CHAPTER-III

REVIEW OF LITERATURE AND REPORTS ON THE SELECTED IT COMPANIES

(Six Selected Indian IT Companies)
CHAPTER-III : REVIEW OF LITERATURE AND REPORTS ON THE SELECTED IT COMPANIES

3.1 Infosys Technologies Limited : (Infosys)

3.1.1 Corporate Culture of Infosys

3.1.1.1 The Top Leadership

N. R. Narayana Murthy\(^1\&2\), the chairman and chief mentor of Infosys, guided one of India’s best known software companies through its birth, adolescence and maturity stages for over 21 years including the difficult formative years. Murthy as the founder leader and its chief mentor was the man and main force behind shaping the culture of Infosys and taking it to the great heights. Murthy is now engaging in playing its ‘Chief Mentor and Ambassadorial Role’ like Bill Gates at Microsoft. And, Nandan Nilekani as CEO and MD is engaged in taking the company to the new heights and fine-tuning the culture to keep pace with the time.

* Sovereign magazine(2001)\(^3\), in its special issue on NR Narayana Murthy, has observed in its editorial, “The fourth name (about eminent Indians) they (foreign delegates) mentioned was Narayana Murthy of Infosys. As one who revolutionized the Indian IT industry, innovated wealth creation and distribution and created a new culture, he is the often mentioned Indian in many countries.”

3.1.1.2 Values, Beliefs, Philosophy and Culture

Rani (2002)\(^4\), in her study on Infosy’s travel of 21 years examined its philosophy, vision, culture and performance and observed, “Infosys has defined its agenda ‘to assist customers in transforming their business through technology’. ... – ‘Infosys lays greater emphasis on value for money and
excellence in execution.’ ‘Believes and practices in multiculturalism. Presently people of 26 nationalities are working with them. Lays thrust on becoming more multicultural’. ‘Desires and dares to compete with global players and the global markets.’ ‘Dreams for great success’ and makes greater efforts to ensure ‘the dream comes true.’ ‘Always looking for next phase of their evolution.’ ‘Leads the change and always demands performance. Identifies and sets high performance standards and rewards for performance.’ Every senior management bought into the idea – ‘what are the things I can do to help company to achieve the goals that it has set for itself.’ Market leader in domestic banking technology sector.’

Rani (2002) further examined Infosys's traits, beliefs and values as, ‘Infosys believes in and practices for - ethics in business, professionalism, strong competition, intellectual capital creation, high quality products and services, strong marketing, brand building and cementing brands, … Infosys .. does the things differently, looks for ‘new way of doing business’, takes on challenges, meets the threats with vigour and determination, strives for excellence, continues to grow even in tough and difficult situations, … foresightedness, … always had a finger on the pulse of market, that's why the company had the spectacular growth…… great customer-care and ensures their satisfaction, understands customers needs and tailors solutions for them, …maintains deeper and broader client relationship, … makes everybody to be more customer focused,….. external interaction with – customers and investors, …. cost consciousness, cost reduction, … Infosys believes in physical manifestation …and exhibits through creating world class infrastructures, magnificent campus, hi-tech. development centers…. These days clients are looking for more efficient spending on technology and Infosys has positioned itself as a premier organization in the current era.’

3.1.1.3 Work Culture and Environment

S. Gopalakrishnan, a co-founder & board member of Infosys, spoke about the organizational culture and work environment as, “We believe in an
organization with less hierarchy, and faster decision-making. In order to make that happen, every Infoscion needs to know how the organization works, how decisions are made, and what drives us. So it is important for us to communicate this to everyone." Accordingly, Infosys has created an open work environment which includes the sharing of information about business performance, plans, goals, and strategies. Its internal communication system keeps the Infoscion abreast of latest corporate and business developments, and equipping him or her to be a "brand ambassador" for the company. Infosys, as dynamic and fast growing company, takes on the challenges with vigour and futuristic vision, creates next generation products and services, and excels not only in technology but in management, marketing, financial and quality practices, innovations, people management and human development - the excellence extends much beyond technology roles, which has made it a globally admired company.

Sukumar (2001)^, in his study on Infosys's wealth and values, observed, "Infosys has offered stock options to 7,853 employees thus creating 1,773 rupee millionaires and 213 dollar millionaires."

Misra et. al. (2001) further added, "Infosys follows a vigorous recruitment program, which includes components like fit with organizational culture and values among other things. The work life at Infosys is tailored around personal lives of employees, not the other way round. All possible facilities are available on-site to all employees. Infosys places a great emphasis on the continuous upgradation of skills; 2.65 percent of the Infosys turnover is spent on education and research. Every Infoscion receives an average 47 hours of training. In the technology sector, where employees are the key to wealth-creation, the sharing of that wealth helps increase their motivation. Infoscions are not only treated like owners, they are all technically owners. Every employee, both managerial as well as non-managerial, owns stock in the company. Other forms of reward include competitive pay, pegged at the fourth quartile, incentives, and attractive loan schemes. Regular 'value workshops' are held to reinforce the articulated values. Infosys contributes to the society at large through the
Infosys Foundation’. One percent of the company’s profits are donated to this foundation every year, and employees are also encouraged to contribute to different funds. Despite being a global organization, Infosys manages to retain the spirit and warmth of a small, software hot-shop.” And, often employee would say, “Working at Infosys is an experience, something which is difficult to put into words.”

3.1.1.4 People and Work Environment

Misra and Misra (2001)⁶, in their study on “Why Infosys is Numero Uno (number 1)” , argued, “This is truly an exceptional place to work. The buzz, energy, and excitement at the Infosys campus cannot go unnoticed. Employees – they call themselves as Infoscions – are proud to be part of this fast-growing company. ……the success of any system or programme in a company is directly related to the level of senior-management commitment. At Infosys, the high level of senior management involvement and commitment is a key differentiating factor. They communicate and share information with employees on a regular basis, stand in the lunch queue with everyone else, play an active role in all employee events, take inputs from employees while taking decisions, have an open-door policy, and build a personal rapport with employees. There is no hierarchy and everyone is treated and behaves like equals.”

The company provides to its employees¹⁶² continuous learning and personal as well as professional development programmes to keep pace with the fast-changing industry. These include major initiatives such as the Infosys Leadership Institute to various management development, technology advancement and personal improvement programs. Also, life at Infosys is full of fun and events - where employees can pursue their interests in areas as varied as arts, culture, or sports. Employees express their various skills and interests through forums that include an "Art Gallery" on campus dedicated to displaying the works of Infoscions, daily quiz competitions, and regular music meetings that keep the place abuzz with creativity.
3.1.1.5 **Infrastructures and Ambience**

Infosys\textsuperscript{162} over the years has created a world class knowledge-networked work environment, infrastructures and ambience such as hi-tech development center campuses in India, global development centers, client connectivity infrastructure, information infrastructures, magnificent buildings and offices, auditoriums, and recreations and facilities like gyms, canteen, library, sprawling lawns etc. which enable its employees to work in an excellent environment and provide high quality solutions to its clients.

3.1.1.6 **Social Responsiveness**

"It Is Better To Light A Candle Than Remain In Darkness" being the guiding principle\textsuperscript{7}, Infosys is a strong believer of contributing back to the society. To fulfill this aim, Infosys Foundation with its chairperson as Sudha Murthy came into being in 1996 with the objective of supporting the underprivileged in our society. The Foundation is committed to improving the health, education, social rehabilitation, rural upliftment and basic facilities, and promoting arts and culture. In a short span, the Foundation has successfully implemented various projects in the social sector and benefited a large number of individuals and institutions. At the moment, its activities cover 6 states – Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra, Orissa and Punjab.

3.1.1.7 **Infosys’ Culture**

Mukerjea et. al. (2003)\textsuperscript{7} in their study also highlighted certain organizational philosophy, values, vision and traits of Infosys’s supreme leader, the organization builder and the chairman, N.R. Narayana Murthy. The authors quoted him saying, “Respect is the first thing we look for when doing anything.” Murthy further said, “My responsibility is to conduct myself in a manner that enhances the respect for the organization. At the end, respect comes to the people who do desirable things and who can be trusted. When you make a statement, people should say we believe.” Murthy also added, “People should respect his company for its openness, honesty and decency.”

\textsuperscript{162}"Over the years, Infosys has created a world class knowledge-networked work environment."

\textsuperscript{7}"It is better to light a candle than remain in darkness."
And, on being a trustworthy company, Infosys’ managing director, president and CEO Nandan M. Nilekani said, “We don’t care if people consider us smart (or not). But they must say that … we are trustworthy. Respect comes when people can take your word as sacrosanct.”

Mukerjea et. al. (2003) further maintained that ‘crisis brings out the best in companies, and on that count, when software firms came under pressure in 2002 due to the global meltdown, Infosys and its supreme leader Narayna Murthy showed tremendous resilience even in times of crises’. And, the researchers concluded their study saying : 'By voting Infosys the top winner – “No. 1 Information Technology Companies : Infosys (at par with Wipro)” the respondents have rewarded the organization for its unflinching character and uncanny ability to fight against the odds.'

3.1.2 Organisational Performance of Infosys

3.1.2.1 Global Operations

Infosys, with over 19000 employees worldwide, provides consulting and IT services to its clients globally through its worldwide offices and development centers. It has got 345 clients worldwide and many of them are Fortune-500 companies. Infosys is a very well globalised company in terms of ‘customers’ and ‘investors’. According to a Business Week survey (2004) of the world’s best IT companies, Infosys was placed 27th globally on the list of top 100. The company aspires to become one of the top 5 IT company of the world.

