CHAPTER VI
OVERVIEW OF SURVEYED
INFORMATION TECHNOLOGY ORGANISATIONS

In the present study, ‘Human Resource Development Practices in Information Technology Industry in India,’ various well-known information technology organisations have been surveyed. The information technology organisations covered in the study are – Tata Consultancy Services (Noida), Wipro Technologies (Delhi), Infosys Technologies Ltd. (Chandigarh), Hindustan Computer Ltd. (HCL) (Noida), Dell International (Mohali), Birlasoft (Noida), Pyramid Consulting Inc. (Noida), Quark Inc. (Mohali), Semi-Conductor Laboratory (SCL Ltd.) (Mohali), Alcatel-Lucent Technologies (Noida), Attra (Bangalore), Kanbay International Inc. (Pune) and Omnia Technologies (Noida). In this study different segments of information technology organisations (software, BPO and hardware) have been covered. In the present chapter historical background and overview of information technology organisations have been studied. The human resource development practices in these organisations, organisation’s responsibilities towards society and other aspects have been discussed. It conveys the information regarding the contribution of these organisations and their responsibility towards consumers, employees and society.

Tata Consultancy Services (TCS) Organisation:

In 1968 Tata Sons Limited, the Tata Groups holding company started Tata Consultancy Services (TCS), as an initiative to solve management problems by effective use of information technology. During the 1980s and 90s, Tata Consultancy Services invested heavily in software engineering practices and standards, software quality assurance, software project management, software process and allied metrics, research and development in software engineering and software technology. In these days, Tata Consultancy Services organisation is holding leadership position among information technology organisations in India. The chairman of this organisation is Mr. R.N. Tata and headquarters of the company is in Mumbai. The company has been growing at a substantial pace, with revenue at Rs.18533.72 crore for the year ended March 31, 2008. It has, over the last four years as a listed company, recorded a CAGR of 23.8 percent.
currently. The net profit of the company, has increased to Rs. 4508.76 crore in 2008 (23.7 percent of the total income) as compared to Rs.3757.29 crore (24.79 percent of total income) in the previous year. For the year ending March 31, 2008, the company has earned a total income of Rs.18979.67 crore. The company’s continued investments in innovation and technology have enabled it to undertake a number of large, end-to-end mission critical projects in diverse business areas and technology domains. The company has 155 offices globally. During the year 2007-08, the company has opened a centre in Cincinnati, USA and large centre in India at Hyderabad and Pune. Major outside delivery centre are established in Hungary, Brazil, Chile, Uruguay and China. USA continues to be the largest market and contributed 50.77 percent whereas UK and Europe contributed 28.99 percent of the consolidated revenues.

Tata Consultancy Services leverages its expertise in its services practices – e-business, application, development and maintenance, architecture and technology consulting, engineering services, e-security, large projects, quality consulting and infrastructure development and management – to provide strategic consulting and system integration services to worldwide clients in banking, insurance, other financial services, telecom, manufacturing and process industries, transportation, healthcare, government and utilities. Tata Consultancy Services organisation stays focused on improving quality and processes constantly in an environment of rapid growth. Tata Consultancy Services organisation continues to maintain the domain specific certification AS9100, TL900 and ISO13485. General Motors, Ford Motors, General Electric, Citibank, IBM, British Telecom, Lucent Technology, AXA Insurance, United Utilities are included in the list of its clients. TCS has pioneered the Global Network Delivery Model™, in which the consumers are seen as a key differentiator. The year 2007-2008 was driven by excellence and this was evidenced in Tata Consultancy Services winning the prestigious ‘Business Excellence Sustaining Award’ from the Tata group, on July 29, 2007.

Tata Consultancy Services organisation continues to be recognized for its good human resource practices. The company has a diverse employee base and is truly global with over 108,000 employees from various nationalities. At the end of the year 2008, non-Indian nationals working for the company were 9.1 percent out of the total employee base. The percentage of women, working for the company increased
to 28 percent in 2008 from 26 percent in last year. During the year, the company net recruited 22,116 persons as employees. Tata Consultancy Services organisation encourages its employees to seek personal growth and a higher meaning to life, by providing platforms for creativity, expression, social initiatives and ethnicities. Tata Consultancy Services organisation pioneered the concept of a ‘Global Village’, which is an event essentially providing employees with an opportunity to know about other cultures. In order to achieve higher employee’s satisfaction, the HR function in Tata Consultancy Services organisation has been re-aligned and closely integrated with business units. In 2007-08, the company won the ‘Data Quest Best IT Employer of the Year Award’ for the fourth consecutive time. Tata Consultancy Services also received the RASBIC – Recruitment and Staffing Best in Class Award for the second consecutive year in 2007-08. TCS continues to be the employer of choice, marked by lowest attrition rate of 12.6 percent in 2008. Tata Consultancy Services has established ‘Maitree’, an association of employees and their families across the globe, to encourage them in meaningful activities including music, dance and sports. In addition to these activities maitree creates vehicles for community service and volunteering such as reaching out to the differently abled, AIDS education and similar initiatives. The company had 56 subsidiaries at the beginning of the year 2008. Some of the subsidiaries are as following – Tata Consultancy Services (Morocco) SARL AU, Tata Consultancy Services (Africa) (PTY) Ltd, Tata Financial Management LLC, Tata Consultancy Services (South Africa) (PTY) Ltd., IT Consulting Services etc. Tata Consultancy Services covered in the present study is a software centre which is located at Noida (www.tcs.com; www. infoindia.com; www.moneycontrol.com).

