CHAPTER 3
INDUSTRY PROFILE & COMPANY PROFILES

3.1 Industry Profile

3.1.1 Information Technology - Origin Internationally:

Information Technology (IT) is defined as the use of computers and software to manage information[72]. It stores, protects, processes, transmits and retrieves the information as and when needed. IT comprises of both software and hardware and includes everything from computer systems, to the design, implementation, study and development of IT and management systems. As an industry, it has become the most robust industry in the world in view of its increased productivity and thus became the key driver of global economic growth. Over the years, the demand for IT services has increased significantly due to its easy accessibility and the wide range of IT products. The industry has emerged as a major global source of both growth and employment[73].

The first IT Company founded to provide software products and services was Computer Usage Company in 1955. This was established by Elmer C. Kubie and John W. Sheldon in New York City to offer services to help and develop computer programmes. However, as an industry it gained momentum only in the early 1960s. The prime customers who created a large demand for software in those days were Government, Universities and business people. A few other software companies were set up in the early 1960s and included various other concepts like advanced computer techniques, automatic data processing, applied data research and general informatics. With this, the software makers started developing operating systems, systems software and programming environments.

There was a significant growth in the industry in the mid-1970s with the introduction of personal computer (PC) with desktop computing facility to the office worker. In the subsequent years, the industry created a huge market for games, applications and utilities. Microsoft’s Disk Operating System was the dominant operating system during this period. In the early years of the 21st century, the industry mushroomed with a successful business model viz., software-as-a-service (SaaS) which was useful to reduce unauthorized copying.
3.1.2 The Origin and History of Indian IT industry:

Indian IT industry is rapidly growing and has a great reputation and brand value across the world. It comprises of software sector, Information Technology Enabled Services (ITES) and Business Process Outsourcing (BPO). India is viewed as an affordable market destination for software development and IT services. Indeed, the origin of Indian IT industry can be described as under:

Till 1965, there were restrictions on immigrants to United States of America (USA). In 1965, the immigration laws in USA were modified and those restrictions were liberalized considerably. Owing to this, a good number of Indian professionals migrated for opportunities in IT industry in USA. In view of the fast growth in this industry, there was a need for IT professionals outside the USA as well. By the time, India had a large number of English speaking technically strong people, and thus outsourcing of work started gaining momentum which ultimately led to huge boom in IT industry in India. Meanwhile, Tata Consultancy Services (TCS) was started by the TATA group for software development services in India in 1968. In fact, TCS started software services by developing punched card facilities for TATA Steel employees (TISCO). The first abroad client for TCS was Burroughs Corporation, USA. The task of TCS was to inscribe software code for Burroughs machines in 1974. In the light of good performance, slowly TCS grabbed a number of small and big projects during the following years and became one of the top IT companies in India. The company ‘Western India Vegetable Products Limited’ (WIPRO) incorporated in 1945 in Bombay (earlier name of Mumbai), shifted its focus from as a manufacturer of refined oils to new business opportunities in the IT industry in 1966 under the chairmanship of Azim Premji. With an objective of providing quality software services, ‘Infosys’ was founded by Narayan Murthy and his friends in Pune 1981. Later, the registered office of the company was relocated from Pune to Bangalore in 1983. At that time, the situation for IT industry was very worse in India as the policies of Indian Government towards private companies were not encouraging. Till 1984, the IT was not considered as a separate industry and thus was not given any subsidies. However, the Indian Government’s policy towards IT has changed when Rajiv Gandhi became the Prime Minister in 1984. He introduced a New Computer Policy (NCP) which comprised of a package of slashed import tariffs on software and
hardware. This has laid the foundation for the development of world-class IT industry in India.

Today, Indian IT companies are known for their IT prowess in the global market. Indian education system, high quality human resources, competitive costs and robust infrastructure (telecom, power, transportation, etc.) have played a key role in India’s successful emergence as a key global IT player.

3.1.3 Performance of IT Industry:

Over the years, Indian IT industry has seen incredible growth. Cities like Bangalore, Hyderabad, Pune, Chennai and Gurgaon have evolved as global IT hubs with the establishment of several IT parks. The performance of IT industry during 2009-2014 in terms of the revenue generated through exports and domestic business is shown in the following table.

Table 3.1: The IT Industry Revenue Trends during 2009-2014 (in USD Billion)

*E – Estimated
Source: Reports of Dept. of Electronics and IT, Govt. of India (Website: www.deity.gov.in)
The above table and figure depict that the IT industry revenue is estimated at USD 105 billion in the financial year 2013-14 as against USD 95.2 billion in the year 2012-13, recording an increase of 10.3 per cent.

The IT industry in India can be segmented as IT Services, ITES, BPO and Software products including Research and Development. This segmentation-wise export revenue trends are shown in the following table 2.

Table 3.2: Segmentation-wise IT Export Revenue Trends during 2009-2014 (in USD Billion)

*E - Estimated
Source: Reports of Dept. of Electronics and IT, Govt. of India (Website: www.deity.gov.in)

**Figure 3.2: Segmentation-wise IT Export Revenue Trends during 2009-2014**

The above table and figure reveal that the IT industry exports are estimated to USD 86 billion in the financial year 2013-14, raising by 13.1% over the financial year 2012-13 and thus contributing around 82 per cent of the total IT revenues. The disruptive technologies such as social media, mobility, analytics, and other technologies like artificial intelligence, embedded systems have proven to be the life-force of the industry and hence such a growth can be estimated. The IT service exports excluding ITES BPO, Software products, Engineering services, and R&D are expected to be the fastest growing segment in 2013-14 with USD 51.9 Billion. This would be because of the positive atmosphere driven by collaboration, communication, business intelligence projects and social media services. In 2013-14, the ITES-BPO exports are likely to be USD 19.9 Billion with a growth rate of around 11.4 per cent over 2012-13. In this segment, services like Customer Interaction Services (CIS), Finance and Accounting and Knowledge services have a great share. The software products segment achieved a constant growth during the selected period. This segment is estimated to generate exports of USD 14.2 Billion in 2013-14. Customized services, mobile to mobile technology and a few other newer technologies are playing a crucial role in driving the growth of this segment.
Segment-wise Domestic Revenue Trends in IT industry is shown in the following table 3.

Table 3.3: Segmentation-wise IT Domestic Revenue Trends during 2009-2014 (in INR Crores)

<table>
<thead>
<tr>
<th>Particulars / Year</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14 (E)</th>
<th>CAGR (%) 2005-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>42901</td>
<td>50068</td>
<td>58908</td>
<td>66300</td>
<td>72722</td>
<td>14.01</td>
</tr>
<tr>
<td>ES-BPO</td>
<td>10898</td>
<td>12699</td>
<td>14849</td>
<td>17500</td>
<td>19594</td>
<td>17.18</td>
</tr>
<tr>
<td>Software Products, Engineering Services, R&amp;D</td>
<td>14001</td>
<td>15902</td>
<td>18010</td>
<td>20500</td>
<td>22469</td>
<td>12.72</td>
</tr>
<tr>
<td>Total IT-ITeS</td>
<td>67800</td>
<td>78670</td>
<td>91766</td>
<td>104700</td>
<td>114784</td>
<td>14.25</td>
</tr>
</tbody>
</table>

*E - Estimated  
Source: Reports of Dept. of Electronics and IT, Govt. of India (Website: [www.deity.gov.in](http://www.deity.gov.in))

Figure 3.3: Segmentation-wise IT Domestic Revenue Trends during 2009-2014
Table 3 and graph 3 show that the domestic IT-ITES revenue is estimated to reach INR 1147 Billion in the financial year 2013-14 as against INR 1041 billion in 2012-13. It is suspected that the larger IT companies exhibit cautious spending pattern due to technology upgrades. The increased demand for retail, healthcare, manufacturing and education sector may create demand for domestic software products.