3.1.2.2 Financial Performance

The company’s latest financial performance during 2003-04 was : sales (Rs. 4,760.9 cr.), net profit (Rs. 1,243.5 cr.), an increase in tangible income (44%, over the last year), market capitalization (Rs. 32,909.00 cr., an increase of 22.58% over the last year, figure as of 31.3.2004) and its brand value or intangible assets alone estimated at (Rs. 8,185.00 cr., an increase of 9.30% over the last year) and it became ‘India’s second $1-billion company’ in IT software and services sector. The performance during previous year (2002-03) was as:
market capitalization (Rs. 25,548.24 cr.), assets (Rs. 3,596.91 cr.), revenues (Rs. 3,622.69 cr.), net profit (Rs. 957.93 cr.), and return on capital employed (47.39%). And, on export front(2002-03)\textsuperscript{11}, the company consistently ranked 2\textsuperscript{nd} in two consecutive years as India’s top software and IT services exporter with performance as: export revenue 2002-03 (Rs. 3,544 cr.), export revenue 2001-02 (Rs. 2,552 cr.), and export growth (39%).

Rajadhyaksha and Sarkar (2002)\textsuperscript{12} and Celestine (2003)\textsuperscript{13} carried out their study of leading Indian corporates from all sectors of industry and aimed at identifying \textit{India’s Real Worthy Companies}. They did ‘the most rigorous ranking of India’s top 500 companies’ for the years 2001 and 2002, and also ranking of computer software companies separately. And, on the basis of financial parameters like sales, total assets, net profit, roce etc., they established the performance and worth of \textit{Infosys} in the all industry category for the recent year 2002 as: rank 2002 (83), rank 2001 (102), sales (Rs. 2,603.6 cr.), sales cagr i.e. compounded annual growth rate (71.6%), total assets (Rs. 2,562.1 cr.), net profit (Rs. 808.0 cr.), and roce (38.8%); and its rankings in the two consecutive years in overall industry category as 102\textsuperscript{nd} and 83\textsuperscript{rd}; and the rankings in computer software companies category as 3\textsuperscript{rd} and 3\textsuperscript{rd}.

Business India (2000-2003)\textsuperscript{14-16} carried out three separate studies in three consecutive years in quest of \textit{India’s super-100}, the best performing 100 companies, from all sectors of industry. The study reported the recent super financial performance of \textit{Infosys} for the year 2003 on various financial parameters as: super rank 2003 (8), super rank 2002 (8), sales (Rs. 3,622.70 cr.), sales rank (29), profit after tax (Rs. 957.90 cr.), profit after tax rank (11), net fixed assets (Rs. 772.70 cr.), net fixed assets rank (68), market cap (Rs. 31,375.24 cr.), and market cap rank (4); and its super performance rankings in the three years (2000, 2001 and 2003) as: 17\textsuperscript{th}, 13\textsuperscript{th} and 8\textsuperscript{th}.

Nayak (2003)\textsuperscript{17} concluded research for finding out India’s 16 best managed companies as the benchmark - ‘the super 16 index’, from all sectors of industry for the year 2003, based on various corporate performance
parameters. The researcher reported the performance of Infosys as: share price on January 1, 1997 (Rs. 100.38) and share price on May 27, 2003 (Rs. 2,605); increase share price (26 times), earning per share (Rs. 144.61), profit earning ratio (18.6), market cap (Rs. 1,7813.09 cr.), share price 52 week high (Rs. 4,873), share price 52 week low (Rs. 2,420), closing price on May 27, 2003 (Rs. 2,605), sales (Rs. 3,623 cr.), and profit after tax (Rs. 958 cr.).

### 3.1.2.3 Among India’s Most Respected Companies: (1997-2003)

In order to find out India’s most respected companies (1999-2003), a series of studies were conducted by Mukerjea and Bhattacharjee (1999)^18, Business World (2001)^19, and Mukerjea and Dubey (2003)^7 in alternate years to list 100 such companies from all sectors of industry. These studies were done on a much enlarged 20 corporate performance parameters, such as — top management leadership, depth and quality of talent, ability to attract talent, transparency, ethical organization, social responsiveness, environmental consciousness, quality of products and services, customer satisfaction, corporate brand, dynamism, continuous innovation, global competitiveness, quick response to change, record of corporate performance, good returns to shareholders etc. Infosys, on a list of 100 most respected Indian companies, was ranked as: 6th (1999), 1st (2001) and 1st (2003). The same studies, while ranking top 10 Indian IT companies, ranked Infosys as: overall 1st (2001), and on ‘ethical organization’ count (1st) in the same year; and again overall 1st (2003).

Mukerjea et. al. (2003)^7 in their current study also found that Infosys was ahead in its ability to attract talent, transparency, ethics and environmental consciousness. The company also scored the highest points (334.6) on returns to shareholders and on payment of taxes in a transparent way. And, the researchers further quoted Narayna Murthy saying, “it’s the responsibility of the corporates to pay taxes. We go overboard in making sure we comply with rules and regulations.”
3.2 Wipro Technologies Limited: (Wipro)

3.2.1 Corporate Culture of Wipro

3.2.1.1 The Top Leaderships

The visionary topmost leader\textsuperscript{182} Azim Hasham Premji, an alumnus of Stanford University, USA, joined Wipro in 1966 at the age of 21. Under his able leadership, a Rs. 70 million company in hydrogenated cooking fats has grown to a $1-billion (2003-04) diversified, integrated corporation in IT software and services, technology products and consumer products with leadership positions in the businesses it is in. In a short span of two decades, Azim Premji took Wipro to a new height, became world’s richest Indian in 1999 and went on an acquisition spree in 2003 by acquiring BPO, R&D and consultancy companies to strengthen company’s IT business world wide. A role model for young entrepreneurs across the world, Azim Premji has integrated the country’s entrepreneurial tradition with professional management, based on sound values and uncompromising integrity.

Premji’s strength\textsuperscript{182} lies in bringing together and building charged teams of high potential, high performing people. His vision and pragmatism have helped Wipro Corporation become the 2\textsuperscript{nd} most competitive and successful company in India as rated by \textit{Business Today} (2003)\textsuperscript{29}, a leading business magazine in India and in terms of market capitalization it is among the top 10 corporations in India.

Azim Premji very strongly believes that the most important contributors to Wipro’s success have been the articulations and faithful adherence to core values, a shared vision for the future, identification and development of Wipro leaders through clearly defined Wipro leaders’ qualities. A hands-on business leader with standards of excellence in everything that the corporation does, Premji is almost fanatical about delivering value to customers and his willingness to sacrifice business and profits to hold on to "Our Promise".

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Karmali on Premji's values and belief, wrote, "Premji pays more than lip service to his belief in corporate ethics. He makes it a point to address new employees of Wipro group within a few months of their joining and talk about Wipro values. The way he defines integrity is simple: "Whatever you do on behalf of Wipro, ask yourself this question: 'Are you willing to have this act of yours published in the next morning's newspaper with your photograph next to it? If your answer is 'Yes', go ahead and do it. If not, don't." And, on the openness in the organization created by the top leadership, Karmali quoted Sridhar Mitta, an offspring of Wipro and now a successful businessman, saying, "It's is a very open organization and completely devoid of politics. A lot of us who have left have a really good feeling about the company."

Premji was the prime mover behind Wipro's decision to achieve "Six Sigma" status. In his address to the top management of Wipro Corporation on May 2, 1997, he said, "The end objective of our 'customer-in' concept is that we want to build the voice of the customer in our products and services. This is opposite to the concept of 'product-out', which is the way the world has been operating for some time." In this journey of achieving the near defect-free products and services, Premji is very clear that as a world class organization, what Wipro needs to be concerned about is the process, not merely the results.

The new economy baron Azim Premji also emphasized, "As you get bigger, you have to learn to delegate" and laid tremendous emphasis on people development.

Azim Premji, as a business leader, has got so many personal achievements to his credit and some of them being - Business Week profiled Azim Premji as 'India's Tech King' (BusinessWeek, Oct 13, 2003), Azim Premji voted the 15th most powerful man in the world (Power 50,2000, by Asia Week, 2000), Azim Premji in Forbes magazine's list of the world's richest people (1999), Azim Premji in Fortune's Power 25 list, "Businessman of the Year" (2000, by Business India), "IT Man of the Year" (1999, by Dataquest), Azim Premji among 'The stars of Asia' and so on.
The leadership and vision provided by the second top man, Vivek Paul, Vice Chairman and President of Wipro, brought a strong focus on values, building human capital and establishing leadership in quality processes. The resulting process quality orientation, reskilling of the workforce and transparency in management drove customer satisfaction, business growth and recognition as a favored employer. Paul also made focused acquisitions to expand the range of offerings, using a small inorganic nucleus in identified practices or verticals to drive organic growth. Vivek Paul vigorously worked for company’s brand building. And now, Wipro’s brand name is globally recognized by customers, industry analysts, and general media. Apart from these, Paul’s strategic initiatives resulted into revenue and profitability growth (global services revenue have grown at over 45% a year and operating profits have grown at over 35% a year). Now, he is actively involved in further globalization of services and realizing Wipro’s vision of being among the top 10 global technology service providers into reality.

3.2.1.2 Values, Beliefs, Philosophy and Culture

Srikanth and Prasad (2000), in their study on Wipro and interview with Azim Premji, quoted him saying, “Integrity is not negotiable. It is a black and white issue. We do not look at grey .... There are many shades of grey.” Further, on people and power of mind, Premji put his views, “The nature of critical resources for an organization has changed. .....The critical resource in information age is the power of mind. ......They (companies) must not only attract the best of minds to join the organization but also create a strong sense of ownership in them.” ..... And, about employee’s welfare at Wipro, the authors wrote, “Three office-bearers worth more than Rs. 100 crore, one of whom has since left to launch his own company. Number of shareholders who are billionaire are 32.”

Jack Welch, chairman, General Electric, USA lauded performance of Wipro saying, “From the first day in dealing with Wipro, there’s been nothing but quality, character, highest integrity, highest quality work. As a joint venture, you
wouian’t find a better partner. As a supplier, you wouldn’t find a higher quality partner.” Business Week\(^{22}\) praised Wipro as ‘the live wire in Indian high-tech.’, where as Forbes Global\(^{22}\) observed, ‘ Wipro is positioning itself to tackle more complicated projects.’