**Infosys Technology Limited Organisation:**

Infosys Technology Limited is a multinational information technology services company. Infosys was founded on July 2, 1981 in Pune by N.R. Narayana Murthy (now non-executive chairman) and six others: Nandan Nilekani, N.S. Raghavan, Kris Gopalakrishnan, S.D. Shibulal, K. Dinesh and Ashok Arora, with Raghavan officially being the first employee of the company. Murthy started the company by borrowing Rs.10,000 from his wife Sudha Murthy. The company was incorporated as ‘Infosys
Consultants Pvt. Ltd.’, with Raghavan’s house in north-central Pune as the registered office. In 1982, Infosys opened an office in Bangalore which soon became its headquarters.

Infosys is one of the largest software companies in the world with revenues about USD 3 billion, NASDAQ market-cap about USD 30 billion in 2006-07. Its total income increased to Rs.15,648 crore in 2008 from Rs.13,149 crore in previous year 2007, at a growth rate of 19 percent. In 2008, its software export revenues aggregated Rs.15,429 crore, up by 19 percent from Rs.12,935 crore in the previous year 2007. Of these, 63.1 percent of the revenues came from North America, 26.9 percent from Europe and 8.6 percent from the rest of the world. The gross profit amounted to Rs. 6,772 crore (43.3 percent of revenue). Infosys added 45.12 lakh sq. ft of physical infrastructure space. The total available space now stands at 164.77 lakh sq. ft. The number of marketing offices as of March 31, 2008 was 47.

The company operates in eight different countries, with primary offices in 50 major cities worldwide. The primary markets of Infosys are in North America, Europe, Canada and the Asia-Pacific region. Primary clients are in financial services, manufacturing, telecommunication, retail, utilities, industrial automation, insurance, healthcare and life sciences. The company has pioneered and is continually expanding global delivery model. Finacle® is an Infosys universal bank solution, which helps banks to maximize their opportunities for growth while minimizing the risks that come with large scale business-transformation. Finacle® currently powers 109 banks across 60 countries, helping them serve over 20,000 branches, 160 million customers, 230 million accounts and 1,50,000 concurrent users, supporting over 69 million peak banking transactions per day across multiple installations. The success of Infosys comes through an enduring commitment to innovation; industry leadership and quality through the highest standard in quality software delivery Carnegie Mellon University CMMI level 5 Certification, ISO, EN9100, Six Sigma, AS9100 and Baldridge Standards Framework are testimony to excellence at Infosys.

Infosys is proud of its best-of-breed talent-technologists, process specialists, domain experts and project managers with superior programme management skills. The employees are vital to the company. It is one of India’s largest information technology
companies with 104,850 professionals (including subsidiaries) as on March 31, 2009. In 2008, Infosys added 13,659 (net) and 22,671 (gross) employees, taking the total strength to 73,490 (net) up from 59,831 at the end of the previous year in 2007. Attrition rate stands at 13.4 percent in 2008 and over the last year, 8,85,035 people applied to Infosys for employment and Infosys continues to remain employer of choice. The work-force includes 70 different nationalities from around the world. The company strives to recruit, retain and enable the best and the brightest, to develop a readily deployable global talent pool. Infosys works hard to keep employees highly motivated. The focus is on growth and retention of motivated and growth-oriented employees, with managed attrition. Company is committed to equip employees with skills that will help their career and personal growth. The education and research department offer technical and project management training to employees. Infosys leadership institute, project management centre of excellence (PMCOE), ES academy, knowledge management focus on to develop leadership skills, project management competencies, functional consultants (MBA graduates) and knowledge sharing and adoption methodologies. Since inception in 1981, Infosys created multiple frameworks for corporate governance, education infrastructure and inclusive growth. Corporate Social Responsibility (CSR) includes activities like education, healthcare, art and culture, rural upliftment and inclusive growth. Company has recruited 239 disabled people in BPO operatives, marking it the biggest employer of the disabled in the Indian information technology industry. Its goal is to increase the number of disabled employees to at least two percent in ITES work-force. Infosys Women’s Inclusively Network (IWIN) was initiated in 2003, which increased the percentage of women employees in work-force to 31 percent. Company has provided the employee stock option plan (ESOP) to its employees.

