Note: To prepare these five cases, the data is collected from the companies’ profile and interviews are conducted with the HR executives of the respective companies on their Human Resource Practices.
4.1 SATYAM COMPUTERS

COMPANY OVERVIEW

Satyam Computer Services Ltd. is a leading global consulting and IT services company, offering a wide range of solutions. From strategy consulting to implementing IT solutions for customers, Satyam proved successful in entire IT field. It has excellent domain competencies in verticals such as Automotive, Banking & Financial Service, Insurance & Healthcare, Manufacturing, and Telecom-Infrastructure-Media-Entertainment-Semiconductors (TIMES). As a diverse end-to-end IT solutions provider, Satyam offers a range of expertise aimed at helping customers re-engineer their businesses to compete successfully in an ever-changing marketplace.

Satyam's network spreaded in 45 countries, across the world. Over 15,000 dedicated and highly skilled IT professionals, work in development centers in India, the USA, the UK, the UAE, Canada, Singapore, Malaysia, China, Japan and Australia, and serve over 325 global companies, including 104 Fortune 500 corporations. The company has strategic technology and marketing alliance with over 50 top-notch companies that help them in providing end-to-end services to all customers.

Satyam's need-driven deployment of domain and technology expertise brings to customers a range of solutions and products that enhance performance and competitiveness. Their unique rightsourcing delivery model allows to leverage local competencies to offer global competitiveness to customers. Their consulting and IT solutions have resulted in technology-intensive transformations that have met the most stringent of international quality standards. Company has developed a unique quality hallmark, called eSCM (e-Sourcing Capability Maturity) Model, for ITES, in collaboration with Carnegie Mellon University and Accenture. They follow a specially developed business continuity model (BCM), which allows continuing mission critical operations of various customers, even in the most challenging times.

* Note : To construct these cases, data is collected from company profile and interviews are conducted with the HR executives of the respective companies
Philosophy

Core Purpose:
"To leverage information, knowledge and technology to enhance human endeavor."

Satyam develops and deploys intelligent applications in technology for diverse situations to meet ever changing requirements. Satyam helps businesses and organizations push the limits of excellence, and helps optimize their strengths.

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

Belief in People:

Satyam believes 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 at Satyam. This leadership is expressed in the way the tasks are assigned and taken up, the freedom with which work styles are negotiated and high standards of quality set independently by each and every Associate. A high degree of operational freedom helps Associates to exercise their creativity and expertise in completing tasks and achieving Customer satisfaction.
Entrepreneurship:
At Satyam, it's ideas and efficiency, that drive the people. A variety of programs help every employee to create tangible value, constantly encouraging employees to convert ideas into market value, in the true spirit of entrepreneurship.

Customer Orientation:
As a customer-centric enterprise, they focus on delivering not only what the customer demands but also providing them with the weapons to compete. In other words they deliver business competitiveness. All this finally leads to Customer Intimacy.
Pursuit of Excellence:

Achieving excellence in anything they do is a part of the corporate culture. A process driven strategy that allows to benchmark everything against the global best and then improve on it, so that the company set the benchmark for others to follow. In the process they are always ahead of their nearest competitors. Satyam adheres to stringent Quality processes that meet and exceed international standards that are continuously monitored.

CORPORATE PROFILE
Satyam: An end-to-end IT services provider

Satyam Computer Services Ltd. (NYSE: "SAY"), is an end-to-end IT solutions provider. It operates in 45 countries, with a customer base of over 325 global companies, including 104 Fortune 500 corporations. Satyam's highly skilled, dedicated IT professionals, its subsidiaries and Joint Ventures provide customized IT solutions for several industries using their range of technical expertise and experience.

Satyam's range of expertise

- Software Development Services
- Engineering Services
- Systems Integration
- ERP Solutions
- Customer Relationship Management
- Supply Chain Management
- Product Development
- Electronic Commerce
- Consulting
- IT Outsourcing

Industry Verticals

- Banking & Finance Services
- Energy & Utility
- Government
- Healthcare & Insurance
- Manufacturing
- Retail
- Telecom
Satyam's subsidiary Satyam 'Infoway' provides Internet Access & Hosting services and Network & Network-enabled services. Satyam's BPO subsidiary Nipuna provides a host of Business Process Outsourcing services. Satyam's range of consulting and IT skills have helped businesses re-engineer and re-invent their products, services and processes to compete successfully in an ever-changing marketplace. Satyam's state-of-the-art software development centers in India, the United States, the UK, the UAE, Singapore, Malaysia, China, Japan and Australia work with a variety of business and technology partners to design and implement projects onsite, offshore and offsite. The organization emphasizes on acquiring an in-depth knowledge of the customer's context and needs, and designs solutions fine-tuned to these needs. Satyam's ideas and products have resulted in technology-intensive transformations that have met the most stringent international quality standards. Simultaneously, Satyam teams proactively work on turning new ideas into products that answer global market needs. One such product is VisionCompass, a web-enabled collaborative enterprise management software.

Satyam has developed strategic alliances with leaders in several technical areas. Through a web of over 50 technology and business partnerships, Satyam offers clients comprehensive, cutting-edge solutions. Satyam's SEI CMM® Level 5 assessment reflects its commitment to Quality processes and products.

**Core Values**

- Belief in people
- Pursuit of excellence
- Entrepreneurship
- Customer orientation

These values have led to the creation of a unique organizational structure, with every functional unit designated as an independent business enterprise, each responsible for its own resource management and its profits and losses.
Figure 4.2 PHILOSOPHY OF SATYAM

Every Satyamite is a Leader.
ORGANIZATIONAL STRUCTURE

Satyam: A customer-centric organization

Satyam's organizational structure is inspired by a unique concept—the Network of Circles. Each Circle offers a specific set of business offerings based on its competency profile. The result is an internal culture where new ideas are nurtured and acted upon and new competencies developed. This way Satyam continuously provides services right across the IT value chain.

At the center of the Network of Circles is the customer, whose business requirements are the driving force. Accordingly, the Circles are categorized as:

- Verticals Business Units (Based on the customer’s line of business)
- Horizontal Competency Units (Based on competency requirements)
- Regional Business Units (Based on the regions the unit operates)

Figure 4.3 Satyam: A customer-centric organization
CUSTOMER PHILOSOPHY

Satyam's organizational structure reflects their commitment to make the customer the driving force of their initiatives. Satyam's processes are oriented to give the organization a sharp insight into customer needs. Satyam acts on these inputs and translates them into solutions for the customer.

Satyam's Five Cs Approach

- Communication
- Collaboration
- Competency enhancement
- Customer intimacy
- Competitive edge

SUBSIDIARIES AND JOINT VENTURES

Satyam has several subsidiaries and Joint Venture companies that provide solutions in niche areas.

Subsidiaries

- Vision Compass Inc - Related to VisionCompass product
- Nipuna Services Ltd - A BPO enterprise

Joint Ventures

- Satyam Venture Engineering Services Private Limited
- CA Satyam ASP Ltd.

Associate Company

- Sify Limited
THE SATYAM EDGE

Satyam: The preferred IT services provider
With nearly a decade-and-a-half of experience in servicing global MNCs and Fortune 500 clients with end-to-end IT services, solutions and products, Satyam has come a long way, emerging as the preferred IT services provider for major global business corporations. An innovative organization, Satyam has been a pioneer-of sorts in the Indian IT industry.

Landmarks

- Pioneered the IT Offshore Development concept in India
- First established a satellite link for communicating with client sites
- Developed the unique RightSourcing delivery model
- Established India Development Centers for clients
- First to have acquired BVQI's ISO 9001:2000 certificate
- Developed eSCM model for ITES/BPO space with Carnegie Mellon University and Accenture
- Satyam Infoway (Sify) India's first Indian Private ISP; India's first Internet firm listed on the NASDAQ (NASDAQ: SIFY)

Advantage of Satyam

- World class processes (SEI CMM® Level 5, ISO 9001: 2000, eSCM)
- Global presence (Operations in 45 countries across 6 continents)
- Long lasting customer relationships (Nearly 80% of repeat business)
- Flexible engagement models (RightSourcing delivery model, IDCs, GDCs, JVs)
- Evolved competency and solution-based services
- Technology-led innovator
- Experience in serving top-notch customers that include four of Top 10 Fortune 500 corporations
- Strong Domain knowledge
- Highly qualified IT professionals
- State-of-the-art infrastructure
- Offshore advantage
Quality: Philosophy

At Satyam the quality is a culture, expressed in the way they interact with and cater to the needs of the customers, and in the products and processes they deliver to them. So while they have met several external quality parameters, they are even more stringent about setting and meeting their own exacting standards.

Satyam was one of the first 10 companies in the world to attain an organization-wide SEI CMM® Level 5 assessment. Satyam began its Quality journey with the ISO-9001. The recent surveillance audit by the BVQI, UK, was another mark of recognition of Satyam's focus on Quality. Satyam is the first organization in the world assessed by BVQI and found to be in accordance with requirements of the new ISO 9001:2000 International Standards, under the Tick IT scheme. At Satyam, Quality is a continuous process that is reflected in the Company's emphasis on making every Associate in the company part of the Quality processes and methodologies.

Pioneering Effort

At Satyam, innovation and ideas-leadership has become a key factor. They encourage new ideas and an inventing attitude. Little surprise, as an Organization they have been successful in playing a pioneering role ever since the inception.
Some of the contributions as pioneers

1. Pioneers in Offshore Development

Satyam Computer Services Ltd., pioneered the Offshore Development Center model for software delivery. Harnessing the wealth of skilled human resources in India, Satyam delivers solutions and customization services to clients abroad, especially in the US, through this model.

2. Established India Development Centers

Satyam pioneered the concept of setting up exclusive development facilities for global players intending to outsource IT initiatives with the company. Located in various cities in India, Satyam has equipped these state-of-the-art facilities with the best connectivity and infrastructure to provide IT solutions to clients. These IDCs now operate from various locations in India, giving Satyam clients an added advantage.

3. e^{SCM}: A Quality Model for ITES/BPO

Satyam worked with the Carnegie Mellon University, USA, (Accenture was the third partner) to create e^{SCM}, the only Quality model defining standards for the IT Enabled Services / Business Process Outsourcing space in the world.

4. RightSourcing Model

Satyam introduced its unique delivery model - RightSourcing - providing customers the optimum combination of onsite, offshore and offsite delivery.
Satyam Infoway

1. India’s First Private ISP
Satyam’s subsidiary, Satyam Infoway, became the first private Internet Service Provider (ISP) in India, when it started operation in 1998.

2. First Indian Internet firm on NASDAQ
Satyam Infoway was listed on NASDAQ (NASDAQ:SIFY) in November 1999, making it the first Indian Internet firm to trade on the premier US stock market. Infoway was oversubscribed by a factor of over 27, the largest ever for any Indian ADR/ADS offering.

Members Of Board Of Directors

Executives Directors:
- Mr. B. Ramalinga Raju (Chairman)
- Mr. B. Rama Raju (Managing Director)

Non-Executive Directors:
- Mr. V. P. Rama Rao, IAS (Retd.)
- Dr. (Mrs.) Mangalam Srinivasan
- Prof. Krishna G. Palepu
- Mr. Vinod Dham

Additional Information:

1. Subsidiaries:
   - Nipuna Services Pvt. Ltd
   - Satyam Manufacturing Technologies Inc.

2. Joint Ventures:
   - Satyam Venture Engineering Services Pvt. Ltd.
   - CA Satyam ASP Pvt. Ltd.

3. Associate Company:
   - Sify Limited
4. **Employees:** Over *15,000* Associates in Satyam.

5. **Proprietary Products:** VisionCompass, SearchPad


**Major Achievements:**

Satyam Computer Services Ltd. listed on New York Stock Exchange (NYSE:SAY)

- Satyam bags Frost & Sullivan Award for Competitive Strategy in ASP
- Satyam rated as one of the 10 Most Well Regarded Companies in India by Review 200 survey conducted by Hongkong based Far Eastern Economic Review
- First organization in the world assessed by BVQI under ISO 9001:2000
- Satyam Infoway - First Indian Internet company to be listed on NASDAQ
- Satyam Infoway - First Indian Private Internet Service Provider
- SEI-CMM® Level 5 Company
- ISO 9001 Tick IT Company
- Pioneer in Offshore Software Development concept

**The Chairman:**

- CNBC's Asian Business Leaders Award for "Corporate Citizen" for 2002
- Chairman B. Ramalinga Raju named "IT Man of the Year 2000" by Dataquest magazine
- Chairman B. Ramalinga Raju wins Ernst &Young Entrepreneur of the Year Award, 1999

**Awards to Satyam**

When others say that they are good at something, it means a lot to the company. It means that company efforts at achieving global excellence in anything they do are being recognized by others. Over the years company had a good share of such global and local recognition, they present a sample of the
awards and recognitions won by Satyam and by the Chairman, B.Ramalinga Raju:

**Satyam bags national awards for bright ideas**

Satyam has been selected for a special and singular award (IT Industry) in "Excellence in Suggestion Scheme Contest 2002" for "Suggestion Scheme Performance in Information Technology Industry". This National Award is given to Satyam for institutionalizing Idea Junction Initiative in the organization by INSSAN (Indian National Suggestion Schemes' Association).

**Aberdeen best practice September 2002**

Satyam's IT Offshore Service Delivery Program cited as 'Industry Best Practice' by Aberdeen Group report.

**Excellence in corporate Governance, 2002**

Institute of Directors awards Golden Peacock to Satyam for excellence in corporate governance.

**Ranked among Global Top 10**

World Bank's Intranet site developed by Satyam ranked among the world 10 Best Intranet Site by Norman Nielsen group.

**Security Standards, 2002**

Satyam's certified under BS 7799 International Information Security and Management Standards.

**IMC Bajaj National Quality Trophy for 2001**

Satyam won the prestigious "IMC Bajaj National Quality Trophy" for 2001, one of the highest Business Excellence awards in India. This award instituted in
1997, by the Indian Merchants Chamber, recognizes Indian Companies for Business Excellence and Achievement. Similar to the renowned "Malcolm Baldrige National Quality Award" for US Companies, the award promotes understanding of the requirements for Business Excellence and sharing of information on successful performance strategies.

First ISO 9001:2000 Certified Organization in the World

Satyam became the first organization in the world assessed by BVQI and found to be in accordance with the requirements of the new ISO 9001:2000 International Standards, under the Tick IT scheme. The certification by Bureau Veritas Quality International - BVQI Limited, was granted after an extensive ten-day audit of Satyam's offices across India.

Satyam began its Quality journey with the ISO-9001 and the Tick IT certification soon followed. The surveillance audit by the BVQI, UK, was another mark of recognition of Satyam's focus on Quality. At Satyam, Quality is a continuous process that is reflected in the Company's emphasis on making every person in the company part of the Quality processes and methodologies.

SEI CMM® Level 5 Assessment

Satyam is one of the first 10 companies in the world to be assessed at an organization-wide SEI CMM® Level 5. Satyam achieved this most sought after Quality standard in the world – the Level 5 of the Capability Maturity Model (CMM®) of the Software Engineering Institute (SEI) instituted by the Carnegie Mellon University - in the first attempt.

World Economic Forum's Pioneering Technology Company

In 1999, the World Economic Forum identified Satyam as one of "100 Leading Pioneering Technology Companies" at the forefront of the knowledge economy. On behalf of the company, Satyam Chairman B Ramalinga Raju
received the award at Davos on January 31, 2000. In his invitation letter, Claude Smadja, Managing Director, World Economic Forum, said, "The Forum is looking to recognize your company, which, by leveraging and advancing technology, has made a difference by positively contributing to economic development and progress."

Satyam bags Golden Peacock Award for Innovation

Satyam bagged the coveted Golden Peacock award – 1999, chartered by the Institute of Directors, Ministry of Human Resources, Government of India, for innovative products/services in the Infotech-Telecom category. The Award is given each year to the most innovative product as determined by the satisfaction of customers' long term unexpressed and unarticulated needs and aspirations, in the most cost-effective manner.

World Economic Forum's Global Growth Company

In 1997, Satyam was selected by the Switzerland-based World Economic Forum and the World Link magazine as one of India's "most remarkable and rapidly growing entrepreneurial companies." The award was received by Satyam Chairman B. Ramalinga Raju at the 12th India Economic Summit on 7th December, 1997 at New Delhi.

Best Software Exporter Award

Satyam was ranked the Top Software Exporter in the State of Andhra Pradesh among STP units, during 1997-98 by the Software Technology Parks of India (STPI).

Awards to the Chairman

Dataquest IT Man of the Year Award 2000

Dataquest, a major information technology magazine, named Satyam Chairman B. Ramalinga Raju their IT Man of the Year, for his contributions to the growth of IT in India. The award citation described Raju as a "pioneer in challenging the traditional modes of doing business" and as having left an "indelible mark" on the country's IT industry.

Ernst & Young Entrepreneur of the Year (Services) Award 1999

Ernst & Young conferred the Ernst & Young Entrepreneur of the Year Award for Services on Satyam Chairman B. Ramalinga Raju in New Delhi. The Award celebrates the indomitable spirit of the Indian entrepreneur and seeks to recognize the dreamers and visionaries who have driven their enterprises to exceptional heights of success against all odds.

Continuously Improvement Processes

Nipuna Services Limited, manages and administers non-core yet vital business processes according to defined metrics, continuously improving the processes and creating value at each stage. "We help you better utilize..." your time, money and resources, and boost your bottom-line.

They are a fully owned subsidiary of Satyam Computer Services Ltd (NYSE:SAY), offering best-of-breed Business Process Outsourcing (BPO) services. company offers industry specific BPO services for verticals that include Insurance and Healthcare, Banking and Financial Services, Telecom and Media, Energy and Utilities, Manufacturing, Automotive, Transportation and Tourism and Retail. Also, Nipuna offers solutions that cut across verticals. These BPO services include solutions for Human Resources, Finance and Accounting, Customer Contact and Transaction Processing. They combine our parent company's vast Consulting and IT experience of nearly two decades and diverse domain expertise, with our competency in BPO to create value in a collaborative relationship with you.
Managing Contingencies

Contingencies whether natural or man-made can occur any hour, any moment. In order to help businesses continue even in the face of unforeseen emergencies, Satyam has activated a robust Business Continuity plan. This plan takes into account emergencies like war, civil unrest, natural calamities such as floods and earthquakes and relatively more routine business obstructions like fire, power failure etc.