Denny Brown\(^{1}\), CIO, Pinnacle West, lauded Wipro with the remarks, “Innovative and cost-effective IT solutions are an increasingly important aspect of creating value and competitive advantage in the utility industry. Wipro impressed us by the quality of its processes, the commitment of the people and their knowledge. When all this combines, it means Pinnacle West has gained a very dynamic solutions partner.”

And, Karen Forte\(^{1}\), head of IT, Allianz Ireland, commended Wipro with the words, "Solid credentials and a long history, whose vision is backed up by very solid investment. Wipro is not only investing in their infrastructure in terms of buildings, technology and quality management systems but also in terms of the recruitment of high caliber graduates, education and promotion opportunities.”

Sukumar (2002)\(^{24}\), on his study on Wipro’s culture and philosophy, quoted Azim Premji saying, on business process, “It is very difficult to manage high quality growth without good processes. In one way, processes force some amount of culturisation…….You have cultural continuity. You have a good process in terms of training and leadership.” And, on innovation, Premji spoke his mind, “We identified innovation as a major corporate initiative a little over 15 months back........Innovation is a structured methodology and there is nothing miraculous about it.”

3.2.1.3 People and Work Environment

Wipro treats people\(^{182}\) with great care and has developed a clear set of people practices to differentiate from others and provide an environment that motivates people to give their best, to deliver what the clients need and their commitment to the clients they serve and their ability to develop and sustain long-term relationships. The company provides an environment conducive to
personal and professional development of the people in the forms of performance-linked compensation, opportunities to create and share wealth, or continuous learning opportunities. Wipro has become great place for talented people to grow. In fact, over the years Wipro has become the breeding ground for new entrepreneurs. And, many of the off springs of Wipro are today are heading successful companies of their own.

3.2.1.4 Wipro's Culture

Mukerjea et. al. (2003) in their study also brought out certain values, vision, traits and commitments of top leadership the top performing company – Wipro, and maintained that ‘when software firms came under pressure in 2002 due to the global meltdown, Wipro showed tremendous resilience.’

And, the researchers, in their study report, finally cited certain traits and values of Wipro's leader, organization builder and the chairman, Azim Premji. The authors quoted Premji saying, “Integrity is nonnegotiable. It is not just about refusing to bribe..... it is about honouring commitments – in letter and spirit.” Then, the researchers concluded their study saying : ‘Premji have shown tremendous resilience even in times of crises. By voting Wipro a top winner – "No. 1 Information Technology Companies : Wipro (at par with Infosys)”, the respondents have rewarded the organization for its unflinching character and uncanny ability to fight against the odds.’

3.2.2 Organisational Performance of Wipro

3.2.2.1 Global Operations

Wipro provides a range of IT services, product design services and business process outsourcing services with six sigma quality consistency to its 300 customers (50 of these are Fortune-500 companies) across the world, through 21,000 IT practitioners and domain consultants and offices and development centers in 30 locations around the world including USA, Canada, Europe, Japan and India, using a global delivery model (GDM) having significant time and cost reduction, with state-of-the-art communication facilities and
infrastructure created globally. Some of their representative clients include Microsoft, Sony, HP, Toshiba, ABN Amro, Morgan Stanley, Thomas Cook, Scottish Parliament, General Motors, OTIS, Xerox, Seagate, Gillette, Best Buy, Compaq, and Epson among others. According to a *Business Week* survey (2004) of the world's best IT companies, Wipro is placed 62\textsuperscript{nd} globally on the list of top 100.

### 3.2.2.2 Financial Performance

The company's latest financial performance during 2003-04\textsuperscript{9} was: sales (Rs. 5,168.5 cr.), and net profit (Rs. 914.9 cr.), and became 'India's third $1 billion company' in IT software and services sector. The performance during previous year (2002-03)\textsuperscript{10} was as: market capitalization (Rs. 33,731.56 cr.), assets (Rs. 4,078.83 cr.), revenues (Rs. 4,047.5 cr.), net profit (Rs. 813.23 cr.), and return on capital employed (32.76%). And, on export front (2002-03)\textsuperscript{11}, the company consistently ranked 3\textsuperscript{rd} in two consecutive years as India's top software and IT services exporter with performance as: export revenue 2002-03 (Rs. 2,912 cr.), export revenue 2001-02 (Rs. 2,298 cr.), and export growth (27%).

Rajadhyaksha and Sarkar (2002)\textsuperscript{12} and Celestine (2003)\textsuperscript{13}, in their study, for the years 2001 and 2002, aimed at identifying *India's Real Worthy Companies*, found Wipro as a real worthy one. The researchers reported the performance and worth of Wipro in the all industry category for the recent year 2002 as: rank 2002 (68), rank 2001 (68), sales (Rs. 3,486.5 cr.), sales cagr i.e. compounded annual growth rate (21.5%), total assets (Rs. 3,170.9 cr.), net profit (Rs. 866.1 cr.), and roce (38.8%). And, Wipro's rankings in the two consecutive years in overall industry category came as 68\textsuperscript{th} and 68\textsuperscript{th}; and the rankings in computer software companies category reported as 2\textsuperscript{nd} and 2\textsuperscript{nd}.

*Business India* (2000-2003)\textsuperscript{14-16}, its three separate studies in quest of *India's super-100*, the best performing 100 companies from all sectors of industry, found Wipro as one of the best performers. The study report cited the recent super financial performance of Wipro for the year 2003 on various
financial parameters as: super rank 2003 (9), super rank 2002 (5), sales (Rs. 3,984.80 cr.), sales rank (27), profit after tax (Rs. 839.50 cr.), profit after tax rank (13), net fixed assets (Rs. 659.20 cr.), net fixed assets rank (75), market cap (Rs. 31,137.46 cr.), and market cap rank (5). And Wipro's super performance rankings in the three years (2000, 2001 and 2003) came as: 7th, 11th and 9th.

Nayak (2003)\textsuperscript{17} found Wipro among India’s 16 best managed companies as the benchmark - ‘the super 16 index’, from all sectors of industry for the year 2003. The research concluded Wipro’s performance on various corporate performance parameters which were cited as: share price on January 1, 1997 (Rs. 21) and share price on May 27, 2003 (Rs. 805.85); increase share price (38.5 times), earning per share (Rs. 34.97), profit earning ratio (23.57), market cap (Rs. 19,164. cr.), share price 52 week high (Rs. 1,762), share price 52 week low (Rs. 825), closing price on May 27, 2003 (Rs. 805.85), sales (Rs. 4,033 cr), and profit after tax (Rs. 813 cr.).

3.2.2.3 Among India’s Most Respected Companies: (1997-2003)

Mukerjea and Bhattacharjee (1999)\textsuperscript{18}, Business World (2001)\textsuperscript{19}, and Mukerjea and Dubey (2003)\textsuperscript{7} found in a series of their research studies that Wipro was always among India’s most respected companies, year after year from 1997 to 2003. Evaluated on a much enlarged 20 corporate performance parameters, Wipro, on a list of 100 most respected Indian companies, was ranked as: 65th (1997), 16th (1999), 4th (2001) and 2nd (2003). The same studies, while ranking top 10 Indian IT companies, ranked Wipro as: 2nd (2001), and again 2nd (2003).

Mukerjea and Dubey (2003)\textsuperscript{7} concluded the evaluation of 100 such companies which came on the list of India’s most respected companies. The evaluation was done on a much enlarged 20 corporate performance parameters, such as – top management leadership, depth and quality of talent, ability to attract talent, transparency, ethical organization, social responsiveness, environmental consciousness, quality of products and services, customer
satisfaction, corporate brand, dynamism, continuous innovation, global competitiveness, quick response to change, record of corporate performance, good returns to shareholders etc.

Mukerjea et al. (2003)\(^7\) in their study also found that Wipro came out tops on parameters like leadership, depth of talent, and quality of products, among other things; and the company got the second highest points (326) on returns to shareholders. Further, the researchers add that Wipro also unveiled a new facet — acquisitions, the biggest of it was BPO company Spectramind; and the others were American Management Systems' global energy practice, Ericsson's software development establishments, GE Medical Systems Information Technologies etc.

3.3 Tata Consultancy Services: (TCS)

3.3.1 Corporate Culture of TCS

3.3.1.1 The Top Leadership

The initial top leadership of Tata Consultancy Services, the 'Jewel in the Crown of Tata' and Asia's largest information technology (IT) company, were provided by two greatest and legendary business heroes of our times, 'Bharat Ratna' J.R.D. Tata as the group chairman and F. C. Kohli as the CEO. Under the able leadership of the father of the Indian IT industry and the legendary F. C. Kohli, the company spearheaded the pioneering efforts in creating a globally recognisable brand for the Indian software industry. Due to concerted efforts of Kohli, TCS, over the years, has become India's largest and strongest IT global player and India's first $1-billion IT company (2002-03). The current CEO of TCS is S. Ramadorai, who is regarded as one of the top 25 consultants and 5\(^{th}\) most influential figure in technology sector in the world (Computer Business Review, Europe, 2004)\(^{25}\). And at the helm, Ratan Tata is the group chairman.
3.3.1.2 Mission, Vision and Values

TCS has clearly stated\textsuperscript{1\&2} its Vision – “To be among the global top 10 by 2010”; Mission - “To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services. Make it a joy for all stakeholders to work with us” and Values – “Integrity, leading change, excellence, respect for the individual, learning and sharing.”

The company, backed by its stated vision and having adopted traits like transparency, a willingness to change and a determination to achieve, is on the threshold of reaching a new height by enabling Tata Consultancy Services to transform itself to be in the top 10 by 2010. S. Ramadorai, CEO, said\textsuperscript{1}, "Transformation, in my opinion, is a way of life. One needs to be proactive and prepared for the emerging trends of the future." Also, TCS is the first Indian IT company to designate a chief transformation officer (CTO), and one of only eight IT companies in the world to have such a designation.

