e-HRM model. As a part of case study in selected eight organizations there are cases in which organizations are using digital platform in a non conventional manner in providing some special HR related services. The study
in its endeavor provides some standard model of e-HRM and unique/ customized practices adopted by select Indian organizations.

3.2. **Model of HCM Excellence** - The Cedar Crestone survey (2008), mentions the present position of technology adopted by human resource function across various parts of the world has Enterprise Resource Planning (ERP) based Human Resource Management System (HRMS). The basic framework of most the HRMS model adopted by different organizations globally has been depicted in the figure 3.1.

**Figure-3.1: Human Resource Management System (ERP-Support)**


The figure -3.1 elaborates the blueprint of ERP-based HRMS and its brief description as follows.
A) **Administrative Excellence** – This module has two parts.
- Core Human Resource Management System (CHRMS) Foundation- This module deals with files linked to wages and earnings and individual data administration (post, position, academic and professional qualification, competencies, salary and benefits) and is accumulated and made readily accessible to various clients.

- Personnel/Workforce Management- This module handles operations of time office like entry and exit time, absence, leave and attendance, labor budgeting, forecasting, scheduling and task management. This is very important in large organizations where shifts are in operation. In these components the administrative superiority is attained through computerization in functioning of HRM.

B) **Service Delivery Excellence**- This module has two parts.
- Portal Framework- Establishments make human resource services accessible through portal with solitary sign in facility with call centre, interactive voice response and self service tools. At portal framework services are either operational/transaction or relational/traditional. It offers the routing link to Employee self service and Manager Self Service. It assists in role clarity and openness which is highly demanded.

- Self Service and Workflow - Employee self service and Manager Self Service is the best feature of this unit and one of the main and highly sought after instrument to manage life events. Reward and benefits, salary and individual data administration, transfers and posting, and authorizations and announcements are the few areas which can be managed by self service applications. This inculcates identity administration and solitary sign-on. It is the initial steps to rationalize workflow by streamlining, 24*7 facility, digital office, empowerment, which was highly desired.

C) **Performance Excellence**
This part of Enterprise Resource Planning assists establishments for higher order transformational outlook with human resource planning, attracting, hiring, compensation and performance management, succession planning, proficiency and knowledge management,
training and learning management, career administration and all other functions. Performance Excellence module brings data from various sources and integrates enables measurement and reporting of workforce performance.

As per CedarCrestone (2013) HR Systems Survey testimony with time there had been significant alterations that have in use in Human Capital Management model (HCM). Acceptance of web 2.0 technology and Smartphone instruments persuades more client acceptance of human resource technical knowhow. Higher the adoption shows in higher value attained from cost incurred mean more value for the money. In total adoption of web 2.0 technology enabled system enhances 50% from 6% in 2012 to 9% in 2013. Recruitment is the most sought after function continue to be highly acceptable. Mobile phone-facilitated route acceptance saw up thrust 67% from 6% in 2012 to 10% in 2013. Recruiting processes for recruiting staff continue as leading mobile-enabled process. The two key parts which receiving preference in Human Capital Management model is retaining or talent management and business intelligence.

Figure-3.2: Outline of CedarCrestone Human Capital Management (HCM) application
3.3 E-HRM in select Indian organizations- The research in its endeavor has selected Indian organization with mixed profile as sample organization and has compiled the different HR activity performed by these organizations in electronic platform. The corporate portal of these organizations had been the major source of the information.

3.3.1 Coal India Limited (CIL) – CIL is a coal mining company under government of India. It has it’s headquarter at Kolkata, West Bengal. Coal India has eight subsidiaries, which is situated in India and abroad and fulfills 81% of coal requirement of country. Coal India Limited is one of the largest coal producer companies in the world. CIL was nationalized by government of India in 1970 to cater energy requirement and to have harmonious industrial relation with aim of social welfare. Few years back Coal India Ltd was listed with stock exchange; still union government holds 90% of its equity. The operation of the company is controlled by Ministry of Coal. In year 2011 CIL was conferred with Maharatna status by central Government. CIL and its subsidiaries have 357,926 (tentative) employees as on 31 March 2014, out of which 304,792 were operatives, 33,542 were supervisors and 19,592 were executives.
Coal India in their corporate portal has provided a link “Our people”, when clicked four options appear.


2. Employee welfare – Information related to different welfare schemes of the organization.
3. Careers- Offers connection to diverse bulletins/ messages associated to posting, promotion, grade history, seniority list, departmental selection

4. Executive Information System (EIS) - All the executives of Coal India Limited and its group companies can have a sight of their individual data existing in Executive Information System, like their Personnel Master File, Position/ Grade account, Posting History, Qualification etc. Here an executive can view merely his private information. This module has architecture to function steadily on the public domain utilizing a web link. The client verification mechanism is totally based on oracle support. The Executive Information System (EIS) is for all below board level executives of CIL and addressing transaction related issues to address the complexities arising out of changes in policies.

![Figure-3.4: Coal India- Executive Information System - Online](http://210.212.20.44/eis/faces/login.jsp)
Coal India in their corporate portal has provided a link “Career with CIL”, which is for external job seekers and provides details of vacancy and acts like recruitment portal where on line applications can be filled and different forms can be downloaded. Coal India in their corporate portal has provided a link to employee log in, when clicked the employee portal opens where employee are supposed to enter their log in details

**Figure-3.5: Coal India Employee Portal**


BCCL (subsidiary of CIL) in their corporate portal has provided a link ‘personnel’ which provides link to other HR activities. This basically acts like notice board and provides a link to Executive Information System and routed to centralized CIL portal. Portal provides link to download various forms useful to employee and executives for different HR related activity.
Figure-3.6: BCCL –Corporate Portal

Source- http://www.bccl.gov.in/#
Figure-3.7: BCCL – Download Forms (Employee)

Source: [http://www.bccl.gov.in/?page_id=306](http://www.bccl.gov.in/?page_id=306)
Source- [http://www.bccl.gov.in/?page_id=771](http://www.bccl.gov.in/?page_id=771)
The organization has an Employee log in but it is confined to online coal production reporting and online coal production review. The organization has provided a link for annual property return.