3.1.4 Employment Generation

There is immense scope for employment generation in IT industry on a large scale. As the industry is expected to continue to grow, the employment can be generated directly and indirectly. The growth and development of IT companies will directly generate new job opportunities in India. On the other hand, the ITES will stimulate more employment opportunities in the country indirectly. In view of the great demand for IT professionals in e-commerce and business to consumer firms, there is very good scope for providing jobs in this industry. As per the 2014 report of National Association of Software and Services Companies (NASSCOM), the industry has created direct employment to 3.1 million people and indirect employment to 10 million people. By 2020, these figures are expected to reach 10 million and 20 million respectively. In addition, there is a strong and significant indication that the career opportunities across the globe will also be improved[74].

3.1.5 Future outlook

The IT industry in India is expected to generate revenue of USD 300 Billion by 2020. With the positive signs of improvement of economies in the United States and European countries, the industry is anticipated to create huge revenue through exports. The industry is trying to accelerate entrepreneurship and intellectual property and contribute better to meet various customer needs in order to drive the export market and also to expand the domestic market. With the advantage of human capital and the ability to make-up for the skill shortage in the export markets, the industry can roll the prospects in to a winning situation during the competition. In addition, the Indian IT industry is capable of providing low cost solution to global business services which can create a large demand for the Indian IT professionals. This may lead to creation of jobs even in tier-2 and tier-3 cities in India[75].

On the flip side, there is a shortage of qualified engineers to tap high-end business opportunities like artificial intelligence, digital technology, mobile
applications and cloud computing which may cause a serious risk to the growth prospects of Indian IT industry. Therefore, there is a need to re-skill the employees to mitigate the skill-set mismatch in the industry.

3.1.6 Government Initiatives

The government of India through various industry promotion programmes continues to extend a stimulus to the IT industry. Creating good infrastructure in the country for growth, broadening the markets, providing research and development expertise and training programmes, assisting in building a better business management capacity and strengthening competitiveness of organizations are a few of the major promotional activities. A few extensive initiatives are discussed below[76]:

Flow chart 3.1: Government Initiatives
• The Department of Electronics and IT, Government of India has notified the policy resolution for setting up of Information Technology Investment Regions (ITIRs) in the Gazette of India dated 28th May, 2008. These regions will be endowed with good infrastructure and will obtain the benefits of networking and greater efficiency through use of common infrastructure and support services.

• The schemes namely, Support International Patent Protection in Electronics & IT (SIP-EIT), and Multiplier Grants Scheme (MGS) were introduced by the Department of Electronics and IT to promote startups focusing on technology and innovation.

• Every year, the government has been taking steps to bring down the taxes on IT industry.

• The government decided to speed up the approval process required for the foreign trade with respect to IT industry. Further, the exporters or associations will be allowed to utilize Market Access Initiative (MAI) and Market Development Assistance (MDA) Schemes of the Department of Commerce for promoting IT exports.

• The government of India initiated a program by the name ‘Digital India’ which serves as a boost for IT industry. In this context, the government of India and the United States (US) have agreed to jointly explore opportunities for collaboration. US-India Information and Communication Technology (ICT) Working Group in India has also been set-up in this regard.
3.2 COMPANY PROFILES

3.2.1 PROFILE OF AUTOMATIC DATA PROCESSING:

ADP India, is a subsidiary of ADP Inc, is an outcome of ADP’s expansion into Asia-Pacific (APAC) region. ADP India offers a wide range of payroll, statutory and HR solutions. For managing employee’s life effectively ADP has partnered with other organization to handle their complex, serious functions of payroll, statutory compliance, leave management and time and attendance. Carlos A. Rodriguez is the President and CEO of the company.

ADP is very much focused on its client’s regular demands for scalability, data security, disaster recovery and un-interrupted business continuity by providing suitable solutions with latest technology. ADP is ISO 9001:2008, ISO 27001:2013 certified for quality standards and information security standards respectively and Statement on Standards for Attestation Engagements (SSAE) 16 Type II compliant and certified an internationally recognized auditing standard covering nine specific areas including network monitoring, customer service, data backup, change management, and deployment & physical security.

ADP India is headquartered in Chennai, it has more than 700 clients with a 350 strong payroll team. ADP works from 27000 square feet world class IT infrastructure. ADP has been spread across ten cities with 6000 associates and forty member statutory experts team. It is a Tier III data center in Chennai. ADP serves diverse industries from manufacturing to Banking Financial Services and Insurance (BFSI) and from Information Technology Enabled Services (ITES) to Information Communication Technology (ICT)[58].

3.2.1.1 Vision and Mission

ADP vision is to be the world’s authority on helping organizations focus on what matters and its core values includes integrity is everything, insightful expertise, service excellence, inspiring innovation, each person counts, results driven, and social responsibility. ADP’s mission is to power organizations with insightful solutions that drive business success.

3.2.1.2 Services

ADP Global is ADP India’s parent company with more than USD 11 billion in revenues and with more than sixty years of experience and it is the global leader in payroll Business Processing Outsourcing (BPO) services. ADP global was
established in 1949 and listed since 1961. ADP’s 60,000 employess serve roughly 610,000 clients in more than 125 countries.

ADP is one of the three companies rated AA1 by Moody’s and one of the seven companies rated AA by Standard and Poor. ADP is one of the world’s largest providers of business outsourcing and human capital management solutions and it also offers a wide range of human resource, payroll, talent management, tax and benefits administration solutions from a single source, and helps clients comply with regulatory and legislative changes, such as the Affordable Care Act (ACA).

ADP’s easy-to-use solutions for employers provide superior value to companies of all types and sizes. ADP is also a leading provider of integrated computing solutions to auto, truck, motorcycle, marine, recreational vehicles and heavy equipment dealers throughout the world.

ADP spends millions each year on Research & Development and its product development process starts with listening to the needs of clients, and over 18 million users. Its Mobile Solutions App is one of the most popular business apps available today. ADP is leader in business outsourcing services, analytics and compliance expertise.

ADP believes that highly engaged, diverse associates are the foundation for building a better company consequently a better world. It strives to ensure its workplace is inclusive and values each individual and helps associated to reach their full potential.

