

A STUDY ON
“HR PRACTICES AND PROCEDURES”
WITH REFERENCE TO
VARUN BAJAJ, VISHAKHAPATNAM



A project report submitted to
Jawaharlal Nehru Technological University, Kakinada
In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

Submitted by
GADIGATLA NAVITHRA SRI CHOWDARY
(Regd. No. 23PD1E0010)

Under the guidance of
DR. A S PRASAD , MBA., B.L., M.Phil., P. hd
PROFESSOR



DEPARTMENT OF MANAGEMENT STUDIES
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INTERNAL GUIDE

HOD

INTERNAL EXAMINER

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A handwritten signature in black ink, appearing to be 'A S PRASAD', written over a horizontal line.

**INTERNAL GUIDE
DR A S PRASAD**

DECLARATION

I, **GADIGATLA NAVITHRA SRI CHOWDARY** hereby declare that this project report entitled “**ASTUDY ON HR PRACTICES AND PROCEDURES** with reference to **VARUNBAJAJ, VISHAKHAPATNAM**, is genuine and bona-fide work done by me and hasnot been submitted to any other university or published any time before.

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(GADIGATLA NAVITHRA SRI CHOWDARY)

23PD1E0010

Date:

Place:

ACKNOWLEDGEMENTS

The immense pleasure and joy that one derives on the completion of the assigned job is beyond description. It is the duty of concerned person to pay his respect and acknowledge the advice, guidance and assistance received from all quarters for such an accomplishment.

My sincere thanks to our Principal **Dr. M ARAVIND KUMAR** of AKRGCET for allowing me to do my project work.

I would like to thank **Dr. A.S.PRASAD, PROFESSOR** of Management studies, WISE College of Science & Engineering, Nallajerla, for his valuable guidance and support throughout my project work.

I also express my sincere thanks to the management of **VARUN BAJAJ, VISHAKHAPATNAM**, for accepting my request and giving guidance when doing the project work in this esteemed organization.

Last but not the least, I sincerely submitting my thanks to my beloved parents, family members, friends and well-wishers for their co-operation and encouragement during the project period.

(GADIGATLA NAVITHRA SRI CHOWDARY)

23PD1E0010

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INTRODUCTION

Human resources are the greatest assets for any organization. Human resources are defined as the collection of people in all associated network and structures within the organization to work together to make a collective contribution for better business excellence. Human Resources Management can be defined as Managing (Planning, Organizing, Directing) the function of employing, developing and compensating human resources resulting in the creating and development of human relations with a view to contribute to the organizational and social goals .Human Resource Management is the central sub system of the organization and it permits all type of functional management, production management, marketing management and financial management.

The objective of the HR management is to achieve healthy human relations and direct their efforts towards the goal of the organization. Healthy human relations contribute to the employee with the sense of owner-ship, good business results and joy in the workplace. Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices.

HR Practices helps in increasing the productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organization's goals and objectives. The policies are continuing guidelines on the approach the organization intends to adopt in managing its people. It represents specific guidelines to HR managers various matters concerning employments. It states the intend of the organization about different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. In actuality, policies and procedures serves a number of purposes

NEED FOR THE STUDY

Varun motors is a private limited company. Varun motors Limited has over 62+ years of reputation as a leading Indian Automobile manufacturer backed by professionally and multidisciplinary capability. It possesses a wealth of professionally qualified. Competent and experienced workforce geared for construction of most sophisticated automobiles.

“Human Resource Management helps in creating better rapport between the management and the subordinates. It helps subordinates to realize individual and organizational goals.”

Human resources management is the backbone of every type of business organization. The triumph of every organization depends upon the worth of persons it employs.

Human resources management helps in spotting the exact individual for the precise job. Suitability for the job and quality of work go hand in hand in determining the quality of any work force.

Human Resource Management helps in creating better rapport between the management and the subordinates. It helps subordinates to realize individual and organizational goals.

There is wide spread unrest in industries these days. Strained worker management relations, lack of confidence in each other and emergence of militancy in trade unions have become the order of the day. These factors have created a gap among subordinates and managements.

OBJECTIVES OF THE STUDY

- To analyze the job satisfaction level of the employees.
- To know the recruitment and selection procedures adopted in this company.
- To know how the performance of the employees is being appraised.
- To suggest measures about the HRM practices if required any to the company
- To know how the induction is given to the newly joined employees.
- To know how the vacancies are filled in the company.
- To know how the employees are relocated
- To know the policy of salary review for the employees
- To know which referrals does the company considers

SCOPE OF THE STUDY

Personnel aspect this is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc. Welfare aspect it deals with working conditions and amenities such as canteens, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc. Industrial relations aspect This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc, as such this has made me to do the present

METHODOLOGY

The collection of data refers to a planned gathering of information relevant to the subject matter of the study from the units under investigation the method of collection of data depends mainly upon the nature, objective and scope of the inquiry on one hand and available of resources and time on the other hand. Data may be classified into primary and secondary data, depending upon the nature and mode of collection.