3.3.1.3 People and Work Environment

TCS attaches great values for people it retains and has created an atmosphere in which employees are cared for, get respects for their capabilities and abilities, and every employee has a career option. Also, at TCS - empowerment of people, building excellence throughout the organization, open and transparent communication, compensation system based on economic value added (EVA), digitisation of work place and a performance management system in force – all these taken together, make the employees give their best.

The company is having youthful, energetic and open workplace\textsuperscript{1\&2} environment and a collaborative culture that’s based on teamwork and pulling together is a central tenet for their work ethic. About 90 per cent of the employees are below 30, and most of them are multi-disciplinary graduates from top-ranking institutes. The company maintains good infrastructures and working environment at its offices and development centers in India and abroad.
3.3.1.4 Social Responsiveness

TCS, true in line with the Tata group’s ethos, discharges its social responsiveness through various development programmes and projects. It is a big employment generator and foreign exchange earner for the country. It is one of the leading organizations which established ‘Indian IT as a global brand’ and brought prestige and generated wealth for the nation. TCS believes that IT is a key factor for social change and is committed to several community development ventures.

3.3.2 Organisational Performance of TCS

3.3.2.1 Global Operations

TCS, a 1.55 billion-dollar Indian global IT company, has nearly 25,000 consultants and having operations in 55 countries with over 100 branches throughout the world including USA, UK, Europe, Japan, China and others, and serving over 1000 clients and many of them being ‘Fortune 500’ companies. TCS is truly transnational in character and reach – to the extent that eight companies out of ‘US Fortune top 10’ are TCS’s client. The organisational structure is such that it continuously mutates and evolves to remain relevant. It keeps transforming itself to meet employee aspirations and ensure customer delight. TCS is a global company in the true sense and for the company, “Globalisation means three things to us: the ability to deliver globally, the ability to integrate multinational employees into TCS, and localising delivery to our global customers," said Padmanabhan, VP-HR & OD.

TCS has been, for the past several years, India’s largest IT enterprise as well as Asia’s largest independent software and services organisation. It has been offering a range of IT services and consultation to many different industries, such as finance and banking, insurance, telecommunications, transportation, retail, manufacturing, pharmaceuticals and utilities. Also, It has been the single largest software services exporter from India.
3.3.2.2 Financial Performance

The financial performance of TCS during the last financial year (2003-04)\textsuperscript{26} has been – turnover of TCS (Rs. 5,827 crores), integrated turnover (Rs. 7,000 crores), net profits (Rs. 1,700 crores), market valuation (Rs. 55,000 crores, estimated), price to earning (P/E) multiple (26-30). And, in the previously, its total revenues of Rs 5,012 crore ($ 1.04 billion)\textsuperscript{27} in the year ended March 31, 2003, made it the first Indian $1-billion company. And, on export front (2002-03)\textsuperscript{10}, the company consistently ranked 1\textsuperscript{st} in two consecutive years as India’s top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 4,545 cr.), export revenue 2001-02 (Rs. 3,939 cr.), and export growth (15%).

Rajadhyaksha and Sarkar (2002)\textsuperscript{12} and Celestine (2003)\textsuperscript{13}, in their study found TCS as one of India’s Real Worthy Companies for the years 2001 and 2002. They also carried out ranking of computer software companies separately in which TCS got the topmost position. The researchers found the financial performance and worth of TCS in the all industry category for the recent year 2002 as : rank 2002 (36), rank 2001 (48), sales (Rs. 4,233.2 cr.), sales cagr i.e. compounded annual growth rate (40.9%), total assets (Rs. 7,073.3 cr.), net profit (Rs. 863.3 cr.), and roce (14.6%). TCS’s rankings in the two consecutive years in overall industry category came as 48\textsuperscript{th} and 36\textsuperscript{th}; and the rankings in computer software companies category as 1\textsuperscript{st} and 1\textsuperscript{st}.

3.3.2.3 Among India’s Most Respected Companies : (1997-2003)

Mukerjea and Bhattacharjee (1999)\textsuperscript{18}, Business World (2001)\textsuperscript{19}, and Mukerjea and Dubey (2003)\textsuperscript{7}, in their specific studies aimed at identifying India’s most respected companies during 1997 to 2003, found TCS on the list in each study year. These studies were based on a much enlarged 20 corporate performance parameters. In the study reports, TCS, on a list of 100 most respected Indian companies from all sectors of Industry, was ranked as : 57\textsuperscript{th} (1997), 18\textsuperscript{th} (1999), and 14\textsuperscript{th} (2003). The same studies, while ranking top 10 Indian IT companies, ranked TCS as : 3\textsuperscript{rd} (2001), and again 3\textsuperscript{rd} (2003).
3.4 Satyam Computer Services Limited: (Satyam Computer)

3.4.1 Corporate Culture of Satyam Computer

3.4.1.1 The Top Leadership

B. Ramalinga Raju^*^, the visionary corporate leader and the topmost man of India’s premier IT services company Satyam Computer, took the company to a much bigger height in a short span of a decade and half. Ramalinga Raju has been flexing his company’s global muscle for quite some time and has turned Satyam Computer into a major global player and one of the better known companies of India’s IT software sector. Satyam’s apex management consists of B. Ramalinga Raju as chairman and B. Rama Raju as its managing director.

And, the Chairman B. Ramalinga Raju’s personal achievements^ as a leading business leader have been many, such as, winning CNBC’s Asian Business Leaders Award for “Corporate Citizen” for 2002, named “IT Man of the Year 2000” by Dataquest magazine, and won Ernst & Young Entrepreneur of the Year Award, 1999.

3.4.1.2 Philosophy and Values

Satyam is guided by its philosophy^ and well defined core purpose - “To leverage information, knowledge and technology to enhance human endeavor.”

Its core values are expressed in the way teams are built and the manner in which they operate and achieve results. These values have been identified based on internal strengths of the organization. They are the guiding parameters for all organization-wide initiatives.

3.4.1.3 People and Business Process

Satyam also believes that its true strength^ lies in the potential of its associates. Associates work in an atmosphere of trust and confidence. Every individual associate is a leader and a high degree of operational freedom helps associates exercise their creativity and expertise in approaching tasks and
achieving customer delight. Also, at Satyam, people are encouraged to come out with new ideas and convert them into market value, in the true spirit of entrepreneurship.

At Satyam, achieving excellence in anything they do is a part of their corporate DNA, a process driven strategy that allows them to benchmark everything against the global best and then surpass it, in order to set the benchmark for others to follow and always remain a couple of steps ahead of the nearest competitor. Satyam also adheres to stringent Quality processes that meet and exceed international standards that are continuously monitored.

Satyam is a customer-centric enterprise\textsuperscript{182}, sharply focused on delivering not only what the customer demands but also providing them with the weapons to compete with or give them a competitive edge which ultimately results into customer intimacy, loyalty and increased business.

3.4.1.4 Social Responsiveness

Satyam equally lays stress on discharging of its corporate social responsibility. As a larger expression of its mission and core values, Satyam is actively involved in a variety of public service projects in education, environment and public health - delivering them mainly through umbrella organization - Alambana.

3.4.2 Organisational Performance of Satyam Computer

3.4.2.1 Global Operations

Satyam Computer\textsuperscript{182} employs about 11,000 associates / IT professionals in its 15 development centers scattered all over the world, and serves over 290 global clients which includes more than 80 Fortune-500 corporations, alliances with over 75 business and technology leaders and presence in 45 countries across 5 continents. The company develops and deploys intelligent applications in technology for diverse situations meeting varying requirements. Satyam helps businesses and organizations push the limits of excellence, and helps optimize
their strengths. Satyam has also developed proprietary products like Vision Compass and Search Pad, and provides a range of IT services in the various fields, such as, software development, engineering services, systems integration, ERP solutions, customer relationship management, supply chain management, product development, electronic commerce, IT outsourcing and consulting.

3.4.2.2 Financial Performance

The company’s latest financial performance during 2003-04 was: sales (Rs. 2,541.6 cr.), and net profit (Rs. 541.9 cr.); and the current brand value or intangible assets alone estimated at (Rs. 3,462 cr., 28% higher than the last year, figure as of 31.3.2004). The performance during previous year (2002-03) was: market capitalization (Rs. 7,455.58 cr.), assets (Rs. 2,664.45 cr.), revenues (Rs. 2,023.65 cr.), net profit (Rs. 307.42 cr.), and return on capital employed (20.13%). And, on export front (2002-03), the company consistently ranked 4th in two consecutive years as India’s top software and IT services exporter with performance as: export revenue 2002-03 (Rs. 2,003 cr.), export revenue 2001-02 (Rs. 1,703 cr.), and export growth (18%).

Rajadhyaksha and Sarkar (2002), and Celestine (2003), in their specific studies, found Satyam Computer as one of India’s Real Worthy Companies. The study reported the performance and worth of Satyam Computer in the all industry category for the recent year 2002 as: rank 2002 (103), rank 2001 (153), sales (Rs. 1,731.9 cr.), sales cagr i.e. compounded annual growth rate (60.4%), total assets (Rs. 2,183.5 cr.), net profit (Rs. 449.4 cr.), and roce (23.2%). Also, Satyam Computer’s rankings in the two consecutive years in overall industry category came as 153rd and 103rd; and the rankings in computer software companies category as 5th and 4th.

Business India (2000-2003), in its three separate studies in three years, found Satyam Computer among the best performing 100 companies from all sectors of industry. Satyam Computer’s recent super financial performance for the year 2003 on various financial parameters was found as:
super rank 2003 (30), super rank 2002 (22), sales (Rs. 2,023.70 cr.), sales rank (47), profit after tax (Rs. 459.90 cr.), profit after tax rank (23), net fixed assets (Rs. 319.30 cr.), net fixed assets rank (117), market cap (Rs. 9,211.30 cr.), and market cap rank (22). And Satyam’s super performance rankings in the three years (2000, 2001 and 2003) came as : 30th, 25th and 30th.

