ANNEXURES

REFERENCES AND BIBLIOGRAPHY
ANNEXURE- 1

LIST OF COMPANIES

1. Cognizant Technologies
2. Wipro
3. IBM
4. HSBC
5. Tech Mahindra
6. Geometric
7. G,G I Technologies
8. Xicom Information Technology.
10. Shalaka Technology
11. Sasken Technologies
13. Cytel
14. R-Systems
15. Syntel
16. Connexent
17. Yukti Softech
18. Neel Softech
ANNEXURE -2

QUESTIONNAIRE FOR HR MANAGERS IN SOFTWARE INDUSTRY

1] Year of establishment of the company ____________

2] Number of employees
   A] At the time of formation ____________
   B] Currently employed ____________

3] What is the nature of business?
   A] Development of software
      1] Customization □
      2] Maintenance □
   B] AutoCAD services □
   C] ERPS □
   D] GPS □
   E] Embedded software □
   F] Animation □
   G] Any other activity □
4] What is the annual turnover of the company for past five years?

<table>
<thead>
<tr>
<th>YEAR(S)</th>
<th>REVENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
</tr>
</tbody>
</table>

5] Briefly elaborate HR requirements of organization in terms of

A] Qualification
   1. Professional
   2. Specific technical skills
   3. Post Graduate
   4. Graduate
   5. Vocational

B] Experience

C] Specific expectations

6] How man power requirement is estimated?

A] Department wise

B] Project wise
   1. On going
   2. Prospective

C] Managerial

D] Trainees

E] Administrative
7) Does the project manager request for special resource?  
   YES ☐ NO ☐

8) Have you developed any model for obtaining expected HR for organisation in terms of?  
   A] Strategy ☐  
   B] Policy ☐  
   C] Special efforts ☐

9) Do you have special drive for recruitment in rural India? If yes what is their ratio to employee strength? _______________

10] Is the recruitment out sourced? If yes are there more than one vendors?  
    YES ☐ NO ☐

11] If recruitment is not out sourced then what are the sources of recruitment?  
    A] Placement agencies ☐  
    B] Advertising ☐  
    C] Internal references ☐  
    D] Campus interviews ☐  
    E] Any other ☐

12] What is ratio of Male to Female employees?  
    A] Core staff __________  
    B] Support staff __________
13] What is ratio of administrative and non-administrative staff?

14] Percentage of employees going abroad
   In such cases
   A] Does the company make the employee sign any specific bond?
      YES □  NO □
   B] Are the employees transferred on clients pay role abroad?
      YES □  NO □
   C] Are salary and deputation allowances given by company?
      YES □  NO □

15] What is the present employee strength in the following categories?
   A] Core staff
   B] Support staff
   C] Administrative staff
   D] Technical staff
   E] Permanent staff
   F] Contract basis

16] What is the policy of work allocation?
17) Is the career path made known to the employee at the time of entry?

YES □ NO □

18) What is the salary structure?

A) Fixed pay □
B) Performance based pay □
C) Combination of both □

19) Is the statement of work done?

A) In consultation with project manager □
B) Jointly by project manager and team leaders □
C) By project manager □

20) Is there a standard procedure to fix the responsibilities of team members by project managers?

YES □ NO □

21) What is the percentage of idle man power? _________

Reasons for the same?

A) Lack of training □
B) Need to show capacity to client □
C) High labor turnover □
D) Testing of commitment □
E) Changing global economic situation □
22] What is average percentage and time for which employees are made to sit on the bench?

23] How do you utilize the idle manpower?
   A] Shifting them to new project
   B] Training of untrained employees
   C] Training on proposed ventures

24] What is the average age of employees?

25] Do you have a system of peer review and self assessment? If yes what is the basis.