ADP seeks to reflect the marketplace and the communities it serves all over the world by attracting and retaining a diverse associate population and supplier relationships. It measures success by leveraging the diverse experiences, perspectives, ideas, and backgrounds of its associates. ADP makes a difference by promoting awareness and inclusion, by working with diverse suppliers, by providing a flexible work environment, and by developing strong relationships.

ADP maintains the highest ethical standards in everything they do. Its clients look it to maintain the highest levels of data security and privacy, as well as to educate and empower them to take their own measures to help reduce risk. Success to ADP means continuing to attract and hire world-class talent and implementing best-in-class security and compliance protocols and processes to minimize risk. It also means effectively educating, communicating and solving compliance and security challenges that do arise quickly and thoroughly.
ADP caters to the needs of organizations of all types and sizes unlock their business potential. It provides services in every facet of the employment cycle such as Human Capital Management, Payroll Services, Talent Management, Human Resource Management, Health Care Reform Management, Benefits Administration, and Time and Attendance. It also provides its services such as HR BPO, Professional Employer Organization (PEO), Retirement Services, Insurance Services, Tax and Compliance, and Payment Solutions.

Globally, ADP provides payroll, global Human Capital Management (HCM) and outsourcing services in more than 130 countries and it also provides billing and revenue cycle management for medical practitioners. ADP proudly boasts itself as its clients entrust ADP to help them more effectively manage, deploy, compensate and serve the human resource needs of their people and it also handles and protects its clients most sensitive data.

ADP as a global corporate citizen, it recognizes its responsibility to give back to and generate a lasting, positive impact upon the communities in which it work and live. Its commitment to corporate social responsibility (CSR) is a core pillar of ADP’s Mission, Vision and Values, and encompasses everything from Philanthropy, volunteerism and environmental stewardship to diversity, corporate governance, ethics, data privacy and data security.

ADP strives to positively impact the world and its people through corporate-sponsored philanthropic initiatives such as the ADP Foundation and across the globe its associates are involved in more than 1500 CSR initiatives, contributing tens of thousands of hours of their time each year to local charitable organizations, educational programs, community relief initiatives and many other noble efforts touching countless lives in meaningful ways.

ADP has been recognized as 100 best companies for working mothers in 2014, Standard &Poor rated ADP with exceptionally strong AA credit rating and it also recognized as Magic Quadrant Leader for 2012-2014 by Gartner. With respect to diversity and development it was recognized as 40 best companies for leaders during 2012-14, it stood at number 20 in the top 50 companies for diversity in the year 2015 and it was also recognized as FTSE4Good Index in the year 2014.
3.2.1.3 Values and Ethics

3.2.1.3.1 Values

- **Integrity is everything.** ADP conducts its business with the highest level of integrity. They are straight forward and honor our commitments. They do the right thing.
- **Insightful Expertise.** ADP thrives on turning knowledge into insight. Staying one step ahead of the curve is where they drive value for their clients.
- **Service Excellence.** They are obsessed with all aspects of the client experience—strength of their client relationships is the key to their growth and success.
- **Innovate.** They adopt and evolve the best of their competitors’ strengths. Always searching for new and better ways to serve their clients and grow the business. They created industry - innovation is in their DNA.
- **Each person counts.** They believe that each person counts. Each client counts. Each client counts. Each client counts. Each client counts and each contact between every client and an associate counts. They respect and embrace the diversity of their associates, clients and business oriented. They explore it to giving back and social responsibility. They believe in giving back to the community and love. They encourage and support their associates’ community helping improve their communities.

3.2.1.3.2 Ethics

1. Irrespective of the location ADP and each of its associates made honesty and integrity as mandatory in conducting their affairs. There is no discrimination among business and personal ethics, as a result same high level standard has to be maintained in both. Once any company become an associate of ADP, irrespective of their local custom they have to stick on same high level standard.

2. ADP expects all its associates to be honest and ethical with clients, vendors and other third parties. Doing the right thing means doing it right every time. Rights of fellow associates and third parties should be respected by everyone. The actions must be free from discrimination, libel, slander or harassment. Irrespective of colour, creed religion, race, sex, age, national origin, marital status, lawful alien status, non-job related physical or mental disability, veteran's status, sexual orientation, gender identity equal opportunity should be provided to each person as it is mandated by law.

3. ADP considers misconduct very serious and there is no question of excuse for misconduct as it is requested filed by clients. Customers are given complete freedom to alert management whenever they have suspected unethical, illegal and dishonest practices. Customers will never have to face security problem
for reporting their discoveries or suspicions as ADP keep complaining customer details confidential.

4. ADP strictly maintains the consistency in following laws and regulations of the countries where it does business as business practices, customs and laws differ from country to country. Deviations in ADP's ethical practices and the practices, customs, and the laws of a country are resolved with its ethical beliefs. ADP stops to proceed with proposed action whenever conflict is not resolved consistently with its ethical beliefs, as these ethical standards reflect who we are and are the standards by which we choose to be judged.

5. The above mentioned statements are frequently raised ethical concerns. As a result of progressive discipline dismissal is possible when standards in code of Business Conduct & Ethics are violated.

3.2.2 PROFILE OF CAPGEMINI:

Capgemini is one of the world's foremost providers of consulting, technology, outsourcing services and local professional services. Present in over 40 countries with almost 180,000 people, the Capgemini Group helps its clients transform in order to improve their performance and competitive positioning.

They offer an array of integrated services that combine top-of-the-range technology with deep sector expertise and a strong command of their key businesses.

3.2.2.1 Vision and Mission

At Capgemini, they live and breathe the philosophy that people matter and results count.

**Vision:** The business value of technology comes from and through people.

Capgemini understands that business value cannot be achieved through technology alone. It starts with people: experts working together to get to the heart of your individual business objectives and develop the most adapted solutions to fit these requirements. They believe this human-centered approach to technology is what makes the difference for one’s business.

**Mission:** “With you, we create and deliver business and technology solutions that fit your needs and drive the results you want” is the mission statement of Capgemini.
Capgemini enables to transform customer organization and improve performance. They aim to empower customer to respond more quickly and intuitively to changing market dynamics. By bolstering customer ability to harness the right technology, they help customers become more agile and competitive. They believe in the statement “People matter, results count”.

3.2.2.2 Services

Capgemini has people-centered approach to technology that helps to improve Customer Company’s performance and deliver real business results. It also provides right expertise according to the needs.

3.2.2.3 Board of Directors

Determining the key strategies and ensuring that these strategies are being implemented is the primary role of the Board of Directors of the Capgemini and its subsidiaries. Capgemini’s role as a service provider is reflected by paying special attention on the management of human resources, especially at the managerial level. The Board meets at least once in every two months. Meetings are convened by the Chairman in accordance with a timetable agreed upon by the Board at the end of the previous year. However, this timetable may be amended during the year in response to unforeseen circumstances or at the request of more than one director. During 2012, the Board met seven times.

3.2.2.4 Board Committees

The general purpose of these committees is to examine or prepare certain resolutions involving their particular areas of expertise, draft proposals and transmit viewpoints or recommendations to the Board. They have no decision-making authority—decisions are taken by the Board of Directors, assembled according to the requisite procedure—and may not treat subjects outside their own fields of competence.