Wipro Technologies Organisation:

Wipro Technologies is India’s third-largest software group with a turnover of USD 39.20 billion. The founder and the chairman of the Wipro is Azim H. Premji. Before 1966, this company started out as a vegetable oil producer. After that the company renamed as Wipro and started building mini-computers with technology licensed from Sentinel Computer Corporation, USA. Later on, in 1985 it tied up with Acer. Today, Wipro is information technology services company ranked among the top 100 technology companies globally. In the past two years Wipro has also become the largest BPO services company in India. The sales and other income for the current year has grown by 34 percent to Rs.203,970 million in 2008, profits for the year 2008 is Rs.32,829 million, an increase of 12 percent over the previous year. Over the last ten years, sales of Wipro have grown at a compound annual growth rate (CAGR) of 31 percent and profit after tax at 41 percent. Wipro has been granted 40 registered patents and has 62 pending applications in 2007-08 year. This includes 33 registered patents and 51 patent applications of Wipro Techno Centre Singapore Pvt. Ltd.

The goal of the Wipro is to create competency in the emerging area of technology and industry and incubate new practices for business growth. This company is currently managing 60 centres of excellence (CoEs) across different technologies and industry verticals. Some examples of the CoE are SOA (services oriented architecture), virtualization, unified communication, SAAS (software as a service), data privacy and protection, IMS (IP multimedia sub-system), remote patient monitoring, image processing, supply chain, retail in-store, retail pharmacy, automotive, open source and gaming. Wipro focuses on technology innovation which includes IP components for IEEE 1394, Wireless LAN (802.11 a/b/g and the upcoming 802.11n), Bluetooth, Ultra Wide Band (UWB), Wireless USB, AnalogfMixed Signal IP cores and DTV middleware. As part of this focus, over 600 people have been engaged across 60 CoEs and 40 innovation projects. These R&D efforts have contributed revenues of USD 368 million which is approximately 11 percent of the global IT services and products revenue for the
year 2007-08. Wipro has adopted the model of lean and six sigma principles into software development life-cycle. Lean techniques have been adopted in over 340 projects. This has resulted in 20-30 percent of productivity improvement and 15 percent saving in efforts involved and better schedule adherence. Today Wipro have five value service lines in IT consulting, enterprise AP services, technology infrastructure, services and business processing outsourcing and testing services. These services now contribute over 50 percent of the company’s combined information technology services revenue. The company is focusing on telecom and technology verticals and industry verticals-manufacturing, healthcare, energy, utilities, retail, transportation and services.

Wipro has provided various facilities for the welfare and the development of its human resources. It is providing continuous and life-long training to its human resources. To create the feeling of part of the company, Wipro provides employee stock option scheme and employee stock purchase scheme to its employees. It believes strongly that large successful organisations have a – proportionate responsibility to lead in areas beyond business, i.e. in sustenance of society. This company is deeply committed to initiatives that can help nurture a humane, equitable and sustainable world. For this, Wipro has rolled out the ‘Mission 1 OX’ programme for improving the quality of education for the engineering graduates. Again, Wipro has an ambitious five years road map to make Wipro a leader in ecological sustainability. The road map has clear annual goals on its key dimensions: carbon footprint, water balance and facilitating preservation and spread of biodiversity new standards in waste management. Wipro Cares is an initiative by the wiproites, their family members and friends to contribute in the areas of education, community and social development. It contributes through two prolonged strategies providing rehabilitation to survivors of natural calamities and enhancing learning abilities of children from the under privileged section of the society.

Hindustan Computer Limited Organisation:

Hindustan Computer Limited is also known as HCL Enterprise, is one of India’s largest electronics, computing and information technology company. Hindustan Computer Limited was established in 1976 by Shiv Nadar (chairman), Arjun Malhotra, Subhash Arora, Ajai Chowdhry, DS Puri and Yogesh Vaidya in New Delhi (Noida). HCL Technologies is India’s fourth largest Indian services companies, providing software-led information technology solution, remote infrastructure and BPO. During the financial year 2007-08, company’s revenues stood at Rs. 4,615.39 crore registering a growth of 22.47 percent over the previous year and on a consolidated basis, the company’s revenues for the year 2007-08 stood at Rs. 7,562.78 crore registering a growth of 24.62 percent over the previous year.

