1. I WOULD LIKE TO KNOW THE 'MISSION' AND 'VISION' OF YOUR COMPANY
   A. GENERAL MANAGEMENT PERSPECTIVE
   B. HUMAN RESOURCE MANAGEMENT PERSPECTIVE

2. MAY I KNOW ABOUT YOUR TRAINING SYSTEMS
   A. TECHNICAL TRAINING
   B. BEHAVIORAL / CULTURAL TRAINING
   C. COST PER EMPLOYEE
      - TECHNICAL
      - BEHAVIORAL
   D. PERIOD OF TRAINING
   E. FREQUENCY OF TRAINING
   F. HUMAN RESOURCE DEVELOPMENT PROGRAMS

3. WHAT IS THE IMPORTANCE GIVEN TO VARIOUS TRAININGS?
   A. TECHNICAL (IN %)
   B. BEHAVIORAL

4. "SPENDING ON TRAINING PROGRAMS IS MERELY WASTE OF MONEY" WHAT IS YOUR
   OPINION SIR,

   I STRONGLY AGREE    I AGREE TO SOME EXTENT    I CAN'T SAY    I DISAGREE    I STRONGLY DISAGREE

1. SIR, DO YOU HAVE THE CONCEPT OF 'NETWORK LEARNING' IN TRAINING SYSTEMS?
   IF YES PLEASE GIVE ME THE DETAILS
   A. HOW MANY COMPANIES ARE THERE IN YOUR GROUP
   B. WHAT ARE THE MAIN AREAS OF LEARNING?
   C. WHAT ARE THE ADVANTAGES OF THIS SYSTEM?
2. MAY I KNOW HOW EMPLOYEE APPRAISAL IS DONE IN YOUR ORGANIZATION
   A. WHO WILL APPRAISE?
   B. WHAT WILL BE APPRAISED?
   C. HOW FREQUENTLY APPRAISAL IS DONE
   D. HOW THEY ARE COMMUNICATED TO EMPLOYEES

7. I WOULD LIKE TO KNOW, HOW THE APPRAISAL REPORTS ARE USED IN FUTURE DECISIONS
   A. IN COMPENSATION
   B. IN PROMOTIONS
   C. NEW ASSIGNMENTS
   D. TRANSFERS
   E. TERMINATIONS

8. SIR, DO YOU THINK THAT, RETENTION OF EMPLOYEE IS A KEY FACTOR IF YES WHY IT IS SO IMPORTANT

9. WHAT ARE THE STRATEGIES YOU ARE FOLLOWING TO RETAIN EMPLOYEES
   A. EMPLOYMENT SECURITY
   B. CAREER MANAGEMENT
   C. INCENTIVES
   D. HIKE IN SALARIES

10. ARE EMPLOYEES GIVEN CHANCE TO KNOW THEIR CAPACITIES AND PLAN THEIR FUTURE

11. WHAT THE FACILITIES ENJOYED BY YOUR EMPLOYEES
   A. FINANCIAL SUPPORT - LOANS
   B. TAKING CARE OF THEIR PERSONAL WORKS
   C. FACILITIES IN THE WORK PLACE
   D. OPTION OF FLEXI WORK

12. I WOULD LIKE TO KNOW ABOUT 'EMPLOYEE OWNERSHIP' PRACTICES IN YOUR ORGANIZATION

13. WHAT IS THE ATTRITION RATE OF YOUR ORGANIZATION? IN YOUR OBSERVATION WHAT ARE THE REASONS FOR IT.
14. MAY I KNOW THE PROCESS OF CHANGE MANAGEMENT IN YOUR ORGANIZATION?
   a. KINDS OF CHANGES
   b. RESISTANCE (REASONS)
   c. RESISTANCE MANAGEMENT
      - DISCUSSIONS
      - INCENTIVE OFFERS
      - THIRD PARTY INTERVENTIONS
      - BY FORCE
      - BY USING CHANGE MANAGEMENT

15. I WOULD LIKE TO KNOW ABOUT 'JOB DESIGN' & 'REDESIGN' IN YOUR COMPANY
    A. WHO WILL DESIGN?
    B. WHAT ARE THE FACTORS CONSIDERED?