The unfortunate border tension existing between India and Pakistan though persisting is unlikely to result in business disruption. However, Satyam has chalked up elaborate plans to mitigate any possible threat to business.

To begin with Satyam has evolved its strategic plans on Business Continuity based on its dispersed locations. All of Satyam's locations within India (Hyderabad, Bangalore, Pune, Chennai and Bhubaneswar) are strategically located at an approximate distance of 1250-2000 kilometers from India's border with Pakistan – a safe distance by any standards.

Again, within each of these cities, Satyam has multiple locations with redundant network connectivity and replication / backup facilities.

Satyam's main asset - Quick turn-around time

Satyam has earned the reputation of being able to move people and assets to more secure cities, or locations within the same city, in short time frames. Satyam's ability in this area has been tested time and again in instances when the perception of threat crosses the threshold levels in any location.

Satyam's Business Continuity Management System (BCMS)

Satyam's Business Continuity Management System (BCMS) is fully equipped to address exactly the kind of contingencies that may arise in any natural / man-made disaster. In these situations Satyam offers clients, its offices and development centers located outside India as an additional backup in the unlikely situation of a national emergency.
The BCMS offers the following advantages:

1. Protecting manpower, assets and information
2. Optimal redundancy and ramp-up capabilities
3. Relocation models at the fastest speeds
4. Maximum and fast recovery from disasters, if any
5. Plan and be prepared for all contingencies
6. Aim at smoothest possible continuity to customer's business

Satyam has updated its clients about its elaborate Business Continuity plans, assuring them that every measure is well in place to handle emergencies of any kind.

Alliances

Satyam offers a wide range of IT solutions to meet today's complex business challenges. The depth and breadth of their solution offerings is enabled by strategic alliances with technology vendors and system integrators. Through these partnerships they are able to deliver industry-best end-to-end solutions to all the customers.

Satyam has partnered with many of the best of breed technology providers in these solution areas:

- Enterprise Resource Planning (ERP)
- Supply Chain Management (SCM)
- Customer Relationship Management (CRM)
- Data Warehousing and Business Intelligence
- Enterprise Information Portals
- Enterprise Application Integration (EAI)
- Knowledge Management
- e-Procurement and Marketplaces

While the alliance partner provides the software application, Satyam offers professional services including business process consulting, systems
integration, custom application development, content development and other consulting and implementation expertise.

**Right Sourcing**

Satyam believes in finding solutions that work best for the customer. This commitment has found expression in a unique global delivery model that is called **RightSourcing**. This means that company as flexible as possible when it comes to how, where and when they work with no compromise on quality. This flexibility translates into a high degree of convenience, coupled with comfort for customer.

RightSourcing brings the customer the most suitable and optimal combination of our **onsite, offshore and offsite** delivery capabilities to provide the best cost and time advantage. According to the need, Satyam professionals may work onsite at the customer location; they may work offshore at one of Satyam's state-of-the-art development centers in India; or they may work offsite, at one of the Company's global development centers in the USA, the UK, the UAE, Canada, Singapore, Malaysia, China, Japan or Australia. If the situation so demands, company works through a combination of these models.

While the onsite option gives the advantage of having expertise at customer doorstep, in the context where the solution is to be implemented, the offshore option provides the benefit of an extended virtual office that provides round-the-clock, year-round support. Long-standing partnerships and business alliances have led to the establishment of dedicated **offshore development centers** in India equipped with the latest technology and highly secure voice-data links that ensure continuous and reliable connectivity to the customer. Additionally, company's offsite development centers bring closer to customers in these regions and reinforce Satyam's own global perspective and presence. In sum, RightSourcing allows Satyam to give the customer the combined advantage of global skills at a competitive cost.
**Knowledge Management Initiative**

Satyam's Knowledge Initiative (KI), apart from managing the existing knowledge resources of the Company, also fosters a culture of creating and sharing knowledge across the organization. Associates have access to a query-based knowledge management system—the Knowledge Repository—that allows them to gain the advantage of collective experience, thus optimizing their own time on activities that build upon rather than repeat this experience.

The culture is one of effective communication and knowledge sharing across the organization via exchange of Information, Ideas, Thoughts, Solutions, Technologies, and Best Practices—and leveraging this 'Combined Intelligence' to offer winning solutions to global customers.

- Company solutions provide high ROI to customers by
  - Efficient management of information for better and faster decision making.
  - Reducing the cost of knowledge acquisition and retention through powerful collaboration and search tools.
  - Leveraging on reusable components to save on time and costs.

At Satyam, every one strives hard on acquiring, sharing and enriching corporate knowledge.

**Social Responsibility**

Satyam believes that wealth creation is incomplete unless it contributes to the betterment of society as a whole. Every society is judged by the opportunities that it provides its citizens to create wealth and obtain a continuously improved quality of life. Creators of business or market value must constantly look for ways in which this value can be used to fulfill the larger social responsibility. This is one way in which an organization reaffirms its role as a contributing member of the social and economic factors. When all levels of a society gain from economic growth, the engines of that growth are further energized.
As a larger expression of its mission and core values, Satyam is actively involved in a variety of public service projects serving underprivileged groups in urban, semi-urban and rural areas. Working through Alambana, an umbrella organization that brings together committed Satyam associates and their spouses, the Company contributes to social causes and organizes initiatives for social change, primarily in the areas of education, environment and healthcare, areas which they believe are inextricably tied to overall development and quality of life.

About Alambana

In Sanskrit, Alambana means "support". Formed in October 2000, Satyam Alambana is a volunteer-based charitable trust that identifies, plans, implements and supports projects that attempt to narrow the digital-and economic-divide. Each of Alambana's activities makes use of Satyam's intellectual capital to create social equity and add value to society. The volunteers who run Alambana are committed Satyam Associates and their family members. Associates see Alambana as an opportunity to go beyond checkbook charity, so they spend a considerable amount of time and effort on planning and supervising projects.

Alambana also draws upon Satyam's project management experience to turn each of its projects into economically sound business ventures that provide employment opportunities for the underprivileged and grow into self-sustaining entities. For this reason, all Alambana projects depend on the active and long-term participation of a committed group of people. And for the same reason, Alambana does not fund third party projects or one-time charitable activities.

Alambana Projects

The Satyam Alambana Foundation identifies clearly demarcated projects within the broad areas of education, healthcare and environment, and works on
turning these into sustainable ventures. On the one hand, underprivileged communities are given access to educational opportunities and access to healthcare, and on the other, these projects grow to provide employment opportunities for the same communities. Most of Alambana's work concentrates on pockets of disadvantage in Andhra Pradesh, both rural and urban. In the belief that development efforts should begin within and close to our own communities, we have chosen villages that are located in the vicinity of Satyam establishments.

**STRATEGIC HUMAN RESOURCE MANAGEMENT AT SATYAM**

**TRAINING STRATEGIES**

Satyam computers has its own training center by name “Satyam Learning Center”, which is located at its corporate office, Hyderabad. Around 80 staff of training and development is dedicated in molding their employers up to the industry standards. Satyam develops and follows a well-planned annual training calendar that will be administered by very well monitoring implementation system. The training needs of the company will be identified by employee feedback forms and by referring the changing technological standards of Indian information technology industry.

For providing behavioral training, Satyam has a model of “Satyam Way”, a cultural philosophy that is known for its reputation. ‘Satyam way’ has proved very successfully in getting “One-ness”, and “Belongingness”, among all the employees. It has a database of beliefs, values and other cultural aspects which has “Pulling capacity”, towards “We-ness”, of the organization.

Satyam training programs range from half day to 2 months depending up on the training requirements. A minimum of four working days for employee per year is the one philosophy that Satyam computers is follows. Satyam is very successful in providing training services to all the employees by rotation method.
Training needs are very much dynamic in its nature and will be changing now and then. The training programs of the Satyam computers are taking this as a base to design the Satyam training calendar. All the advanced training programs in soft-skills will be provided at the corporate office of satyam. The behavior training areas are communication skills and leadership abilities. They give equal preference to both technical and cultural training needs. Company feels that the money spent on training fetches very good results. The system of effectiveness tracking is also done after every training program to find out the training effectiveness. Satyam has no network learning system as competition is very severed and every company wants to maintain their own unique core competencies in training. So the company is limited to independent training systems.

APPRAISAL AT SATYAM

Appraisal system at satyam is based on self-appraisal reports, evaluation of reporting managers and the reviewers. The KRA’s (key result areas) are developed based the nature of the job and the same will be considered by the authorities at the time of performance appraisals. Both annual and project end appraisals are done for assessing the effectiveness of the employees. The appraisals will be communicated to the concerned employees to give them the self-awareness and to provide knowledge of strengths and weaknesses. The appraisal reports will be used without missing in deciding the future of the employee in the company. They are used in regulating the salaries, promotions, new and key assignments, and also in terminations. For promoting employees to the higher positions current capacities along with the potential capacities are considered. A careful observation of all factors will be there before promoting to the higher positions, employees with very good track record are considered.
RETENTION OF EMPLOYEES

Satyam feels the retention of employees as one of the KSF's (key successful factor). Company is working hard by providing attractive salaries, conducive work environment, chance of learning new software skills and very good overseas opportunities. Not only these services but, satyam is having the facility of ESOP (employee stock option plans) to create the culture of "My Company". This facility helped the company to reduce the attrition rate to very low level.

EMPLOYEE FACILITIES

Facilities at satyam are very much admired by its employees, this is the reason for all the software engineers of India, to show great interest in joining Satyam. It is because of mouth-watering employee facilities in the company. Salaries at satyam are very much attractive, an average employee of satyam draws a minimum of Rs 30, 000 per month. More than every thing the job security in the company is very much admirable. Once the employees join the company, they can feel secured and do not think of shifting to other company. Some of the employee personal works will also be taken care by the company, they are payment of various bills etc. to give relaxation and refreshing, cafeteria facilities are provided free of cost through out work period. They include coffee, tea, milk, snacks, etc. Option of flexi work is also there in satyam work structure. Employees can have their preferred work periods but it will be in consultation with the project manager, what company expects from its employees is the output of 9 hours. Employee can have their adjustments with the project manager and other members of the team. Only problem that is seen at satyam is; loan facilities are not provided directly by the company, it helps indirectly by recommending to some financial institutions and banks. Employee ownership practices are very much observed by the company as company is running in optimum profits. Option of employee stock option plans
is given to the employees depending up on their experience in the company and overall contribution to the organizational successes.

CHANGE MANAGEMENT

Change at satyam is a continuous process, its readiness in implementing changes is also exemplary. Company will not hesitate to modify or completely change the present management systems. The major changes that are identified and implemented are in the skills requirements of the employees to work on different types of projects. Enhancement of technical skills will be progressing through out the year at Mayfair buildings, Hyderabad. Employees also show very much interest to be equipped by the new and latest software skills. Continuous observations and deliberations will be going on on the way of working. Whenever a need of change is identified, it will be implemented without much time. To get the total quality of the human resources, employees of the company will be organized in to quality circles, where they discuss the alternative ways of working and find the strengths and weakness of every work method and finally they collectively workout on the problem areas.

Resistance to change is not at all seen in satyam, every change that is going to be implemented will be first analyzed and discussed with the project managers, project leaders, and the team members. They all collectively workout the sensitive areas to ensure the social feasibility. As company is successfully running with fair profits, it is offering different financial incentives before the change implementation programs. Because of this factor, the voluntary acceptance of employees is extended and made all the change implementations a successful.

JOB DESIGN

Job designing at satyam is highly scientific. They research in to all related factors before deciding the work content of job. Job design process at satyam
is a combined effort of HR unit and the project guide. The HR unit workout all the social and psychological factors and the project guide workout the technical aspects to be included in the job. In designing the jobs the skills of the average software engineers will be considered and work package of employee will be established. The analysis of the nature of job, experience and capacity of the employee, ergonomic factors, work breakdown structure, time study and method study will be used in the process of job design.

**INDUSTRIAL RELATIONS**

Employees of satyam live like a family, there will not be any status difference that hampers the harmonious relations among employees. Complete professional culture can be seen at satyam. Management of the company is supportive and plays an important role in employee personal development. Industrial disputes or unrests are not seen so far at the company, voluntary conformance to the discipline and mutual cooperation of employee is solving most of the problems at the route level. Employees are very much busy in the projects and they may not have enough time to magnify the small problems and create problems for the well-being of the company. Weakly to annual meetings, conferences and workshops are arranged to facilitate the face-to-face contact between employees, project leaders and project managers. Quality circles are also contributing a lot in maintaining healthy and harmonious industrial relations of the organization.

When it comes to the dispute settlements in the organization, very much negligible, not so serious and less number of disputes have came to the notice of the management. Most of these disputes arise because of socio-psychological problems of the employees. Misunderstandings and misrepresentations are playing major role in the arousal of disputes. As the routes of the disputes are not so strong, they all got solved by explaining the true picture of the situation; Satyam is having escalation process in disputes settlements. According to that, employees first report to the reporting manager.
Majority of the problems are resolved in this level. If the solution is not found at reporting manager, level up method will be followed where it goes to the immediate superior. Even if the problem is not solved in the level up procedure, then finally it goes HR section where it will be put for discussion and settled. Employees can put forward their disputes and grievances through mailing. The issues will be discussed with the related persons and solution will be found soon.

REGULATION OF NON-CONFORMANCES

Non-conformances are very common in every industry, they appear because of so many reasons. But company's success lies in the regulation of it and get the conformance of the employees. Both work related and behavior related nonconformances are seen in day-to-day activities of employees. Satyam is very active in identifying and regulation of the non-conformances. It scans the all appraisal reports collected from different sources and compares with the already set standards to identify the deviations. Employees, who are frequently facing problem in meeting the standards will be called and discussed about the reasons and the ways of solving them. Day-to-day monitoring and counseling are also there for the purpose. If the non-conformance is work related, counselling of work related aspects would be provided in the early stages. If problem sustains, employee will be sent to training programs in the later stage. If the nonconformance is behavioral related, a psychological counseling will be provided by the behavioral experts.

HR Strategy alignment

Satyam is working out the ways of aligning HR strategy to various other strategic factors, like work culture, business strategies and the overall organizational performance. So far, satyam could identify many areas of HR and got success in aligning them to the strategic thinking.
The alignment between work culture and HR strategies is very much found at Satyam. In corporate management of Satyam they are two sides of a same coin. Work culture gets its routes from HR strategies. To ensure this across the organization, equal concentration is given for both technical aspects and work culture in all the companies training programs. "Satyam way" a unique cultural philosophy of the company is encouraging every one to inculcate the satyam work culture.

The other alignment is between business strategies and HR strategies; there is direct relationship of HR strategies with the business strategies of the company. Basis for HR strategy formulation is its business strategy. Primary importance is given for the business strategy and HR strategy will be formulated based on it. Continuous discussions between HR executives and business executives are also arranged to ensure the expected alignment. They discuss on all business strategies and derive mechanism of the HR strategies that aim the realization of business strategies.

The third alignment is between overall organizational performance and HR strategy. All the HR strategies at Satyam aim at elevation of overall organization performance. Company believes that the Alignment of HR strategy to the changing organizational factors ensures the organizations' performance. Contribution of HR strategies to the successful organizational performance is also evaluated by the annual contribution analysis. It is observed that the HR functions of the company are contributing to overall organizational performance by so many ways. Few examples are, accurate manpower analysis, appropriate selections, designing suitable training programs and organizing them, performance management, taking care of employee personal development and retaining the quality employees.
Knowledge management

Satyam established a vast database by recording experiences and paper presentations on information technology and its methodologies. It aims to empower every employee with the knowledge of every other employee in the organization. Satyam could able to transform its corporate knowledge in to corporate asset. Tacit as well as explicit knowledge is gathered from internal and external environment, it is coded and stored for reference of others in the future. The following are the key drivers of business at Satyam, they are better quality, better productivity, reduction of cycle time, reduced business risks, greater market awareness, higher revenue growth and increased customers satisfaction. Satyam's vision is to become an organization, where actions will be powered by the corporate knowledge.

Though the system of sharing the technical and behavioral knowledge among employees exists from many years by the use of e-mail and internal homepages, the matured system started in late 90's. Satyam always urges its employees to document the experiences in the form of Ms-word documents. These documents will be stored and shared across the organization in future projects.

At satyam knowledge management implementation is like a change management process. In order to implement the program, satyam identified four major challenges of knowledge management. They are as follows,

1. Developing a sharing culture.
2. Building and sustaining the system
3. Depolying the infrastructure.
4. Ensuring content of quality.
Challenges of HR department

The present competitive environment of Indian IT industry, prompting satyam to face some challenges. The most important challenge according to satyam is meeting the industry standards. Industry standards are ever changing, to match those standards satyam is continuously working out through its R&D. Many teams are appointed and working on various strategies to reach the required standards.

The second challenge of the satyam is to align the expectations of various groups like investors, customers, associates and it's employees. Satyam has given more concentration on the alignment of customer's expectations. Satyam has its own methodology to find the expectations of its clients and design various strategies to meet them. Nearly 90% of Satyam's customers are repetitive, it shows the efforts that are put by the company to align customer expectations in all the operations. Investors also show a great interest to invest in satyam. Satyam is lot more committed to make its customers, associates, investors and employees happier.

The other challenge is the retention of the employees, though the attrition rate is below the industry rate, it has become a big problem, as employees leave the organization without any sufficeable reason. As satyam has became very attractive destination for software engineers it can workout something and reduce the attrition rate to low level. The final challenge the company is facing the nature of the industry. It is very volatile, Up and downs are very common in this industry it has become a threat to the company.