The company leverages an extensive global offshore infrastructure and its global network of offices in 16 countries to deliver solutions across select verticals including financial services, retail and consumer, life-sciences, aerospace, automotive, semiconductors, telecom, hardware and MPE (media publishing and entertainment). The company has been accredited with ISO 9001:2000, ISO 14001, TS16949 and ISO 13485. HCL bagged Toshiba Gold Award for the second time for the overall copier sales and marketing performance in 2001 year.

The company has achieved impressive growth through the competence, hard-work, solidarity, co-operation and support of employees. The company has the best skilled manpower created through years of campus recruitment and training at in-house training centre and by providing management training in the best management institutes. The company has stock option plan for its employees. HCL focused on computer training, for it company contracts NIIT to train its employees. On 30 Sept., 2008 HCL technologies, along with its subsidiaries had revenue (TTM) of USD 5.0 billion. HCL employs currently more than 58,000 professionals.

The subsidiaries of the company are – HCL Technologies (Shanghai) Limited and Capital Stream Inc., HCL EAI Services Inc., HCL Jones Technologies (Bermuda) Limited, HCL Enterprise Solution Limited. On June 30, 2008 the HCL has 30 subsidiaries. HCL in the present study is a software centre located at Noida.
Dell International Organisation:

Dell Inc. is an American Computer Hardware Company that is based in Round Rock, Texas. Dell International was founded in 1984 by Michael Dell, the computer industry’s longest-tenured chief executive officer. Dell Computer Corporation (NASDAQ: DELL) is the world’s number one computer system company and is a premier provider of products and services required for customers to build their information technology and internet infrastructure. The company’s revenue for the past four quarters amounted USD 31.2 billion in 2008-09. In 2008, Dell ranks number 48 on the Fortune 500, ranks number 122 on the Fortune Global 500 and number 7 the fortune Global most admired lists of companies. The company significantly exceeded overall industry growth rates in strategically important markets such as China, Germany and Japan. Globally, the company currently manufactures its computer systems in eight locations: Austin, Texas; Nashville, Tenn; and Winston-Salem, N.C.; in the U.S.; Eldorado do Sul and Hortolando, both in Brazil (Americas); Limerick, Ireland (Europe, Middle East and Africa); and Penang, Xiamen and now Chennai (Asia-Pacific and Japan).

Dell develops, manufactures, sells and even supports personal computers, network switches, servers, personal digital assistants (PDAs), data storage devices, computer peripherals, televisions, software and many other technology related products. Dell used to hold a substantial lead in PC and server selling but presently the company lags behind Hewlett-Packard (HP) in these technology related products market. Dell products can be categorized into two classes – business class and services and support.

The company sponsors a community of networking group formed by employees with their common interests in areas such as ethnicity, gender, nationality, lifestyle and sexual orientation. HR development is considered a vital component of the company’s work policy. All training sessions, including specialized courses and manager training, are published on the internal intranet and any employee can take part in any of session. Other human resource policy measures such as flexible working hours, part-time
assignment, free medical benefits, are available to the employees. In Dell Inc. more than 78,700 people are employed throughout the world in the year 2006.

Most of employees in Dell Inc. are highly skilled, technical and qualified. It helps to foster a more inclusive work environment, improve communication among employees and enhance the understanding of all employees about the value of diversity. For society welfare point of view, Dell is in partnership with TERI. It has launched the climate Eduxchange initiative. The main aim of this partnership is to improve environment education in schools across India in 2009.

Dell has announced the commencement of production at its new manufacturing facility at Sriperumbudur near Chennai, in India. Sriperumbudur is the company’s third manufacturing location in its Asia-Pacific and Japan region. Dell earlier this year, commenced manufacturing at a new facility in Brazil and another will open in Poland. Dell Inc. covered in the study is a BPO located at Mohali (www.absoluthrsolutions.com; www.networkworld.com; www.itvoir.com; www.dell.com; www.fastrackcomputing laptop.com).

Birlasoft Organisation:

Birlasoft with USD 1.4 billion revenue in 2007-08, is the part of C.K. Birla Group, one of India’s premier commercial and industrial houses with strategic equity participation by GE capital. It was established in 2001 and the CEO of Birlasoft is Kamal Mansharamani. Birlasoft’s headquarter is in Noida, India. The main objectives of Birlasoft are – to achieve global leadership in three service sectors, to become an employer of choice and to achieve retention of 80 percent and to achieve repeat business in excess of 90 percent by providing highest quality delivery and exceptional customer experience. It believes in an environment of openness, trust and collaboration in a strong system of accountability, authority and responsibility. Every employee feels proud of being a Birlasoftian and passionate about building Birlasoft into a great organisation.