16. MAY I KNOW ABOUT YOUR DISPUTE SETTLEMENT PROCESS?
    A. WHAT KIND OF DISPUTES ARISE
    B. HOW FREQUENTLY DISPUTES ARISE
    C. HOW THEY ARE RESOLVED

17. HOW DO YOU REGULATE THE NON-COMFORMANCES (N-C'S) OF EMPLOYEE?
    A. WORK RELATED
    B. BEHAVIOR RELATED

18. MAY I KNOW HOW YOU ARE ABLE TO ALIGN THE FOLLOWING FACTORS
    A. WORK CULTURE AND HR STRATEGIES
    B. BUSINESS STRATEGIES AND HR STRATEGIES
    C. OVERALL ORGANIZATIONAL PERFORMANCE AND HR STRATEGIES

19. WHAT ARE YOUR PRACTICES OF 'KNOWLEDGE MANAGEMENT'?

20. WHAT ARE THE STRATEGIES THAT ARE FOLLOWED TO ENSURE THE FOLLOWING
    A. IMPROVEMENT OF WORKPLACE RELATIONS
    B. IMPROVEMENT OF INDUSTRIAL RELATIONS
    C. ROLE OF CHIEF INFORMATION OFFICER (CEO)

21. WHAT ARE THE PRESENT CHALLENGES OF YOUR HR DEPARTMENT

22. WHAT ARE YOUR KEY SUCCESSFUL FACTORS (KSF'S) WHICH ARE GIVING
    COMPETITIVE ADVANTAGE OVER YOUR COMPETITORS?
23. UP TO YOUR ESTIMATION, WHAT ARE THE EXPECTED CHANGES IN HR STRATEGIES

24. DO YOU FEEL THAT 'EMPLOYEE EMPOWERMENT' FETCHES GOOD RESULTS

25. WHAT ARE THE ACTIVITIES YOU HAVE UNDER TAKEN TO INCREASE THE HARMONY IN EMPLOYEE

26. WHAT ARE YOUR QUALITY IMPROVEMENT PROGRAMS

27. DO YOU CONDUCT 'EXIT INTERVIEWS' TO WHAT EXTENT DO YOU CONSIDER THE SUGGESTIONS GIVEN BY THE EMPLOYEES

28. IN STRATEGY FORMULATION OF HR WHO ARE THE KEY PLAYERS INVOLVED.
# SECONDARY DATA SCHEDULE

**TOPIC: STRATEGIC HUMAN RESOURCE DECISIONS IN INDIAN INFORMATION TECHNOLOGY INDUSTRY**

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<td>1. NAME OF THE ORGANIZATION :</td>
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<td>2. YEAR OF ESTABLISHMENT :</td>
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<td>3. TOTAL NO. OF EMPLOYEES :</td>
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<td>FEMALE:</td>
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<td>5. YEARLY TURNOVER FOR 5 YEAR (IN RS)</td>
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<td>6. NO. OF PROJECTS COMPLETED FOR 5 YEARS</td>
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<td>7. HOW MANY BRANCHES YOUR COMPANY IS HAVING</td>
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8. DO YOU HAVE NEXUS WITH ANY FOREIGN COMPANIES

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9. HOW MANY EMPLOYEES WERE SENT OUT IN DOWNSIZING PROCEEDINGS FOR THE PAST FIVE YEARS

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10. WHAT IS THE LABOUR TURNOVER RATE FOR THE PAST 5 YEARS

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11. IN YOUR OBSERVATION WHAT WERE THE REASONS FOR THE LABOUR TURNOVER

1      2

3      4

12. WHAT IS THE NAME OF YOUR C.E.O. :

13. WHAT IS THE NAME OF YOUR C.I.O:

14. WHAT ARE THE MEASURES YOU HAVE TAKEN FOR COST REDUCTION TO MEET THE RECESSION

1      2
15. WHAT ARE THE SOFTWARE EXPORTS FOR THE PAST FIVE YEARS

16. WHAT ARE THE AWARDS BAGGED BY THE COMPANY:

17. DETAILS OF HUMAN CAPITAL VALUATION:
PRIMARY DATA SCHEDULE

TOPIC: STRATEGIC HUMAN RESOURCE DECISIONS IN INDIAN INFORMATION TECHNOLOGY INDUSTRY

1. NAME OF THE EMPLOYEE :

2. NATURE OF WORK :

3. MONTHLY SALARY :

4. TOTAL SERVICE : IN THE PRESENT COMPANY :

5. AGE

6. SEX

7. ARE YOU HAPPY WITH THE INTERNAL CAREER OPPORTUNITIES IN THIS COMPANY?
   YES  NO
   IF YES DO YOU LIKE TO CONTINUE HERE  YES  NO
   IF NO DO YOU LIKE CONTINUE HERE  YES  NO

8. WHAT WILL BE THE BEST PRACTICE FOR YOUR GROWTH?
   A. WORKING WITH THE SAME COMPANY FOREVER
   B. CHANGING COMPANIES FREQUENTLY (ONCE FOR EVERY SIX MONTHS)
   C. CHANGING COMPANIES AFTER FIVE YEARS.