KEY SUCCESSFUL FACTORS OF SATYAM

Satyam believes that the quality of work force and work factor are its key success full factors. Company is able to attract the highly skilled work force from various parts of India. Every senior software engineer in India likes to join
Satyam because of its reputation in the industry. With this reputation the company could attract and get the creamy layer of Indian software engineers.

The most important KSF is its cost effectiveness. Satyam is able to complete all its projects at less cost comparatively in the Indian IT industry. Because of this feature clients from all over the world have become repetitive and continuous customers of the company.

The other KSF is its network around 280 development centers across the world became its strength in procuring important projects from developed countries.
4.2 ACCENTURE

COMPANY OVERVIEW

Accenture is a global management consulting, technology services and outsourcing company, with net revenues of $11.82 billion for the fiscal year ended August 31, 2003. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills, and technologies to help clients improve their performance. Company has extensive relationships with the world's leading companies and governments and work with organizations of all sizes, including more than two-thirds of the Fortune Global 500. Using industry and business-process knowledge, company service offering expertise and insight into and access to existing and emerging technologies, company identifies new business and technology trends and formulates and implements solutions for its clients. It helps clients in the following ways:

- Identify and enter new markets.
- Increase revenues in existing markets.
- Improve operational performance.
- Deliver their products and services more effectively and efficiently.

Accenture's business is structured around five operating groups, which together comprise 18 industry groups serving clients in every major industry. Their industry focus gives an understanding of industry evolution, business issues and applicable technologies, enabling them to deliver innovative solutions tailored to each client or, as appropriate, more-standardized capabilities that company offers to various clients. Company's two capability groups, one is Business Consulting and the other is Technology &
Outsourcing, develop a full range of services and solutions that address business opportunities and challenges across the industries. The subject matter experts within the capability groups support the industry experts working within its operating groups. Accenture's business process outsourcing (BPO) businesses provide function-specific and industry-specific business services to multiple clients on an outsourced basis through standard operating models.

Client engagement teams typically consist of industry experts, capability specialists and professionals with local market knowledge. Client teams are complemented by professionals in all the delivery centers, who capture replicable components of methodologies and technologies to create client solutions that are faster, and cost-effective. Because research and innovation are major factors in the success, company spends approximately $250 million each year on research and development. They invest in research to help create, commercialize and disseminate innovative business strategies and technology to develop market-ready solutions for all clients. Their research and innovation program is designed to generate early insights into how knowledge can be utilized to create innovative business solutions for clients and to develop business strategies with significant value.

**History of the company**

Continuous innovation and rapid transformation have been themes throughout Accenture's history. Company is established in the year 1989 as a technology consultant and systems integrator, Accenture soon began offering a new line of business integration solutions to clients—solutions that aligned organizations' technologies, processes and people with their strategies. Throughout its history, Accenture has expanded its offerings and capitalized on evolving management trends and technologies to benefit its clients. The company pioneered systems integration and business integration; led the deployment of enterprise resource planning, customer relationship management and electronic services; and has established itself as a leader in today’s global marketplace. Joe W. Forehand, a partner with 30 years of
experience, was named CEO in November 1999 and chairman of Accenture's board of directors in February 2001. Under Forehand's leadership, Accenture became a public company in July 2001 when it listed on the New York Stock Exchange. After nearly five years as CEO, Mr. Forehand stepped down from that position on Sep. 1, 2004, retaining the position of chairman. The present CEO is William D. Green, a partner with more than 26 years of experience at Accenture, who had previously served as chief operating officer—Client Services.

GROWTH OF THE COMPANY

The first name of the company is Andersen Consulting, Accenture was formally established in 1989 when a group of partners from the Consulting division of the various Arthur Andersen firms around the world formed a new organization focused on consulting and technology services related to managing large-scale systems integration and enhancing business processes. In that same year Accenture formalized Business Integration, its framework for aligning a client's people, processes and technology in support of its overall strategy to enable all components of the client organization to work to enhance business performance. During its first 10 years, Accenture evolved from a systems integrator to a global management consulting and technology services company, providing the full range of consulting, outsourcing and related technology services.

For instance, in 1991 Accenture began work on one of its first major outsourcing arrangements when the company started managing British Petroleum Exploration's accounting, finance and support functions from a special center that it established in Aberdeen, Scotland. In 1994 the company established the Accenture Technology Labs—then known as Centers for Strategic Technology—in Palo Alto, California, and Sophia Antipolis, France. As the technology R&D organization within Accenture, the Accenture Technology Labs create a vision of how technology will shape the future and invent the next wave of cutting-edge business solutions. In fact, technological
innovation is part of Accenture's heritage, as the company traces its roots back to 1954 with the installation at General Electric of the first computer for business application.

**IMPORTANT OCCASIONS**

- By 2000, Accenture had achieved more than a decade of tremendous growth, with net revenues exceeding US$9.5 billion and more than 95,000 professionals in 47 countries delivering to clients a broad range of consulting, technology and outsourcing services and solutions.

- On Jan. 1, 2001, the company changed its name to Accenture (from Andersen Consulting) as the result of an arbitrator's decision in August 2000 that severed the contractual ties between Accenture and Andersen Worldwide Société Coopérative (AWSC). Accenture then launched one of the largest and most successful re-branding campaigns in corporate history. The new name reinforced Accenture's new positioning and reflected the organization's further growth and broadened set of capabilities.

- By 2001, it became apparent to Accenture's partners that maintaining the organization's existing structure—since its inception in 1989, Accenture had operated as a group of locally owned independent partnerships or other entities in more than 40 countries.

- In April 2001, Accenture's partners voted overwhelmingly to pursue an initial public offering, and Accenture became a public company on July 19, 2001, when it listed on the New York Stock Exchange under the symbol ACN.

- Today Accenture is a global management consulting, technology services and outsourcing company, identifying new business and technology trends and developing solutions to help clients around the world enter new markets, increase revenues in existing markets,
improve operational performance, and deliver their products and services more effectively and efficiently.

CORPORATE CITIZENSHIP

Accenture is committed to being a good corporate citizen, playing its full part in society. Company seeks to understand the impact of their actions on all clients, employees and the broader community, and they are building mutually beneficial relationships with these groups. Furthermore, company is passionate about making positive contributions to the communities in which they operate.

Value system of the company

At Accenture, every one is committed to the principles of good corporate citizenship. At Accenture good business management means forming positive relationships with its stakeholders—clients, employees, alumni, shareholders, alliance partners—and the broader community in which they operate. Joe W. Forehand, Accenture chairman and former CEO, is one of the business leaders who signed the world economic forum CEO Statement on Corporate Citizenship, to which Accenture was a key contributor. They maintain high ethical standards in dealing with clients and business partners, and make decisions those signifies principles first and foremost. Management of the company strives to create a rewarding environment for all employees, and promote diverse and flexible working practices. Accenture also actively encourages the involvement of its people in voluntary activities, and provides support for these activities where appropriate.

SERVICES

Committed to delivering innovation, Accenture collaborates with its clients to help them achieve high performance. Their professionals leverage leading-edge technologies and tools to identify new opportunities and drive business process improvements.
Accenture Corporate Governance Guidelines

Functions of The Board Of Directors

The Board of Directors is responsible for providing governance and oversight over the strategy, operations and management of Accenture. The Board collectively, and individual directors individually, are responsible for primarily the following:

- Reviewing and approving Accenture's strategic and financial plans for achieving long term success of the company

- Reviewing progress in executing the plans and/or in changing the plans in response to evolving business conditions
Selecting, evaluating and compensating the Chief Executive Officer and approving compensation of other executive officers

Reviewing CEO and management succession planning and leadership development programs

Understanding the major risks faced by Accenture and the strategies for addressing those risks

Reviewing and approving any major transactions or changes in business direction

Ensuring processes are maintained to assure the integrity of the financial reporting and disclosures by the company and compliance with legal and ethical responsibilities.

LEADERSHIP

SELECTION OF CEO

The Board is responsible for selecting and removing the Chief Executive Officer. However, in connection with the transition to status as a public company, it was agreed that, the partners, through July 2005, may provide input into the Chief Executive Officer selection process in the manner provided in the Partner Matters Agreement. The Board is free to accept or reject the partners' input.

After July 2005, the Board will select the Chief Executive Officer in any manner that it believes is best for Accenture at a given point in time.

In selecting a Chief Executive Officer, the Board may consider candidates from within or outside of Accenture.
Formal Evaluation of the Chief Executive Officer

The Board, through delegation of authority to the Nominating & Governance Committee, should conduct an evaluation of the Chief Executive Officer annually. The independent Chairman or Lead Director should communicate such evaluation to the Chief Executive Officer.

The evaluation should be based on objective criteria, including performance of the business, accomplishment of long-term strategic objectives, development of management and such other criteria as the directors deem appropriate. In addition, the evaluation of the Chief Executive Officer should be based, in part, on input from the partners’ income committee, as provided in the Partner Matters Agreement.

The Compensation Committee will use the evaluation when considering the compensation of the Chief Executive Officer.

Executive Compensation

Accenture has established an executive compensation system, which is applied to all partners, including the Chief Executive Officer and other corporate officers. The Compensation Committee will annually approve the compensation structure for the partners, and will specifically review and approve the compensation for the Chief Executive Officer and executive officers, reflecting input from the partners’ income committee and from the Board’s evaluation of the Chief Executive Officer’s performance.

Succession Planning

Annually, the Chief Executive Officer should meet with the outside directors, or a committee designated by the Board, to discuss CEO succession and his suggestions regarding potential successors. The outside directors should have a process for meeting with executives who may be potential successors in the normal course periodically of meeting with Accenture management.

In addition, the Chief Executive Officer should report annually to the full Board regarding non-CEO management succession planning.
Board Access to Senior Management

Board members have complete access to any member of Accenture management or any Accenture employee. It is assumed that Board members will use judgment to be sure that this contact is not distracting to the business operations of Accenture and that such contact, if in writing, be copied to the Chairman or Lead Director and the Chief Executive Officer.

Furthermore, the Board encourages management to bring Accenture personnel into Board meetings who: (a) can provide additional insight into the items being discussed because of personal involvement in these areas and/or (b) have future potential that the senior management believes should be given exposure to the Board.

Compensation Committee

The Compensation Committee is primarily responsible for:

1. Setting the compensation of the Company’s executive officers;

2. Overseeing the Company’s equity benefit plans;

3. Reviewing and making recommendations to the full Board regarding Board compensation.

The Compensation Committee shall be comprised of three or more members of the Board. All members of the Compensation Committee will be "independent" in accordance under the rules of the New York Stock Exchange and applicable legal requirements.

Finance Committee

The Finance Committee is primarily responsible for oversight in the following areas:

1. Capital structure and corporate finance activities;

2. Share repurchase philosophy and strategy;
3. Treasury function, investment management and financial risk management;

4. Major acquisitions; and

5. Insurance plans.

Code of Business Ethics and Ethics & Compliance Program

Accenture takes very seriously its business ethics, corporate governance and transparency of operations. Board of Directors authorized the creation of Ethics and Compliance program. Led by General Counsel, the Program is designed to:

- Foster the highest ethical standards amongst Accenture personnel.
- Be effective in preventing, detecting and appropriately reporting and addressing any allegation of misconduct and violations of law by Accenture personnel.

Company program includes written standards and procedures, training and communications, visible support of senior leadership, appropriate oversight and delegation of authority, auditing and monitoring, consistent enforcement and discipline.

One very visible aspect of the program is the Code of Business Ethics, which all employees must read and follow. Distributed in electronic form to all employees, the Code emphasizes critical areas particular to organization's and business model while highlighting aspects of conduct that are imperative for all employees. the Code does not incorporate or refer to all policies, but acts as a
synthesis of the key policies and principles that should govern all employees' conduct. Employees periodically certify their compliance with the Code of Business Ethics.

**Accenture Code of Business Ethics**

**Core Values**

The Code of Business Ethics reflects and builds upon Accenture's core values:

- Client Value Creation
- One Global Network
- Integrity
- Stewardship
- Best People
- Respect for the Individual

Accenture is grounded in a set of core values that have long embraced and consistently strived to implement in daily work. These core values have served as a compass to guide the decision-making at a company and individual level. Together, they have put these values into practice and have built a deeply skilled, world-class, global company.

The Accenture Code of Business Ethics describes and reinforces conduct that is based on guiding core values, consistent with the policies and practices, and essential to Accenture's legal and regulatory compliance obligations. Every one has a duty to become familiar with the issues of ethical conduct and legal compliance covered here and to abide by these principles and the policies in all of the business relationships and activities. Any waiver of the Code for any member of the Management Committee or Board of Directors may be made only by the Board or a committee of the Board, and will be promptly disclosed to shareholders. Likewise, any amendment to the Code will be disclosed promptly in accordance with any applicable legal or listing requirements.
Clients and the Marketplace

Accenture strives to create value for its clients. In so doing, it is essential that they conduct business activities in a manner that is lawful and fair, with the highest level of integrity, to people, clients, other stakeholders and communities.

Client Value Creation

Accenture commits to provide quality service to its clients—collaborating with them to shape opportunities that are value-driven, placing their interests first and providing excellence in delivery.

Competition and Fair Dealing

Accenture abides by all laws and regulations that promote fair and open competition among companies, including the U.S anti-trust laws, the European Union competition laws, Indian laws and similar national laws in other countries. While Accenture people are encouraged to compete vigorously in the marketplace, each person must conduct the business affairs in a fair and lawful manner and avoid all forms of deceptive conduct or unfair advantage through manipulation, concealment, misrepresentation of material fact or otherwise.

Treatment of Competitors

Accenture will always compete aggressively, but will treat its competitors fairly. Accenture will market its services and solutions on their merits and will not disparage or provide misleading information about its competitors. While gathering information about Accenture's competitors is a legitimate business activity when done lawfully and ethically, it is never appropriate for Accenture
people to obtain information about a competitor through improper means, such as misrepresenting one’s identity, inducing an employee of the competitor to divulge confidential information or gaining improper access to a competitor’s confidential information, directly or through third parties.

**Government Contracting**

Throughout the world, Accenture provides services to government entities at all levels. Almost every country or jurisdiction in which Accenture conducts business has laws and regulations setting forth procedures and requirements for contracting with the government. Accenture is committed to complying with all applicable government contracting laws and regulations. All Accenture people who serve government clients are responsible for understanding the legal requirements and restrictions that apply to such work.

**Professional Conduct**

Accenture is committed to appropriate, professional conduct in the workplace and in all work-related activities. The professional conduct is an integral part of Accenture’s image and business impact in the world at large. It is grounded in all core values of integrity, stewardship, best people and respect for the individual.

**Anti-harassment**

Harassment in any form based on sex, race, age, national origin, disability, religion or any other category protected by law is not only offensive, but may expose Accenture to legal liability. It could seriously undermine the integrity of Accenture’s professional environment as one in which all of its people may grow and succeed as much as possible. Such harassment, which can take the form of verbal comments, physical touching or other inappropriate
conduct, is not acceptable in or arising out of the work environment and is not permitted.

**Personal Relationships**

Accenture makes substantial efforts to avoid any risk of compromising its professional objectivity and its reputation. Therefore, it is inappropriate for all to have a personal relationship beyond friendship with those who are subject to their supervision or with whom they have a reporting relationship, or with any outside party with whom they have dealings as a representative of Accenture (this includes clients, contractors, alliance partners and/or vendors).

**Maintaining a Safe Workplace**

Violent conduct or threats of violent conduct among Accenture people, clients or others are never appropriate and will not be tolerated. Anyone who engages in such conduct in the workplace; brings harmful or threatening materials into any workplace; or otherwise engages in such conduct outside the workplace, will be subject to appropriate disciplinary action. Accenture endeavors to avoid unsafe working conditions that could affect Accenture people, regardless of who owns the worksite. Any unsafe condition should be immediately reported to a supervisor or to the appropriate local Accenture security official. In addition, for the safety and health of Accenture employees and others, employees and their clients/guests who are present at Accenture facilities are required to be familiar with and follow all safety and emergency procedures posted or adopted by Accenture, including Accenture's crisis management policy. Accenture people must also be familiar with and follow the safety and emergency procedures applicable to them at client sites.
Data Privacy

Accenture is committed to respecting and protecting the legitimate interests of its people and third parties in the privacy of their personal data. Many countries in which Accenture operates have specific laws and regulations dealing with the treatment of personal data. The European Union, in particular, has enacted very complex and detailed data privacy laws. Accenture has adopted a Policy, which all Accenture people are required to follow.

Internet, E-mail and Voice Communications

Accenture people must exercise good judgment and act in a professional manner whenever using Accenture e-mail or accessing the Internet or any other external electronic system using Accenture information technology resources. This expectation also extends to activities on client systems or with client-provided access. All communications relating to Accenture business or using Accenture's information technology resources are company property and must conform to Accenture's guidelines for acceptable use of the Internet, e-mail, voice communications and similar electronic media systems.

Personal Activities

Accenture people may not participate in outside activities that may have a negative impact on the performance of their job, conflict with their obligations to Accenture, or otherwise reflect adversely upon Accenture's business, image or reputation. Just as in the business activities, their personal activities must be undertaken with the utmost integrity. This principle extends to how they conduct personal financial and tax affairs, and requires that they do so in a manner that does not adversely impact the business, image or reputation of Accenture.
**Shareholders principles**

Accenture's Board of Directors believes it is essential that shareholders of the company are treated fairly and have appropriate access to the company and recourse against the company. In 2001, 2500 partners decided to transition to corporate form, give up their local ownership interests and incorporate under a global holding company. In order to assure shareholders of the Board's commitment to the fair treatment of all shareholders, however, and to comply with recent statutes in certain jurisdictions, the company has provided the following:

- Shareholders of the company shall have the right to inspect, at the company's premises in Chicago, Illinois (as well as at its premises in Hamilton, Bermuda), copies of the company's books and records.