26] What strategy is used to maintain team spirit?
   A] Various team building exercises
   B] Group training
   C] Social outings
   D] Any other
27] What are the problems faced by HR due to cross culture?
   A] Difficult to maintain team spirit  □
   B] Lack of communication among team members □
   C] Groupism within same culture □
   D] Discontent among the group affecting work □
   E] All above problems □
   F] Any other □

28] What steps are taken to maintain homogeneity in cross culture work environment?
   A] Get together □
   B] Celebration of various festivals □
   C] Outings □
   D] Family gets together □
   E] All above □

29] Are the group leaders and project managers involved in settling the grievances of their team?
   YES □  NO □

30] What is the percentage of staff seeking counseling? What are the complaints usually received by them?
   A] Stress due to peer pressure □
   B] Behavioral problems due to timing and stress □
C] Strained professional interrelationships at the work place □
D] Strained personal inter relationship □
E] Low levels of adjustments while dealing with others at work place □
F] High salaries at young age affecting the social attitudes of employees □
G] Inability to communicate and get along within the group □

31] Does the HR department get a positive feedback from employees after counseling?
YES □ NO □

32] Do you conduct experience interviews of the existing employees to get feedback and make suitable changes?
YES □ NO □

33] Do you strengthen HR climate by
A] Communicating values of company to the employees □
B] Monitor practice of these values □
C] Renew the appraisal system □
D] Analyze the facilitating and inhibiting factors identified by appraisal system. □
E] Keep the track of innovative and outstanding work done by employees and use it for learning purpose.

F] Change and develop HRD plans to suit the future growth plans.

34] According to you which factors influence the recruitment process.
   A] Qualification
   B] Experience
   C] Specific requirement of the project
   D] Part of HR development policy
   E] Result of Mergers and Amalgamations
   F] Adjustment in MOUS if any

35] How do you estimate the training requirements?
   A] On the basis of number of expected new projects
   B] Nature of the project
      1. Banking
      2. Insurance
      3. Mutual fund
      4. Retailing
   C] Human resource requirement given by project manager
   D] Requirements of on going projects

36] Is the training
   A] Outsourced
   B] provided in house
37] What is the nature of training?
   A] Technical
   B] To develop soft skills
   C] Managerial
   D] Entry level
   E] Communication skills
   F] Accent neutralization
   G] Behavioral training

38] What are the methods of training used?
   A] Classroom method
   B] On the job training
   C] E Learning

39] Is the H.R. department involved in deciding?
   A] Type of training
   B] Selection of trainees

40] How do you select the trainees?
   A] On the basis of the requirement of the project
   B] No of people required for completion of the project
   C] On going training programs
   D] Qualification and experience of the trainee
   E] All the above factors are considered

41] How is the duration of the training decided?
   A] Experience of employee
   B] Nature of technology involved
42] What is cost of training incurred per employee per year?
   A] For Soft skills training programmes.
   B] For Managerial training programmes.

43] On an average for how many weeks are the training sessions attended by employees per year?

44] How is the feedback obtained?

45] Is there a policy of making the employees enter into a legal bond, if yes, at what level of experience bond is secured?
   A] New entrants
   B] Group leaders
   C] Project managers

46] What is the percentage of employees who have broken the bonds?

47] What is the average percentage of staff leaving the organization?
   From which category?
   A] Trainee
   B] Software engineers
C] Project leader
D] Project manager
E] Female employees

48] According to you what are the reasons for the same?

49] Which of the following measures are taken to retain female employees?

<table>
<thead>
<tr>
<th>Measure</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>A] Flexible working hours</td>
<td></td>
<td></td>
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<tr>
<td>B] Part time work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C] Levy to attend to family Problems</td>
<td></td>
<td></td>
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<tr>
<td>D] Regular fixed working hours</td>
<td></td>
<td></td>
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<tr>
<td>E] Work from home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F] Special cell to deal with cases of physical and mental abuse</td>
<td></td>
<td></td>
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<tr>
<td>G] Special motivation measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H] Arrangement for family visits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I] Separate grievance redress cell</td>
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</tr>
</tbody>
</table>
50] What are work related measures to retain employees?

A] Transfers at preferred destinations
   YES □  NO □

B] Freedom to refuse particular project
   YES □  NO □

C] Freedom to refuse foreign assignment
   Due to personal reasons
   YES □  NO □

D] Choice in technology shift
   YES □  NO □

E] Performance based pays
   YES □  NO □

F] ESOPs
   YES □  NO □

G] Consultancy sharing
   YES □  NO □

H] Participation in decision making
   YES □  NO □

I] Outsourcing the assignments to Existing employees
   YES □  NO □

J] Salary rise
   YES □  NO □

K] Promotion to higher post
   YES □  NO □

L] Selection for special training
   YES □  NO □

M] Reimbursement of medical and educational expenses
   YES □  NO □
51] What are the general retention measures used by the company?