Nayak (2003)17 found Satyam Computer among India’s 16 best managed companies as the benchmark - ‘the super 16 index’, from all sectors of industry for the year 2003. The study report revealed Satyam Computer’s remarkable performance on various corporate and financial performance parameters as : share price on January 1, 1997 (Rs. 4.05) and share price on May 27, 2003 (Rs. 157.75); increase share price (39 times), earning per share (Rs. 9.77), profit earning ratio (16.38), market cap (Rs. 5,035.83 cr.), share price 52 week high (Rs. 292 ), share price 52 week low (Rs. 127 ), closing price on May 27, 2003 (Rs. 157.75), sales (Rs. 2,024 cr), and profit after tax (Rs. 307 cr.).

3.4.2.3 Among India’s Most Respected Companies : (1999-2003)

Mukerjea and Bhattacharjee (1999)18, Business World (2001)19, and Mukerjea and Dubey (2003)7 in their studies found Satyam Computer among India’s most respected companies. Evaluated on a much enlarged 20 corporate performance parameters, Satyam Computer was placed on a list of 100 most respected Indian companies from all sectors of industry, and was ranked 32nd (1999). The same studies, while ranking top 10 Indian IT companies, ranked Satyam Computer as : 4th (2001), and again 4th (2003).

3.5 HCL Technologies Limited : (HCL Technologies)

3.5.1 Corporate Culture of HCL Technologies

3.5.1.1 The Top Leadership

HCL Technologies’ founder, chairman, president and CEO, and a visionary corporate leader, Shiv Nadar1&2, also called the ‘cheetah’ of IT industry
for his business acumen, sharp business moves and technical strengths, has been the major force behind the entire group and its ultimate mentor.

Shiv Nadar has been one of the earliest entrants in the IT field in India, who survived the vagaries of time and also thrived. He was solely responsible for turning a small IT firm founded in 1975 into a mega IT corporation like the ‘HCL group’ in two and a half decades time with HCL Technologies Limited as group flagship company. Shiv Nadar in his personal capacity as a visionary IT business leader was the recipient of the ‘IT Man of the Year Award’ 1995, by Dataquest, for his vision and leadership.

3.5.1.2 The Technology Culture and Company’s Strengths

HCL Technologies’ strengths lie in technology and early entry in a new field. Technological innovativeness and being ahead in technology is a way of life at HCL Technologies. It set off on software services quest in the mid 1990s, when companies like TCS, Wipro and Infosys were still on code setting stage. It was again first to make sizeable acquisition in the mid 1990s, ahead of all other biggies in this field. Not only that, the company has entered product stage and the world leader in a few selected areas like banking, financial, travel, healthcare and retail. The company also asserts expertise in technical services. For the company, software services is the cash cow but technology in the star. HCL is having more than just world class process in certain areas. Its billing rates are also ahead of others.

3.5.1.3 Quality of People

The company believes that the quality of an organization is a direct reflection of the quality of its people, is reflected in its global team, which includes professionals from prestigious institutions like the London School of Economics, London School of Business, Asian Institute of Technology and the likes. Also, the company’s senior management team showcases the caliber of talent and intensity of passion that all their people strive to achieve.
3.5.2 Organisational Performance of HCL Technologies

3.5.2.1 Global Operations

The surge in demand of IT software and services in 1990's led to a rapid rise of software development services within HCL group. Group's flagship company HCL Technologies Limited was formed in the year 1991 to serve its clients around the world.

Today, HCL Technologies is a global information technology enterprise employing 8,748 people in various locations across India, U.S., Europe, Asia Pacific and Japan. Additionally, HCL Technologies has 16 fully operational state-of-the-art software development centers and 26 offices in 14 countries. It is having 385 blue chip global client base, gross revenue of US$387.87 million for year ended 30 June, 2003 in which offshore revenue accounted for 80% of the total.

3.5.2.2 Financial Performance

The company's latest financial performance during 2003-04(ending 30th June) was as : revenues (Rs. 2,325.00 cr.); and the financial performance during 2002-03 (ending 30th June) was as : market capitalization (Rs. 5,709.95 cr.), assets (Rs. 2,310.59 cr.), revenues (Rs. 723.42 cr.), net profit (Rs. 401.95 cr.), and return on capital employed (22.38%). And, on export front (2002-03), the company consistently ranked 5th in two consecutive years as India's top software and IT services exporter with performance as : export revenue 2002-03 (Rs. 1,541 cr.), export revenue 2001-02 (Rs. 1,320 cr.), and export growth (17%).

Rajadhyaksha and Sarkar (2002) and Celestine (2003), in their specific studies, found HCL Technologies among India's Real Worthy Companies from all sectors of industry for the years 2001 and 2002. The study concluded the performance and worth of HCL Technologies in the all industry category for the recent year 2002 as : rank 2002 (132), rank 2001 (142), sales (Rs. 723.4 cr.), sales cagr i.e. compounded annual growth rate (34.5%), total assets (Rs. 2,310.6 cr.), net profit (Rs. 402.0 cr.), and roce (19.1%); and its rankings in the two
consecutive years in overall industry category came as 142\textsuperscript{nd} and 132\textsuperscript{nd}, and the rankings in computer software companies category as 4\textsuperscript{th} and 5\textsuperscript{th}.

*Business India* (2000)\textsuperscript{14}, in its specific study placed *HCL Technologies* on the list of *India's super-100*, the **best performing 100 companies**, from all sectors of industry. The study report cited the super financial performance of *HCL Technologies* for the year 2000 on various financial parameters as: super rank 2000 (36), super rank 1999 (NA), sales (Rs. 926 cr.), sales rank (98), net fixed assets (Rs. 125 cr.), net fixed assets rank (213), market cap (Rs. 15,047 cr.), market cap rank (7), roce (14.60\%), and roce rank (132).

### Among India's Most Respected Companies: (2001-2003)

*Business World* (2001)\textsuperscript{19}, and Mukerjea and Dubey (2003)\textsuperscript{7}, in a series of studies conducted on the basis of much enlarged 20 corporate performance parameters, found *HCL Technologies* on the list of *India's most respected companies*. *HCL Technologies*, on the list of **top 10 Indian IT companies**, was ranked as: 7\textsuperscript{th} (2001), and in depth of talent (11\textsuperscript{th}) and in global competitiveness (13\textsuperscript{th}) in the same year; and again overall 7\textsuperscript{th} (2003).

### NIIT Limited: (NIIT)

#### Corporate Culture of NIIT

### The Top Leadership

The trio of NIIT's top leaderships - Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, have been largely responsible for creating Asia's biggest IT Training organization and a premier IT software and solutions company - NIIT Limited\textsuperscript{182}. These three visionary young IITians (IIT, Delhi alumnus), Pawar, Thadani and Rajendran, established a small IT training company by the name NIIT long back in 1981 with a vision to create a unique company with a revolutionary mission of bringing people and computers together--created for the first time in India, which proliferated the use of computers in the country,
produced millions of skilled IT professionals and effectively participated in the IT revolution which swept the nation in the recent times.

The top leadership trio of NIIT\textsuperscript{1&2}, Pawar, Thadani and Rajendran, later made the company to diversify into software services and technology development space and became a global player. The top management team of the company constitutes - Rajendra S Pawar, as the chairman of NIIT, Vijay Thadani as the CEO and P Rajendran as its chief operating officer – all three being the co-founder of the company.

3.6.1.2 Mission, Philosophy and Vision

NIIT has well defined mission, philosophy\textsuperscript{1&2} and vision to guide the organization. As it operates in two distinct but complementary sectors - education and software, it has formulated suitable mission statement for both of them. The mission statement for education and training – “To enable individuals and enterprises worldwide achieve greater success by providing knowledge, skills, solutions and services through pioneering efforts and usage of appropriate technology”, strengthens its NIIT Education wing on the one hand. And, on the other hand, the operating philosophy of NIIT Technologies - "Trust us to find the way" lays stress on innovation and trust, the two key values, which drive the business practices at its technologies wing.

3.6.1.3 People and Global Operations

NIIT claims to be a people’s company\textsuperscript{1&2} and invests extensively in recruiting, nurturing and retaining the best of the best global talent. In the past two decades the company has expanded its geographic presence to key global destinations. It employs over 3500 professionals and having operations in 44 countries which includes USA, Europe, Australia, East Asia, India and Japan. The company being the pioneer and leader in the field of IT education in India, has trained over 2 million students the last 20 years.

The company, apart from being a pioneer in IT training\textsuperscript{1&2} and education offering well designed packaged courses for the mass students, also offers to the
corporate users comprehensive and tailor made corporate training programs catering to their exact requirements. NIIT has been the ‘top IT training company in India’ right from its birth in the year 1981. A Dataquest survey report (2003) supports this claim and the available 12 years data of rankings and yearly revenue earning (1991 - 2003) reveals that NIIT has always been “Number One IT Training Company” in a continuous span of past 12 years.

3.6.1.4 Social Responsiveness

NIIT, on social front, has over the past two decades committed itself to improving the life of the common man through the use of new-age technologies. A number of their projects and initiatives are targeted at making India IT-savvy, at narrowing the digital divide and at the uplift of the financially and physically challenged in society. A host of products and technologies have been developed by the company to enable India’s masses, especially its less fortunate citizens, to enjoy the benefits offered by hi-tech. Some of them include – ‘Hole in the Wall’ (teaching of slum children), a ‘Computer Assisted Teaching and Rehabilitation project for the disabled’ (undertaken in collaboration with other NGOs), Swift Jyoti (specially-priced training module to take India’s citizens towards computer literacy), Bhavishya Jyoti Scholarships (for meritorious yet financially challenged students), Jyoti for Women (a specially-priced and tailor made module for women of India), and so on.