**Figure 3.9: BCCL –Employee log in (Production and Reporting)**

![Employee log in BCCL](http://www.bccl.gov.in/?page_id=1534)

Source-[http://www.bccl.gov.in/?page_id=1534](http://www.bccl.gov.in/?page_id=1534)

Central Mine Planning and Design Institute Limited (CMPDI) one of the subsidiaries of CIL has built an extremely protected intranet that uses internet technical knowhow to disseminate and compile information, and for computing services within the organization. CMPDI intranet is very user-friendly and provides a platform for very effective and efficient internal communiqué, liaisoning and collaboration. A number of software has been developed internally and, caters the basic necessities of employees. The network of CMPDI in common has special provisions for verification and authorization. In fact CMPDI endorses the fact automation and modernization is the only solution to enhance efficiency and effectiveness. LAN is used for intra office
communication and thought as the heart of software packages being used at Central Mine Planning and Design Institute Limited (CMPDI).

Other subsidiaries of CIL have more or less similar applicability of ICT for providing HR related services. It is more of operational, publishing of information nature. ESS, automation, integration of HR, mutation of entries, concept of paperless office and many more is lacking.

3.3.2 HCL – HCL is Technology Company headquartered at Noida, Uttar Pradesh. HCL Technologies Limited is flagship of HCL, is a global IT services provider. It has networked offices at several locations in India and abroad. It’s offices are spread over 26 countries and provides services to different sectors and segments of economy which includes manufacturing, telecom, aviation, military equipment and services, power and energy, mining, metallurgy, software vendors, services, servers & storage, automobile, transportation and logistics, banking, insurance, financial services, electronic and print media, entertainment, retail, warehousing, electronics, education, government, biotechnology & healthcare, medical equipments, semiconductors, travel and tourism. In last few years HCL has shown tremendous potential as a software and technology company and has outperformed its peers both in revenue generation as well as on bourses and is considered one of the fastest growing technology companies not only in India but globally. HCL is perfect blend of expertise, technical knowhow, and advanced management practices and philosophy that unleashed the thinking of empowered employees. The innovative practices like “Employees first customer second”, is a very different approach that acts like a catalyst and driving force of 88,000 plus employees, and solves customers’ problem.

Over a period of time HCL Technologies Limited felt necessities of integrated business solutions for seamless and uninterrupted operations. SAP R/3 enterprise resource planning (ERP) was set up for efficient and effective management of information across different locations and centers globally. SAP R/3 has standardized and incorporated all the processes of the company across different functions. HR function of HCL provides in a class HR domain capability, unique practice, mechanism & processes, best-in-class IT infrastructure on HR ERP platform. Integrated human software suite application facilitates different stakeholder in accessing streamlined, improved, transparent and flexible services in 24*7 mode, hence improved satisfaction level.
As per Corporate portal HCL Technologies (2014), HCL have various link in their corporate intranet and group network portals for human resources to express their intellectual feelings and learn symbiotically. A portal known as “Women Connect” is a shared set of connections that aspires to support an all encompassing and gender-unbiased employment climate where each human being has the chance to share, propose something different in policy formation, and guide for modification and alteration. HCL provides career guidance and other sources via portal www.hclwomen.com. A distinctive stage known as “Genie “acts like a custodian and facilitates staffs rent a home, hotel bookings, tickets for movie or flights, etc. The trainers or instructors are sponsored and are accessible round the clock through either mail or phone. At HCL female employee can harness specific counseling provisions to stabilize for work life balance. Any recommendation or proposals linked to code of conduct can be shared with ethicsdialogue@hcl.com, a platform to assist staff handle ethical impasses. Lateral recruits of HCL on some occasions provided online training.
As per corporate portal HCL Technologies (2014), now a day, business are under pressure to handle communiqués of the new generation employees who are experts in handling digital word and technology savvy and innovative. HCL understood the need of the day and to garner the advantages from close alliance at place of work, they have to think at the innovative ways to connect these young personnel and build a business of coming days. With a goal to create strong communication conduits with new breed employee and to exploit their vigor effectively and efficiently company formed a social networking site which was vibrant and interactive in character. By this pioneering thought, a stage where they can exchange their ideas, thoughts, views, and contribute in debates globally, brand new platform known as ”MEME” was formed.
HCL MEME is a stage for personnel to go from official to social @ work. HCL MEME is employee first customer second (EFCS) 2.0 scheme but MEME has led to employee driven, management embraced (EDME) thought. This is a social networking site formed by staff. One of the special characteristics of MEME, it is governed by employees not by the company. MEME has already more than 60,000 employees as members. MEME had been successful in idea creation while discussing issue for HCL’s CIO straight talk, a stage initiated in year 2010 to support exchange of practical ideas amongst senior IT professionals on a broad range of organizational and technology issues. MEME clients utilized this stage really well by having a straight interaction with a range of enabling departments like personnel function. Human resource linked lots of inquiry have been solved. MEME has facilitated HR function in reducing the query solving time by 90%. This is being used by different departments to commence surveys and feedback openly in transparent ways.

As per Singh, N. (2014), the biggest and most vital reason of growth of MEME is freedom of thought, and liberty it ensures to employee when they post or share audio, video or text. As per chief HR officer of HCL Technologies “Pirthvi Shergill” with inception MEME, it was all around accepted by the employees of the organization and lot of innovative ideas just came up from myriad projects and people working in diverse field. A lot of ideas which was shared on MEME is now a part and parcel of business and has been actually implemented. In first seven days of inception of MEME more than thirty thousand of staff joined from across the globe. At the earliest these employees started sharing news, views, ideas, and comments and started loading file, video, audio and other activities fit for social media. Presently more than seventy five thousand of employee are connected and utilizing MEME in 24*7 mode. From career perspective it is of great help as employee can aspire for present and upcoming roles and responsibilities through Career Connect. Career Connect facilitates employee in achieving carrier goals in several way and has also provision of employee referrals. Through it employee can do their SWOT analysis. The overall integration of workforce globally the company is confirming its faith of all inclusive by 'inverting the pyramid of command’.
HCL Comnet is IT services management subsidiary of HCL handles projects, infrastructure, domain execution, network & communiqué linked functions. Way back in 2004, the company initiated an internet based instrument to link employee known as Smart Business Manager.
(SBM). This is a workflow-based computerization and communication program, which links all personnel globally. It follows scrutinizes and renew company’s functioning encompassing various business applications such as ERP, personnel and sales force management. It is a real time reporting and time monitoring tool, which is transparent.