A] Yoga Classes
   YES □  NO □

B] Sports facilities
   YES □  NO □

C] Club memberships
   YES □  NO □

D] Family get-togethers
   YES □  NO □

E] Tie-up with hotels for holidays
   YES □  NO □

F] Family counseling if necessary
   YES □  NO □

52] Do you feel employees prefer to stay with the company? If yes what according to you are the strong points of your company?

53] Is feedback taken from project manager at regular interval?
   YES □  NO □

54] Are the subordinates involved in setting parameters of evaluation for them?
   YES □  NO □
55] Are open house sessions conducted to get the opinions from employees?

YES □  NO □

56] Is the feedback, performance evaluation linked to?

A] Promotion
B] Higher Pay
C] Training abroad
D] Independent responsibility

57] Do you conduct perception surveys about company policies?

YES □  NO □

58] What is percentage of staff against which disciplinary action is taken?

59] Considering the global changes, which crucial issues your organization will have to face in near future? How your organization is preparing for the same?

60] What is percentage of staff against which disciplinary action had to be taken for non observance of the code of conduct?


61] What special Measure Company would take if faced with severe continuous downtrend?

A] Reduction in recruitment  YES ☐  NO ☐

B] Stopping fresh recruitment  YES ☐  NO ☐

C] Temporary discontinuation  YES ☐  NO ☐
   Of appraisal and promotion

D] Salary freeze  YES ☐  NO ☐

E] Reduction in salary  YES ☐  NO ☐

F] Reduction in working days  YES ☐  NO ☐

G] Termination of surplus staff  YES ☐  NO ☐

H] Forced leave  YES ☐  NO ☐
ANNEXURE- 3

OPINION SURVEY OF EMPLOYEES IN SOFTWARE INDUSTRY

1] Name of the Company: ________________________________

2) Age Group? –
   C] 35 TO 40 □   D] Above 40 □

3] Gender
   A] Male □   B] Female □

4] How long have you Worked for this company?
   A] Less than 1 year □   B] More than 1 year □
   C] Above 2 years □   D] above 4 years □

5] Which of the following best describes your role in the organization?
   A] Trainee □   B] First level manager □
   C] Senior management position. □

6] Could you improve the qualification after joining the company?
7] How frequent you go on vacation?

A] Ones in a year □  B] Twice a year □
C] Thrice a year. □

8] Are you able to pursue your hobbies?

Yes □  No □

9] Have you postponed the marriage plans for the sake of career?

Yes □  No □

10) If Married

1] Do you intend to postpone starting a family?

Yes □  No □

2] Do you share household work with spouse?

□  No □

3] Do you feel that marital relations are getting affected due to?

Long working hours?

Yes □  No □
If having family

1) Are you able to give quality time to children?
   Yes □  No □

2) Are you afraid that neglect of children will affect their emotional development in the long run?
   Yes □  No □

3) Do you feel without support system to take care of family?
   Both parents Cannot work in this sector.
   Yes □  No □

11) Are you happy about?

   A) Salary and perks you are receiving  Yes □  No □
   B) Work environment  Yes □  No □

12) Do you feel different work culture, coupled with long working hours, and Foreign assignments are changing some existing social norms.

   A) Loss of faith in the Institution of marriage.  Yes □  No □

   B) Preference to live in relationship  Yes □  No □
C] Adopting western culture

Yes ☐  No ☐

D] Self centered attitude.

Yes ☐  No ☐

R) You are not able to correlate yourself with rest of the society due to Change in life style.

Yes ☐  No ☐

13] Are you a member-of any-charitable institution?