3.6.2 Organisational Performance of NIIT

3.6.2.1 Domestic and Global Operations

The company operates in two complementary sectors - software and education, which bring synergy and an edge over others. It has become a $167 million global IT company and built up an impressive array of global customers which includes Fortune 1000 companies such as British Airways, ING, Office Depot and Qantas to key Indian state Governments.
3.6.2.2 **Financial Performance**

The company’s latest financial performance during 2003-04\(^9\) was: sales (Rs. 364.5 cr.), and net profit (Rs. 18.10 cr.). The performance during previous year (2002-03)\(^10\) was as: market capitalization (Rs. 697.66 cr.), assets (Rs. 895.11 cr.), revenues (Rs. 352.12 cr.), net profit (Rs. 9.10 cr.), and return on capital employed (4.65\%). And, on export front, the company ranked 11\(^{\text{th}}\) (2002-03)\(^11\) and 10\(^{\text{th}}\) (2001-02) in two consecutive years as India’s top software and IT services exporter with performance as: export revenue 2002-03 (Rs. 464 cr.), export revenue 2001-02 (Rs. 486 cr.), and export growth (-5\%).

Rajadhyaksha and Sarkar (2002)\(^12\), and Celestine (2003)\(^13\), in their specific studies, found NIIT among *India’s Real Worthy Companies* for the years 2001 and 2002. These studies also included ranking of computer software companies separately. The performance and worth of NIIT in the all industry category for the recent year 2002 was reported as: rank 2002 (328), rank 2001 (236), sales (Rs. 352.1 cr.), sales cagr i.e. compounded annual growth rate (-31.4\%), total assets (Rs. 895.1 cr.), net profit (Rs. 9.1 cr.), and roce (1.3\%). And, NIIT’s rankings in the two consecutive years in overall industry category came as 236\(^{\text{th}}\) and 328\(^{\text{th}}\); and the rankings in computer software companies category as 9\(^{\text{th}}\) and 10\(^{\text{th}}\).

*Business India* (2000-2003)\(^14-16\), in its series of studies, found NIIT among India’s super-100 companies, the best performing 100 companies from all sectors of industry. The study report cited the recent super financial performance of NIIT for the year 2003 on various financial parameters as: super rank 2003 (174), super rank 2002 (112), sales (Rs. 352.10 cr.), sales rank (195), profit after tax (Rs. 9.10 cr.), profit after tax rank (199), net fixed assets (Rs. 174.70 cr.), net fixed assets rank (156), market cap (Rs. 603.91 cr.), and market cap rank (130); and the performance for the year 2000 as: super rank 2000 (41), super rank 1999 (97), sales (Rs. 581 cr.), sales rank (155), net fixed assets (Rs. 111 cr.), net fixed assets rank (222), market cap (Rs. 6,261 cr.), market cap rank (15),
roce (38.91%), and roce rank (6). And, NIIT’s super performance rankings in the three years (2000, 2001 and 2003) were reported as: 41st, 75th and 174th.

3.6.2.3 Among India’s Most Respected Companies: (1999-2003)

Mukerjea and Bhattacharjee (1999)^18, Business World (2001)^19, and Mukerjea and Dubey (2003)^7, in a series of studies conducted on a much enlarged 20 corporate performance parameters, found NIIT on the lists of India’s most respected companies during the years 1999 to 2003. NIIT, on a list of 100 most respected Indian companies, was ranked 48th (1999). The same studies, while ranking top 10 Indian IT companies, ranked NIIT as: 5th (2001), and on ethical organization count (11th) in the same year; and overall 8th (2003).

3.7 India’s Technology Twins: Strategies and Performances

Babu (2003)^20 in his study of corporate strategies, traits and performance of India’s two leading software companies – Wipro and Infosys, has maintained that, ‘India’s technology twins – Wipro and Infosys, are obvious candidates for the best managed company tag. Paradoxically, it is the near future that will show the world how well managed they are.’ He has further investigated, compared both of them and identified their strengths and uniqueness as:

- **What sets Wipro apart** – ‘effective use of cash on balance sheet for acquisition, presence across the IT value chain from hardware to software to BPO (business process outsourcing) to consulting, superior processes due to focus on process-efficiency and transformational excellence; it has become a different company in around five years.’

- **What sets Infosys apart** – ‘a value driven approach for growth, superior human resource practices that translate into a motivated workforce, managerial bandwidth, with a strong team of senior executives, marketing skills and customer relationships that translate into more repeat business and record of transparency and good governance.’

Babu (2003)^20, in his investigative study, has further identified the different growth strategies followed by the ‘technology twins’ of Indian IT industry
compared their actual growth during 1996-2002 as: **Wipro's growth strategies** - 'Wipro has used the acquisition route to substantially develop expertise in new areas – it will be looking at its BPO foray, among others, to return it to the value builders quadrant.' And, **Infosys’s Growth Strategies** - 'Infosys’s growth strategy has been to expand its service offerings and geographical markets, while mitigating risk by limiting exposure to any new area.' Babu has further compared the growth performances of these two companies using A. T. Kearney Analysis, CMIE (2003)\(^3\) and has cited the results as: **Wipro's revenue growth** during 1996-02 (over industry average) – 1997-98 (-5%), 1998-99 (5%), 1999-00 (18%), 2000-01 (5%) and 2001-02 (10%); and **Wipro's adjusted market value growth** during 1996-02 (over industry average) – 1997-98 (80%), 1998-99 (240%), 1999-00 (300%), 2000-01 (80%) and 2001-02 (0%). On the other hand, **Infosys's revenue growth** during 1996-02 (over industry average) – 1997-98 (50%), 1998-99 (74%), 1999-00 (72%), 2000-01 (76%) and 2001-02 (60%); and **Infosys's adjusted market value growth** during 1996-02 (over industry average) – 1997-98 (140%), 1998-99 (210%), 1999-00 (190%), 2000-01 (100%) and 2001-02 (12%).

**3.8 Summary : Corporate Culture and Performance**

**3.8.1 Infosys : Culture and Performance**

**3.8.1.1 Infosys' Culture**

The corporate culture of Infosys largely created and influenced by the values and beliefs of its most prominent and visionary leader, founder and the chief mentor, N.R. Narayananmurthy, represents an organization with less hierarchy, open work environment, open door policy, equality and justice, futuristic vision, excellence in technology, quality and management practices, emphasis on human development, multiculturalism, desires and dares to compete with global players, ethics and transparency in business, professionalism, belief in strong competition, intellectual capital creation,
innovations, high quality products and services, strong marketing and brand building, customer focused business approach, world class working environment, high quality of work-life (QWL), physical manifestations, magnificent campus, high-tech. development centers, newcomers being groomed in organizational values and culture, high level of social responsiveness and strong believer of contributing back to the society, and above all having created a distinct corporate culture of its own – ‘the Infosys culture and its members being called Infoscions.’

3.8.1.2 Infosys' Performance

Infosys today has been turned into a billion dollar true global IT company, placed 27th globally on a list of top 100, having over 19000 IT professionals positioned in different parts of the world, providing high-tech. consultancy and a range of IT services to its global clients numbering over 345 and many of them being Fortune-500 companies, constantly moving up the value chain; latest financial performance (2003-04) figures being - sales Rs. 4,760.9 crore, net profit Rs. 1,243.5 crore, an increase in tangible income (44%, over the last year)22, market capitalization Rs. 32,909.00 crore (as of 31.3.2004); brand value or intangible assets estimated at Rs. 8,185.00 crore (an increase of 9.30% over the last year); consistently occupying upper rung positions in various rankings and comparative studies of companies from all industry sectors as well as IT sector, such as, among India’s real worthy companies, among India’s super ranking companies, among India’s best managed companies, among best employers in India, and so on, in surveys and studies conducted by various Indian and international business magazines, organizations and agencies of repute; ranked 1st as India’s most respected company in the year 2003 and consistently occupying top slots on this count year after year; and also recipient of various national and international awards and recognitions, on various performance counts and achievements year after year, awarded by various national and international organizations, agencies and business magazines.
3.8.2 Wipro: Culture and Performance

3.8.2.1 Wipro’s Culture

Wipro’s visionary topmost leader Azim Hasham Premji, having entered the IT software field in 1984, turned the company into a $1-billion (2003-04) diversified, integrated corporation; took the company to a new height in a short span of two decades, became world’s richest Indian in 1999 and went on an acquisition spree in 2003; integrated the country’s entrepreneurial tradition with professional management, based on sound values and uncompromising integrity; and became a role model for young entrepreneurs across the world. Also, Premji was the prime mover behind Wipro’s decision to achieve “Six Sigma” status which defines the high standard in quality of products and services. And, Wipro’s ‘customer-in’ concept builds the voice of the customers in company’s products and services, and Premji is very clear that as a world class organization, what Wipro needs to be concerned about is the process, not merely the results.

Azim Premji was largely responsible for shaping Wipro’s distinct culture and values, building high performing teams and Premji very strongly believes that the most important contributors to Wipro’s success have been the core values, a shared vision for the future, adoption of clearly defined Wipro’s leadership qualities and achieving excellence in everything that the corporation does. Premji is almost fanatical about delivering value to customers and his willingness to sacrifice business and profits to hold on to “Our Promise”. The top leadership has created an openness in the organization completely devoid of politics, and for Premji ‘integrity is nonnegotiable’ and he pays more than lip service to his belief in corporate ethics. Also, Wipro treats people with great care and provides an environment that motivates people to give their best, to deliver what the clients need and their commitment to the clients they serve and their ability to develop and sustain long-term relationships. The company also discharges its social responsibilities by contributing back to the society at large.
3.8.2.2 Wipro’s Performance

Wipro in a short span of two decades has emerged as a strong global player providing a range of IT software services, product design services and business process outsourcing services to its 300 global customers (50 of these being Fortune-500 companies) across the world, through 21,000 IT practitioners and domain consultants and offices and development centers in 30 locations around the world and it is placed 62nd globally on the list of top 100. Its latest financial performance during 2003-04 was - sales Rs. 5,168.5 crore and net profit of Rs. 914.9 crore; and during previous year (2002-03) market capitalization of Rs. 33,731.56 crore (as of 31.3.2003) and assets of Rs. 4,078.83 crore. Wipro has been constantly moving up the value chain, occupying top slots in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India’s real worthy companies, India’s super ranking companies, India’s best managed companies, best employers in India, and the likes. It ranked 2nd as India’s most respected company in the year 2003 and consistently occupying top slots in this category year after year. Over the years, the company has received a number of national and international awards and recognitions on various organizational performance parameters and special achievements.