Birlasoft provides applications development and support services in e-commerce, data warehousing, legacy systems, QA, CRM, RIMS (Remote Infrastructure Management Service) and ERP (Enterprise Resource Planning), across the globe in both onshore and offshore models. Its clients include large fortune-listed companies in manufacturing, retail, banking and finance, insurance, mortgage, healthcare and
independent software vendors etc. Birlasoft’s key strength as an offshore outsourcing partner that embraces digital project management methodologies embedded within proven practices of six sigma, ISO, PCMM, SEI CMMI level 5 on continuous representation and a secure services framework with BS7799. All aspects of delivery support and people are addressed, ensuring it delivers value and quality to its customers.

Birlasoft believes that customers and employees are both of its top and bottom lines. It firmly believes that job satisfaction is the key to employee satisfaction. Birlasoftians understand the significance of their individual’s contribution to the achievement of overall objectives of the organisation. It is providing variety in work through job rotations and giving opportunities to contribute to organisation-building efforts above and beyond the regular work. It is focusing on the development of HR by providing facilities on communication, performance management, training and development, compensation, career development and competence development. It is building a participatory culture that enables availability of avenues to give exposure to employee’s full capacity by their involvement in making decisions and solving problems. The company has adopted the framework of the People Capability Maturity Model (PCMM) – a global system that guides its human management practices into a coherent whole. In 2007-08, Birlasoft has 4000 employees who are extensively trained in technical as well as in soft skills. It has a large number of clients among fortune 1000 companies. Birlasoft offers IT services worldwide from development centres in Australia, USA, India, UK, Germany, Netherlands, Czech Republic and Singapore. Birlasoft is located at Noida and is software organisation in the present study (www.fresherhome.com/birlasoft; www.siliconindia.com/company; www.birla.com; www.minacs.adityabirla.com).

Pyramid Consulting Inc. Organisation:

Pyramid Consulting Inc. is dedicated to increase the profitability and business of its clients. Since 1996, it successfully assisted the mid-sized companies and Fortune 500 organisations in automating and integrating mission critical areas of their business. Pyramid Consulting Inc, established by co-founders Sanjeev Tirath and Ramesh Maturu. The objective of this company is to deliver the highest quality IT services and to
guarantee the total customer satisfaction and to exceed expectations for quality and value on each and every engagement.

Pyramid has expanded its field of experts (including IT enterprise solution teams) to efficiently manage IT cost and mitigate the risk inherent in evolving technologies. The core areas of pyramid’s expertise within its IT enterprise solution division include application development, application support and maintenance, re-engineering, IT outsourcing and co-sourcing, system integration and migration as well as testing and quality assurance. Company is providing its services to the government, financial services, healthcare, media, pharmaceuticals, insurance, logistics, retail and telecommunication. Its software development centre in New Delhi, India, delivers high quality software and business services to customers worldwide.

Currently, Pyramid has achieved level 4 of the Capability Maturity Mode® Integration (CMMI) process improvement approach, confirming the company’s ability to deliver process – driven business solutions for global customer base. Latest technology development by pyramid is FineDocs™ (document management system) and FineFlow™ (workflow management system). In 2007, pyramid has won Atlanta Business Chronicle Pace Setter Award.

Pyramid has consistently measured its success through employee’s satisfaction and their retention in the organisation. It believes that by valuing its employees for their unique skill and perspective, it can make a difference in market place. The company recognizes and respects the differences in attributes of its employees, it can get success. It focuses on to improve the quality of new hires, to improve the efficiency and effectiveness of new as well as existing employees by providing continuous training to them. It has 600 and growing employees in the organisation. Its involvement in community includes goals, choices and milestones that profoundly affect all aspects of life, both professionally and personally. By joining various social and welfare organisations – Atlanta Habitat for Humanity, Children’s Healthcare of Atlanta, Hands on Atlanta, Raksha, the American Red Cross, the American Kidney Fund, the United Way, Vibha and Tech Bridge, Pyramid is participating in the welfare of human beings at global level. Its client list includes – fortune 500 enterprises, regional, national and international companies, federal agencies and state government agencies. It has its
subsidiaries in USA, UK, Australia, India, Georgia. Pyramid Consultancy Inc. covered in the study, is a BPO, located at Noida (www.pyramid.com; www.pyramidci.com).