3.2.2.5 Internal Rules of Operation

The Board has established and adopted internal rules of operation (which it amended on July 26, 2006 and June 9, 2010), mainly in order to clarify the scope of (and bases for exercising) the various powers entrusted to the Board, the specialized Board committees, the Chairman, the Vice-Chairman and the CEO. It also sets out the
list of obligations under the "Code of Business Ethics" with which directors and non-voting directors undertake to comply.

3.2.2.6 Values and Ethics

In the services business, success is powered as much by shared values as by employee skills. To benefit shareholders, employees as well as every other participant in the value chain Capgemini’s business objectives and shared standards are designed. It is their firm belief that these objectives can only be achieved through mutual respect and cooperation.

3.2.2.6.1 Seven Values

Capgemini has seven shared values at its heart since the inception. Client needs, regulatory requirements of each country, ethically sound practices of Capgemini and its partnerships are influenced by the following values.

Flow chart 3.3: Values

- **Honesty:** Particularly the refusal of unfair business practices aimed at obtaining a particular contract or advantage. In line with this principle, Capgemini has established clear rules with respect to commissions and gifts of all kinds.
- **Boldness:** In the sense of an entrepreneurship and desire to take considered risks balanced by prudence and clear-sightedness, without which a bold manager can become reckless.
- **Trust:** It implies a willingness to empower employees and teams, and to allow managers to experience the effects of their initiatives and decisions. Trust also implies an open mind and genuine transparency in the flow of information, and is at the heart of their Collaborative Business Experience.
- **Freedom:** It includes creativity, innovation, independence of mind and respect for others in their diverse cultures, habits, and customs, all of which are crucial for a company with a presence in 40 countries and that has over 100 nationalities among its employees.
- **Team spirit:** With clients, employees, and partners; the ability to share in both good and bad times.
- **Modesty:** In relations with others and in their approach to issues.
- **Fun:** Without which any corporate vision is extremely difficult, if not impossible, to implement.
3.2.2.6.2 Code of Ethics

A formal code of ethics is created to clarify and promote these practices. Learn more about the way their long-standing values and practices are reflected in their corporate responsibility and stewardship, the way they collaborate with our clients, and the way they relate to their employees.

3.2.2.7 Capgemini’s Disciplines

Flow chart 3.4: Capgemini’s Disciplines

- **Consulting Services (Capgemini Consulting):** Their Consulting Services help businesses and organizations to identify, build and carry through transformation programs that will improve growth and sharpen their competitive edge on a long-term basis.
- **Technology Services:** Their Technology Services design, develop and implement a wide range of technology projects that involve complex systems integration and IT application development.
- **Outsourcing Services:** Their Outsourcing Services manage, wholly or partially, over several years, IT systems for applications and infrastructures of a client (or a group of clients), and their associated business processes such as Business Process Outsourcing.
- **Local Professional Services (Sogeti):** Sogeti delivers professional technology services to suit local requirements for infrastructure, applications, engineering, testing and operations.

3.2.2.8 Life at Capgemini

Capgemini is a place where different people come together as one team, get creative and deliver results. People like to learn from each other and have fun in the process.

Flow chart 3.5: Life at Capgemini
3.2.3 PROFILE OF COGNIZANT TECHNOLOGY SOLUTIONS:

Cognizant Technology Solutions is an American-headquartered multinational corporation that provides custom information technology, consulting, and business process outsourcing services. It is headquartered in Teaneck, New Jersey, United States. Over two thirds of its employees are based in India. Cognizant is listed in the NASDAQ-100 and the S&P 500 indices. Originally founded as an in-house technology unit of Dun & Bradstreet in 1994, Cognizant started serving external clients in 1996.

After a series of corporate splits and restructures of its parent companies it has announced an IPO in 1998. Among all the software services firms CTS is the first to list on the NASDAQ. CTS has created its identity and grown by accepting the application maintenance work during the dot com bust, where the bigger players were unwilling to perform. Gradually, it ventured into application development, complex systems integration and consulting work.

Cognizant experienced a fast growth during the 2000s and has become a Fortune 500 company in 2011. In 2011, after Accenture and IBM, CTS has become world's third most admired IT services company announced by the Fortune magazine.

John E. Klein is the Chairman and Francisco D'Souza is the Chief Executive Officer of the company. By the end of 2014, its revenue amounted to USD 10.26
billion, operating income was USD 1.88 billion and the profit was USD 1.43 billion. The total assets and equity of the company were USD 11.71 billion and USD 7.74 billion respectively. There were 2, 17, 700 number of employees working for Cognizant Technology Solutions as on March 31st, 2015.

3.2.3.1 Origin & Growth of Cognizant

Cognizant Technology Solutions Corporation incorporated on April 6, 1988, is a provider of information technology (IT), consulting and business process services, dedicated to helping the world’s leading companies build stronger businesses. The Company operates in four segments: Financial Services; Healthcare; Manufacturing, Retail and Logistics and Other, which include Communications, Information, Media and Entertainment, and High Technology. The Company’s geographic reach extends across more than 50 delivery centers and has a four-tiered global architecture for service delivery and operations, consisting of employees co-located at clients’ sites, local or in-country delivery centers, regional delivery centers and global delivery centers. The Company’s service area consists of Consulting and Technology Services and Outsourcing Services. The Company’s consulting and technology services include: business, process, operations and it consulting, application development and systems integration and application testing. The Company’s outsourcing services include: application maintenance, IT infrastructure services (IT IS), and business process services (BPS).

3.2.3.2 Financial Services

By the year end December 31, 2013, the Company’s Financial Services business segment represented approximately 42% of its total revenues The Company’s Financial Services business segment serves financial institutions. The Company’s clients include banks, investment firms and insurance companies. The Company’s financial services business segment provides services to customers operating in the Banking and Insurance industries. The Company serves global property and casualty insurers, life insurers, reinsurance firms and insurance brokers. The Company focuses on operations including: business acquisition, policy administration, claims processing, management reporting, regulatory compliance and reinsurance.
The Company also focuses on serving traditional retail and commercial banks, diversified financial enterprises, broker-dealers, asset management firms, depositories, clearing organizations and exchanges. The Company assists clients in areas including: Retail Banking, Wholesale Banking, Consumer Lending, Cards and Payments, Risk Management, Investment Banking and Brokerage, Asset and Wealth Management and Securities Services. The Company’s services include testing, Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), BPS, IT IS, and business and technology Consulting.

### 3.2.3.3 Healthcare

During 2013, approximately 25.6% of total revenues of the Company are represented by healthcare business segment. The Company’s Healthcare segment serves healthcare and life sciences companies. The Company works with global healthcare organizations including healthcare payers, providers and pharmacy benefit managers. The Company’s healthcare practice focuses on providing services and solutions to the industry to address regulatory requirements and emerging industry trends such as: Regulatory Compliance including compliance with the Affordable Care Act and work related to state health insurance exchange; Integrated Health Management including establishing health information exchanges; EIM; Claims Investigative Services aimed at preventing fraud and abuse and strengthening administrative processes and Operational Improvement including claims processing, enrollment, membership and billing. The Company partners with pharmaceutical, biotech, and medical device companies, as well as providers of generics, animal health and consumer health products.