- The Board has agreed that company transactions in which any member of the Board of Directors is interested shall be approved in accordance with the terms of the MBCA as interpreted by the courts;

- Accenture Ltd has consented to the jurisdiction, for any otherwise available cause of action by or on behalf of the company's shareholders, including any pendant state causes of action, of all of (1) the state courts of the State of Delaware and (2) the US federal district courts in the State of Delaware;

- Accenture Ltd has appointed an agent for service of process in Delaware as follows: The Corporation Trust Company, 1209 Orange Street, Wilmington, DE 19801.

- The company has Directors' and Officers' insurance sufficient to meet the requirements of any applicable law and will provide to any appropriate court notice of this insurance;
- Shareholder approval is required for any sale of all or substantially all of the company's assets in accordance with the terms set forth in the MBCA;

- The Board has agreed that the directors and officers of the company shall occupy a fiduciary relationship with the company and its shareholders and, in performing their duties, shall act in good faith in a manner that they believe to be in the best interests of the company and its shareholders, as that standard of care is interpreted by the courts; and

- No more than one of every four annual general meetings of shareholders shall be held in a location outside the United States of America and, in the event the company holds an annual meeting outside the U.S., it shall provide access to that meeting through a webcast or other technology that allows company shareholders (1) to listen to or watch the meeting and (2) to send questions that will be addressed at the meeting.

About Sponsorships

Accenture's sponsorships range from world-class golf tournaments to cause-related activities that raise millions of dollars for charity. More than just lending the name and financial support, Accenture strives also to make a difference in each of its sponsorships by lending its technology and management expertise.
### Table 4.1

#### Fact Sheet

<table>
<thead>
<tr>
<th><strong>Net Revenues:</strong></th>
<th>$11.82 billion for fiscal 2003 (12 mos. ended Aug. 31, 2003)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exchange/Ticker:</strong></td>
<td>NYSE/ACN</td>
</tr>
<tr>
<td><strong>Employees:</strong></td>
<td>Approximately 95,000 (including approximately 2,300 partners)</td>
</tr>
<tr>
<td><strong>Global Reach:</strong></td>
<td>More than 110 offices in 48 countries</td>
</tr>
<tr>
<td><strong>Geographic Regions:</strong></td>
<td>Americas, Asia, Europe/Middle East/Africa, Pacific</td>
</tr>
<tr>
<td><strong>Senior Leadership:</strong></td>
<td>William D. Green, Joe W. Forehand, Stephen J. Rohleder, Michael G. McGrath</td>
</tr>
</tbody>
</table>
Clients
Accenture's clients span the full range of industries around the world and include 87 of the Fortune Global 100 and more than two-thirds of the *Fortune* Global 500. In addition, 93 of its top 100 clients in fiscal year 2003, based on revenue, have been clients for at least five years, and 66 have been clients for at least 10 years.

Industry Expertise
Accenture delivers its services and solutions through 18 focused industry groups in five operating groups. This industry focus provides Accenture's professionals with a thorough understanding of industry evolution, business issues and applicable technologies, enabling Accenture to deliver solutions tailored to each client's industry. The table in the next page provides more information about the expertise of the company.
### Table 4.2 Operating Groups and Industry Groups of Accenture

<table>
<thead>
<tr>
<th>Operating Groups and Industry Groups</th>
<th>Financial Services</th>
<th>Products</th>
<th>Resources</th>
<th>Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications &amp; High Tech</td>
<td>Industry Groups</td>
<td>Industry Groups</td>
<td>Resources</td>
<td>Government</td>
</tr>
<tr>
<td>Industry Groups</td>
<td>Communications</td>
<td>Banking</td>
<td>Automotive</td>
<td>Chemicals</td>
</tr>
<tr>
<td>Industry Groups</td>
<td>Electronics &amp; High Tech</td>
<td>Capital Markets</td>
<td>Health Services</td>
<td>Government</td>
</tr>
<tr>
<td>Industry Groups</td>
<td>Media &amp; Entertainment</td>
<td>Insuranc e</td>
<td>Industrial Equipment</td>
<td>Energy</td>
</tr>
<tr>
<td>Industry Groups</td>
<td></td>
<td></td>
<td>Pharmaceuticals &amp; Medical Products</td>
<td>Forest Products</td>
</tr>
<tr>
<td>Industry Groups</td>
<td></td>
<td></td>
<td>Retail &amp; Consumer</td>
<td>Metals &amp; Mining</td>
</tr>
<tr>
<td>Industry Groups</td>
<td></td>
<td></td>
<td>Transportation &amp; Travel Services</td>
<td>Utilities</td>
</tr>
</tbody>
</table>
Table 4.3 Revenues Details

<table>
<thead>
<tr>
<th></th>
<th>Third Quarter (3 months ended May 31, 2004 and 2003)</th>
<th>Fiscal Year to Date (9 months ended May 31, 2004 and 2003)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fiscal 2004</td>
<td>Fiscal 2003</td>
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<td>TOTAL</td>
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Training at Accenture is very much effective. The company always designs all its training programs to meet the international standards. In India the training center is located at Bangalore. All the training programs will be organized in some of the star hotels in Bangalore, star hotels are chosen to provide congenial and stately atmosphere. It also helps in increasing the level of initiation of the training aspirants. Accenture will not mind the cost of training; it seeks the continuous development in employee performance. Use of computer-based online training programs in the training is common at Accenture. In all the training programs an equal importance is given for both technical and behavioral aspects of employees. Around hundred members of staffs are always engaged in training activities of the company. Training will be provided before the employees are taken in to the projects. In this stage both project leader and project manager will prepare the skills inventory that will be later considered as basis for organizing the training programs, same will be given as specification for designing the training programs. Once employees are taken to their respective projects, frequently employee appraisals will be conducted and their performance will be analyzed. All who face difficulty in meeting the expected standards will be identified and they will be sent to required training programs. Apart from above appraisals, an annual appraisal also will be conducted to identify the poor performers who will be directed to undergo respective training programs. At Accenture training programs range from minimum of one week to maximum of six months. Company believes that every rupee invested in training programs will have its contribution to overall performance of employees. Accenture always tries to elevate the leadership qualities in employees. For the synergistic results and to improve the efficiency of training programs, company is now planning to outsource all the training activities in coming future.
So far Accenture is not having the concept of network learning, but it believes that network learning system increases not only standards of the company but also the overall performance of the information technology industry. In the training period employee will be given very good support by providing required financial and non-financial motivators. Company maintains patience till employee reaches to the standards. To enhance the learning skills of employees' Accenture encourages every employee to get through some certificate courses available in the intranet almost all are related to their work area. These certificates will carry weightage and consideration in the career path of the employees. So, all employees who get through these certificate courses will have edge over other employees in getting advancement in their positions. Accenture always keeps on modifying the training packages for the effectiveness and company also tries to update the trainers by providing them required help in procuring and acquiring the latest training methodologies.

PERFORMANCE MANAGEMENT

Performance management at Accenture is world class, very good monitoring and tracking system is helping to get the reliable information about the performance of all the employees. Accenture follows the open door policy in appraising the employee performance. Company allows for self-appraisals of self-performance, by which employee feels secured and accountable as well. Appraisals also will be collected from project leaders and project managers who are competent persons to appraise the performance of their team members. For the purpose of performance management, annual appraisal will be collected to support the Organization's growth and prosperity. Apart from these appraisals, after every project there will be performance appraisal, which allows them to identify problems and non-conformances in the present project and correct them before going to new project. Accenture will not hesitate to communicate the appraisal reports to the respective employees. Soon after appraisals are over a report of the same will be given to both concerned project
manager and employees. Work achievement is given more weightage in the appraisals. Company tries to identify non-conformances of project completion to workout all the bottlenecks through various developmental interventions. A weight also is given for the cultural fit of the employees with the organization. The findings of appraisal reports will be considered in almost all future decisions like hike in the salary, promotion to higher positions, assignment of new and key projects, overseas project assignments. Terminations also will be based on appraisal reports. The purpose of appraisals at Accenture is to manage the Organizational performance over a long period, it believes in "performance of future is dependent on today's performance management. A careful and objective oriented performance appraisal system is giving way to the effective Performance management in the organization. At Accenture very meaningful and pragmatic nexus are developed between Performance management and overall organizational performances.

RETENTION OF EMPLOYEES

Retention of employees is not a problem for Accenture, as it attracts all creamy software engineers in the country with its congenial conducive work environment. Attrition rate of Accenture is only 8%, which is below the industry attrition rate of 11%. Company believes that the retention of employees play a important role in gaining competitive advantage in completing projects within the scheduled time and cost. A reasonable weightage is given to employee retention in the strategic planning of the company.

Spectrum of activities is taken to reduce the attrition rate to low at Accenture.

They are as follows

1. Employment security: Once employee joins Accenture, there will not be any reason from company side to leave the organization. At Accenture employment is secured as company is getting projects from
different countries. Feeling of job security is given on par with the industry standards.

2. Career management: Career management of Accenture is very effective. Every employee who joins the company will have equal opportunities to climb the ladder of succession. Very frequent promotions are seen at Accenture. To become project manager, it will be easy task, if all the work assignments are completed according to specifications.

3. Salaries and incentives: Salaries at Accenture are 25%-30% more when compared with any top Indian company like Satyam, Infosys, Wipro etc. Average employee will get income of Rs 40,000 per month. Fringe benefits at Accenture are unmatchable with any other company. After every project salary hikes are common in Accenture. Employees will be compensated equally with their productivity and experience.

4 Overseas opportunities: As Accenture undertakes on-site projects across the world, it has chance of providing frequent overseas opportunities for its employees. Company offers very good financial and non-financial incentives to employees who go on overseas projects like, allowing employees to take their family along with them, leaves with salary.

5 Career counseling: Employees at Accenture are given chance to secure their position by very well set feedback system, it communicates their strengths and weaknesses which help them to update themselves. Counseling will also be given to plan their future.

Employee facilities

In providing employee facilities, Accenture has very positive approach in the industry itself. World class facilities are provided at Accenture. They are as follows.
Financial support: All employees get all types of financial support like loans for purchase of houses, consumer durables that includes house furniture, to purchase cars. When employees join accenture, three times to and fro traveling allowances will be given to the present place of employees. Sum of rupees to shift their family also will be given to the employees.

Taking care of personal works: Accenture takes responsibilities of employees personal works like payment of bills, attending the family on some plausible reasons, income tax settlements, search of residence, purchase or construction of houses etc. Facilities in the work places: Facilities in the work places at Accenture are considered as model for IT industry. Unrestricted and free of cost cafeteria facilities are available which includes coffee, tea, soft drinks and snacks. Subsidized food in the company from star hotels is also available for employees. Apart from these, transport facilities are also available to attend the company within the time. Employees who are asked to come on emergency need, can avail any type of food facilities from any star hotel in the Bangalore city.

Employee ownership: Accenture is very successful in getting 'we' ness among all its employees; accountability is seen in all the levels of organization. Employees are given chance to become owners of the organization. Employee participation in management is very much practiced at Accenture. Employee stock option plans are also giving raise in the employees pride in the organization.

Change management

Management at Accenture is always sensitive for any minute change in the industry standards. Pro-activeness to the changes also is seen at Accenture. With the advantage of global level experience and expertise, the company could able to sense the need for change in practices. Especially in the on-site projects, Accenture takes zero time to match the expectations of clients. Because of its position in the industry, Accenture is not feeling any
problem in either sensing the need of change or in implementing the identified changes.

As the business of the company is to meet the expectations of various clients across the world, change is inevitable once a project is completed and another project is undertaken of other client. Technical changes are quite common in IT-industry, so is in Accenture. Very frequent changes are observed in technical standards, to meet the situation employees of the company are motivated to inculcate the habit of continuous learning.

At Accenture, resistance to change is not at all observed so far. It is because of synchronization between employee and employer community. No change is implemented which reduced the employee benefit. Company is always ready to compensate any kind of change for the employee satisfaction. Dissatisfaction at Accenture because of change implemented is seldom seen. After every change it is observed that both employee and employer community are getting benefited. Variety of change interventions are taken place, that got satisfactory end to all change implementation programs. A continuous discussion with employees for every change implementation is also helping the company to implement all changes effectively. More than every thing, the incentives offered by the company are inducing the employee community to accept and cooperate with the change interventions. Before any change implementation it is quite common to go with the mixed strategy of discussions with employees, encouraging through incentive scheme and use of change agents for successful implementation.

**Job Design**

Process of job design at Accenture is completely scientific, both employee and environmental factors will be taken in to consideration in the design of the jobs. Employee preferences, likes and dislikes also will be given due weightage in designing a work package. Comprehensive work breakdown structure will be followed in creating meaningful interfaces between all work units. Factors like
ergonomics, time study and method study will also be conducted before
deciding the work content of an employee. Key persons who are involved in the
job design process are project managers, human resource managers and
research and development personnel.

RELATIONS MANAGEMENT

Relations management at Accenture is a group effort. Cultural fit of the
organization induces every one to cooperate with one another. All necessary
steps are taken to facilitate harmonious relations between employees. Monthly
meetings of selected groups will allow employees to have face-to-face contact.
Technological aids like, free access to intranet and Internet, web conferencing
system and telephone facilities are also giving very good support in maintaining
harmony among all employees.

Relations between employees and employers are also maintained
effectively with the help of regular meetings. Positive approach of management
towards employees is one that is playing important role in maintaining healthy
relations between employee and employer community. Systems approach in
communication system is helping to solve all communication gaps that are
arising due to some misunderstandings and misconceptions. Though disputes
are unavoidable in real life, at Accenture very less number of disputes are
seen, most of them are very simple in nature. They are resolved at project
leader and project manager level. Only few disputes that could not be solved
by project manager will be pass on to the higher authorities, and all of them got
solved with no time. Very comprehensive step-by-step process allows solving
disputes at bottom level. As grievance-handling system is very active at
Accenture chance of disputes arousal is very less.
ALIGNMENT OF VARIOUS STRATEGIES

In the continuously changing business environment, alignment of the human resource strategies to various strategic issues has become a minimum need. Satisfaction of all stakeholders like customers, employees, and shareholders is possible only when company plans every operational thing on long-term basis. Accenture is also very effective in aligning its HR strategies to various strategic issues. Efforts put by the management, made alignment possible in an easy way and also increased the satisfaction of all the stakeholders.

WORK CULTURE AND HR-STRATEGIES

At Accenture, the work culture is admirable, the conformance of employees to work ethos is voluntary, psychological make up of the employees to the work culture starts from the entry level training programs. A keen interest is given to the cultural content in all types of training programs. Accenture is always trying to get synchronization between work culture and various human resource strategies.

BUSINESS STRATEGIES AND HR STRATEGIES

Business strategies are always having impact on HR strategies. At accenture, sensitivity is seen in HR strategies as business strategies keep on changing. But lots of things are still due to get the expected alignment between business and HR strategies. Though there are frequent meetings of HR executives with business executives, discussions on key alignment areas are yet to identify and make the required efforts to get the rhythm right. But the interrelatedness is well established in all decision areas between business and HR strategies.
Overall Organization performance and HR strategies

A very noticeable contribution is found from the strategies to the overall organization performance in the company. Annually and after every project, a contribution analysis is conducted to know the fruits from HR unit. It is believed that the HR unit is playing a key role in improving Accenture's overall performance.

KNOWLEDGE MANAGEMENT

Accenture is known for its knowledge management practices. Every achievement and methods of every out performer will be captured and later a knowledge base is created. Even companies like Satyam has only database to store the knowledge of the company but Accenture could establish a knowledge base, where knowledge is captured and coded to store. All employees in the organization can use stored knowledge through knowledge sharing system. Methodologies and key result areas of critical projects are also stored for future reference. Project planning, tracking, implementation and cost control will be easy where knowledge about previous projects is captured, coded and stored. Accenture is planning to program some of its knowledge and develop some software solution models, which can be supplied for general implementation of projects by others. Not only the offshore projects but also onsite projects are also recorded for capturing knowledge of the company. These practices allowed Accenture to transform its corporate knowledge in to corporate asset, which gave global reputations and increased the net worth value of Accenture.
**Challenges of HR dept**

As Accenture is a Multinational company in India, it has to still understand the socio, economic and political factors and their influence on IT industry. It is trying to go close to all exogenous factors through its program of 'relations with wider community'. In this program Accenture is trying to affiliate with the society by some socio economic programs.

* Though the performance of organization, work environment for employees, expertise in project completion are world class, severe competition is there from domestic companies like Infosys, Satyam, and TCS. Company is trying hard to work out the reasons and become leader in the industry.

* Presently the company has CMM level 4 certification. It is preparing to get the level 5 certification, that may help the company to get some advantage in the industry. But Accenture is having capacity to get through almost all the KPA's of level 5 specifications. Company started applying for CMM certification in the year 2002-2003. Within this period only Accenture could get through level 2, level 3 and level 4. Soon it is expecting level five certificate by the end of 2004.

* Company is planning to setup in-company, independent training center with all web-based pedagogical methods.

**KEY SUCCESSFUL FACTORS**

The major KSF for Accenture is it's high quality employees. As it is a multinational company and offers attractive pay packages and very good work environment, senior employees from various domestic companies join Accenture. Company also concentrates mainly on experienced people to reap the benefits of economies of experience. Salaries and other perks at Accenture are mouthwatering to employees who are working with other companies. So Accenture could swap the creamy layer in the Indian information technology industry with a little effort.
Accenture is well-established brand name across the world. Since long time it has established it's global network by opening development center in many countries. Because of which company gained early image through out the world in IT industry. This is giving an edge over other competitors.

Project management at Accenture also is an asset to the company. Very good project planning and implementation team became a key successful factor for the company. All the projects that are undertaken by the company are completed within the cost and time.

**Expected HR-Changes**

Accenture is expecting the realm of outsourcing in coming future. Many of HR aspects like selection, training and development are expected to go for outsourcing. Company is also endorsing the outsourcing strategy, as it helps in increasing the quality and reducing the cost of services. It also allows the companies to concentrate on key issues that can be done only by the company leaving rest of the things for outsourcing.