3.8.3 TCS: Culture and Performance

3.8.3.1 Culture at TCS

Tata Consultancy Services, the ‘Jewel in the Crown of Tata’ and Asia’s largest information technology (IT) company, was initially led by the legendary J.R.D. Tata as the group chairman and the father of the Indian IT industry F. C. Kohli as the CEO. Under the able leadership of Kohli, the company spearheaded the pioneering efforts in creating a globally recognisable brand for the Indian software industry and his concerted efforts over the years, turned TCS into India’s largest and strongest IT global player. Later, TCS became India’s first $1-billion IT company (2002-03). The current CEO of TCS, S. Ramadorai, the 5th
most influential figure in technology sector in the world, is in the process of placing TCS on a list of top 10 IT companies of the world, and Ratan Tata as the group chairman is playing his part to achieve the same.

TCS believes in providing innovative, best-in-class consulting, IT solutions and services and adheres to its stated values like ‘Integrity, leading change, excellence, respect for the individual, learning and sharing.’ Also, ‘transformation’ is a way of life at TCS and a proactive approach towards emerging trends of the future. TCS attaches great values for people, their empowerment and building excellence throughout the organization, open and transparent communication, a fair compensation system and all these taken together, make the employees give their best. The company, true in line with the Tata group’s ethos, discharges its social responsibilities through various development programmes and projects. TCS also believes that IT is a key factor for social change and is committed to several community development ventures.

3.8.3.2 Performance of TCS

TCS, a billion-dollar Indian global IT company, with nearly 25,000 consultants and having operations in 55 countries with over 100 branches throughout the world and providing a range of IT services and serving over 1000 global clients and many of them being ‘Fortune-500’ companies, is truly transnational in character and reach. It keeps transforming itself to remain relevant and meet employee aspirations and ensure customer delight. The financial performance of TCS during the last financial year (2003-04) has been – turnover of TCS (Rs. 5,827 crores), integrated turnover (Rs. 7,000 crores), net profits (Rs. 1,700 crores), market valuation (Rs. 55,000 crores, estimated), and on export front, the company consistently ranked 1st in two consecutive years as India’s top software and IT services exporter. TCS has been constantly moving up the value chain, occupying top slots in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India’s real worthy companies, India’s most respected companies, and so on, and the company,
over the years, has received a number of national and international awards and recognitions for its remarkable performance and various achievements.

3.8.4 Satyam Computer: Culture and Performance

3.8.4.1 Culture at Satyam Computer

B. Ramalinga Raju, the visionary leader of Satyam Computer, has been flexing his company's global muscle for quite some time and has taken the company to a much bigger height in a short span of a decade and half. Satyam is guided by its philosophy and well defined core purpose - "To leverage information, knowledge and technology to enhance human endeavor." Its core values are expressed in the way teams are built and the manner in which they operate and achieve results. Satyam's true strength lies in the potential of its associates or IT professionals who work in an atmosphere of trust and confidence and achieving excellence in anything they do is a part of their corporate DNA. Satyam is a customer-centric enterprise and equally lays stress on discharging of its corporate social responsibilities in various ways.

3.8.4.2 Performance of Satyam Computer

Satyam Computer with its 11,000 associates or IT professionals working in its 15 development centers scattered all over the world, serves over 290 global clients which includes more than 80 Fortune-500 corporations, alliances with over 75 business and technology leaders and presence in 45 countries across 5 continents. The company's latest financial performance during 2003-04 was: sales (Rs. 2,541.6 cr.), net profit (Rs. 541.9 cr.) and brand valuation at (Rs. 3,462 cr., an increase of 28% over the last year). Satyam has been constantly moving up the value chain, finding respectable positions in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's most respected companies, and the likes. Also, Satyam has received a number of national and international awards and
recognitions for its commendable performance and various achievements year after year.

3.8.5 HCL Technologies: Culture and Performance

3.8.5.1 Culture at HCL Technologies

HCL Technologies' founder, chairman, president and CEO, and the visionary corporate leader, Shiv Nadar, also called 'cheetah' of IT industry for his business acumen, sharp business moves and technical strengths, has been the major force behind the entire group and its ultimate mentor. He was solely responsible for turning a miniscule IT firm founded in 1975 into a mega IT corporation like the 'HCL group' in two and half decades time. HCL Technologies Limited as group flagship company was formed to focus on the global IT business. Technological innovativeness and being ahead in technology is a way of life and work culture at HCL Technologies. The company also believes that the quality of an organization is a direct reflection of the quality of its people, which is reflected in its global team which includes professionals from prestigious institutions of the world.

3.8.5.2 Performance of HCL Technologies

HCL group's flagship company HCL Technologies Limited was formed to serves its clients around the world which is having a strong force of 8,748 people located all over the world at its 16 fully operational state-of-the-art software development centers and 26 offices in 14 countries through which it serves 385 blue chip global clients. The company's latest financial performance during 2003-04(ending 30th June) was as : revenues (Rs. 2,325.00 cr.). HCL Technologies has been constantly moving up the value chain, finding respectable positions in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's super ranking companies, India's most respected companies, and so on. Apart from these, HCL Technologies has received a number of national and international awards and
recognitions for its appreciable performance and special achievements year after year.

3.8.6 NIIT: Culture and Performance

3.8.6.1 NIIT’s Culture

The trio of NIIT’s top leaderships - Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, have been largely responsible for creating Asia’s biggest IT Training organization and a premier IT software and solutions company - NIIT Limited with a revolutionary mission of bringing people and computers together, produced millions of skilled IT professionals and effectively participated in the recent IT revolution which swept the nation. The top leadership later made the company to diversify into software services and technology development space and became a global player.

NIIT’s well defined mission statement for education and training - “To enable individuals and enterprises worldwide achieve greater success by providing knowledge, skills, solutions and services through pioneering efforts and usage of appropriate technology”, and the operating philosophy of NIIT Technologies - “Trust us to find the way” have been guiding the company to achieve its multifaceted goals. NIIT is a truly people’s company and invests extensively in recruiting, nurturing and retaining the best of the best global talent. The company, on social front, has over the past two decades committed itself to improving the life of the common man through the use of new-age technologies and a number projects and initiatives have been launched for this purpose.

3.8.6.2 NIIT’s Performance

NIIT operates in two complementary sectors - software and education, which bring synergy and an edge over others. NIIT has always been “Number One IT Training Company” in the country right from its birth in the year 1981. The company’s latest financial performance during 2003-04 was: sales (Rs. 364.5 cr.), and net profit (Rs. 18.10 cr.). NIIT has been constantly moving up the value
chain, occupying respectable positions in various rankings and comparative studies of companies by various Indian and international business magazines, organizations and agencies; and appearing on the lists of India's real worthy companies, India's best performing companies, India's most respected companies, and the likes, and the company, over the years, has received a number of national and international awards and recognitions for its remarkable performance and various achievements.

3.9 India’s Technology Twins: Similarities and Dissimilarities

India's two leading software companies – Wipro and Infosys, known as 'India's technology twins' – have been moving side by side – nationally and internationally - have many similarities as also they do have several dissimilarities - but on overall basis still moving parallel to each other right from their inception or entry into India's IT field. Their strengths and uniqueness, similarities and dissimilarities can be presented as:

3.9.1 Similarities on Many Counts

'N.R. Narayanamurthy, the chief mentor of Infosys and Wipro's supreme leader Azim Premji, both are regarded as equally competent, equally famous and successful world class corporate leaders of high statures; both companies' financial and overall growth performances are moving parallel to each other; both became $ 1-billion companies in 2003-04; both have become India's most visible IT software companies nationally and globally; both have built their unique, strong and comparable brands; both the companies were rated “India's No. One Most Respected Company” along with each other in the year 2003 by Business World; both are placed on the top rungs of ‘India’s Best Managed Companies” list; both attach equal importance to ‘ethics in business practices, transparency, democratic norms and open work environment; both have developed and built their own distinct and comparably strong corporate cultures; and so on.
3.9.2 Points of Dissimilarities

'India's technology twins – Wipro and Infosys', differs from each other on many counts related to their corporate strategies, traits and performance which can be discussed as below:

**What sets Wipro apart** – 'effective use of cash on balance sheet for acquisition, presence across the IT value chain from hardware to software to BPO (business process outsourcing) to consulting, superior processes due to focus on process-efficiency and transformational excellence; it has become a different company in around five years; and for its growth, Wipro has used the acquisition route to substantially develop expertise in new areas'.

And, **What sets Infosys apart** – 'a value driven approach for growth, superior human resource practices that translate into a motivated workforce, managerial bandwidth, with a strong team of senior executives, marketing skills and customer relationships that translate into more repeat business and record of transparency and good governance; and Infosys's growth strategy has been to expand its service offerings and geographical markets, while mitigating risk by limiting exposure to any new area.'

3.10 Discussions: On the Six Selected IT Companies, Their Corporate Culture and Performance

3.10.1 Infosys, Wipro, Satyam Computer, HCL Technologies and NIIT are the five listed public limited companies out of the six selected Indian IT companies for the present study. The sixth company, Tata consultancy Services (TCS), is the only private organization, a closely held division of Tata Sons.