### 3.2.3.4 Manufacturing/Retail/Logistics

During 2013, the Company’s Manufacturing, Retail and Logistics business segment represented approximately 21.1% of its total revenues. The Company’s Manufacturing, Retail and Logistics segment provides outsourcing, business consulting and technology services to sub-sectors including industrial, automotive, process logistics and retail.
The Company’s manufacturing clients include manufacturers of automobiles and industrial products, and processors of natural resources, chemicals and raw materials. In logistics, the Company’s clients include rail, truck, marine and other transportation and distribution companies. The Company serves energy utilities, as well as oil and gas producers. The Company’s manufacturing and logistics solutions for Industrial and Automotive clients include: Warranty Management, Dealer Systems Integration, Supply Chain Management, Sales and Operations Planning, and Mobility. For transportation and logistics clients, the Company’s service areas include Warehouse and Yard Management, Transportation Asset Management, Transportation Network Design, Global Trade Management and Analytics. The Company serves retailers and distributors including supermarkets, specialty premium retailers, department stores and large mass-merchandise discounter. The Company’s segment services include consumer durables, food and beverage, footwear and apparel, and home and personal care products.

3.2.3.5 Others

During 2013 approximately 11.2% of total revenues of the Company’s are represented by other business segment. Communications, Information, Media and Entertainment and High Technology operating segments are included in Company’s other business segment. The Company’s communications industry practice serves communications service (cable, wireless and wireline) providers, equipment vendors and software vendors. The Company’s services include changes in the communications industry such as transition to new network technologies; designing, developing, testing and introducing new products and channels; improving customer service and increasing customer satisfaction; transforming Business Support Systems (BSSs) and Operations Support Systems (OSSs); transitioning to agile development methodologies and enabling applications for cloud deployment.

The Company works with media and entertainment companies including information service providers, publishers, broadcasters, and movie, music and video game companies. The Company provides services in areas such as the Digital Content Supply Chain and Media Asset Management. Some of the Company’s other services include: Business Solutions such as Advertising Management, Online Media and e-Business; Digital Distribution, Workflow Automation; Intellectual Property
Management, Anti-Piracy Initiatives and Operational Systems such as advertising sales, studio management, billing and payments, content management and delivery.

The Company competes with Accenture, Capgemini, Computer Sciences Corporation, Genpact, HCL Technologies, HP Enterprise, IBM Global Services, Infosys Technologies, Tata Consultancy Services and Wipro.

3.2.3.6 Key Principles

In a highly competitive industry, everyone at Cognizant recognizes that it is their reputation, the behavior of people and the quality of work that determines whether or not customers decide to work with them and stay with them.

At Cognizant they do not cut corners, bend the rules or look for shortcuts. And they have a zero tolerance policy towards those who do. Whether their Associates work in a development center, on-site with their customers, in their corporate office or elsewhere, each one of them recognizes the importance of handling their clients’ systems, confidential information or sensitive intellectual property with the utmost care.

They are proud of their compliance program and appreciate the Department of Labor’s public recognition of their meticulous compliance with the rules. They go above and beyond the required standards and aggressively challenge themselves to maintain a level of compliance that is the best of any employer in the industry. They fully believe that they cannot succeed in business without adhering to the law. Global laws and their implementation can be challenging, but that is never an excuse to do the wrong thing.

3.2.3.7 Culture & Values

Cognizant's core values are central to everything they do. The Cognizant Code of Ethics emphasizes that they expect and will accept nothing less than full compliance with their core values, standards of business conduct and all laws and regulations related to all employee activities. They actively monitor compliance and enforce their zero-tolerance policy through a rigorous system of internal controls.

**Flow chart 3.6: Culture & Values of Cognizant**
3.2.3.8 Standards of Business Conduct:

Their standards of business conduct address key issues related to employee behavior, acceptable use of cognizant and client assets, accuracy of books, records and public reports, competing honestly and fairly in the marketplace, compliance with
laws, rules and regulations, confidential information and intellectual property protection, conflicts of interest, gathering information about competitors, gifts and gratuities, insider trading, media, analyst and investor communications, political activities, respectful treatment of associates, customers and business partners

3.2.3.9 Talent Worldwide:

Cognizant is consistent employer of choice at leading engineering and business schools around the world. They always recruit new employees by continuously seeking the best and the brightest. Especially they prefer the domain specialists who have extensive experience working with companies in all major industries. Employees are the key to the company’s exceptional client service and industry-leading growth.

For exceptional client service, strong leadership and industry-leading growth the necessary ingredients in their recipe are hiring the best people, ensuring a diverse workforce and supporting the professional development of their associates. For serving the increased complex needs of growing number of clients the talent base of Cognizant has continually expanded. Cognizant consistently earns high scores in their annual independently-conducted employee satisfaction surveys and staff attrition is extremely low.

Deep domain experience in key vertical industries is unique feature of their team. These segments span financial services; healthcare and life sciences; manufacturing-logistics and retail; and communications, information, media and entertainment services. Within these industries, they leverage a wide array of solution accelerators, frameworks and agile development methodologies spanning the entire technology stack to quickly and efficiently meet clients’ business needs.

Cognizant has kept its continual focus on diversity of their workforce and there improvement. They have identified several affinity groups, which are employee-led associations designed to further their members’ personal and professional development, promote diversity and strengthen networking. One more important area that cognizant is keeping much of its focus is increasing the number of women in management through Women Empowered program. Also it is focused in increasing senior leadership roles globally. In early 2013, they also launched a comprehensive diversity and inclusion program, known as Completely Cognizant, which is built upon the pillars of people, culture, clients and community.
They are also committed to build valuable capabilities and successful careers among associates by providing opportunities. In addition to their Cognizant Academy and other training and education programs, they provide individualized career development tracks to empower their people to reach their full potential.

**3.2.3.10 Cognizant Academy: In House Training Centre**

They are committed to continuous learning and giving their associates opportunities to stay current with leading-edge technologies and to develop communication skills so that they can perform their roles effectively and efficiently.

Using both classroom-based and online programs Cognizant Academy is conducting learning programs in their in-house training center. Employees at all levels are being offered conventional and leading-edge educational programs.

The four key educational initiatives are:

- Continuing Education
- Role-based Training
- Executive Training
- Certification

Apart from internal training program Cognizant sends its software professionals to prominent universities and colleges, including Harvard University, Indian Institute of Management and the Indian Institute of Technology across the world for getting technology or management-specific training. For improving the skill sets and to obtain higher level degrees for its associates Cognizant has partnerships and alliances with premier institutions.

**3.2.3.11 Diversity and Inclusion:**

Cognizant views diversity as a crucial competitive advantage. Globalization coupled with profound demographic, social and economic changes spurred by the Internet have brought diversity and inclusion into the center of business activity.
3.2.3.11.1 Key Areas for Diversity and Inclusion

Flow chart 3.7: Key Areas for Diversity and Inclusion

They are continuing to integrate diversity and inclusion into the fabric of their business and culture with Completely Cognizant, an initiative which fosters a collaborative and supportive work force. Cognizant's commitment to diversity and inclusion is unwavering.