As per Corporate portal HCL Comnet (2014), E-HRM is to enhance personnel efficiency, it guarantee a free flow work culture. Human resources at HCL Comnet are self motivated functions in the direction of employee goals. E-HR is all-inclusive information instrument compiles every staff’s information through web. The safety has been provided via exclusive username and password, the web based tracker enrolls salary aspect; leave administration, training and learning calendar, effort tracker, financial, credit and money matters are all present to the personnel in 24X7 mode at the just a hit of the mouse or keypad.

HCL Comnet “Smart service desk” is a one-of-a-kind human resource scheme for its workforce. This eradicates the requirement for a member of staff to actually go to any division for any trouble that one is having. Smart Service Desk, is a linkage present on the computer, which can be accessed via intranet, in case of any crisis. The problem could be small or complex, the procedure is same.

- Open the “Trouble Ticket”.
- Select the nature of a problem, mentioning the department.
- Issue it to the suitable person as specified through selection.
- Mention nature of problem – query, problem or request.
- This trouble ticket is forwarded to the designated section with copies to that section head,
- Section head allocates the difficulty to a suitable employee.
- The employee has been provided a set time limit to solve the problem – called concluding the trouble-ticket.
- The issue can closed only if either the individual, raising the crisis cancels the appeal or when the crisis has been solved.
- The reaction time is noted which is replicated in his performance appraisal.

- This characteristic makes sure that whatsoever the difficulty is, staff time/ competence should not suffer due to hurdles/ troubles beyond one’s control.

For HCL Comnet the employees (internal customers) are as significant as the external clients. Through the Smart Service Desk, HCL Comnet aims to eliminate the need for internal customers to chase up other departments for any problem that they have. It not only increases efficiency but also ensures complete transparency – the underlying corporate philosophy of the company.

To gratify the high-speed information requirement of the staff; the intranet has been provided to all the personnel on their computer screen. Human resources can access intranet, which is renewed at regular intervals and has information that is centered to personal and professional growth. The sections under which information is regularly updated are technologies, new accounts, business plans, returns, future prospect, notice boards, business bulletin etc.

3.3.3 ICICI BANK- ICICI Bank is one of the leading banks in India having private ownership and its headquarters at Mumbai, Maharashtra. ICICI Bank has diversified itself to delivers insurance and other financial services and it provides a plethora of services to both institutional and household sector of economy through various specialized channels in insurance (life and nonlife), portfolio management and seed capital management. It has more than 60,000 employees on its payroll. Since its inception the company has established many milestones which banking, insurance and other financial service provider companies would like to achieve. The bank has global presence and it has its subsidiary in Europe (United Kingdom, Belgium, Germany, and Russia), North America (Canada, United States) and in various parts of Asia. The organization felt that the change starts by self modification and this stated with by becoming pioneer into an internet enabled company.

As per Varma and Gopal (2010) ICICI Bank has workforce 26,000 on its pay roll an estimated 100,000 potential candidates pass through selection process round the year. Moreover think of such a huge workforce, a great section of them in a situation of transition due to posting, change in work location, promotion, resignations, retirements, etc. At the moment, by computerization
and integration of the majority operations, including recruitment and other life events of employee and incorporating them into a inner HR management system, organizations of such a huge size like ICICI Bank are capable to run their human resource department not merely with less number of staff but more efficiently and effectively. As per Prabhu, D, (2006), initially, the business developed a web based technology-linked platform, together with a corporate intranet, “ICICI Universe”, proposed to provide a stage where, for example, personnel could check the human resources system for vacation entitlements, book days off or view their personal pension details.

As per Varma and Gopal (2010), at ICICI Bank’s e-HR portal workforce cannot only verify their leave days, loan entitlements, provident fund (PF), gratuity, leave travel allowance (LTA) status or the current value of their Employee Stock Option (ESOP) online but deal in those stock options as well. Fascinatingly so, the week’s canteen menu is offered on the portal and food can be ordered using internet. As per Kamath, V. (2000), all staff bears a coded identity card which is shown to the electronic device and the amount gets punched in. Food consumed in canteen by personnel are routinely updated and adjusted against monthly pay of the next month. ICICI’s intranet has a travel section. A click gives the timetable of all the flights. One can get the position of his leave on the computer - how many days leave he has availed and how many more to go. One can put his leave request on an on-line form and it’s communicated to superior, who, in turn, examines it and, once cleared, it’s communicated to employees. ICICI’s intranet even have tie up with a shopping centre on the web, and now even restaurants and hotels are providing concessions if booking is made through intranet. The portal has become central to service delivery and acts as a new way to run the organization.
Figure-3.13: ICICI BANK- Human Resource Management System (HRMS)

Source: http://118.139.182.133/hr4u/hrms_demo.html
Figure-3.14: ICICI BANK - Human Resource Management System- Navigation Tools

Source: [http://118.139.182.133/hr4u/navigation-aids.html](http://118.139.182.133/hr4u/navigation-aids.html)
Figure-3.15: ICICI BANK - Human Resource Management System - Leave Request

Source: [http://118.139.182.133/hr4u/LeaveRequest.html](http://118.139.182.133/hr4u/LeaveRequest.html)
Figure-3.16: ICICI Group- E-learning portal

Learning Matrix aims to equip ICICI Group employees with requisite knowledge to perform in their roles. It consists of more than 250 e-learning modules offering well over 800 hours of learning content, covering a range of topics from products and processes to compliance and regulatory norms.