**Quark International Organisation:**

Quark Inc. is founded by self-employed computer programmer Tim Gill, who wrote the first word-processing programme for the Apple III. In 1986, Fred Ebrahimi jointed Quark as president and CEO, with Gill continuing as Quark’s chairman and chief technology officer. This company’s revenue was USD 500 million in 1999. Quark introduced QuarkXPress for the Macintosh computer in 1987. In 1992 and 1997, Quark released QuarkXPress for windows and QuarkXPress 4.0.

The main objective of Quark Inc. is to develop world-class software. They develop an integrated suite of standards based software solutions so that its customer is successful in both print and internet business. Quark Inc. is a privately held company focused on providing software for desktop publishing. Quark claims that more than one million users in more than 100 countries rely on Quark products to create, design and manage their document production, including newspapers, magazines, books, CD-ROMs, catalogs, brochures, packaging and online material. The company’s flagship product is QuarkXPress, QuarkXPress version 2.0, QuarkXPress version 3.0, QuarkXPress version 3.1, QuarkXPress version 3.2, QuarkXPress version 3.3, QuarkXPress version 4 and in mid of 2000, QuarkXPress version 5 were introduced for windows. Quark remains a company focused on the professional DTP market. The principal competitors of Quark are Adobe System Inc., Corel Corporation and Microsoft Corporation.

Quark has very talented work-force. They provide facilities to maintain the quality of its work-force training and educational competence. It also focuses on the job-satisfaction of its employees by providing them various HRD practices. Employees in the United States, Europe and Asia give Quark a diverse and global perspective, a key element of its success. Quark is providing communication software and systems to more than 2 million users on six continents in 18 languages. The principal subsidiaries of Quark are – Quark France S.A., Quark Scandinavia ApS (Denmark), Quark Deutschland GmbH (Germany), Quark Japan K.K., Quark Systems Ltd. (U.K.). Quark Inc. in the
present study is a software organisation which is located at Mohali (www.quark.com/products; www.silconran.com/company).

**Semi-Conductor Laboratory Organisation:**

Semi-Conductor Laboratory, (SCL – formerly known as Semi-Conductor Complex Limited) established in 1983 under Punjab Amendment Act, 1957. The main objective of SCL is to promote, guide and co-ordinate research and development in the field of semi-conductor technology, micro electro mechanical systems and process technologies relating to semi-conductor processing, to manufacture VLSI/MEMS based systems and sub-systems and transform SCL as a centre of excellence in micro-electronics in the country. The total revenue of Semi-Conductor Laboratory is Rs.5, 25,507 thousand in the end of March 31, 2008.

Semi-Conductor Laboratory identified as the National Foundry for MEMS under the National Programmer on Smart Materials (NPSM). Major projects executed during the year 2008, include Locomotive IC, CODEC IC, CISP 128, PCM Encoder, QAW ECBs, STM-1 and Flight Worthy Clock Driver 1W/3W for SAC, Ahmedabad. Prototypes of Firemod Kit were delivered to 3BRD Air Force, Chandigarh. The technical activities of SCL are carried out in the following areas – VLSI and MEMS Fabrication, Assembly and Testing, VLSI Design and Process Technology Development, Systems Engineering and Assembly, Screening of Components and Hi-Reliability Fabrication, Technical Support Services and Office Automation and Computer Services.

Total human resource strength of SCL in 2008, is 547 with 29 female employees. No recruitment has taken place in SCL during 2007-08 except five scientists / engineers, ‘SC’, who joined SCL from ISRO under IITP. Payments of lunch campaign allowance and professional update allowance have been introduced in SCL in line with DOS. VISWAS and SAFE schemes continue in SCL. Suggestions from employees are invited for improvement of system to make it more transparent. There is a provision of reservations for SC, BC and OBC classes in services in SCL. Semi-conductor Complex Limited is the company with best brains to provide chip with advantage of quality, cost, versatility and delivery. SCL always, strives to maximize consumer’s satisfaction through
commitment to every individual, technological up-gradation, continual improvement and timely delivery of quality products.

In Semi-Conductor Laboratory, security of installation is looked after by CISF. The security arrangements are reviewed periodically by the Security Co-ordination and Review Committee (SCRC). The integrated access control and time attendance system with personalized smart cards is further augmented with X-Ray Baggage inspections. Further, the entry of visitors is regulated by photo identity passes. SCL lecture system was initiated in late 2006 and a number of lectures are delivered by experts on various topics for the benefits SCL employees. This is a hardware organisation, located at Mohali (www.sclindia.com).