Accenture also expects emergence of virtual teams in India as future change. Software industry has a advantage of completing part of the project at home and get interfaced later. Web conferencing system also helps to increase the coordination & cooperation among all project team members. Traveling expenditure and traveling time to and from office can be saved and projects can be completed before the scheduled time.

Absence of tutors in the training programs, which will be replaced with CD tutorials, is expected as training costs are increasing day by day.

In coming future compensations will be completely based on the productivity of the employees, People who work more will get more. Employee contribution to the success will be analyzed and later compensation will be fixed.
Company Overview

RS Software was founded in 1991 with a vision to provide quality software services from India to the international markets using the onsite-offshore model of outsourcing. Based in Kolkata, they are operational in US, UK and the Asian markets. Amongst its clients are the world's largest payment card services provider, a prominent international printer OEM, and a major US-based retail outlet. R S software also has an alliance with a UK-based software services firm, through which it is servicing a leading Scottish Insurance company. For a company of its size, these premium associations have helped them to build a core strategic focus in today's busiest domains such as financial services, embedded services and retail and logistics.

To broaden the bandwidth of domain-specific services, they have established alliances with several vendors who bring with them the platforms and expertise, which we leverage to add value and competitiveness to its customers. RS is ISO 9001-2000 certified. RS became only the second company in India and the fifth company in the world to be assessed both SEI-CMM Level 3, and P-CMM Level 3.

Corporate values

At RS, management strives to achieve excellence through people empowerment and continuous process improvements leading to the highest customer satisfaction. Committed to the motto 'customer before self', they made themselves as a learning organization constantly engaged in technology upgrades and skill enhancement.
Quality Policy

To achieve excellence in all the Business Processes through People Empowerment and Continuous Process Improvements leading to highest customer satisfaction. R S Software has been benchmarking its practices against global standards in order to ensure continuing perfection in its planning and execution process for meeting customer expectations.

RS CULTURE

The management of RS is committed to provide a world-class work environment to all its professionals, with a view to maximizing their comfort, safety, and productivity levels. The organization promotes a culture for open communication, and makes available independent mail access and Internet facility to all employees. The Intranet forms the backbone of the employee self-service portal. Through its technical sections and information sharing systems, everybody learns about the latest on the organizational front; be it management decisions or family events. The software process database, which contains all the key practices of the organization, is available on the Intranet and accessible to all employees. RS Professionals are given opportunities for both onsite and offshore work, in line with existing business opportunities within the company, as well as people’s personal growth objectives.

Career aspirations are noted at the time of the interview, and followed through all subsequent cycles of appraisals and individual performance planning. The organization is committed to provide technical training to all its software professionals as per the training needs identified during the performance appraisal cycle, conducted every six months.
THE RS CLUB

A team of enthusiastic RS-employees formed the RS Club in July 2002 and since then the Club is forever bubbling with activities. Within a year of inception, the RS club notched up the coveted Best Internal Brand Ambassador award at company Annual Awards Ceremony (July 2003). The members of the club never cease to make everybody smile and share a hearty laugh. They take everybody down memory lane to the college days, foster the spirit of friendliness, and add freshness to daily routine. The greatest responsibility that the RS club has executed beautifully is that of bringing all the RS-employees and their families together and creating an enduring sense of belonging to the RS family. The club organizes cultural shows, picnics and events that make all RS-employees realize the true essence of RS culture.

SERVICES

Domain-specific services


Retail: company offers solutions in e-commerce optimization, development, and maintenance including ERP, SCM, & B2B, Application Support and Systems Design and Development, Data warehousing and more.

Embedded Software: they have a strong focus on Device driver development, Embedded Systems, Network Systems, System Software & Utilities, and Mobile Computing.
### Table 4.4 services of the company

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FEATURES OF RS SOFTWARE

- A leading global IT solutions and service provider operating from Kolkata, India
- Doing software exports business in US, Europe and Asia for well over a decade
- Listed in all the major Indian stock exchanges
- One of the first companies to bring the IBM mainframe architecture to India: well-known in the industry for management of legacy applications and mainframe resources
- Wide bandwidth of software services spanning application management, e-services, data warehousing, and 7X24 helpdesk support
- Clientele includes high profile global players in the Payment Cards industry, Insurance, Manufacturing (printer hardware), and in the Retail/Logistics (Data Warehousing & Warehouse Management) sector
- Vertically integrated organization structure with an objective to provide value-added services to its clients by concentrating on the above domains
- ISO 9001:2000 certified, and assessed at SEI CMM Level 3 and P-CMM Level 3
- Global Execution Model (GEM) providing services in onsite, offsite and offshore modes in different countries, supporting business-critical applications and meeting stringent service levels
- Key alliance with leading, UK-based IT services vendor
- Several hundred person-years of maintenance, development, testing and migration experience
- Services Offerings: Application Management, HP e3000 Services & GTIN Solutions, E-Services, E-Commerce, ERP Solutions, Data Warehouse & Business Intelligence, M-com and WAP enabled applications, Quality & Process Improvement Consulting, Professional Services
- Technology platforms: Mainframe, Mid-range, Client/Server, Web, System Software
INFRASTRUCTURE AT RS SOFTWARE

At RS, management understands that network security is top priority for all its customers and constant technology changes invariably necessitate a high degree of attention. This is primarily to ensure the availability, steadfastness and output of the systems implemented while simultaneously keeping a close watch on the security of information. Keeping all this in mind, they ensure that the ambience at RS is apposite for a server operating environment. Company has Enterprise servers with RAID, HOT SWAP and scalable features. RS Soft offers facilities like 24-hour onsite security personnel, video surveillance cameras, locked racks & private locked caging options, access control and security breach alarm. In all the offices apart from basic infrastructure like air-conditioned and properly illuminated workplace, cubicles, UPS, generators, etc. all is in alignment with PCMM requirements.

With more than 50,000 sq. ft area spread over three buildings in Calcutta itself, RS is strategically placed at the heart of Software Technology Park, away from the clamour and pollution of the main city, with special services available in terms of basic facilities, water, electricity, communication, law and order. The environment ensures anti-static high quality vinyl flooring, temperature and humidity control via redundant precision air-conditioning systems and Compound Lightning Protection for building and personnel. Other facilities include fire protection and suppression capability.

High Speed Network

RS Soft has a dedicated Facilities Management Group for smooth operation of hardware, software and Network at all the development centers in India. This includes resource allocation, installation, troubleshooting, and maintenance and Information security. The Kolkata office has IPLC (International private leased circuits) links to USA and Europe and ISDN connections are placed at different locations (uses data, voice and video) that are used as back up. A 512 KBPS leased Internet link is used for Internet services extended to every employee in the organization and a 256 KBPS IPLC for VoIP and data to US. High-speed optical fibre is used to connect several development centers that are in close proximity. Switch based architecture and structured cabling has given a new dimension to the LAN in
terms of network performance, data reliability and information security through VLAN that extends additional security to individual projects. Besides, its offices are well networked through the EPABX system, fax, teleconferencing and video-conferencing facility. The company's network is secure with multi-level Firewall architecture, network intrusion detection systems & Content Inspection systems. It has started taking initiatives for BS7799 implementation.

**Disaster Recovery and Business Continuity Plan**

The existing Disaster Recovery and Business Continuity Plan teams look after the entire operation that includes creation of new guidelines and policies, implement them and review/enhance the system periodically. In case of a site disaster, an alternate site could be prepared within 48-72 hours. RS has **Power Backup** facilities and all network connections have redundant ports as standby. They also have back up of their technical support personnel involved in networking.

**Process Excellence**

RS Soft constantly focuses on quality and software processes throughout the organization has helped them in achieving a defined and measurable process paradigm. This has, in turn, led to increased predictability and better risk and resource management. Today, RS Soft has an enriched repertoire of well-defined and measurable business processes, practices and tools based on its first hand experience, learning and expertise.
Quality Standards

RS Soft has benchmarked its Quality Management System with internationally accepted Quality Models like ISO 9001, SEI-CMM and P-CMM.

ISO - 9001

- RS was one of the first five software companies in India to receive ISO 9001 certification way back in 1994. The major contributions of ISO 9001 in our organization are:
  - Setting up basic standards to ensure quality of deliverables for meeting customer expectations
  - Ensuring that the quality objectives of the organization are met through regular internal and external audits which look into adequacy and compliance of the quality management system
  - Non-conformance raised during audits act as inputs for process improvement

SEI-CMM

In March 2000, RS Software reached a milestone in the arena of International Quality standards after being assessed at CMM Level 3. Software CMM establishes a yardstick that enables one to judge the maturity of an organization's software processes and compare it with industry practices.

What does it mean to its customers

- The processes developed by us have enabled us to deliver high quality cost effective software solutions to our customers.
- Communications across departments flow smoothly because the processes are consistent and the expected outcomes are clear.
- Project resources are interchangeable because the processes they follow are clearly established. This is especially important in the consulting world where teams are assembled for a specific project with members from diverse backgrounds, experiences and styles.
• The wheel is not continually reinvented, so the work is more efficient. All of this leads to more competitive pricing.

Keeping up with its continuous commitment towards a matured quality process, RS Software has been assessed at Level 3 of the People Capability Maturity Model by Q-Labs of Sweden and KPMG in November 2000.

P-CMM looks at people management, which is an important factor affecting the quality of our deliverables. The model deals with people practices like performance management, compensation design & communication, training, career opportunities, core competency-based sourcing & reward, transparency in culture, empowerment and work place safety & health.

What does it mean to customers?

✓ The workforce planning exercise involves developing core-competency driven strategic long-term and near-term plans. This enables fast ramp up of desired skills as per customer requirement. Career aspirations of individuals are also taken into consideration during allocation to ensure better productivity.

✓ Staff Retention, emphasized by the model, results in low attrition rate and helps the customer to work with dedicated teams.

✓ Effective top-down and bottom-up communications among all levels of the organization lays the foundation for building high-performance teams within the organization.

Quality Management System

RS Software was amongst the first five offshore IT companies to be certified ISO-9001, also the first five companies in the world to achieve SEI CMM Level 3 and P-CMM Level 3. Constant focus of the company on quality and software processes throughout the organization has helped them in achieving a defined and measurable process paradigm. This has, in turn, led to increased predictability and better risk and resource management. Today, they have an
enriched repertoire of well-defined and measurable business processes, practices and tools based on our first hand experience, learning and expertise. They have on board, 4 CQAs and 1 Tick-IT Lead Auditor. As part of search towards continuous process improvement, RS has developed a tool called the Project Dashboard, an integrated project management tool capable of supporting distributed project management for monitoring and visualizing the metrics of a project at any point of time. The Dashboard helps project managers keep their projects on course as data is updated regularly and metrics are within acceptable ranges.

**Delivery Process Management Models:**

- Development Model
- Maintenance Model
- Testing Model
- Conversion/Migration Model

**They ensure the quality through:**

- Regular Audits and Reviews
  - QA Testing conducted on project deliverables. Software is tested by the software quality assurance team prior to delivery to the client.

- Customer Satisfaction Survey is a tool used to get objective feedback on management, quality and people from our Clients. These are then rated against defined organizational goals with the objective of ensuring that customer concerns are addressed and process improvements are made to achieve higher levels of customer satisfaction.

- Process Assessments to gauge the effectiveness of the Quality System taking into consideration, the recommendations from the surveys, audits, reviews and metrics analysis.
Metrics based management: RS regularly collects project and process performance data and develop metrics. Organizational goals are set and redefined based on the performance of the projects and processes and Organization Standards are set from the data collected. These are revisited and improvised at periodic intervals to focus on process improvement.

Quality Awareness Survey is a regular exercise at RS Software to measure the process awareness level of all employees in the organization.

Quality Focus & Methodology

Company's drive is towards quality and continuous process improvement.

Maturity of Software Process has enabled RS to

- Deliver high quality cost effective software solution on-time and on-budget
- Tailor the models and solutions to meet the unique needs of the clients
- Follow well laid Risk Management and Change Management procedures
- Measure and Improve organizational Performance

Company is committed to

- Complete customer orientation and a responsive attitude to your needs
- Better solutions with a faster turnaround time and predictability
- An internationally benchmarked Process Architecture that guarantees quality and consistency
Methodology

- Globally benchmarked process architecture
- Well laid project management practices
- Efficient metrication mechanism
- Established methodologies
  - On-time, on-budget solutions
  - Grow along with clients into new areas of technologies and services
- Matured Delivery Process
- Leverage through various outsourcing models

RS Advantage

For a company of its size, RS has been working with high profile clients all along; clients that are global market leaders in their respective areas. These ongoing projects demand consistent performance, data security commitments, and continual absorption of the client's business knowledge. The fact that these relationships are now thriving for a substantial period of time, is ample proof of the level of price-performance and productivity that RS's software engineers have been able to sustain all these years using the onsite-offshore outsourcing model.

A Trusted Partner

From its inception, RS has committed its resources to build a robust process architecture that can be benchmarked against global best practices. The management process at RS is highly metric-driven, which has been the foundation of process improvements attempted all these years. This has resulted in a no-nonsense quality approach in all the commitments. RS has constantly demonstrated a high degree of trust worthiness by taking on mission-critical responsibilities like 7X24 support for payment cards transactions, handling core business code for printing solutions, and picking up
proprietary knowledge of statistical analysis for development of a generic tool. Working with the intellectual properties of global market leaders, RS ensures a high level of data and information security, while maintaining IPR integrity at all levels.

Capabilities:

RS was one of the first Indian IT companies to bring the IBM Mainframe architecture to India. Today, RS is a key player in the management of legacy applications, particularly in the financial sector that continues to use Mainframe technology in a big way.

With capabilities spanning diverse platforms, operating systems and communication protocols, RS is today offering services ranging from Application Development, 24x7 Production and Maintenance Support, Conversion, Application Re-engineering to Migration/Web-Enabling services of Legacy Systems.

Over the years, RS has acquired extensive project experience and has made substantial investments in training to build capabilities on the Mainframe environment.

INDUSTRY PRACTICES

RS uniquely blends its size with a passion that powers its enthusiasm to give its customers enhanced returns on their IT investments. Relying on scalability, knowledge-integration and conformance to stringent execution standards, RS is consistently delivering software projects on time and within budgets. RS is committed to optimize its domain knowledge and high price performance to maximize value-addition for its clientele in the areas of payment space, embedded technologies, retail and logistics.

Technology Alliances

To broaden the bandwidth of the services, RS Soft has established relationships with some of the international technology players. They blend their core technology skills and software development expertise that result in value-added and price performing IT solutions.
HR Policies

Induction

New joinees undergo a formal induction process whereby they are familiarized with the organization values, cultures, ethics and norms.

Career and Performance Management

All key decisions related to career growth and compensation of professionals are based on performance evaluation. Career aspirations, training needs and technical competencies are recorded and planned in each appraisal cycle. Performance management activities are ongoing communication activities between individuals and their respective teams. For higher roles, the pay structure follows a performance linked variable compensation plan, which encourages our managers to take extraordinary initiatives leading to substantial individual benefits.

Graduated Career Opportunities

The company follows a policy of developing its professionals in line with their career aspirations and documented career opportunities prevailing in the organization. Each professional is encouraged to understand the various career opportunities that are available in line with the business objectives and choose the most suitable option. The career options enable one to move vertically, or horizontally, or to be a Technical Specialist in a given area of competency, linked to the organization's core skill mix.

Open Communication Culture

The Company follows a policy of open and transparent internal communication in tune with its quality policy, which emphasizes people empowerment as one of the main enablers. Periodically the Company organizes Open Houses to enable all its professionals to participate in sharing of organisation-wide information. This also helps to foster a culture of exchange and belonging where professionals feel empowered to take decisions in line with the business objectives and Company values.
Employee Benefits

Healthcare Benefits
RS provides comprehensive medical and accident insurance benefits to its employees, for which the company bears the premiums. The coverage extends to three of the employees' immediate dependants.

Loans
Employees are provided financial assistance for personal engagements like marriage or procuring a Home PC.

Employee Referral Scheme
To attract the best talent from the industry, RS Soft encourages its employees referring professionals, for which they are suitably rewarded through a defined system of incentives.

Company Transport
The company provides transport facility to all major routes in the city for the benefit of the employees.

Cafeteria
The company has the facility of a cafeteria within its premises, which provides lunch, dinner, beverages, snacks and soft drinks to all employees on request.

Employee Incentive Schemes
To reward star and consistent performers, company has annual performance incentives, recognition, awards and increments for individual employees and teams. Long service awards are also given to people completing 5 years or 10 years in the organization.

Statutory Benefits
Paid Days off, Provident Fund, Gratuity and Maternity Leave – are a part of the other associated benefits provided to all employees of the organization.
TRAINING

More than 35,000 person hours of training are clocked every year with a dedicated infrastructure including a well-stocked library facility. The Induction policy is a must for all new recruits. It is a comprehensive module covering Company culture, processes, quality procedures, Project Management and primers on service offerings. All this is in alignment with PCMM standards and it helps us characterize the maturity of work-force practices, 'guide a program of continuous work-force development, set priorities for immediate actions, integrate work-force development with process improvement, and establish a culture of software engineering excellence'.

STRATEGIC HUMAN RESOURCE PRACTICES AT R.S. SOFT

TRAINING STRATEGIES

At R.S. soft the training is a continuous activity. All through the year, the training programs will be progressing for developing the skills of its employees. It spends lot of money and effort for getting their employees to the efficiency level. All the training programs of the company will be held internally. Company has got its corporate training center at Kolkata, where critical trainings will be provided to its software engineers. Around forty employees are working hard at corporate office all through the year in the training activities. Both technical and behavioral aspects will be focused equally to build the healthy and progressive working environment. The training programs ranges from one day to two months, it is mainly dependent on the level of software skills requirement that one employee needs to discharge his responsibilities on various projects.

On some critical and advanced software skills, employees undergo nearly two months training program at the corporate office. In the case of simple training programs for working out some of the non-conformances of the employees, training programs will be held for only few days. Cost of training is
not a problem or limiting factor at this company. All the training programs will be completely need based. Whenever a requirement is identified efforts will start to provide the required training program. The motto of the training programs at this company is the human resource development. For the development of human resources on socio-psychological, in the training programs, the efforts of the consultants also will be taken from out side. They mainly work on communication skills, team development, and other socio psychological factors of the employees.