We recommend all our colleagues to make use of this resource and benefit from it. Happy Learning!

Session expired, please re-login

Login ID
Password
Login

For a guided tour Click here

Source-
https://learningmatrix.icicibank.com/ICICIBANK/ICICIBank/Login.aspx?enc=TD/mb8yHKcemClPhxqtnhA==#
As per Prabhu, D, (2006) what began more as an idea and less as a project was simply the belief that staff should have a space on the intranet where they could participate in collaborative activities, such as contribute or find documents, engage in discussions and post or answer queries. “WiseGuy” was the answer of these thoughts. ICICI’s Knowledge management (KM) intranet portal known as “WiseGuy” is simply available from the main employee’s portal. Since inception the major goal of the portal was to offer a mode of capturing and spreading the acquaintance and experience of outgoing employee. The goal and aspiration of WiseGuy has seen a sea change, is now more concerned with building a climate and culture and thrust
among employee to obtain and spread knowledge and ideas. “WiseGuy” has some other objects like connect this vast new pool of employees with each other; to share business-related information about clients, deals and ideas; to manage staff through the change process via communication, messages, channels and so on; to overcome the problems caused by staff turnover; to ensure that every person in the company is adequately equipped with the skills and training required for their jobs and for lifelong learning and development.

WiseGuy functions as staff satisfaction driver applies and operates as a delivery instrument to carry key information-handling activities: sharing, teamwork and formation of self-help group. The Knowledge management (KM) programme is intensely rooted in the ICICI’s bank culture, but not as an end product of any command from higher level management. Human resources use the Knowledge Management (KM) Portal because employee sees its advantages and recognize the worth it brings to them on a daily basis. Approximate 6,000 employees strike WiseGuy every day. The WiseGuy KM portal also includes a plethora of divisions such as file management, news, digital sections such as business and news magazines, research files, atlas, address list, foreign currency and time calculators, information on a wide range of corporate houses and sister concerns, comprehensive personnel information, and, interactive segments such as debate column, inquiry boards, paper and book reviews, quiz contest, the prizes and acknowledgment scheme and many more.

The capability to be trained across the team and from group members is a very authoritative instrument. Wise Guy aspires to create a learning culture by encouraging alliance and push factor, including a web magazine e-mailed to each personnel before 9.30am and is known as “The Daily Dose”. The Daily Dose counts breaking news, headings, view, poll reports, events, client admirations, bulletin, circulars and other daily updates. WiseGuy’s document-management system offers a managed view into otherwise overwhelming enterprise content and provides users access to personalized content with team-specific interfaces to improve collaboration. WiseGuy creates e-Circulars to inform and educate staff on regulatory and compliance matters. At ICICI workforce are motivated to contribute and be a part of the portal by prizes and acknowledgements along with details of contributor as the paper or article gets published on the portal.
3.3.4 LIC OF INDIA- Life Insurance Corporation of India (LIC) is an organization owned by central government of Indian. LIC has it’s headquarter at Mumbai, Maharashtra and basically deals with life insurance products. LIC through its subsidiaries has investment business; housing finance is the main operation of investment arm. Before 1956 insurance business in India was mainly handled by private players. Life Insurance of India Act was passed by the parliament of India in 1956 and nationalized the private insurance business of the country. LIC of India conducts its functioning and operations not only within India but also has its global foot print and has branches in various parts of the world. Before liberalization LIC had complete monopoly over life insurance business and had established benchmarks in the country which other companies aspire to achieve. Still LIC had highest market share in insurance business. The company has its branches in countries like Bahrain, Mauritius, Fiji, Sri Lanka, United Kingdom, Nepal and Kenya. LIC has a joint venture company at Saudi Arabia and company taking initiative to start its operations at Newzeland, Australia and some Asian and African countries. The company has employee strength of 1, 12,000 (tentative) all over the world. Serving such a huge workforce and providing HR and services and streamlining the operations were a tedious task. For reducing the stationery material cost, and intra-office communication, digitization was the only solution.

Life Insurance Corporation of India is among the first few establishments in India who pioneered and understood the power of information and communication technology (ICT) in providing services to their customers and their employee. LIC had been relevant and updated appropriate technology over the year for its operations. 1964 witnessed the commencement of information technology in name of computers in LIC and in 1980’s microprocessors based computers were commenced in local office and regional offices for back office automation. The homogeneity in computer system (hardware and software) initiated in year 1990 and homogeneous software was developed and started functioning. Presently Life Insurance Corporation of India operates with 2050 fully computerized branch offices, 109 divisional offices, 8 zonal offices, 992 satellite offices and the corporate office. LIC’s Wide Area Network (WAN) covers 109 divisional offices and links all the branches via a Metro Area Network (MAN). All branch offices have been connected to Local Area Network (LAN). Life Insurance Corporation of India (LIC) has now made its services more widespread and available by extending its Wide Area Network to every
nook and corner of the country. LIC’s WAN, MAN and LAN network is a wonderful exemplar technological knowhow being applied to rationalize functioning and take workforce satisfaction to advanced levels. WAN of LIC can now support multimedia audio and video and has established a web server. The renewed and extensive WAN restructures human resource processes, building it simpler for LIC employees direct entrée and function devoid of any unwanted obstruction. All this converts into improved effectiveness and efficiency levels in operations. LIC was also capable to reduce on intra-office long distance interactions and messages, via voice on internet protocol and video conferencing technology on its wider area network.

To provide all these facilities to employee Life Insurance Corporation (LIC) has a all-inclusive online portal known as “Jeevan Sanchar” a internet-based integrated software to provide the requirements of workforce. ” Jeevan Sanchar” is web-based system, which presents a single-point individualized interface and a wide range of substance and facilities to workforce. This is an entry point to access LIC’s diverse services. Beside compiling and delivering information that is pertinent to particular group of users, accomplishment of” Jeevan Sanchar” has empowered widespread application of safe internet utilizations for the information propagation and service deliverance to human resources. Workforce can log into the ” Jeevan Sanchar” serial number (SR. NO) made available to them by the LIC. Portal will channelize to personnel portal and staff can avail HR concerned facilities.