Their sustainability efforts are propelled by the knowledge that they and their clients must cultivate the resources that are essential to meet the challenges of the future. Accordingly, they have made Educational Opportunity, Environmental Stewardship and Employee Development the pillars of Cognizant's sustainability effort. They continually challenge themselves to apply their enterprising spirit, passion for innovation and can-do attitude to make a difference in these vital areas.

3.2.3.12 Sustainability Efforts:

The CTS make the under mentioned efforts for its sustainability:

Flow chart 3.8: CTS Sustainability Efforts
Sustainability is an integral part of Cognizant's business. They have a formal Policy on Sustainability and Corporate Responsibility, as well as a supplier code of conduct. These ensure that their priorities are clear, concrete and unmistakable to their employees, clients, investors, associates and other stakeholders.

3.2.4 PROFILE OF GENERAL ELECTRIC

GE imagines things others do not, builds things others cannot and delivers outcomes that make the world work well. GE brings together the physical and digital worlds in ways no other company can.

GE was started in 1878. As a 130 year-old technology company, sustainability is embedded in its culture and its business strategy. GE boasts that working to solve some of the world’s biggest challenges inspires its thinking and drives its actions. GE is committed to finding sustainable solutions to benefit the planet, its people and the economy.

GE is committed to take on the world’s toughest challenges like clean energy and affordable healthcare in order to fulfill that promise around big issues. Culture of leadership and diversity plays a vital role in GE to drive innovation and productivity. Diversity is not merely a noble idea – it is the reflection of our business, as GE being a global company with operations in more than 100 countries. GE Provides equal opportunity for employees to contribute and succeed, irrespective of their location.

GE may be one of the only companies in the world that can integrate the technology and talent needed to take on real challenges such as lack of access to quality healthcare and reliable power, a shortage of natural resources, and lack of adequate infrastructure. GE to help its customers and communities be more productive and resilient, continues to expand its Ecomagination, healthymagination and industrial internet work.

The year 2015 marks the tenth anniversary of Ecomagination, an initiative based on the idea that efficiency can help customers transform industries while reducing the environmental impact. GE has invested more than USD 15 billion on R&D to build cleaner technologies, and the result is best-in-case efficiency hitting the market.

Efficiency, speed and market impact are mainly concentrated in GE culture. GE has more than 300,000 people around the world who operate with accountability
to deliver outcomes for its customers. GE has been redefining how it can embrace a “Culture of Simplification”.

By combining talent, technology and culture GE is trying to make a lasting positive impact on the world and help facilitate sustainable growth.


GE is repositioning to be the world’s best infrastructure and technology company with a smaller financial services division. GE’s focus is on driving infrastructure leadership, investing in innovation and achieving a culture of simplification to better serve our customers around the world.

The success of diversity at GE is a reflection of the integrity of its leadership and builds a strong foundation for future leaders to continue its tradition of inclusiveness. GE seeks to create a better world by bringing individuals, culture and ideas together.

GE has been recognized as one of the world’s most admired companies in the year 2015 by Fortune. In the year 2014, it has been recognized as one of the top companies for leaders, the world’s most ethical companies, best companies for leaders, leadership 500 excellence awards.

3.2.4.1 Vision and Mission

GE doesn’t have an official mission statement, but presents it through GE Works Equation. It can be found in the picture below.

Flow chart 3.9: Vision and Mission of GE
This is how GE explains it: “We have a relentless drive to invent things that matter: innovations that build, power, move and help cure the world. We make things that very few in the world can, but that everyone needs. This is a source of pride. To our employees and customers, it defines GE.”

3.2.4.2 Board of Directors

GE’s Board and its committees conduct numerous formal review with its executive teams regarding sustainability aspects of its operations such as risk, employee health and safety, operations, executive talent, compliance and business strategies.

The board has oversight responsibility for risk management with a focus on the most significant risk faced by the company, including strategic, operational, financial, and legal and compliance risks. The board’s risk-oversight process builds upon management’s risk assessment and mitigation processes, which include standardized reviews of long-term strategic and operational planning, executive development and evaluation.

GE has adopted robust accounting policies and devotes significant resources to ensure that those policies are applied properly and consistently throughout its global operations. GE maintains a dynamic system of internal controls and procedures designed to ensure reliable financial recordkeeping, transparent reporting, and protection of physical and intellectual property.

GE understands that access to financial resources is important at all levels of business and society. At the business level, GE provides financial resources that organizations use to create and implement efforts that support sustainability endeavors. GE works with governments, businesses, and small entrepreneurial
organizations to provide capital. GE also recognizes the importance of finance at the societal level, particularly in emerging markets where experience with financial capital may not be as robust. Our local community outreach efforts facilitate learning and skills training, which are critical to individual and overall economic success in these regions.

GE has a multifaceted approach to identifying, anticipating and addressing potential impacts to its business operations from external disruption. As the world is increasingly volatile, GE’s ability to anticipate, respond to and recover from events is critical. Each year the company completes a risk assessment to identify enterprise risks, which culminates in a C-suite discussion of the issues which could materially impact the company.

3.2.4.3 Services

All of GE’s operations, particularly its manufacturing sites and service operations, are subject to GE’s Environmental, Health and Safety (EHS) policy and EHS management system. GE’s Business Continuity Management (BCM) framework has been developed using on all-hazards planning approach, regardless of the cause or the scenario of the event/incident, the plan is structured around specific and probable-loss scenarios such as Loss of workforce/specialized personnel, loss of IT services/hardware/software, loss of building/facilities/workspace, loss of supplier services/supply chain or any combination of the above.

Security & Crisis Management (SCM) teams at site, business and corporate levels are responsible for understanding the risks and impacts to GE’s operations and planning and coordinating GE response activities. GE’s corporate SCM team works together with the businesses and regions to conduct major crisis management exercises on an annual basis, in addition to the individual business exercises.

The key element of GE’s growth strategy is doing business in emerging markets. Opportunity provided by global drive to increase standards of living creates is fully utilized by GE to employ its expertise and technology for building cleaner energy systems, enabling better health outcomes and developing efficient transportation infrastructure.

Every aspect of GE’s business is infused by compliance and governance. It is committed to maintain a world-class compliance culture in its every business, everywhere it operates around the world, and to be recognized for it, internally and externally.
The objective of GE’s integrity & Compliance program is to build a culture supported by systems and processes that focus on the following i.e., Prevention, Detection, and Response.

**Flow chart 3.10: GE’s Compliance Program**

Prevention, Detection and Response are the results of a strong integrity and compliance program that begins with personal commitments from our leadership and is supported by robust compliance processes.

GE’s extensive ombudsperson process serves as a mechanism for individuals to ask questions and report integrity concerns without fear of retaliation. A hallmark of GE’s compliance program is a steadfast commitment to a vibrant, well-publicized and effective “open reporting environment” in which employees are encouraged to raise integrity concerns and feel confident that they can do so without fear of retaliation.