An equal importance is given to both technical skills and behavioral skills of the employees in all the training programs. But always there will be more focus on technical aspects of the jobs as they are directly related to the completion of the projects according to the expectations of clients. The behavioral skills in the training programs include personality development, decision-making skills, communication skills, group behavior and team work. Company strongly believes that the money spent on training programs will have its contribution to the achievement of stated objectives. So for company has no concept of network learning but it believes that the system of network learning is very much needed to a country like India where there is lot of scope for reaping the benefits of synergy by forming a learning network.

**APPRAISAL METHODS**

Appraisals in the company are given major importance, as performance management has become a competitive edge in the Indian software industry. Company has got very good system of performance appraisal. All concerned managers will be appraising all their subordinates in all the aspects of work and behavioral matters. Appraisal activities are not limited to the work and technical related dimensions, there will be thorough analysis of behavioral aspects also. Immediate superiors will do appraisals in the company. Daily to monthly work sheets also will be considered in the process of performance appraisals. All these reports will be analyzed on line every week and submitted to the
concerned project managers. Generally the final appraisals will be conducted at the end of the year. Which will be considered in all the future decisions. The feedback system in the organization is very much admirable. Initially the reports will be sent to the concerned managers, who later give it to the respective employees and discuss the need full things. In the process of human resource management, the outcomes of the appraisals reports will be used to take various decisions that may decide the future of employees in the organization. Many areas of HR management are dependent on the outcomes of appraisal reports. The compensation in the organization will be based on purely appraisals. The reports will also be considered at the time of salary hikes. Employees who are effective in satisfying the expected performance standards will also be considered for the promotions. The employees who are exemplary and committed in the task completion and prove themselves as potential, will be given placement in key projects of the company. Transfers in the company are also based on appraisal reports, all employees who are not feeling comfort continuously in a particular work will be transferred to their preferred areas of working. The management also did few terminations, by picking the poor performers in both work related and behavioral matters.

RETENTION OF THE EMPLOYEES

Company believes that the retention of the employees is a key factor in the management of Human Resource. It shows the effectiveness of human resource functions. The attrition rate of the company is 15 to 20% in the last three years. The HR management is comfort with the rate of attrition. Lots of provisions are taken to increase the retention rate of the organization. Mainly the employment is secured at this company. Even in the case of poor performers 2 to 3 chances will be given to workout the weak areas. Required counseling and re-training facilities are also given to the employees to adjust with the standards of the company. The career management of the company is at its best, careful observation of the employee is established to setup very
good system of career management. Career path of the employee will be scientifically set after taking required inputs of their personal preferences and capabilities. Employee attitudes and aptitudes are found out to guide them to occupy the best positions in their future. Incentives of the company are also very much inducing, they are set in accordance with the standards of the industry. To increase the retention rate and build organizational belongingness, frequent salary hikes are also administered. Employees of this company are given very good opportunity to know their strengths and weaknesses. As appraisal system is on line and in line with the requirements, the reports are helping every employee to know their week areas and work out them without time. Follow up of employees on their week areas is also helping employees to know exactly where they have to work out to improve their performance. It also allows to them to know their areas of strength and build their careers where they are comfort in their performance. The system of career counseling also helps every employee to plan their future and get the expected success in their profession.

EMPLOYEE FACILITIES

Facilities for the employees are very much encouraging and motivating the employee to develop morale, which helps in establishing congenial work environment. Financial support in the company is fair. Apart from inductive pay Packages, company is helping employees to get loans from various banks to meet their personal expenditure. For the loans of houses, vehicles, home appliances, etc, company will be recommending to the banks. For contingent expenditure, company grants advances up to Rs 10,000. Facilities in the work place are also very much attracting, Air-conditioned work environment, free cafeteria, snacks in the leisure time etc, is provided while employers are in the work. Employee participation in the management is also observed in the company. It is to improve the commitment and pride in employees. All employees will be involved in decision-making meetings. Company always
invites employee suggestions to consider in the decision-making. Best suggestions will be recognized, rewarded and finally implemented according to their applicability.

CHANGE MANAGEMENT

Change in the company is natural; as industry requirements and client requirements change frequently company also keeps changing its technologies of working to suite to the changed requirements. Both technical and behavioral aspects will be changing frequently in the company, keeping the philosophy of working constant. All the change implementation programs are very much scientific in nature. Initially the company takes the help of outside consultants to approach the change programs. Company gives very good orientation in the early stages of change implementation. It helps employees to know the need and the importance and the essence of the change. Company also uses the services of change agents to ease the deployment of changes. Company strategic matters will also be re-structured according to the changes in the standards. Company structure and other conceptual matters put under investigation for analyzing and modifying. This process is very much needed to withstand in the cutthroat competition. Company always benchmarks its practices with the practices of best companies in the Indian industry and keeps modifying them to achieve the total quality. Every change in the organization aims in bringing clientele satisfaction by offering least cost software solutions that are qualitative. It also aims in increasing the quality of the solutions that are offered by the company. As company has alliances all over the world it has the advantage of sensing the effective changes and plan in advance for all the future related operations.

Resistance to change is not a big problem for the management in this company. In fact no serious and threatening change resistances are witnessed till date. Employees of the company are very much adaptive to the changing environmental factors because of this; the resistance management has
become a simple task as it is told by the management of Human Resource. There will be discussions with the employees those who are not happy with the proposed changes. The managers will explain the importance of the change and provide required counseling. In some occasions, if it is necessary incentives are also offered to make the change implementations successful. It is quite possible for the company to offer incentives as it gets the advantage of reducing the cost of operation after every change is implemented. So the saved part of the cost is used as financial motivator for employees.

**JOB DESIGN**

Jobs in the organizations are designed by trail and error method in the early stage and later respective project managers will confirm it. The key players who are involving in the process of job design are project managers and works engineers from inside the organization, and job designing consulting experts from out side. There will be a lot of deliberations and discussions on various factors to be considered in the process of job design. A series of steps will be followed in deciding the final work package of the employee. The first step in this process is job analysis, under this the aspects like job description, and job specification will be identified.

Under job description the details of the jobs to be done are carefully analyzed. The type of the job, the software on which the work to be done, the interfaces and the intricacies of the job, required hardware and all others will be analyzed. Next the job specification will follows, this analyses the type of software engineers needed, who are going to work on various projects. The educational qualifications along with type of software training programs needed, the experience and the exposure of various work environments will be considered.

In the second stage of job designing process the organizational factors like working time, working environment, supervision, work methods and norms are analyzed. The attitudes and preferences of the employee also will be
considered in the job design. The other things that are considered in the process of job design are method study, work measurement, protocol analysis, data flow diagram analysis and the flow charting analysis.

RELATIONS MANAGEMENT

Relations in the organization are very favorable for both software engineers the management, it is true that the management of the company is very much successful in developing healthy and progressive organizational climate. Trust, Respect, Regard for others, Co-operation and self control are prevailing in the relations of the organization. The training on cultural aspects, behavioral aspects and the corporate citizenship are adding their contribution to the value system of the organization. There are frequent social cum work related meetings that increase the interactions among employees and between employees and management. Employee rotation method after every project is also observed, which facilitates the advantages for both employees and the organization. It helps employee to over come problems like boredom and complacency. It is possible by creating new work relations among employees for every new project. Organization also can plan to utilize the latent capacities of the employees by tapping the initiation in the new work environment.

Disputes at the company are very much negligible, as they are not against the policy matters of the organization. Respective mangers with out troubling the top management manage all the disputes. Disputes at the company are not at all threatening the well being of the employees or the organization. The disputes that are addressed are of individual differences, which arise due to misunderstandings and pre-matured evaluations. As industry has no organized employee unions that are actively working, the industry itself did not notice any industrial dispute. Because of this reason employees of this company are not threatening the policy matters of the organization.
REGULATION OF NON-CONFORMANCES

To regulate the non-conformances of employees, a code of conduct is established along with strict rules and regulations. It aims to get the voluntary conformances in all the employees across the organization. Non-conformances are identified in both the matters of work and behavioral. The non-conformances of work related matters are subject to training and retraining programs. If management feels necessary employees will be shifted to some other areas where they can work effectively. In the case of non-conformances of behavior, an initial counseling by respective project managers will be provided and later a behavioral training program will be conducted to regulate the behavioral dimensions of the employees. If the non-conformances are proved intentional and problematic to the healthy relations of the organization, sever steps will be taken to not to disseminate and sustain the same problem in the organization. Finally after giving a fair bit of chances respective employee will be asked to leave the organization.

H.R. STRATEGY ALIGNMENT

Recently the management of the company identified the need of the aligning the strategies of HR to various other strategic matters of the organization. HR functions like manpower requirement planning, organizational development are already aligned to the strategic matters of the organization. The Human Resource Management of the company will decide the strategic issues like work ethics and work culture. There will be a series of deliberations between HR managers and the directors in deciding the work ethics and work culture. There is in-built integrity between HR strategy and business strategies. The strategy formulation of HR department is mainly dependent on business strategies of the organization. And the alignment between HR strategies and over all organizational performances is in the early stages development. But
there is natural and direct relationship between HR strategies and organizational performances. Performance of the organization is not possible without the success of human resource strategies. So, the company is putting lot of efforts in developing the alignment between HR strategies and other strategic issues of the organization.

PRESENT CHALLENGES OF HR DEPARTMENT

The most important challenge of RS soft is reduction of its labor turnover. Every year around 20% of its employees are leaving the organization; this is creating lot of troubles to the HR department. To avoid this situation and develop loyalty in all the employees, company established RS club and organizing social, cultural and community programs.

The other challenge that the company is facing is strengthening the HR department. Management of the company is planning to deploy the full range of HR strategies that make the human resource management more effective.

KEY SUCCESSFUL FACTORS

- RS soft is very much proved of its clientele relationship. Clients of the company are very much satisfied. Company has lot of repeat customers, which is the result of efforts put by the company.
- The other KSF of the company is its good working environment. Facilities at the work place are up to the industry standards especially the company is following the specifications given by the PCMM.
- RS soft is the first company to bring mainframe technologies. To day, RS is a key player in the management of legacy applications, particularly in the financial sector that continues to use Mainframe technology in a big way.
Expected HR changes

RS soft is expecting change in all the HR functions in coming future. It says all the HR functions will be computer based; every modification will be done online and programmed. Software based solutions may govern the human resource management.
4.4 SRISHTI IT SOLUTIONS

COMPANY OVERVIEW

Srishti IT Solutions is an Information Technology company providing total network and web-based solutions. This company is a premier provider of Internet solutions and services for small and medium size global business; devoted exclusively to help customers to leverage this technology as a powerful competitive force. With downward pressure on profit margin and intensifying competition the Internet offers a distinct improvement of business processes, reduction in operating costs, wider market penetration and increased sales. To take advantage of these opportunities, one needs a partner who is not only well versed in the Internet, but also geared to serve the special needs of today's business environment.

At Srishti IT Solutions, management understands the customer's requirement and realizes that even a few minutes of downtime means a significant loss, both in revenue and in goodwill. Srishti IT Solutions offers a full line of solutions for Corporate, Government, Educational institution, Banking sector, NEWS media and Transportation customers with a range of services, such as:

- Mailing Service for business organizations.
- Web page designing and hosting.
- Complete networking solutions for organizations

Now E-mail and web sites are considered standard Internet tools for many organizations. Srishti has customized solutions, for connecting business across the world from a single point of presence.

WHAT THE COMPANY IS DOING

Srishti IT Solutions delivering full service web site development, design, and software programming, database solutions, commerce, web Hosting, domain Registration, web applications, ready made web site packages for small sites and web promotion.
Srishti IT Solutions has already completed more than 100 small and big websites. Srishti IT Solutions has developed its own network of websites. Which covers all aspects of internet i.e. india portal, search engines, directories, yellow pages, news, webmasters tools, Banner Exchange, free poll, dating, matrimonial, games, kids, sports, arts, domain portal, hotel search, india regional portal, web based email, web awards, auctions, recipes, tourism, travel, astrology, greeting cards, classifieds, lovingly.

Srishti IT Solutions offer both ready made packages, and provide a customised solution for each of our customers. they see it as an important part of their service to understand customers Internet requirements and proactively meet their needs.

MISSION OF THE COMPANY

Srishti IT Solutions goal is to keep its clients on the leading edge of information transfer technologies, adding significant value to their business. Most importantly, they accomplish this by creating a long-term relationship with each partner by combining creative and cost effective solutions with a solid foundation of support and maintenance.

Srishti IT Solutions theme for creating web sites that are inviting, informative and interactive has been a winning formula for both new web site projects and the revitalization of first generation sites. they work diligently to educate each client and help them quickly adapt their business model to the opportunities available to them on the Internet. Srishti IT Solutions mission is to provide value to the customers by offering several benefits to them including speed to market, high quality people and processes, cutting edge technology expertise and a full service portfolio. Explore the world of Synapse for all your technology service needs. Company's aim is success. Srishti IT Solutions vision is to constantly adapting and broadening its range of services to reflect the future needs of its customers.
SERVICES OF THE COMPANY

Design: - Flash, Front Page, Dreamweaver, Photoshop, Corel Draw Conception & planning of site design Content development/copywriting & editing Graphics/animation, Re-designing of existing site.

Technical: - Programming & Scripting – Java, Java Script, VB Script, HTML, DHTML, ASP, Cold Fusion, JSP, Servlets, PHP, Visual Basic, Database design & administration, E-Commerce – Credit Card support, Back end support – MS SQL, Access, Mysql, Development of internal search.

Promotions: - Post launch publicity/submission on search engines, Banner exchange/free advertising on our site, Marketing through Newsgroups, Marketing through Emails.

Maintenance: - Administration of portals, Regular updations, Content enhancement/design modification/additional pages.

Online customized web sites/portals: - Career portals/Jobs online, Food portal, Kids portal, Matrimonial portal, Health portal, Companies Websites.

Web Hosting: - Domain Registration, NT hosting, LINUX hosting

E-COMMERCE

E-Commerce is the product of many technologies that enable people to do all kinds of business online. Businesses realized that they could place their products and services online for their customers. E-Commerce being on the internet guarantees businesses that people are able to see, learn and avail of their products and services anytime and anywhere.

WHAT CAN E-COMMERCE DO FOR COMPANY BUSINESS

Being able to place all products and/or services on the internet is like having a shop with a very hard-working/dedicated salesperson on every street corner of every city in the world that is open 24 hours a day 7 days a week. Think of it as your other business that continues on when your 9am - 6pm
business closes for the day. By exposing your products and/or services to people all over the world, you immediately increase your customer base. E-Commerce also allows you to accept payments in real-time and securely.

START OF E-COMMERCE BUSINESS

Like starting a regular business, first one must know which products and services to sell to people. If you already have an existing business and are selling products and services then just place them on your web site.

Second, one must come up with a purpose and a name for your E-Commerce Site. You may want to give it a name that closely matches your products and services. Then register the name of your web site (domain) on the internet so that no one else can get that name from you. It also helps people find your site amongst the many millions of websites out there. Third. The location for your new internet business in this case will be your new host server. This will be the home for your website. Here you will place all the information you want people to see. You will provide the pictures, text and many more things so that people would understand your business and products better. Fourth is your E-Commerce software system. An E-Commerce site usually has two parts. One is the Frontend, think of it as the front of your store where all of your customers are busily doing their shopping. The other part is the Backend. This is obviously the back of your store. This is considered off-limits to your customers just like an ordinary store in the mall. This is where you manage your web site. Things such as product prices, quantity, adding products etc... are done in this part of your system.

Fifth is making yourself known. This is arguably the trickiest part of having a successful Internet business. Submitting to search engines is just the tip of the iceberg when it comes to Internet marketing.
Combining the technologies and solutions of company’s global technology alliances with its proven local delivery capabilities, Srishti ensures that their clients can benefit from investment in the latest technologies and company knowledge of how to make it work.

Srishti has selected market leading technology and solution vendors to work with on a close and strategic basis. These partners include Microsoft, Intel, Oracle, IBM, NETIQ, Business Objects, Vignette and Siebel Systems.

Technology partners of the company in return have selected Expert as their premier delivery partner to ensure their technologies and solutions can be delivered the way they were intended to work. This approach allows company to build a deeper technical understanding of vendor product sets, leverage this knowledge to the benefit of its clients, work more closely with the vendors in a non-threatening manner, invest more time and money into turning technology into solutions.

Experts have chosen these partners because they represent the best solutions and technologies currently available for the client’s application development requirements, and they are committed to building the core of services offerings around these vendors’ product sets.

Srishti also engaged in a number of other vendors for specific solutions and technologies which are not available through its primary alliances, or which complement their offerings, in order to build comprehensive solutions capabilities.
WEB HOSTING

Srishti host corporate sites, websites, portals, data and mission critical applications in a managed, secured and best performing environment. Company offers hosting services on multiple platforms like Windows 2000 and Linux to provide with flexibility and scalability. All hosting services of the company ensure maximum uptime, reliability and availability of applications with 24 x 7 support.

Managing E-Commerce Site
Macromedia Jrun 3.0 Enterprise Edition

The Power of J2EEMacromedia JRun 3.0 Enterprise Edition is a complete Java(tm) application server for deploying enterprise and e-commerce applications. Focused on ease of use, JRun 3.0 gives a complete J2EE implementation based on a clean design that avoids the overhead of legacy technologies and a highly modular architecture that lets to use only the components needed.

For Web Applications

Macromedia JRun 3.0 Enterprise Edition supports the latest JavaServer Pages (JSP) and Servlet specifications. Delivering consistently high performance, JRun 3.0 offers advanced features, including support for JavaScript as the JSP server-side scripting language, which can be written with JRun Studio's visual JSP development tools (licensed separately). JRun also includes an extensible JSP custom tag library for calling J2EE methods, such as databases queries, JNDI resource lookups, XML transformations, and sending/receiving e-mail% all from the context of the JSP page without ever writing a single line of Java code.