Life Insurance Corporation’s, Electronic Front End Application Package (eFEAP) deals with the transformation of Front End Application Package (FEAP).The eFEAP is the main insurance solution of LIC and provides the software requisites of all the workstations and locations of the establishment. Latest development i.e. Electronic Front End Application Package (eFEAP) offers superior client-interfaces, integrated records supervision and remote support.
Figure-3.18: Highlights of “JEEVAN SANCHAR” Front Page

<table>
<thead>
<tr>
<th>QUICKLINES</th>
<th>ENQUIRIES</th>
<th>INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idea box</td>
<td>Policy enquiry</td>
<td>LIC profile 2013</td>
</tr>
<tr>
<td>Marquee model</td>
<td>Policy EDMS image</td>
<td>Media room</td>
</tr>
<tr>
<td>ICMS</td>
<td>Branch enquiry</td>
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<td>Infotech</td>
<td>e-mail enquiry</td>
<td>Premium point grid</td>
</tr>
<tr>
<td>Check e-mail</td>
<td>e-mail search</td>
<td>Corporate identity</td>
</tr>
<tr>
<td>EDMC</td>
<td>Premium point list</td>
<td>Programme</td>
</tr>
<tr>
<td>Hardware Helper</td>
<td><strong>Employee enquiry</strong></td>
<td>LIC mobile</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>Hindi tool</td>
<td></td>
</tr>
</tbody>
</table>

Source- compiled by researcher

Figure-3.19: Highlights of Employee Enquiry**

EMPLOYEE ENQUIRY**

HFL COMMUNICATION

EMPLOYEE ENQUIRY MODEL
This module help employee to know personal, salary, leave, PF application

LOG IN

SR. NO

E-mail Id

Submit

Source- compiled by researcher
As per Yogakshema (2007), Knowledge Management Portal (KMP) is a project, where the knowledge base of information technology workforce is compiled in a record for repossession and use by personnel of LIC. All the workforce of LIC can access the Knowledge Portal. The subsequent are the few steps to access knowledge portal:

1. Open intranet, Jeevan Sanchar.
2. Move to the link available as Knowledge Management.
3. Log in by putting the serial number, e-mail-id and password.

After proper verification by mail server, the clients can have vision of the record. This is to limit the utilization only to personnel of LIC. There is a practice in LIC to put audit follow up and administrative verification in place to certain that someone else is not taking unwarranted benefit of the existing database. Information can be availed on as and when requirement basis. Training and learning matter is also offered on the Knowledge Management Portal. The inputs for the portal come from the personnel and examined and uploaded for the utilization of personnel. A mail-id, with address km@licindia.com has been formed for this reason. Knowledge Management Portal (KMP) has altogether minimized the time needed to develop new or existing personnel significantly and has also minimized the endeavor needed to make them multi-skilled.
3.3.5 Moser Baer India Limited- Moser Baer is one of the most important global tech-manufacturing company of India having its headquarters at New Delhi. Moser Baer is one of the world's biggest producers of optical storage medium like compact disc (CD) and Digital Video Disc (DVD) was established in 1983. Over a period of time, Moser Baer has started manufacturing pen drives and flash memory cards. Beside storage devices company has also forayed in the business of movie CD and has copy right of several films. To fulfill the current requirement of nonconventional source of energy company has also started manufacturing photovoltaic cells. The company has its branches in various parts of the world and has offices in over 100 locations of the world and served through 15 marketing offices and representatives in United States of America, different states of European Union, Japan, Russia, Malaysia, Chile, Ukraine, Egypt, Argentina, and has technical and business tie-ups with many top level optical media storage business producers. Moser Baer India Limited’s products are being vended at several countries (more than 82 countries) of the world. The company produces its products at its three manufacturing facilities situated at Greater Noida, in National Capital Region of Delhi. The company has more than 8,000 workforces on its payroll. Moser Baer has one of the sound HR practices in the country and has developed different online portals for easy communiqué and information sharing with workforce.

Moser Baer is using as well as selling Ramco Human capital management Model (HCM) SAP integrated suite for their HR services. Various units in this suite application inculcates human capital management Model (HCM) - solution landscape assimilating services, human resource planning, recruitment and selection, on-boarding talent management, employees management, staff support system, salary & attendance management. It has facility of user management & safety, flexible workflows, individualization, survey support, on-requirement reports and data migration facilities. Through integrated software suite HR functions like recruitment, workforce administration, international mobility, time and attendance reporting, workforce planning, resource planning, payroll, expenses, travel management, occupational health & safety, talent management, contact & case management is operated.

Human resource intranet named as “My Moserbaer”, offers platform linked to individual data administration, HR manual, training and learning, payroll, daily shift administration, leave, in-house job posting, cafeteria, exit and options to the most of the life events of staff. Workforce
can vend used household items by mentioning the features of the item, quotation and uploading the picture. Automation of core human resource processes, such as employee administration, legal reporting, payroll increases efficiency and supports compliance with changing global & local rules is hallmark of My Moserbaer HR intranet. Majority of the services are made available on employee (ESS)/(MSS) manager self service mode.

My Moserbaer offers self-service admittance to the central HR systems so managers and employees can input individual data and carry out transactions on internet. It makes employee independent, minimizes paper utilization, streamlining procedure swift diffusion of important information on a wide range of topics, facilitate human resource to accomplish a variety of task, links member of staff and regulates HR operations. With “My Moserbaer” HR help desk, if human resources have any question, inquiry and concern are appropriately captured analyzed and quickly determined and owners comment is offered on issues not covered under the pertinent instructions. Any matter forwarded via intranet and process owners answer the raised question and forward to the concerned member of staff with the carbon copy addressed to help desk dedicated resources within the fixed time limit. The help desk resources present MIS and percentage compliance to defined service level agreement in the plant monthly review meeting. Member of staff can raise their complaint on line e.g., absenteeism, leaves, overtime (OT), and miss punch. HR MIS set up report on regular basis like new recruit, resignation, overtime, attendance, leave, compensation & referral cases, late reporting & early leavers & take corrective action as per organization’s rules.