**Alcatel-Lucent Technologies Organisation:**

Alcatel-Lucent is a global telecommunications corporation, headquartered in Paris, France. Alcatel-Lucent was formed when Alcatel merged with Lucent Technologies on December 1, 2006. Originally Alcatel was established in 1898 whereas Lucent Technologies was established in 1996 respectively. The company has its roots in two earlier telecommunications companies: La Compagnie Generale d’ Electricite (CGE) and the Western Electric Manufacturing Company. Bell Telephone Laboratories were created in 1925 from the consolidation of the R&D organisation of Western Electric and AT&T. Bell Labs researchers have won 11 Nobel Prizes. Ben Verwaayen is the chairman of Alcatel-Lucent Technologies. In 2008, the total revenue of Alcatel-Lucent Technologies is £ 16.984 billion.

Alcatel-Lucent provides telecommunication solution to service providers, enterprises and governments around the world, enabling the customers to deliver voice, data and video services. The company focuses on fixed, mobile and converged broadband networking hardware, IP technologies, software and services. It also offers professional telecommunications services to carriers that encompass the entire network lifecycle. It leverages the technical and scientific expertise of Bell labs, one of the largest innovation and R&D houses in the communication industry. Bell labs is a research lab of Alcatel-Lucent, on which it spent £ 2.5 billion for R&D in 2008. Alcatel-Lucent Bell-labs
currently has 26,000 active patents. It is involved in 100 worldwide standardization bodies.

In Alcatel-Lucent near about 77,717 employees are working currently. The company formulates and recommends human resource practices and policies to establish a positive employer-employee relation. It focuses on training programmes for life-long learning and continuous high performance. Alcatel develops work-force planning strategies and innovative recruiting programmes and presenting training programmes on performance management, interviewing skill, affirmative action and harassment prevention. From social point of view, Alcatel-Lucent, by promoting innovation in techniques, business models and uses, it is taking part in the development of a more inclusive information society.


Attra Organisation:

Attra was established in 1995 in Melbourne, Australia as an ‘IT Specialist,’ consulting firm. The chairman and founder of Attra Group is Mr. Anil Gammampila. Attra treats its customers as strategic partners and consistently deliver quality IT solutions. It firmly believes that it plays a key role in helping customers to grow, who in turn will be the key to its own success. Attra has grown to become a mid-sized IT solution and service delivery company to the finance industry worldwide. In-depth knowledge expertise in the fastest growing credit card industry, sales, finance, loans, mortgages, and fraud and risk products has enabled, Attra to provide IT solutions and
services to global corporations. Attra’s area of operation is in banking, finance, information technology background with right credentials have domain, functional, technical and project management. Attra’s clientele includes banks, card issuers, acquires and processors. It has adopted ‘Global Delivery Model’. Global Delivery Management Centre based in Melbourne acts as a subject matter expertise hub, which enables Attra to provide complete, reliable and quality IT solutions. Attra Offshore Development Centre and Software Testing Practice is located in Bangalore India, has dedicated customer work areas with electronic access systems and exclusive network infrastructure to ensure conformance to the highest level of data and information security. It strongly believes in customer’s satisfaction. Attra has talent pool of over 350 professionals from various different areas.

Attra has adopted a competency based model for performance measurement of its human resource. It focuses on areas – employee-friendly human resource policies, transparency and access to leadership team. At Attra multiple training, cross functional training, enhancement of technical skills, personality development and leadership development training are conducted. In Attra classroom training, on the job training, mentoring by accomplished consultants, an opportunity to gain new skills and knowledge is provided to recent graduates. Employees and reference-able customers are the assets of Attra. Attra has a vibrant team consisting mainly of Project Directors; Project Mangers, Business Analysts, Developers, User Acceptance/Systems Testers, e-business Professionals and CICS/MVS system programmers. Currently Attra operates in the USA, UK, China, Singapore, India and Middle East. Attra in the present study is a software organisation which is located at Bangalore (www.attra.com/au/ws).

**Kanbay International Organisation:**

Kanbay International was a Chicago based global information technology services firm founded in 1989 by Raymond J. Spencer, Dileep Nath and John Patterson. In 1991, Kanbay established its office in India and in 1992; it established its office in Hong Kong. In 1995, Kanbay established as a largest development centre. From its new centre in Pune (India) Kanbay refined its multi-site approach to address complex issue of project management. Raymond Spencer is the chairman of Kanbay. In 2006, Kanbay earned
USD 230.5 million. On October 26, 2006 services firm Capgemini the US-based IT consultants, made a USD 1.25 billion bid for Kanbay. Kanbay traded on the NASDAQ stock market under the ticker symbol KBAY.