9. DO YOU THINK THAT YOUR COMPANY IS PUTTING EFFORTS TO RETAIN EMPLOYEES?
   YES  NO
10. "THE CONTENT OF YOUR JOB IS SCIENTIFICALLY DESIGNED BY TAKING EMPLOYEE AND WORK RELATED FACTORS INTO CONSIDERATION" WHAT IS YOUR OPINION?

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<th>Agree</th>
<th>Can't Say</th>
<th>Disagree</th>
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11. DO YOU THINK THAT SOME SORT OF ENGINEERING SHOULD BE DONE TO REDESIGN YOUR JOB

Yes  No

12. ARE YOU GIVEN CHANCE OF KNOWING ABOUT YOUR STRENGTHS AND WEAKNESSES IN THIS ORGANIZATION?

13. WAS THERE ANY COUNSELING PROVIDED TO REDUCE YOUR WEAKNESSES AND INCREASE THE CAPACITY?

14. ARE YOU HAPPY WITH THE PREVAILING TRAINING METHODOLOGIES?

Yes  No

15. WOULD YOU GIVE YOUR SUGGESTIONS TO IMPROVE THE TRAINING METHODOLOGIES?

16. WHAT CONTENT DO YOU CONCENTRATE MORE IN TRAINING PROGRAMS?

A. Work Content  B. Behavioral Content

17. WHAT ARE THE COMMON REASONS FOR EMPLOYEE TURNOVER IN YOUR OBSERVATION?

18. WHAT DO YOU SUGGEST TO REDUCE THE EMPLOYEE TURNOVER?
19. WHAT IS YOUR OPINION ON PRESENT APPRAISAL METHODS OF YOUR COMPANY?

- THEY ARE ACCURATE & NOT SO ACCURATE
- THEY ARE NOT ALL GOOD
- JUSTIFYING
- SOME ASPECTS MUST BE
- MANY ASPECTS MUST
- CHANGED
- CHANGED

20. DO YOU THINK PAY AND PERFORMANCE ARE INTERRELATED AND INTERDEPENDENT IN YOUR ORGANIZATION?

- YES
- NO

21. DO YOU THINK APPRAISAL REPORTS ARE CONSIDERED IN EMPLOYEE CAREER PATH?

CONSIDERED

NOT SURE

NOT CONSIDERED

22. "WHEN YOU COMPARE WITH OTHER COMPANIES, DOES THIS COMPANY PROVIDE YOU HAPPY WITH THE FACILITIES."

I AM VERY MUCH HAPPY

O.K.

I CAN'T SAY

I AM HAPPY

23. WHAT MORE FACILITIES ARE YOU EXPECTING FROM YOUR MANAGEMENT.

24. WHEN CHANGE IS TO BE IMPLEMENTED HOW YOUR MANAGEMENT PROCEEDS

1. DISCUSSION WITH EMPLOYEES.
2. USING CHANGE AGENT
3. BY FORCE

25. ARE EMPLOYEES SUGGESTIONS CONSIDERED IN DECISION MAKING IN YOUR COMPANY

26. HOW FREQUENTLY TRAINING PROGRAMS ARE CONDUCTED
27. HAVE YOU UNDERSTOOD THE VISION & MISSION OF YOUR COMPANY

| WE ARE NOT INFORMED | KNOW ABOUT | UNDERSTOOD | UNDERSTOOD | COMPLETELY & RELATED TO THAT |

28. IN YOUR OPINION, WHAT IS YOUR WORK LOAD

| IT IS UNDER LOADED | EQUAL TO MY CAPACITY | IT IS OVER LOADED |

29. IS YOUR PRESENT ASSIGNMENT RELATED TO THE TRAINING YOU HAVE UNDERGONE

| YES | NO |

30. WHAT IS THE COMMUNICATION PATTERN IN THE ORGANIZATION

| A. BOSS CENTERED | B. SUPPORTIVE |

31. HOW THE WORK PLANNED AND ALLOCATED

1. COMPLETELY DONE BY THE TOP
2. WITH THE CONSULTATION OF EMPLOYEES
3. DIRECTIONS WILL COME FROM THE TOP AND PLANNING AND ALLOCATION WILL BE DONE BY THE TEAM

32. WHAT IS THE LEVEL OF AUTONOMY IN YOUR WORK

| WE HAVE TO FOLLOW | AUTONOMY IS GIVEN | WE ARE FULLY AUTONOMOUS |

33. DO YOU HAVE ANY KIND OF PSYCHOLOGICAL PRESSURE WHICH HAMPERS YOUR EFFICIENCY BECAUSE YOUR TARGETS

| YES | NO |

34. DO YOU LIKE TO HAVE FLEXI WORK SYSTEM IN YOUR ORGANIZATION

| YES | NO |