As per Corporate Responsibility Report (2012) The HR policies are noticeably and visibly shared with our acquaintances. Each concerned has access to all policies in their personal Intranet Portal Account wherein all vital and pertinent information is uploaded. The staff can find all aspects regarding his/her leave, salary slips, performance management system (PMS), cafeteria details, daily attendance on My Moser Baer. Training Management Portal contains all information on training need requirement gaps identified and development programs planned for each associate. A process has been intended to put into practice the learning and training programs with a yearly calendar preparation and putting it to monthly training schedule. “My Moserbaer”, portal enables smooth & efficient capturing of information, reducing paper work
and increasing the efficiency of the process and helps identify the gaps. Self learning is facilitated by the intranet, library and online portal. HR Help Desk is provided to the employees for grievance handling.

**FIGURE-3.21: -MY MOSERBAER**

Source- http://bizapp1.moserbaer.in/MyMoserbaer/
FIGURE-3.22 (a): First Page after Sign In- MY MOSERBAER

Source- http://bizapp1.moserbaer.in/MyMoserbaer/
3.3.6 National Thermal Power Corporation Ltd (NTPC) - NTPC Limited is a public sector organization under the Ministry of Power, Government of India, involved in the business of production of electricity and related activities. It was established in 1975 to fulfill the shortage in electricity production capacity from conventional energy source coal. Today, NTPC’s main business is engineering, erection and operations of electricity generating plants. The sum total of electricity production capacity of the organization is 35000 MW (Tentative) with 15 coal based and 7 gas based electricity producing stations, situated from all over the country. Total employee strength in NTPC is 25,500 (tentative) and boasts a team of 536 HR professionals.
Human resource at NTPC is a three level structure. The group/corporate level human resource is involved in policy formulation, the regional HR set up facilitates and monitors the implementation process while the workstations or actual working site HR have the main duty of execution of policies and systems. The three layers in the HR department of NTPC function in integrated manner. There are lots of IT facilities to make HR delivery mechanism automated to a large extent.

NTPC has executed an Enterprise Resource Planning (ERP) system covering large number of functions across the company encompassing sister concerns. This ERP project called ‘LAKSHYA’ has imparted a cutting edge to the company in terms of efficiency, flexibility of functioning, transparency, and quicker response to internal and external stakeholders. In addition to the core business processes and employee self service (ESS) functionality, the ERP solution also includes e-procurement, knowledge management, business intelligence, document management, workflow etc. To take care of staff self service requirements of far lunged located personnel, linkages via internet has been provided through safe access. The ERP structure is completely handled through in-house proficiency from functional teams and technical teams and concurrently in-house solutions have been developed to handle non-ERP issues.

SAP- ERP Human Capital Management Model (HCM) has altered conventional human resource department into all inclusive system. It enhances the worth of workforce and assimilates human resources, operations and policy to carry business aspirations. Automation of main employee processes, such as staff administration, legal issues, and payroll enhances competence and facilitates conformity with changing international & local guidelines. The company is capable of creating project teams based on proficiency & accessibility, supervise their growth on particular projects, track the time they spend, and analyze the results. Equally important, integrated talent administration functions in ERP provide human resource managers insight into company’s talent to more effectively forecast, attract, acquire, train, align and retain the talent required to maximize the effectiveness of the business. Recognizing high achievers and probable successor assists business reduce disturbance when executives and top level managers go on leave, resign or superannuate.
At NTPC employee self service (ESS) takes care of majority of requirements of the workforce. The staff can select a meal of his choice through ESS. By ESS one can put his demand for transfer, verify current position of reimbursement and loans one has forwarded via ESS. Request for transfer or relocation and requisition of human resource necessity are also posted and supervised on line. Even performance management system (PMS) is ERP based with a provisions of timely transfer of records. The areas of learning and training and industrial relation are being supervised and managed by human interventions. It feeds necessity of human resource department in reward, employee benefit administration, compensation, career planning and knowledge management system.

NTPC has implemented SAP to bring all functions of the organization under one roof with uniformity in all processes throughout the organization. To fulfill the growth strategy of the organization, NTPC paid emphasis on standardization and harmonization of practices and paid attention on providing services in homogenous manner. The company was integrated as single unit, geographical boundary became history when company inaugurated 'Project Disha – Organizational Transformation' with the goal of uniform technology and same process and system by flawless incorporation of ERP software amid all its processes with single outlook of the business as a unit. To achieve this ERP software was implemented at every workstation and office. The mission Project Disha mobilized diversified workforce as a single unit resulting in to efficient utilization of resources especially human resources. At the inception of the Project Disha preparing workforce for change, creating awareness and providing training to the employee was a major challenge faced by the company however these hurdles were removed successfully and in the end company is harvesting the benefit of implementation of Project Disha.

As per NTPC Director Report (37th Annual Report, 2013), to ensure that implementation of ERP works smoothly at all the functions and locations every attempt has been made to make ERP quick and rapid and this has been achieved by making the bandwidth twofold. For reliability and consistency a parallel network has been established via different service provider. Videoconferencing facility is available at every workstation and office for conference, meetings
and project evaluation and monitoring. At Noida, Power Management Institute (PMI) has arrangements of virtual classrooms which can be availed at other sites of the organization.

Beside all these right to information (RTI), parliament question management, legal system, transit camp booking requirements etc has been on digital platform. For retired personnel web site with URL www.ntpcexemployees.co has been developed and it takes care of their requirements. In a true sense ERP has enhanced the worth of workforce and assimilated personnel, processes, mechanism, delivery tools & business strategies to provide competitive edge.