Kanbay offers its services in banking credit services, securities and investments, consumer and industrial products, life sciences and telecommunication and media. Kanbay’s services are divided into four areas: management consulting, technology integration, application development, outsourcing and maintenance. Technology service lines provided by Kanbay are – mainframe and midrange services, distributed systems, testing services (functional, performance, security and usability), business intelligence, management consulting, customer relationship management and end-to-end solutions. Kanbay has received ISO 9001 certification, CMM level 5 Certification for its project work.

There is a healthy work culture in Kanbay to retain its employees. Kanbay provides various economic benefits – easy loans, healthcare plans to its employees. An employee’s learning is also given high importance by the organisation. Here, training is given not only for attaining technical skills but also to understand the business and the clients as much as possible. A nurturing culture is another important pillar in Kanbay’s working environment. There are various initiatives, mentoring and leadership techniques at the company, which make sure that employees are in line with the progress of the company. Approximately 6,500 employees are working in Kanbay. For social welfare, ‘Wekare’ an organisation is managed and funded by the employees of Kanbay. There are about 200 employees working for ‘Wekare’. They are also running a school for the visually challenged. Kanbay has its subsidiaries in North America, India, London, Singapore, and Hong-Kong. Kanbay office, in the present is a software organisation located in Pune (www.kambay.com; www.en.wikipedia.org, www.hotfrog.com; www.expresscomputeronline.com).

**Omnia BPO Services Limited Organisation:**

The chairman of Omnia BPO services is Dilip Modi. Omnia BPO Services Limited is a part of SpiceCorp global group of companies and is a leading on-shore BPO providing high quality services. The customer life Cycle Management Services, Spice
Mobile, Spice Telecom, Hot Spot Retails, Spice Net and Cellebrum are other prominent members of the group. The motive of this company is to provide world-class contact centre services at domestic cost, to deliver zero defect services, to satisfy its customers by providing high quality services and to become the leader in the delivery of cost effective and comprehensive solution for the BPO needs in the country.

Omnia BPO provides both inbound and outbound customer support and telemarketing services to ATR INDIA on a nationwide basis. It also provides entire gamut of call centre services to Idea Cellular Limited, MTNL, Spice Telecom, DISH TV and Max New York Life Insurance Company and is in the process of implementing an important government to customer (G2C) project, citizen helpdesk for government of Madhya Pradesh. The services being provided to the travel segment include services relating to Flight/Railway Enquiry and Information, Reservation, Dial-a-Ticket, Dial-a-Package, Tele check-in for Airlines, handling marketing and promotion schemes. In the BFSI segment, the company has started with handling out-bound calls for client verification, collecting relevant information from already existing clients, payment reminder calls for existing clients, calls for revival of lapsed policies and has also taken up a process for direct marketing of policies to new clients starting from acquisition of data base to collection of payment for the policy. Omnia BPO management team has been responsible for running one of the largest domestic BPO service across the country for about ten years.

Omnia BPO being an India’s largest domestic BPO firm in terms of numbers employing over 10,000 people. The number of employees would also be increased from 10,000 to 15,000 by March 2009. Omnia BPO facilitates process training to new employees to up-grade their levels of performance. Co-operation is maintained among employees and feedback and suggestions are also given to them. It values its employees and commits to provide dignity at every level, recognize excellence and challenge every employee to grow. It emphasis is on team-work integrity and knowledge sharing among employees.

BPO services truly reflect the management vision to be omni-present all over India. Omnia now has a PAN India presence in 11 cites (covering all 4 regions) through 11 centres. It is already operating around 2500 seats including inbound and outbound
operations with about 5500 people from its multiple locations including two centres in Delhi/NCR and 9 outstation centres at Mumbai, Chennai, Hyderabad, Kolkata, Mysore, Mohali and Hasan. Omnia in the present study is a BPO, located at Noida (www.omnia.in; www.megers-in-india.blogspot; www.bpowatchindia.com/BPO; www.efytimes.com/efytimes).

The historical background, total revenue, products quality, number of employees, subsidiaries and other aspects of surveyed information technology organisations, help to get knowledge about the development of Indian information technology industry not only at national level but also at international level. It tells about how this sector has grown with pace of time and become a prominent sector in global economy. The contribution of this sector is in introducing new technologies and bringing information technology revolution. It contributes to provide employment to rising population and create wealth for the economy. It does not only up-grade the level of people but also helps to change the mindset of the people. Information technology industry is also playing a vital role in the welfare of society especially in areas of education, health, disaster management and by providing quality products to the customers. This industry is spending large amount on the welfare of employees by providing numerous facilities to them. The information technology industry being a knowledge-led industry, contributes in human resource development by focusing on life-long training. Information technology sector has great contribution in the growth of India’s gross domestic products. Tata Consultancy Services, Infosys, Wipro and other information technology organisations have significant contribution to make India an information technology superpower country.