For Enterprise Applications

Macromedia JRun 3.0 enterprise Edition features a fully compliant Enterprise Java Beans (EJB) server. The EJB server is built on a Java-based, XA-compliant transaction server that uses a distributed two-phase commit to
support distributed transactions across multiple servers, resource managers, and heterogeneous databases. In addition, JRun includes a Java Messaging Service (JMS) server for building highly reliable Internet business systems.

**Domain Name Registration:**
Srishti IT Solutions provide domain name registration services for organization's to get an internet identity. they offer TLD-top level domain registration services for extensions .com, .net, .org, .info, .biz etc. and Country level domain registration services through NCST, India for .co.in, .net.in, ac.in, gov.in, etc.

**MAILING SOLUTIONS**
Internet provides the best, fast and cost-effective communication system to reach customers, suppliers, employees and the rest of the world. Srishti IT Solutions provides the best of the solutions according to the needs and requirements. It provides POP, SMTP, Web mail and Unlimited Mailing solutions in a secured, fast and reliable manner. company implements the latest technology to protect and secure mission critical mails from Virus attacks and spamming. They also use the latest anti-virus software - TrendMicro to protect business-critical mails from Virus-attacks and also anti-spam solution to provide a trouble free communication for your businesses

**INTERNET SECURITY CONSULTANCY**

**What is Security?**
Security is very important to any business, especially for organizations that require web, email and application hosting solutions. With all the threats that the Internet presents it may seem that the only answer is pulling the plug on the connection. To enable organizations to escape from the threat, they can develop and implement a security policy for customers. Company will support and maintain a high level of security for organizations.

The Internet has revolutionized business, but with any revolution come new risks. Nothing is impenetrable; it is no longer enough to deploy security
products and hope for the best. It takes highly trained experts and sophisticated technology to stay ahead of today's software vulnerabilities, malicious insiders, and increasingly sophisticated hackers. Srishti provides tailor-made solutions to protect web and email services.

**VIDEO CONFERENCING SERVICES**

**What is Video Conferencing?**

Video conferencing uses telecommunications of audio and video to bring people at different sites together for a meeting. This can be as simple as a conversation between two people in private offices (point-to-point) or involve several sites (multi-point) with more than one person in large rooms at different sites. Besides the audio and visual transmission of people, video conferencing can be used to share documents, computer-displayed information, and whiteboards. Improvements are being made in collaborative tools that allow people at different sites to electronically manipulate a common document or computer application.

IEEE standards guide the development of video conferencing. The H.320 standard describes how video conferencing operates over ISDN telephone circuits. H.323 describes how video conferencing operates over the Internet. Multipoint Conferencing Units (MCUs) handle the traffic flow in multi-point video conferences and typically include gateway capabilities to bridge H.320 and H.323 sites together in a conference.

The quality of a videoconference primarily depends on the characteristics of the circuit between the conferencing sites. In the H.323 world, a high-quality conference (good audio and good video) needs about 768Kbs (Kilo Bits/Second) of bandwidth. On campus, this is usually possible since most data connections are at least 10Mbs (Mega Bits/Second). When a conversation includes a site off-campus, then the bandwidth between campus and the other site must be considered.
Why videoconference?

Sometimes it's just not possible or practical to have a face-to-face meeting with two or more people. Sometimes a telephone conversation or conference call is adequate. Other times, an email exchange is adequate. Video conferencing adds another possible alternative. Consider video conferencing when:

- A live conversation is needed
- Visual information is an important component of the conversation
- The parties of the conversation can't physically come to the same location; or
- The expense or time of travel is a consideration.

FEW EXAMPLES OF HOW VIDEO CONFERENCING CAN BENEFIT

Faculty member keeps in touch with class while gone for a week at a conference

- Guest lecturer brought into a class from another institution
- Researcher collaborates with colleagues at other institutions on a regular basis without loss of time due to travel
- Faculty member participates in a thesis defense at another institution
- Administrators on a tight schedule collaborate on a budget preparation from different parts of campus.
- Faculty committee auditions a scholarship candidate
- Student interviews with an employer in another city

Room-based versus desktop video conferencing

Different video conferencing equipment is designed for different situations. The newest equipment is quite portable and easy to setup, but there are other factors you need to consider.
Room-based

✓ Better for groups of people
✓ Likely requires more scheduling
✓ Easier to justify and accommodate additional collaboration tools, such as a document camera
✓ Room is typically treated for good lighting and sound characteristics

Desktop

✓ Typically used by one person
✓ Use on demand, assuming other site is available
✓ Relatively inexpensive to set up

Services offered

SITS Video Services can assist you in several ways in the use of video conferencing.

- Demonstrate room-based and desktop video conferencing equipment
- Assist in the use of Video Services' video conferencing studio
- Recommend equipment to purchase and appropriate room treatments
- Consult on video conferencing setup at other locations on campus
- Provide a second site for those testing their video conferencing equipment

METHDOLOGY

In a rapidly changing business environment it is important for every company to deliver business solutions fast, to enable the clients to achieve their desired business outcomes. The 'Expert Way' allows achieving speedy, consistent, quality results. Their comprehensive methodologies are applied to all internal
and customer-focused business processes. Their roadmaps drive the quality and tailoring of the system delivered. Their processes are how they deliver system and templates support the format for deliverables.

The 'Expert Way' is company's ISO 9001 Quality Management System utilized in daily operations. It is the foundation upon which Expert builds all of its solutions in a clear and concise manner. By satisfying the international quality management standard, their clients are provided with the assurance that all its solutions and services will consistently be of an extremely high quality.

**Quality Management System:**

- Defines an overall framework to be applied to all aspects of service delivery
- Allows 'tailoring' to meet client needs without compromising the quality of the deliverables
- Ensures high involvement by the client throughout the entire software development lifecycle
- Identifies key milestones and deliverables
- Provides an overall risk management approach
- Enables the project priorities to be established
- Establishes cost and schedule baselines
- Ensures the project progress is monitored and results communicate.

The fact that Expert has been independently awarded ISO 9001 accreditation is a true testimony to company's dedication in providing quality solutions and services to all the clients.
Training at Srishti is completely internal; every new and latest method will be followed to equip the required skills in employees to make them discharge various jobs. An independent training center is located at Bangalore city. Experts’ help will also be taken if necessary to workout new software skills requirements. Experts from outside, the training consultants, come and organize such kind of training programs. At this company the training officer will be the in charge of all activities, he works in consultation with all other concerned managers and project leaders. Though the equal importance is given to both technical and behavioral / cultural aspects, focus will be more on technical aspects as they are directly related to completion of the projects. Employees adapt to the existing cultural system of the company soon after they join the company. Very good teamwork is established to motivate the employees to observe the cultural norms while working on their respective jobs. Code of conduct and equal treatment to all the employees without any level difference, common dress code to all the employees also helping to avoid the difference between various employees. Consideration and regard for employees efforts is very much admirable in the company.

Training periods range from one week to one month, depending up on the skills requirement. Every employee will be put in to training, before they are taken in to projects, for a minimum of one week. With in this training period very careful observation will be there to study about employee present and potential capacities. This observation is helping the management to know about employee technical skills, behavioral skills and preferences. Finally it helps in placing employees to various types of projects. Employee career plan starts from this particular period. All employees who are bright and prospective will be placed in some key projects, they will be given challenging assignments to prove their skills and grow along with the company. After this entry level
training program, there will be exclusive training programs for every new project. In the project training programs, a comprehensive picture will be given about the project along with the information about different modules and their interfaces to have complete and comprehensive knowledge about what they are doing as a team. Employees who fail in meeting the standards will be sent to retraining on those particular areas where they are facing difficulty.

Behavioral training will be taken care by the outside experts, who come and organize such programs for a minimum of two days. Experts who provide in these areas are generally consultants in behavioral, cultural, social and ethical aspects. Teamwork, leadership qualities, social/ethical responsibility, communication skills, personal development will be focused in the behavioral training programs. Some behavioral games and role-plays are also conducted to mould employee to suit the working philosophy of the company. Company will not hesitate to spend money on training programs. It believes that every rupee spent in training programs will have its own contributions in employee and organizational effectiveness, which is the prime motto of training programs in the originations. Network learning is not practiced in the company it has its own methods and programs for the development of its employees.

PERFORMANCE MANAGEMENT

Company is having very good performance management system that is giving added advantage in managing the employees and organizational performance on a long-term basis. Management strongly believes that the future of the company is dependent on its present performance management system. Every required step will be taken to know individual and collective performance and manages it for the future requirements. Company always plans new interventions to enhance the performance of both individual and the team. Team wise performance related meetings also will be conducted to give the real picture of their performance and to discuss the ways of improving it.
Team wise analysis of contribution to organizational success also will be discussed in the team meeting.

For the effective performance management and to have input information in to the system, company conducts year-end performance appraisals; it considers the day-to-day reports of all employees. Separate appraisals for both individual and team will be done for the purpose. The project leaders and project managers will appraise their respective subordinates. The directors of the company will do the organizational performance analysis. The focus areas of performance appraisals are, job completion and group behavior. The primary importance is given to the factor of job completion. The system of performance checks whether the work is completed with in the time allowed and conforms to the quality of work as specified. Employees who are effective in these factors will have advantage over others in the career planning. The second factor that the system looks in to is the things like organization fit, adjustment with the group members, leadership qualities and communication skills. When it comes to the feedback system of performance appraisals, management sends reports to the employees, who will be found poor in the performance. They discus on the reasons of the poor performance and find the ways of overcoming those problem areas.

Srishti considers all the appraisal reports in employee future decisions; it has a policy of identifying and encouraging prospective candidates through appraisal system. Decisions like compensation, promotions, assignment of key and important projects, transfers, and even termination are taken only after referring the performance appraisal reports.

Company believes that the retention of employees is a key factor, it indicates the effectiveness of the company in managing human resources and make them resourceful human. It says, “Always preferring new blood without managing properly the employees who are already working in the company is not right strategy. This practice increases the cost of the projects and decreases the quality of work”. Retention of employees benefits both the management and employees. Management can succeed in keeping its
expertise without draining into other companies particularly into competitors.

To retain employees and to decrease the attrition rate, the company is following some strategies. All the strategies are completely future-oriented for both employees and the company. Till date no employees are necked out from the company for any kind of reason. Employee will be given required number of chances to workout their mistakes and weak areas. Counseling and retraining will be provided for the poor performers. Career planning in the company is very much encouraging, very good career path, which gives equal opportunity for all employees to progress, is the backbone in this matter. Only performance, no other reason, is given importance in career succession. Incentives in the company are also attracting employees to stay with the company; both financial and non-financial incentives are given to support the creativity and efficiency of the knowledge workers. With the development and growth of the employees, continuous salary hikes are also playing important role in the retention of employees.

**EMPLOYEE AMENITIES**

Employee amenities in the company are exemplary; no employee is dissatisfied with the amenities provided by the company. Advances are given to employees whenever they need for their personal and family maintenance. Company mediates with the banks to get various kinds of loans. Employee need not worry about the surety to get the loan sanctioned, because company gives the surety to get the loan sanctioned. When it comes to facilities in the workplace company is able to provide very conducive working environment that contributes to the working ability of the employees. Pleasant and beautiful workplace is provided with centralized air condition. Provision of conferencing with team members, project leaders for any queries & clarification, free cafeteria, provision of pure drinking water, subsidized food in the canteen are making employees happy. The other facilities like inter-com, Internet are also available in the company. Fuel charges up to Rs.1000 depending upon the rank are also
given in addition to the salary; a part of medical bills will also be reimbursed to two family members.

EMPLOYEE OWNERSHIP

Company gives very good regard and respect for its employees. Every employee also feels proud of his or her association with the company. Company considers all its employees as partners, and feels that the employee efforts as key factor in the growth of the company. Profit sharing practice is observed in the company. Every year employee will be given his share in the form of bonus.

The attrition rate of the company is about 15-20 percent every year. In spite of so many threatening factors like job hopping nature of employees, employee personal reasons, brain drain because of attraction towards good packages of top Indian software companies, multinational and overseas opportunities, company is able to maintain a reasonable employee retention. Though the attrition rate is above the industry attrition rate the company is happy with the situation.

CHANGE MANAGEMENT

Changes in the company are inevitable as it is in any other company. Company undertakes different projects from different clients across the world. As clients are different, with different requirements, to meet their requirements company should adopt many changes. In the process of change, after every project technical aspects like software, hardware specifications, and operating system keep changing. Employees have to learn new skills to work on new projects. The company will shoulder the responsibility of equipping the new skills. All qualified and willing candidates to undergo new software training will be sponsored by the company to various training institutes. But no social and cultural changes have taken place with noticeable manner in the company. It means so for no planned changes have taken place in this regard. But by
mutual understanding and co-operation of employees in accordance with the exogenous factors, very much noticeable cultural changes have taken place. Employees are having the habit of observing and inculcating the good work practices.

Resistance to change is not yet seen in the company. Employees of the company are very much pro to all kinds of change implementations. Employees of this company are very much convinced with the type of changes and its method of implementation. For change implementations, company is following the strategies of discussions with all related parties. The consensus will be taken from all the parties to the change. Many a number of times company is using change agents, who will be from employee community, to make the change implementations more effective. But no third party involvement is seen in the change programs. Company is able to show many advantages, whenever a change is implemented. Employee growth and development, along with reduction of work complexity, is ensured in every change intervention. Even salaries and incentives are also increased after every change as cost reduction is possible though implementation of change. Above all the factors are helping the company to not to have resistance to change and get the clear consensus of employees for all types of change implementation programs.

**JOB DESIGN**

Company adopts scientific methods in the job design. Jobs are designed by taking all related factors in to consideration. Nature of the job, content of the job, employee personal factors, need of technical skills, and other environmental factors will be analyzed and considered by the jobs engineer in the process of job design. Directors, project managers and human resource executives will participate in the design of the jobs. Jobs are set according to the educational background of the employee and related experience. Company goes for the redesign of the job if it feels necessary. If the majority of the
employees feel the problem that is identified, then that particular job will be considered for redesign. Company's objective in the job design is to design job that can be discharged by the average employee. The content of the job that is given to employees of the company is very easy to complete. Company will not overload the jobs of the employees, it allows every employee to work with great interest by using their creativity. The normal time that is required to complete the job is half the time that is allowed to employees. To the maximum extent fatigue is avoided in the jobs. Every job will be put under observation while employees are working and required steps will be taken to make them effective.

RELATIONS MANAGEMENT

Relations in the company are very congenial. Employees of the company are living like a small family. The social environment that is prevailing here is inducing every employee to cooperate with the management. Equal importance is given for all levels of employees. Frequent meetings are held to facilitate the face-to-face contact among all the departments. Relations between management and employees are very supportive to each other. Suggestion system, and grievance management are very much effective in the company. No employee will be depressed or suppressed of their problems, in fact no noticeable problems of this kind have come to the management that could damage the harmonious relations between management and employee. Communication system in the company is two-way. If any employee wants to talk to the management, he will be allowed without any time. Every decision will be taken after considering the opinions of concerned parties to decision.

When it comes to dispute settlement process, very less no of disputes have come to the notice of management that are solved with a simple effort. It is observed that, all disputes are taking place because of either communication gaps, or misunderstanding. So, the routes of the disputes are not strong, they
don't trouble the management for long period. Only discussions and explaining the real picture is solving the majority of the disputes.

REGULATION OF NONCONFORMANCES

Non-conformances are very much common problems and prevail in all types of working environments. But the organizations' effectiveness lies in how these non-conformances are managed and brought every employee to the standards. At Srishti, non-conformances will be identified by verifying various reports and the daily work sheets. Company always focuses on all reports and daily work sheets to improve the productivity and quality of the work. Behavioral non-conformances will be identified and solved with the help of reports from various sources. In the process of management of non-conformances, an initial warning will be given and later it will be followed by a counseling. The final step in this process will be providing retraining, if the problem is related to the nature of work. For behavior related problems, the experts in behavioral sciences will give a counseling.

H. R. ALIGNMENT WITH OTHER STRATEGIC FACTORS

This company always tries to align most of its human resource functions with the strategic issues like work culture, business strategies and the overall organizational performance. Company believes that the work culture and human resource strategy are one and the same. Without thought and including work culture in human resource strategy, planning will be an incomplete work. Work culture takes its routes from the strategic human resource management in this company. The business strategy and HR strategy are also aligned with the help of regular meetings between business executives and HR executives. Human resource strategy always follows the corporate business strategy. At Srishti the objective of HR strategy formulation is to relate its function to business strategy and aim for achieving the priorities of business planning.
Though these two are distinctive in their nature, steps are taken to merge them and produce the synergistic effects. The alignment is also made between HR strategy and overall organizational performance. Human resource management without any doubt contributes its part to the overall organizational performance. Organizational performance can be ensured only when all the functional departments work effectively by taking organization's success as their final output. No department can be aloof and work only for their achievements. Annual audit will be there to decide the contribution of various departments in the growth of the organization. Strategic human resource management is proved to be a vital player in this matter. The decisions on setting of priorities will be based on customer delight, and the customer delight will be achieved through the supply of qualitative software solutions. This is helping the company to have not only loyal clients but also to attract new clients from various parts of the world.

**KNOWLEDGE MANAGEMENT**

This company has no full pledged knowledge management system. This year, the company is planning to procure all the technologies to launch very effective knowledge management system. But it does not mean that the knowledge in the company is not managed. Traditional methods like meetings on work methods, recording them and storing all happenings in the database are followed for the purpose knowledge management. The best work methods will be put for analysis and will be discussed in the team meetings. This practice is giving chance to share the knowledge of one employee by all other employees. Data from various databases will be provided to ease the job completion and to reduce the complexity of the job.