3.10.2 Most of the studies / surveys on various aspects of Indian IT companies including above six companies, conducted by various Indian and international business and IT magazines, organizations and rating agencies, have mainly included the listed public limited companies and very rarely an unlisted or privately held company like Tata Consultancy Services (TCS). Hence, limited
information / data could be gathered by the researcher about TCS through such secondary sources.

3.10.3 Such listed public limited companies like Infosys, Wipro, Satyam Computer, HCL Technologies, NIIT, and the likes are legally bound to disseminate various information related to their companies and make their performance and annual report public and all relevant data and information are freely available through various sources; unlike the private companies like TCS which are not bound by law to make their performance related information public nor their actual market valuation is ever known, unless they go public. It also mars their valuation, checks their brand building and reduces their visibility in the public and the global and domestic markets and corporate world.

3.10.4 And, consequently TCS was excluded in many of such national and international rankings, studies and valuations and its brand value and visibility has suffered a lot. That's the main reason due which TCS so far couldn't achieve its rightful position, nationally and globally, and in most of the cases trailed behind Infosys and Wipro in overall rankings, in spite being much larger in size, global performance and reach as well as financial performance. Also, on corporate culture front, TCS culture is built on Tata group's ethos and carefully nurtured and influenced by its legendary and great corporate leaders like J.R.D. Tata, F.C. Kohli, Ratan Tata and S. Ramadorai, and having democratic norms and openness, great values attached to its people as well as customers, professionalism, ethics in business, quality of products and services provided, a congenial and good work environment, good governance and management practices, social responsiveness and existence of all that factors which are required for a good corporate culture.

3.10.5 The most visible branded Indian IT companies, nationally and internationally, have been the 'Technology Twins' – Infosys at the front and Wipro at the next place. Both of them having high brand values, distinct and strong corporate cultures, good financial, management and corporate
performances, having global operations and high level of global performances, and both have become benchmark IT companies – nationally and globally. Their culture, values, traits and performances, their similarities as also dissimilarities have already been discussed earlier under separate heading.

3.10.6 Then comes TCS, followed by Satyam Computer, HCL Technologies and NIIT. Their corporate cultures and financial as well as various other organizational performances have already been discussed in details as well as in summarized forms.

3.10.7 Here, though TCS has been the oldest (established in 1968) among them and largest in domestic as well as global operations and yielding highest turnover year after year, and also belonging to India’s best known business conglomerate ‘The Tata Group’ and being ‘Jewel in the Crown of Tata’ as well as being ‘Asia’s largest information technology company’, TCS being an unlisted and closely held division of ‘Tata Sons’ has been the victim of this syndrome on various counts.

3.10.8 TCS was the first to enter Indian IT field long back in the year 1968 taking software business seriously as an opportunity when hardly any body or any other company in India knew what software or information technology meant. The initial leadership of TCS was provided by the legendary J.R.D. Tata as the group chairman and the father of the Indian IT industry F. C. Kohli as the CEO (1969 to 1996). And, under the able leadership of Kohli, the company spearheaded the pioneering efforts in creating a globally recognisable brand for the Indian software industry and his concerted efforts over the years, turned TCS into India’s largest and strongest IT global player. Again, TCS was the first Indian IT company to become a $1-billion IT company in the year 2002-03. Its current CEO, S. Ramadorai, is again a business leader and technologist of the world stature and has been rated as the 5th most influential figure in technology sector in the world. In spite of all these positive factors in favour of TCS, its closely held unlisted status and continuing as division of Tata Son’s could not provide it a
corporate image, personality, brand value and visibility that TCS always deserved and hence suffered heavily.

3.10.9 India's other two strong IT global players and the most visible companies – 'The Technology Twins – Infosys and Wipro' – having founded / entered IT software field in 1981 and 1984 respectively, and led by their corporate leaders of world stature, such as, N.R. Narayananmurthy leading Infosys and Azim Premji on the driving seat of Wipro, could cross the $ 1-billion mark only in the year 2003-04. Also, Infosys is currently placed 27th and Wipro 62nd globally on a list of top 100. The highlights on their distinct and strong corporate cultures, financial, global and other organizational performances etc. have already been presented above in this on going discussions.

3.10.10 Satyam Computer, the youngest among these six major Indian IT players and led by B. Ramalinga Raju, having entered the IT software field in 1987, has become a strong global player to reckon with in a short span of a decade and half. Ramalinga Raju has been flexing his global muscles for quite some time and has been successful to take Satyam to a greater height. The company has also developed a positive corporate culture – shaped and influenced by its values, philosophy and the corporate leaders, and the culture consists of team culture and high performing teams, atmosphere of trust and confidence, excellence in anything people do, benchmarking everything against the global best, customer-centric approach, taking care of its people and their aspirations, discharging various social responsibilities. And, the positive corporate culture has been yielding good organizational performances on various counts such as financial, global, corporate, image and brand value, and so on

3.10.11 HCL group's first IT initiative took place way back in 1975 when six entrepreneurs — Shiv Nadar and five of his associates started operations in computer hardware and technology at a miniscule scale, faced many initial challenges, went through different phases of business life and established a leading IT group diversified into hardware, high technology and software services
- today placed among India's top 5, with group's flagship company HCL Technologies established in 1991 to take care of its software and services business interest worldwide. But as far as software services is concerned, HCL is still way behind even Satyam Computer which entered the IT field much later. However, HCL Technologies possess a culture of technology - technological innovativeness and being ahead in technology is a way of life and work culture at HCL Technologies and the culture is also manifested in the high quality of people that HCL employs. And, on performance part, HCL Technologies has become a global IT company, which was formed to serves its clients around the world, and is having encouraging financial and other organizational performances.

3.10.12 And, NIIT, established by three young and visionary IITians, Rajendra S. Pawar, Vijay K. Thadani, and P. Rajendran, way back in 1981 with a revolutionary mission, continued as India's largest IT training organization right from its inception till today and also became Asia's biggest IT Training organization, later diversified into software and became a premier IT software and solutions company too. However, NIIT's strengths lies in IT training, of which market demand considerably declined after IT meltdown, slump in global economy and dotcom bust - all these phenomena took place simultaneously around the years 2000 -2001, which reduced the market demand of IT training in India as also elsewhere, and it badly affected NIIT's training business and caused its continued bad business performance henceforth. And, NIIT' software business alone stands much behind the other five IT companies on this count. That was the main reason behind NIIT's declining performance year after year and the company was not able to leverage since then - its other wise people and customer friendly approaches, an open and good work environment, quality of people it employs, other cultural and internal strengths or brand's strength which the company still possesses.
3.11 Conclusions and Inferences: Corporate Culture and Performance

The above study, analysis and discussions on corporate cultures and organizational performances of the six selected Indian IT companies viz. Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, based on the information and secondary data gathered through various sources, such as, articles, surveys and study reports, news reports etc. published in fringes in various business and IT magazines and daily newspapers and collected by the researcher over a period of four and half years as also some company literature/brochures etc. collected during this period - all taken together enables the researcher to conclude and infer as below:

3.11.1 Corporate culture

All the six selected IT companies possess corporate cultures shaped by their founders, corporate leaders and influenced by respective company’s values, beliefs and philosophy, and also influenced by the general business environment they operate in. They also possess some degree of commonality of IT services culture as also distinctiveness of their own cultures. India’s ‘technology twins – Infosys and Wipro’ possess their own distinct strong corporate cultures. Tata Consultancy Services (TCS) culture is largely influenced by Tata group’s ethos, their top leaderships as also consisting some characteristics of general IT culture and the overall strength of its culture come next to the ‘technology twins’ cultures. Satyam Computer’s culture and its overall strength finds a place after TCS culture. HCL Technologies possesses a culture of technology and being ahead in high technology services and technology creation. And, NIIT possesses a culture of its own with some distinctiveness and some commonality of IT culture and having good cultural strength, but the prevailing business environment and declined demand of IT training has badly affected its prospects and performance.
Thus, the overall cultural strengths of these six IT companies make a ladder or hierarchy from Infosys at the topmost position, then comes Wipro, followed by TCS, Satyam computer, HCL Technologies and NIIT occupying the last position.

3.11.2 Organisational Performance

These six selected IT companies have been found to possess different levels of organizational performances, such as, their financial, growth, value creation, global operations, management, leadership, and brand value performances; their varying degrees of social responsiveness and concerns for their people, customers and some other stakeholders; again occupying different positions in various rankings and listings like India’s - most respected companies, best managed companies, real worthy companies, super ranking companies, bench mark IT companies, best employers and the likes. And, all these organizational performance parameters taken together, it appears that on overall basis, ‘India’s technology twins – Infosys and Wipro’, moving almost parallel to each other occupy the top two places, TCS finds a place after these two. Then comes Satyam Computer occupying somewhere middle position. HCL Technologies find a place next to Satyam but after some distance. And, in the last NIIT finds its position, but not very far from HCL Technologies.

3.11.3 Relevance of their Cultures and Organisational Performance

The above two conclusions and inferences concerning the ‘corporate cultures’ and ‘organizational performances’ of the six selected IT companies apparently establish correlation between these two in respect of all the six IT companies. The apparent correlations reveal that – Infosys and Wipro are again moving parallel to each other and find the places very close to each other. TCS finds a place of its own after some distance. Then comes Satyam Computer around the middle position. After some distance HCL Technologies occupies its place. And, in the last NIIT still gets a respectable position that is closer to HCL Technologies.
3.11.4 The Actual Position

The above inferences, conclusions and correlations are apparent ones, and can be established only after survey and study of the real life situations intended to be carried out by the researcher which will be the soul and basis of this research study. However, these findings, inferences and conclusions definitely give some indications, which again are to be verified as explained.
3.12 References : (Chapter-III)

1. Information Source-1 : Company's literature and documents.

2. Information Source-2 : Personal interviews with company executives and industry watchers.


10. BT 500, "India's Most Valuable Companies" (2003), Business Today, November 9, 2003, pp. 53, 94-100, 110-111.