Figure- 3.23: Employee Self Service (ESS) HR Module-1 (Screen Shots)
Figure- 3.24: Employee Self Service (ESS) HR Module-2 (Screen Shots)

Source- 
file:///C:/Users/User/Desktop/14/SAP%20ERP%20HCM%20in%20NTPC%20Limited.htm
NTPC in their corporate portal has provided a link “Career with US”, which is for external job seekers and provides details of vacancy and acts like recruitment portal where online applications can be filled and different forms can be downloaded.

**Figure- 3.25: E-Recruitment Portal of NTPC.**

Source:
http://www.ntpc.co.in/index.php?option=com_content&view=article&id=102&Itemid=37&lang=en
The company has an e-mail facility having a server with database of users that can be identified by it. This mail service is for employees having company name and facilitates communication internally and to outsider clients, vendors and other service providers.

![Server Login](https://mail.ntpc.co.in/)

Source-https://mail.ntpc.co.in/

### 3.3.7 State Bank of India (SBI) -

SBI is public sector bank having it's headquarter at Mumbai, Maharashtra. SBI has diversified itself to provide insurance and other financial services. It is the largest bank of India in terms of asset and market capitalization. It has more than 16000 branches has 190 offices abroad. It has more than 2, 28, 296 employee on its payroll. Since its inception the company has established many milestones which other banking, insurance and other financial service provider companies would like to achieve.

SBI Human Resource Management System (HRMS) Portal is a SAP supported Management System, an attempt to assist workforce in carrying out their human resource associated actions with no difficulty. It is operational online for assistance of State Bank of India personnel and administrator. SAP Net weaver assists in the areas of Human Capital Management (HCM) and Enterprise Resource Planning (ERP) such as electronic-learning, virtual classrooms, competency assessment, succession planning, performance management and career growth. The HRMS of company is utilized by the SBI staff for human resource related inquiry and doubts like pay slip,
pension slip, PF, income tax calculation. The main goal of the portal is to offer personnel benefit scheme is to have excellent service in particular segment. All the updates of significance whether it is major or minor are notified to the personnel via this portal. The portal plays a very important role to recruit required employee as and when required.

SBI HRMS most important aim is take the business ability of the organization to highest horizon and to be supportive to every employee of the SBI for their work performance. SBI Human Resource Management System (HRMS) has a service platform to provide Human Resource Management System (HRMS) related inquiry; ‘Service Desk’ has been inaugurated in all circles and branches to exploit it. (Link available in 'HRMS portal-> Link for Branches-> Service Desk' and 'State Bank Times->Useful Links 2-> State Bank Group Service Desk', URL is: http://10.4.236.141/caisd/pdmweb.exe)

- All services linked to provident fund are accessible through the SBI Human Resource Management System (HRMS) Portal. The linkages are accessible underneath:-
  Employee Self Service->PPFG
  Manager Self Service->PPFG

Staff can make/alteration nomination in gratuity by Human Resource Management System (HRMS) Portal. The link is Employee Self Service -> PPFG -> Gratuity.

To entrée to Human Resource Management System (HRMS) portal via mobile, i-pad, i-phone etc website is URL https://hrms.onlinesbi.com/mobile for salary slip & tour approval.

Few alterations like professional/ educational qualification, training and development, personnel address can be made by following underneath steps. (For instance the footsteps to be followed to renew or change educational qualification information online through HRMS website)

-First, visit HRMS website (https://hrms.onlinesbi.com/irj/portal.) and login to account

-Second step is to go through “Employee Self Service” then here select “View/Search”
-Now in resume department, do all the required alterations. (It has to be rectified only if the staffs need to correct the data through HRMS Portal.)

**Figure- 3.27: Figure- SBI- HRMS**

Source: [https://hrms.onlinesbi.com/irj/portal](https://hrms.onlinesbi.com/irj/portal)
SBI is now provides platform to verify the complete description of the retirement fund and pension to retired person is credited each month directly into bank account of the pension.
holder. It is also feasible to observe and print the delivered pension slip. The income tax deduction is automated and amount to be paid by the pensioner depends on the PAN number, the Dearness Allowance (DA) provisions are provided by the bank to the pensioners. Currently with all alternatives on homepage of SBI Human Resource Management System (HRMS) Portal, retiree has to steer to “Pensioner Self Service” to renew individual information. To have a vision pension-slip and upload investment statement form, the web site address is https://www.sbi.co.in/sbipension/user.htm.

**Figure- 3.29: PENSION Log in (SBI)**

Source-https://www.sbi.co.in/sbipension/user.htm
3.3.8 Tata Motors Limited- Tata Motors is India’s multinational company with operations and office spread over various locations of India and abroad, is the largest automobile company of India. It is considered as market leader in commercial vehicles segment, and amongst the major players in non commercial vehicle segment. Tata Motors ranks fourth in truck and bus manufacturing worldwide. The organization has more than 63,000 (30,000 permanent) employees and is a dynamic company with state of art manufacturing establishment in India and abroad. Tata Motors through joint-ventures, subsidiaries and associate companies has worldwide presence and its production and operations spread across Asia, Africa, South America and Europe. The establishment has ventured into new marketplaces and has acquired new brands like Jaguar and Land rover to reinforce global footprint. The company has a healthy operational Enterprise System Model Manual (ESMM) comprises of organizational level systems and sub systems. The ESMM is occasionally reviewed and restructured to depict the changes in company’s operational necessities and alteration in different processes.

As per SAP AG (2007), till late 90’s there were several in-house developed software applications that administered all of the business prerequisites. As software was fragmented and developed in various phases over long periods of time and also they were available on various platforms and hence very complex to integrate with all other business functional applications. One of the major shortcoming of the inheritance applications was that they were for particular purpose, task and place specific and were developed on local and individual perception of necessitates. Universal and rationalized procedures and practices along all managerial units were not imposed. As a result, administration of functions like HR stretched across the nation and their corporate office was tiresome and lingering. Diverse HR functions were disjointed and were, causing hindrance in individual operations. This led to needless boost in overhead costs and replica efforts at on every occasion.