To improve the work place relations, the work culture of the company is set according to the likes and dislikes of employees. As every HR activity like selection, training and placement are scientific, a in-built positive attitude towards harmonious work place relation is seen in all the employees. Quality
circles are also formed to have face-to-face communication and problem solving among all team members. This helps in solving problems of not only work related but also personal related. With this effort, the communication gaps between individuals in teams also will be identified in the early stages and addressed properly to avoid mistrust among the employees. The other factors like common cafeteria and canteen, social cum business meetings in star hotels also increasing the workplace relations in the company. Some of the above factors are also helping in bringing harmonious relations between employees and employers. Employers of this company are having very good positive attitude towards their employees. For any kind of problem employee will be allowed to talk to them with out any restriction. As company is progressing like a small family the industrial relations are also very congenial and motivating every employee to have belongingness with the company. The role played by the MIS manager is very much admirable as he sets very good platform for the exchange of required information.

THE PRESENT CHALLENGES

The company's present challenges are as follows

- Cost reduction: in spite of all the measure taken to control the cost of project completion, it is increasing incrementally after every project. Company is now planning to focus on areas where money is spent unnecessarily to avoid them
- Integration among all project managers
- Though the company puts many efforts, to integrate all the project managers and project members, still there is scope to work out so many areas to remove the bottlenecks of the productivity.
- Labor turnover  Labor turnover of the company is just above the industry turnover rate. This year it is 17% and last year it was 20%. Company worked a lot on so many problems but still it is above the industry standard.

**KEY SUCCESSFUL FACTORS**

The key successful factors of the company are as follows

- Good cliental relations: Company could get very good success in building clientele relations. 80% of the company clients are repetitive. Company is feeling proud of its loyal clients.
- Family culture: employees of the company live like a family. Every employee is feeling the belongingness and relatedness with the company. Even the management of the company is very much proud of its employees.
- Project management: project management in the company is very scientific. Techniques like PERT, job sequencing and job assignments and the other operation research technique are followed in the project management. All the projects, till date, are completed and supplied to its clients within the scheduled time.

**EXPECTED CHANGES**

In the views and expectations of the company almost all human resource functions are getting their new form. The invasion of the technology in to the functional areas of HR is increasing every day. Because this all the traditional methods of human resource are over shadowed by the latest methods. Company is expecting that in coming future virtual teams may be used more. Contractual employment may dominate in completing the projects. Electronic recruiting may become the best way to procure skilled employees. Right sizing, downsizing etc. may become general practices of the companies.
Knoah Solutions is a leading offshore outsourcing company with facilities in Hyderabad, India, providing the best multi-channel customer and technical support for technology products and services, enabling US call center quality at competitive offshore prices. Built on a strong foundation of experience, process, superior staffing and technology, Knoah offers world class support for voice, e-mail, and chat communications, as well as high quality, low cost offshore business process outsourcing (BPO).

Knoah provides a full range of offshore outsourcing services for customer support that enable companies to keep pace with the flood of customer communications that are threatening to drown internal support teams. While most offshore outsourcing companies offer a one size fits all approach to customer support—where the outsourcer drives the relationship through "standardized" processes and strategies they have used with other clients, regardless of their individual needs—Knoah works with all clients in a "co-Managed" fashion to build tailored, dynamic solutions for outsourcing the full range of customer support issues (from simple to complex) that those companies face. Ultimately, this leads to much better adherence to the client's branding and customer care philosophy, and as a result, leads to better customer satisfaction and retention.

Built on a strong foundation of experience, process, superior staffing and technology, Knoah offers world class support for voice, e-mail, and chat communications, as well as high quality, low cost offshore business process outsourcing (BPO). In addition, they have developed a custom suite of software tools that enable them to deliver on productivity, quality, training,
workforce management and customer satisfaction better than any other competitor.

By combining the state-of-the-art infrastructure with an experienced management team and highly skilled agents in India, knoah enables its clients to easily and affordably deliver world-class customer support on a broad range of customer facing and non-customer facing tasks.

SERVICES

With Knoah, companies may choose from among a number of customer support services to develop a solution tailored to their specific needs:

- **Knoah Mail** - Agent supported e-mail response service.
- **Knoah Chat** - Agent supported Real-time chat service.
- **Knoah Voice** - Agent supported Voice response service.
- **Knoah BPO** - Agent supported business process outsourcing service

**Knoah Mail**

It is becoming increasingly common for busy people to send a quick email to a company requesting an answer to a "simple" question rather than make a phone call and more often than not, wait on hold for help. While not every question sent via email is quite so simple, many companies recognize that answering email in a timely fashion can prevent a more costly phone calls later. As companies try to deflect more voice calls to electronic channels like email, the volume of correspondence can become substantial. As a result, companies often require dedicated, specially trained staff to handle customer email.

**Knoah Chat**

If the emerging habits of teens and young adults are any indication of the future of communication, on-line chat will continue to become a serious
contender to the traditional channels of voice and email for support needs. As a support channel, chat combines the best qualities of both voice and email in exchanging information directly between companies and their customers. It provides the immediacy and interactivity of voice, with the ability to communicate difficult or lengthy topics by employing “push” technology or simply sending a file, web link or image. Furthermore, customer service agents can support 3-4 simultaneous chat sessions with high effectiveness, giving companies the chance to save money over standard, one-at-a-time voice calls.

For the past two years, Knoah Solutions has been successfully meeting the challenges of providing high quality, high volume chat support for our client’s customers.

**Knoah Voice**

While high quality, electronic support channels are emerging as a cost effective means of supporting the customers, the telephone is still by far the most popular. Many people want to speak with a “live voice” they can trust when they need help or are making a purchasing decision. The quality of that interaction will make the difference between making and losing a sale or keeping and losing a valued customer. This is why choosing an offshore voice-outsourcing partner has become a mission critical decision for leading companies to make. The right combination of technology, training and proven operational experience is critical to ensure success while allowing the cost savings to justify any perceived risks.

For the past two years, Knoah Solutions has been successfully building that unique blend of technology, training, and operational experience that will insure the highest quality voice support experience for clients and your customers. And just as importantly, they provide that superior experience at extremely competitive rates.
Knoah BPO

Despite a highly automated world, there is still a need for companies to employ people to perform repetitive, highly standardized tasks. In fact, some might argue that automation increases the need for this type of activity rather than reduces it. Whether the task is data entry to a corporate or customer database, handling change requests from customers, processing claims, reviewing applications, or any number of other similar back office tasks, it can be a challenge for companies to find and keep people in the US who can do a good job for typically low wages. For the past two years, Knoah Solutions has been successfully meeting the challenges of providing high quality, high volume BPO support for our customers.

Knoah’s 24/7 operation, based in Hyderabad India, is staffed with highly trained, well educated, and dedicated individuals who take the time to make sure each transaction is done right before moving on to the next one. Knoah knows that accuracy and consistency is the key to BPO, and that takes commitment, knowledge and caring from the BPO partner.

Focus on quality

What makes Knoah unique as an outsourcer is the investment they make in quality assurance team. Company blends together highly trained staff, with a custom developed suite of quality tools and a transaction recording, analysis and feedback process that is unique in the industry.

Quality Assurance

- 10 full time QA analysts
- 2-3% of transactions are reviewed for quality
- Quality metrics are aligned with client goals and objectives
• Quality scores are recorded and reported on using KnoahsARK
• Results are shared with management team for use in compensation computation and remedial efforts for individual agents.

OFFSHORE OUTSOURCING – OPERATIONS

One of the things that make Knoah unique as an outsourcer is the work behind the scenes to provide the people, processes and technologies that enable them to have a more efficient and effective operation than competitors. Knoah puts people where they are needed to get the job done, both in the US and in India. As a result, company can provide some of the best pricing in the industry while maintaining the productivity and quality that their clients demand.

Knoah's world-class expertise in eCRM and KM technologies gives a unique advantage in developing technology approaches that work well. They are building a software infrastructure that they call KnoahsARK™ that enables them to go beyond the current productivity tools in the marketplace. Most of the existing tools focus on single client operations, which are not well suited to offshore outsourcing requirements. As a result, they are building software that is critical to running a successful offshore outsourcing business by providing: Training, Quality Assurance, workforce management, knowledge management and Reporting modules that are integrated into a web accessible suite that the clients can access in order to maintain better visibility. Voice and data infrastructure uses redundant lines provisioned from reliable carriers both here and in US. Only knoah is using equipment from proven vendors that know the importance of high availability and uptime to the contact center industry. They take advantage of VPN and compression technologies to maximize the throughput of its network and security of all client's data and internal networks.
OFFSHORE OUTSOURCING - INDIA OPERATIONS

Knoah extends its client's infrastructure in an unobtrusive way, leading to faster up-time and lower costs. Knoah's agents are located in modern, multi-channel, 500 seat contact center facility in Hyderabad, India.

In addition to agent population, they have complete operational support teams working in the same facilities. they staff full-time domain and soft-skills trainers to efficiently bring new agents up to speed. they maintain experienced management and supervisory staff at ratios that insure agent and operational issues are quickly handled. they have dedicated quality assurance professionals that use KnoahsARK software to evaluate agent responses on a daily basis and provide feedback to both agents and clients. they also have a dedicated knowledge management team that works with their agents, supervisors, QA and clients to make sure they have effective domain knowledge to support all agents in providing the best possible answers to the client's customers. Finally, it has 24/7 IT staff that insure everything is up and running, from the networks, to the servers, to the agent's workstations.

Knoah's facilities are connected to redundant, high-speed, high-availability, shared bandwidth carriers that enable efficient and secure (via VPN) data communication with clients and their customers around the world. their voice infrastructure uses redundant, fiber based, IPLC lines to insure high quality signal transmission with minimal latency. they employ Cisco ICM equipment delivering toll quality VOIP support between India and in Voice hub located in secure co-location facility in Redwood City, CA.

PARTNERS

Knoah's partnerships are focused in two areas: Technology partnerships and Sales & Marketing partnerships. In the technology partnership area they
have established partnerships with some of the leading voice technology providers like Cisco and Expanets. knoah established partnerships with international private line experts like AT&T and Singtel. Finally they are securing partnerships with CRM software vendors like Witness Systems, Kana, eGain and AIM Technologies. In the sales area they are focusing on partnerships with leading "traditional" and "non-traditional" outsourcing companies to help extend their ability to address the requirements of their existing customer base. In this area knoah has established a partnership with the Port@l Group, a UK based outsourcer of Call Centers to assist them in leveraging India for their UK based clients. they have also partnered with Fortech BPO to provide similar services for their US clients. In the marketing area it has established partnerships with a leading Bay Area marketing firm—Slider & Associates and a leading website design firm in India—Savitr.
Knoah is the company, which is serving its clients through its call centers in India. Most of the company strategies are mainly dependent on clients' strategies. Role of HR in the company seems to be very limited. The working hours of the company will be 24 hrs a day. Employees of three shifts will cover the total operations. But Knoah is a global company, its head office is located in America; it is trying to increase the HR activities in its operations. At present only nine employees are working in the HR department including training and development personnel at Hyderabad center.

Company started with 40 employees in the year 2001 and now its strength is increased to 600 employees in Hyderabad center alone. In the following section an analysis is provided about HR practices at Knoah solutions.

TRAINING STRATEGIES

Training at Knoah is not so complex. So far company could able to manage every training program internally. There are seven staff members in the training and development, who completely take care of equipping the technical skills required to work on various projects. Training requirements are of two types in the company. First one is the technical skills requirement; most of these are on Internet concepts and on e-commerce. But the areas of Training would be decided based on client's requirements, they only specify the technical areas where employees must be thorough. The other types of Training requirements are behavioral /social, they include Training On communication skills and cultural aspects. The percentage of concentration on these two is 60:40 respectively. The period of Training ranges from 15 days to one month, initially every employee has to undergo minimum of 15 days Training. After joining into projects a need based Training Programs will be organized on problem areas where employees will be facing difficulty.
Knoah believes that the money spent on training programs will fetch its benefit in the effective completion of all projects. Knoah is not having the concept of inter-organizational learning as no system is established in India to pool and share learning knowledge.

PERFORMANCE MANAGEMENT

Vice president of Knoah does every appraisal. He checks all the feedback forms and takes required decisions on performance management. It is quite possible for a single man as the employees' strength in the center is only 600. But he consults all the team managers and project managers to decide the technical effectiveness of the performance. He also consults the HR team to decide the organizational fit of the employee. The content of appraisal covers everything of employee; they are punctuality, accountability, organizational belongingness, morale of the employee, work effectiveness and the group behavior. Only annual appraisal will be done at Knoah and the findings of the performance are not given to the employees. The appraisal reports will be sent to team leaders, project managers and other managers who are concerned.

When it comes to the use of reports in future decisions, all the related findings will be considered in the decisions like salary hikes, promotions, assignment of key tasks, and the terminations. They consider not only the appraisal reports but also the potential capacity of the employee to undertake future projects and continue with the organization. They see how good they are in their relevant field of working. The other important thing that is considered in the performance is the behavior with the clients. Every client is empowered with the right to evaluate the process of responding to the client's queries. They have the equal power to suggest on the areas of improvement. Every employee who fails to satisfy the client continuously will be considered for termination. Candidates who are exemplary in all their assignment will be selected to work on key projects of the company. Even in time of promotions all the above factors will be considered along with the annual appraisal reports.
RETENTION OF EMPLOYEE

Knoah always prefers to retain its employees as every employee will be experienced and get the required expertise in providing necessary information to the clients. The attrition rate at Knoah is 30-40 percent per annum, company is facing a great difficulty in reducing it to the industry standards, 90 percent of the employee who are leaving the company are either going to the branded companies to have personnel development or going to educational programs. Most of them are joining Indian top software companies like T.C.S, Satyam, Infosys and HCL. And little number of employees is going out for further educational programs like graduations, post graduations and software training programs like java, mainframes, ERP, SAP and other advanced software programs. Few more number of employees is also leaving the company as they are getting good jobs in foreign counties.

Company is adopting various strategies to reduce the attrition rate. A decent employment security is provided for employees who join in company. Probation period is not at all there which may allow the company to send employees out while they are in the probation period. No strict rules are there, all rules are easy to follow and they are employee supportive. According to employee educational background only the promotions will be given and the career path also will be set. There are monthly incentives to reward the good performers and encourage or motivate all the employees. Every year salary hikes are given for all employees who continue in the company. Even after taking all the above measures, the attrition rate of the company is increasing year after year and becoming a mind-boggling problem to the company management.

EMPLOYEE FACILITIES

To attract the employees and increase the retention rate, company is giving a fair bit of financial support. They are like vehicle loans, loans to purchase or for constructing houses, loans / advances for marriages. The
advances for marriage will be given internally and for the other forms of the loans, the company helps by recommending to various banks and financial institutions. In granting loans preference will be given for long standing employees. At Knoah there is no provision of taking care of any employee of personal works. And the provision of ESOP is also not in practice in the company. Facilities in the cafeteria will be given at free of cost, food for day shift employees will be supplied at subsidized prices and for employee who work in the night shift will be given food at free of cost. Option of flexi work also is not available. Without any gender difference all employees have to work in night shifts. It is observed the lady employees are facing a bit difficulty in attending night shifts. As sexual harassments are more in I.T industry, lady software engineers are leaving the companies very frequently in the industry. Same problem is felt at Knoah.

CHANGE MANAGEMENT

Change at Knoah is routine. As clients and client requirements change frequently, changes will be implemented to satisfy all the clients and make them repeat customers. Employees at the company also know the situation and all them are cooperating with the company in this matter. So far there is no structured mechanism for implementation of social and behavioral changes, but for technical change requirements, there is always a system to identify the need of change and implement the same to suit the customer requirement. The beauty in the company is so far no resistance is observed for any change implementation programs. Every employee will be very much supportive for change implementations and they always try to equip the new skills and adjust with new systems. As total business will be by mailing and chatting, employees will have to learn skills on special area like Internet technologies and information inter-change.
JOB DESIGN

Design of jobs in the company is completely internal. H.R assistant manager and vice president of the company collectively design all the jobs. They consider all technical and human factors that are involved in job and then decide the content of job. Except shift system, no major problems are there in the discharge of the job content. Employees feel very much ease in completing the work because of the nature of the job.

RELATIONS MANAGEMENT

Very good importance is given for the healthy relations in the company. H.R department plays very vital role in developing good communication system to reduce the communications gaps and to give information about prevailing procedures and changing systems of company. Monthly meetings are also organized with various groups for the purposes of getting coordination in all the activities. Employees of the company live like a family. Size of work force is also helping every one to know every other in the company. Commonplace for tea breaks and launch also getting every one under one roof. It is increasing the feeling of one-ness of the employees and belongingness with the organization. There is no much distance between employee and the managers. All the managers can recognize all their subordinates by names. It shows the rapport that is there between employees and the managers.

Disputes at Knoah are very less. No major or noticeable disputes occurred so far in the company, which hampered the well-being or harmony in the organization. Counseling by the H.R managers will solve all the problems. If the problem is not solved in that level, it will be taken to the notice of the vice president and it will be solved there.

REGULATIONS OF N-C'S

In every work environment non-conformances are common, they arise because of so many personal and situational reasons. Employees at Knoah
have different educational and cultural backgrounds; some employees are joining the company just after their pre-university education. Most of them are under graduates and graduates, few of them are not from computer background, many arts and science students are also joining the company. They are all just trained in some software institute on Internet technologies. This is making employees to fall short of their expected standards. Monitoring system by the clients is also there to find out the n-c's. Regulations of these non-conformances will be by talking to those employees who are facing problems and finding the reasons. Later a counseling will also be given to them. If the problem areas are still continuing, those employees will be sent for retraining programs.

KNOWLEDGE MANAGEMENT

For the purpose of knowledge management, a database is created by capturing useful data from various operations. Whatever information company feels useful, that will be saved automatically by the project managers. Later this information will be used in solving problems in the future projects. Every employee can access to this database by taking permission from operations manager.

PRESENT CHALLENGES

The main challenge that is there before the company is to reduce the attrition rate. A mind boggling 30-40 percent of attrition rate, is creating lot of problems in retaining the skill of the company. Every year new employees come and take some gestation period to settle in the work. So, the company is planning to reduce the attrition rate by adopting some strategies.