Yes ☐  No ☐
## YOUR VIEWS ON HR PRACTICES

<table>
<thead>
<tr>
<th></th>
<th>Disagree strongly</th>
<th>Disagree somewhat</th>
<th>Neutral</th>
<th>Agree strongly</th>
<th>Agree somewhat</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Individual initiative is encouraged.</td>
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<tr>
<td>2</td>
<td>Corporate communications are frequent</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>There is adequate planning of tasks</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The work environment is conducive to employee development</td>
<td></td>
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<tr>
<td>5</td>
<td>Management makes efforts in identifying and utilising the potential of employees</td>
<td></td>
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<td></td>
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<tr>
<td>6</td>
<td>Performance appraisal reports are based on objective assessment</td>
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</tr>
<tr>
<td>assessment</td>
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<tr>
<td>7] Team spirit is of high order.</td>
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<tr>
<td>8] Future plans are made known to prepare for higher position</td>
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<tr>
<td>9] Organisational values are discussed with you.</td>
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<tr>
<td>10] You have cordial relations with colleagues.</td>
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</tr>
<tr>
<td>11] HR department is playing effective role</td>
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# ANNEXURE- 4

## LIST OF ABBREVIATIONS

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<tr>
<th>SR No</th>
<th>ABBREVIATIONS</th>
<th>FULLFORM</th>
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<tr>
<td>1</td>
<td>NASSCOM</td>
<td>National Association Of Software Services Company.</td>
</tr>
<tr>
<td>2</td>
<td>H.R</td>
<td>Human Resource.</td>
</tr>
<tr>
<td>3</td>
<td>I.T</td>
<td>Information Technology.</td>
</tr>
<tr>
<td>5</td>
<td>S.T.P.</td>
<td>Software Technology Park.</td>
</tr>
<tr>
<td>6</td>
<td>B.P.O</td>
<td>Business Process Outsourcing.</td>
</tr>
<tr>
<td>7</td>
<td>ERPs</td>
<td>Enterprise Resource Planning System.</td>
</tr>
<tr>
<td>9</td>
<td>I.R</td>
<td>Industrial Relations.</td>
</tr>
<tr>
<td>11</td>
<td>W,.I.R.S</td>
<td>Work Place Industrial Relations Survey.</td>
</tr>
<tr>
<td>12</td>
<td>I.D.P.</td>
<td>Institute of Personnel and Development.</td>
</tr>
<tr>
<td>13</td>
<td>P.M</td>
<td>Personnel Management.</td>
</tr>
<tr>
<td>14</td>
<td>I.T.D</td>
<td>Institute Of Training and Development.</td>
</tr>
<tr>
<td>15</td>
<td>E.I</td>
<td>Employee Involvement.</td>
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<tr>
<td>16</td>
<td>E.I.P.</td>
<td>Employee Involvement and Participation.</td>
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<tr>
<td>17</td>
<td>ESOPs</td>
<td>Employee Stock Option Plan.</td>
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<td>18</td>
<td>UNDP</td>
<td>United Nations Development Prog</td>
</tr>
<tr>
<td>19</td>
<td>OECD.</td>
<td>Organisation for Economic</td>
</tr>
<tr>
<td></td>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>20</td>
<td>N.F</td>
<td>cooperation and Development. NASSCOM Foundation.</td>
</tr>
<tr>
<td>21</td>
<td>I.C.T.</td>
<td>Information and Communication Technology.</td>
</tr>
<tr>
<td>22</td>
<td>STPI</td>
<td>Software Technology Parks Of India.</td>
</tr>
<tr>
<td>23</td>
<td>STP</td>
<td>Software Technology Parks Of India.</td>
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<tr>
<td>24</td>
<td>SME</td>
<td>Small and Medium Enterprises.</td>
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<td>25</td>
<td>VSATS</td>
<td>Very Small Aperture Terminal</td>
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<td>26</td>
<td>ATM</td>
<td>Asynchrone Transfer Mode.</td>
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<tr>
<td>27</td>
<td>IPS</td>
<td>Industrial Parks Scheme.</td>
</tr>
<tr>
<td>28</td>
<td>SEZ</td>
<td>Special Economic Zone.</td>
</tr>
<tr>
<td>29</td>
<td>MAT</td>
<td>Minimum Alternative Tax.</td>
</tr>
<tr>
<td>30</td>
<td>IP</td>
<td>Intellectual Property</td>
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</tbody>
</table>