In 2014, the entire GE family contributed USD 200 million to community and educational programs, USD 108 million of which comes from the GE foundation. The GE family includes GE businesses, the GE foundation and amounts contributed by GE employees and retirees which were matched by GE foundation. GE foundation, the philanthropic organization of GE, is committed to building a world that works better. GE empowers people by helping them build the skills they need to succeed in a global economy. The GE foundation is powered by the generosity and talent of its employees, who have a strong commitment to their communities.
In the year 2011, GE paid out USD 6.45 billion in the form of dividends, ie., returning USD 17 million to shareholders every day.

From 2014 to 2016, GE is focused on delivering an important financial pivot. This includes growing EPS each year, achieving 75% of its earnings from industrial business, returning USD 50 billion to investors, and growing margins and returns.

In the year 2014, GE has earned revenues of USD 148.6 billions, USD 15.3 billion was earnings from continuing operations, and USD 16.7 billion were operating earnings through operating in 175 countries with 305,000 employees.

3.2.4.4 Values

GE values are their formulae for success. They are the behaviors and characteristics they expect of their employees. They foster the combination of performance (what employees do) and values (how they do it). At the start of the new millennium, they revisited their values to make sure they were in sync with where their company is headed. Their commitment to solid values is at the core of everything they do. Their values, a character statement, have led and continue to lead their people and their company to success.

GE values are based on three traditions: Unyielding Integrity, Commitment to Performance, and Thirst for Change. As a GE employee, learn about the principles that guide GE's success.

3.2.4.5 Culture at GE

At GE, they are committed to their people and customers. They are committed to be a terrific place to work, providing unrivalled leadership and training in an energizing environment.

3.2.4.6 Life at GE India

Flow chart 3.11: Life at GE India
• **Innovation**: From the outset, innovation has been part of GE’s DNA. That means being surrounded by bright, interesting people working together on new and exciting projects. It means trying to find new and better ways of doing things. And it means enjoying a career with extraordinary opportunities and enormous potential.

• **Localization**: At GE India, their localization strategy is driven by innovation for the Indian market. That includes developing products through rigorous focus on understanding the customer needs, extensive research and development and finally, manufacturing the products locally to provide a cost effective solution to our customers. More than 5,000 of the brightest R&D talent are working on technologies in India across energy, transportation, healthcare and aviation sectors. Their 1000+ sales force helps us get closer to our customers. A dedicated manufacturing facility is being set up in India to primarily develop products for the India market.

• **Developing Global Talent**: They do business in over 160 countries, giving their employees a literal world of experience. Opportunities at GE are defined, in part, by the emerging needs of our businesses, customers and clients all around the world, because they go where the opportunities take them. GE is a global employer committed to exceptional management practices, exemplary leadership development and excellence in business operations.

• **Leadership & Training**: They hire exceptional people and invest in their growth. GE has a culture of continuous learning and their training programs are thoughtfully designed to enable employees to enhance their skills and reach their full potential. They invest in employees’ education, provide coaching and mentoring opportunities and combine these with leadership interactions for well-rounded professional and personal development.

• **Working Environment**: GE offers a work environment where people flourish. They are committed to supporting a leadership culture through systems and policies that foster open communication, maintain employee and partner privacy, and ensure employee health and safety. GE businesses in India operate within the Environment, Health & Safety (EHS) guidelines of GE. GE has received several external awards for its EHS efforts in India including the Golden Peacock National Award for combating
Tata Consultancy Services Limited, commonly called as TCS is an Indian Multinational Information Technology service, consulting and business solutions company headquartered in Mumbai, Maharashtra. It was founded in the year 1968 as a division of Tata Sons Limited by JRD Tata and FC Kohli. It was incorporated as a separate entity on January 19, 1995. Natarajan Chandrasekaran is the CEO and managing director of Tata Consultancy Services.

TCS has over 319,000 of the world’s best-trained IT consultants in more than forty-six countries. TCS has a wide gamut of services portfolio, which includes Application Development and Maintenance, Business Intelligence, Enterprise Solutions, Assurance Services, Engineering and Industrial Services, IT Infrastructure Services, Business Process Services, Consulting, Asset-Leveraged solutions, Supply Chain Management, and Enterprise Security and Risk Management.

The parent company of TCS is Tata Group and TCS has around sixty subsidiaries including CMC, TCS China, and Computational Research Laboratories as its subsidiaries. TCS delivers real results to global businesses, ensuring a level of certainty that no other firm can match. TCS has a strong network of strategic and solution partners with a joint objective of helping its customers become high-performance businesses by maximizing the value of their technology investments.

3.2.5.1 Vision and Mission

TCS’ vision is to decouple business growth and ecological footprint from its operations to address the environment bottom-line. The green approach is embedded in their internal processes and services offerings...... From green buildings to green IT to a green supply chain, their mantra is to grow sustainably and help their customers achieve sustainable growth through their green solutions and service offerings.

Its mission is to help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services and to make it a joy for all stakeholders to work with them.

3.2.5.2 Services

TCS has been partnered with various verticals such as Banking, Financial Service, Insurance, Retail and Consumer Packaged goods, Telecom, Media and Information services, High Tech, Manufacturing, Life Sciences, Healthcare, Energy
and Utilities, Construction, Metals and Mining, Travel, Transportation and Hospitality.

TCS ensures the highest levels of certainty and satisfaction through a deep-set commitment to their clients, comprehensive industry expertise and a global network of innovation and delivery centers. TCS has been recognized as one of the Big 4 Global IT Services Brands by Brand Finance.

TCS brings true certainty of success to its partners through its various unique business models such as Customer-Centric Engagement Model, Global Network Delivery Model (GNDM™), which allows its partners to choose the sourcing strategy best suited to their business needs, Full Service Portfolio model which combines traditional IT and Remote Infrastructure services with knowledge-based services such as Consulting and Business Process Outsourcing, consequently enabling TCS to provide integrated solutions that help its partners to recognize value quickly by reducing costs and improving business agility, and Innovation Labs and Co-Innovation Network (COIN™), which helps its partners to achieve and maintain a competitive advantage through this model.

As on March 31, 2015, TCS earned revenues of USD 15.5 billion, which is up 15 percent Y-o-Y in reported terms and 17 percent in constant currency and net income stood at USD 3.5 billion, which is up 12.8 percent Y-o-Y.

TCS, in pursuing its continued longer-term growth, operates in a large, growing global market for IT and IT-enabled services, it continually extends the core IT services businesses by expanding its geographic reach, industry coverage and service capabilities and deepening existing client relationships, building or acquiring emerging businesses and adopting or creating new business models and business solutions through continuous innovation. The key elements of this strategy are customer-centric, full services capability, GNDM, strategic acquisitions, and non-linear business models.

3.2.5.3 Corporate Governance

Corporate governance has been TCS hallmark for which it maintains key governance related documents such as Tata Codes of Conduct, whistle Blower Policy, Policy on Related Party Transactions, Policy on Material Subsidiaries, Memorandum and Articles of Association, terms and conditions of appointment of independent directors, familiarization program for independent directors.
The Tata Code of Conduct is a set of principles that guide and govern the conduct of Tata companies and their employees in all matters relating to business. It was first elucidated in 1998, the code lays down the ethical standards that Tata employees have to observe in their professional lives, and it defines the value system at the heart of the Tata group and its many business entities.