The organization quickly learnt that the need of the time was an integrated synchronized database that gave the latest information to all their stakeholders - both in-house and external. They had to move from their inherited decentralized platforms into a merged enterprise platform and rationalize the business practices across the different units. The organization could provide
their internal customers information much better and quicker, even though dropping operational expenditures and reducing HR cycle times.

The company determined to go in for the SAP -ERP Human Capital Management Model (HCM), for HR functions which proved to be panacea of all the evils of fragmented application software. The SAP Solution allowed them to develop business link by integrating the database and functions across the nation into one solo entity. The business no longer needed any locality-specific technical know-how and thus much effortless to operate. The mission was put forward by Tata Technologies, which is a sister organization of Tata Motors. So Tata Technologies became their implementation partner. In the mean while SAP India provided consultancy to Tata Motors. With the SAP ERP Solution in place, Tata Motors understood significant advantages in productivity and cost control. As a result sum total of servers as well as the number of various applications run on them has greatly come down.

The SAP ERP HCM model gives advantage of correct and reliable data. The system has been initiated through a centralized system and deployed to diverse HR function across the business. This assisted integrate systems seamlessly across the value chain to send better service quality. SAP Human Capital Management system realizes expected business worth and advantages and built a motivated and high performing group and managed performance and acknowledged growth on development areas of individuals by means of appropriate mechanisms. It Identify succession plans and back-ups for key roles recognized and socialize achievements of the team, identify and clearly communicate performance issues in the team followed by inputs. This is helpful in governance and compliance. ESS in Tata Motors act as a change initiator by creating value for internal stakeholders as they are not expected to remain dependent on the middle man i.e. HR executives. It authorizes employee to execute various recurring task like payroll, attendance, leave, event management, training & development on their own.

HR values of Tata Motors are information technology facilitated people process to carry out human resources strategy with tools in learning management system, work force induction performance management and other life events of employee. Information technology facilitates and supports business growth and competitiveness by delivering strategic programs and services
as recognized by the Tata Motors. The organization strengthens the usage of IT in HR application and processes for effective and efficient employees management. Synel Attendance Recording System (Biometric) has been incorporated with SAP. Tata Motors has incorporated its WAN with ancillary companies for seamless operations.

As per Sixty Seventh Annual Report (2011-2012), ability development, spearheaded by the Tata Motors Academy, has enabled knowledge-sharing through schemes, such as Learning Management Systems (LMS) and iTeach. LMS permit workforce to take ownership of knowledge accumulation, while the iTeach offers a platform for senior management to share their proficiency and knowledge. These guarantees implicit knowledge transmission, breaks silos, develops leadership, minimize cost of third-party training and receive incentive points for people sharing their knowledge with co-workers. The idea of Learning Advisory Councils (LACs) has been recognized as a practice of global standard. Through LACs the company or the department recognize their learning preferences, which they own, appraise and strengthen. Today employees are self motivated and learning has become a pull factor rather than push factor, unlike in the past, when HR would drive the process. The HR function is delivering learning programmes in electronic platform to attract generation Y, tech-savvy workforce of tomorrow. Now almost 90% of learning programmes are web based. As per Corporate Sustainability Report (2012-13), Tata Motors Academy has started e-learning assistance for executive and dealers to drive a tradition of self-learning and make the learning process more comprehensive and competent. The e-learning curriculums have been very well acknowledged with over 80% of white collared workforce have accessed the Tata Motors Academy portal and 5,800 workforces have finished at least one of the e-learning programmes.

The new individualized compensation policy puts a lot of accountability in the hands of line managers. A considerable part of performance measurement, talent management and judgment criteria today are about applying hardwired HR processes to support what is in reality a soft enriching transition. Tata motors have built up high-level brand equity around a variety of HR interventions by applying e-HRM.
Figure- 3.30: Employees on Line System (MY TATA MOTORS)

Welcome to ONLINE SYSTEMS

The site is restricted to employees of the Tata Motors and its Subsidiaries.

<table>
<thead>
<tr>
<th>ABOUT TATA MOTORS</th>
<th>NEWS</th>
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<tbody>
<tr>
<td>Tata Motors today is India’s largest automobile company, being the market leader in commercial vehicles and among the top three in passenger vehicles. Tata Motors is also the world’s fourth largest truck manufacturer and the second largest bus manufacturer. Our operations are now spread across the UK, South Korea, Thailand and Spain. Among them is Jaguar Land Rover, a business comprising the two iconic British brands. We also have a strategic alliance with Fiat. Tata vehicles are being marketed in several countries in Europe, Africa, the Middle East, South Asia, South East Asia and South America.</td>
<td>HEADLINES</td>
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<tr>
<td></td>
<td>- Tata Motors India’s most respected company...</td>
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<td></td>
<td>- Tech Mahindra gets Satyam...</td>
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<td>- Experience the new Nano website @ <a href="http://www.tatanano.com">www.tatanano.com</a>...</td>
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<td>Tata Group News</td>
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<td>- Tata Motors Jamshedpur recognised as the Best Payroll Savings Group for 2007-08</td>
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Media Centre

- Press Releases 2008
- Press Releases 2007
- Press Releases 2006
- Press Releases 2005
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- Press Releases 2002
- Press Releases 2001

Source- [http://onlinesystems.tatamotors.com/%2852qsoj553o1gfx55k2tfphmk%29/login.aspx](http://onlinesystems.tatamotors.com/%2852qsoj553o1gfx55k2tfphmk%29/login.aspx)
Trends in select Indian organizations are encouraging show most of the select organizations have intranet and providing HR services in digital platform. Self service (Employee/Manager self service) is an integrated part of intranet portal. Some organizations like HCL and ICICI bank has Web 2.0 applications and to some extent providing HR related services in social network platform. Most of these organizations have implemented ERP software and HR services are a part of integrated business solution. Now most of select organizations have also activated HR services on mobile phone platform and employee can download apps and can access services in any where -any place- 24*7 mode; provided net connectivity. CIL is laggard in self service applications and digitization of HR services only limited to transactional and publishing of information. Interactive voice response (IVR) hardly finds any space in providing HR related services in select Indian organizations.