The code is a dynamic document that reinforces the Tata canon of honorable behavior in business. The code of conduct comprises clause 1 to clause 25 on various issues such as national interest, financial reporting and records, competition, equal opportunities employer, gifts and donations, etc.,

TCS maintains separate Codes of Conduct for non-executive directors and independent directors, associates and suppliers. The Codes of Conduct explicitly mentions the guidelines of professional conduct, role and functions, and duties of independent directors.

The whistle blower policy is applicable to all its employees, directors, business associates, contract consultants, academic interns, and ACE Associates. TCS has adopted the Tata code of conduct which lays down the principles and standards that govern the actions of TCS and its employees, any actual or potential violation of the code or violation of the law would be a matter of serious concern for TCS. The role of its employee is to point out such violation.

The policy on related party transactions mentions that the company shall not enter into contracts or arrangement with a related party without the approval of the audit committee. On a quarterly basis, the audit committee shall review transactions with related parties for omnibus approval given. In the event such contract or arrangement is not in the ordinary course of business or at arm’s length, the company shall comply with the provisions of the Companies Act 2013 and rules framed there under and obtain approval of the board or its shareholders as applicable, for such contract or arrangement.

TCS sustainability initiatives are embodied as three pillars ie., sustainable operations, CSR, and solutions for its customers.

Being an organization of more than 250,000 employees, its infrastructure, facilities, and associates have a large impact on the society and environment and aims to run its operations in a socially and environmentally sustainable manner. The guiding principle of TCS CSR programs is “Impact through Empowerment”. TCS has a diverse range of global CSR initiatives in the areas of education, health and
environment. With a dedicated eco-sustainability team working across industry verticals, TCS aim to provide next-generation sustainability services to its customers.

3.2.5.4 Values

The principal values of TCS are leading change, integrity, respect for the individual, excellence and learning and sharing. TCS is the world’s first organization to achieve an enterprise-wide Maturity Level 5 on CMMI and P-CMM based on SCAMPI, the most rigorous assessment methodology. The TCS employer brand positioning builds on their strengths and communicates TCS as an organization that offers its employees a complete Global IT Career by highlighting the three main value propositions:

- Global exposure
- Freedom to work across domains
- Work life balance

3.2.5.5 Working at TCS

Just as an organization needs the right talent to drive its business objectives, people need the right environment to grow and achieve their career goals. The moment one steps into TCS, they would be greeted with that unmistakable feeling of being at the right place. Along with that, working with TCS affords you with a sense of certainty of a successful career that would be driven by boundless growth opportunities and exposure to cutting-edge technologies and learning possibilities.

The work environment at TCS is built around the belief of growth beyond boundaries. Some of the critical elements that define their work culture are global exposure, cross-domain experience, and work-life balance. Each of these elements goes much deeper than what it ostensibly conveys.

3.2.5.6 Culture at TCS

The work environment at TCS is built around the belief of growth beyond boundaries. Some of the critical elements that define the work culture are global exposure, cross-domain experience, and work-life balance. Each of these elements goes much deeper than what it ostensibly conveys.
3.2.6 LARSEN & TOUBRO INFOTECH

3.2.6.1 Overview

L&T Infotech (Larsen & Toubro Infotech), a subsidiary of L&T (Larsen & Toubro), is a global IT services company based in Mumbai, India. L&T Infotech is ranked number 6 in India IT companies in 2012-2013. The company has 39 registered offices in 22 countries. It employs standards of the Software Engineering Institute's (SEI) Capability Maturity Model (CMM) and is a certified Level 5 organisation.

Originally founded as L&T Information Technology Ltd (Read as L&T-IT), a completely owned subsidiary of Larsen & Toubro Ltd (L&T). The company changed its name to L&T Infotech on 1 April 1997. In December 2006, L&T Infotech acquired GDA Technologies (a privately held electronic design firm based in California, USA) and all of its design centres in India and USA. Sanjay Jalona is the CEO & Managing Director of L&T Infotech.

Larsen & Toubro Infotech Ltd. (L&T Infotech), one of the fastest growing global IT services company, is ranked by NASSCOM as the 6th largest software & services exporter from India and among the top 20 IT BPO employers in 2014. It is a wholly-owned subsidiary of Larsen & Toubro (L&T), a multi-billion conglomerate,
and India’s largest Technology, Engineering, Construction, Manufacturing and Financial Services organization, with global operations.

L&T Infotech is differentiated by its three-pronged value proposition, encompassing Business-to-IT Connect, Execution Excellence and Engage the Future.

L&T Infotech is a global IT services and solutions provider. We provide the winning edge to our clients by leveraging our Business-to-IT Connect and Deeply Committed People. Our clients have found in us a right-size partner who combines scale, stability and client-centricity.

3.2.6.2 Strong domain connect

Their solutions have a strong domain focus that helps our clients in different industries maximize the value of their IT spend

2.2.6.3 Proactive investment in people and infrastructure

Their key strength is their people and they have created systems that allow them to attract, train and retain the best talent. They are also investing ahead of the curve by establishing state-of-the-art delivery centers. Their robust IT infrastructure delivers assured business continuity.

3.2.6.4 Driven by an innovation engine

Their Technology Office provides think-tank services and helps create accelerator-led solutions for their clients.

Larsen & Toubro is a major technology, engineering, construction, manufacturing and financial services conglomerate, with global operations. L&T addresses critical needs in key sectors - Hydrocarbon, Infrastructure, Power, Process Industries and Defense - for customers in over 30 countries around the world.

L&T is engaged in core, high impact sectors of the economy and our integrated capabilities span the entire spectrum of ‘design to deliver’. With over 7 decades of a strong, customer focused approach and a continuous quest for world-class quality, we have unmatched expertise across Technology, Engineering, Construction, Infrastructure Projects and Manufacturing, and maintain a leadership in all our major lines of business.

Every aspect of L&T's businesses is characterised by professionalism and high standards of corporate governance. Sustainability is embedded into our long-term strategy for growth.
The Company’s manufacturing footprint extends across eight countries in addition to India. L&T has several international offices and a supply chain that extends around the globe.
3.2.6.5 Vision, Mission and Values

**Flow chart 3.13: Vision and Mission of L & T**

- A globally benchmarked solution provider
- A preferred partner through creation of high value for customers
- Creating world-class working environment for people to work through innovation and technology
- They are committed to:
  - Delivering high-quality services and solutions.
  - Time-tested institutionalized your core with a firm belief that equal

3.2.6.6 Values

**Flow chart 3.14: Values of L&T**

- Agility
- Dependability
- Innovation
- Integrity
- Maintenance & Fair play
- Passion
- Team work

3.2.6.7 Culture at L & T Infotech

Organization culture is one of the important parameters that affect them. It is something that makes them come back to work each day with a purpose and a smile. Their culture is a reflection of their beliefs and spirit.