The study has been made with the help of information collected from 2 sources they are:

- 1) Primary sources
- 2) Secondary sources

Primary Sources

The primary sources data are those which are collected a fresh and for the first time and thus happen to be original in character.

Primary data is gathered through questionnaire from employees and workers. The primary source of my study includes mainly the information given by the employees and also through the discussions orientation classes given by the executives of the different departments in the organization.

Secondary sources:

Secondary data are those, which have already collected by someone else, and secondary data is collected through various records maintained by the personnel department and manuals of the organization.

Organizational Websites

News Paper & Magazines

Organizational Literature

Journals and Bulletins

Annual Report

LIMITATIONS

1. The population of the study was limited to the management of Varun motors.
2. Detailed study is not possible due to lapse of time.
3. Some of the employees could not reveal much of the information for the fear of their superiors/management.
4. Very little information available to make study.
5. In process of data collection some of the respondents have expressed difficulty in answering the questionnaire.
6. Can be a financial drain on resources.
7. Time consuming.

UNIT-2 INDUSTRY PROFILE

INTRODUCTION

The automotive industry in India is one of the largest automotive markets in the world. It had previously been one of the fastest growing markets globally, but is currently experiencing flat or negative growth rates. India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. According to recent reports, India overtook Brazil and became the sixth largest passenger vehicle producer in the world (beating such old and new auto makers as Belgium, United Kingdom, Italy, Canada, Mexico, Russia, Spain, France, and Brazil), grew 16 to 18 percent to sell around three million units in the course of 2011 and 2012. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand. In 2010, India beat Thailand to become Asia's third largest exporter of passenger cars.

As of 2010, India is home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making the country the second (after China) fastest growing automobile market in the world in that year. According to the Society of Indian Automobile Manufacturers, annual vehicle sales are projected to increase to 4 million by 2015, no longer 5 million as previously projected. The majority of India's car manufacturing industry is based around three clusters in the south, west and north. The southern cluster consisting of Chennai is the biggest with 35% of the revenue share. The western hub near Mumbai and Pune contributes to 33% of the market and the northern cluster around the national capital region contributes 32% of the market. Ford, Hyundai, Renault, Mitsubishi, Nissan, BMW, Hindustan motors, Daimler, Caparo, mini, and Datsun, Gurgaon and Manesar in Haryana form the northern cluster where the country's largest car manufacturer, Maruti is based. The Chakan corridor near Pune, Maharashtra is the western cluster with companies like General Motors, Volkswagen, Skoda, Mahindra and Mahindra, Tata motors, Mercedes Benz, Land Rover, Jaguar cars, Fiat and Force Motors having assembly plants in the area. Aurangabad with Audi, Skoda and Volkswagen also forms part of the western cluster. Another emerging cluster is in the state of Gujarat with manufacturing facilities of General Motors in Halol and further planned for Tata Nano at their plant in Sanand. Ford, Maruti Suzuki and Peugeot-Citroen plants are also set to come up in Gujarat. Kolkata with Hindustan motors, Noida with Honda and Bangalore with Toyota are some of the other automotive manufacturing regions around the country.

In 2011, there were 3,695 factories producing automotive parts in all of India. The average firm made Rs.360 million in annual revenue with profits close to Rs.24000 thousand.

The Indian automotive industry has emerged as a 'sunrise sector' in the Indian Economy. India is emerging as one of the world's fastest growing passenger car markets and second largest two wheeler manufacturer. It is also home for the largest motor cycle Manufacturer and fifth largest commercial vehicle manufacturer. India is the largest base to export compact cars to Europe. Moreover, hybrid and electronic vehicles are new developments on the automobile canvas and India is one of the key markets for them. Global and Indian manufacturers are focusing their efforts to develop innovative Products, technologies and supply chains.

AUTOMOBILE INDUSTRY

Automobile industry, the business of producing and selling self-powered vehicles, Including passenger cars, trucks, farm equipment, and other commercial vehicles. By allowing consumers to commute long distances for work, shopping, and entertainment, the auto industry has encouraged the development of an extensive road system, made possible the growth shopping centers around major cities, and played a key role in the growth of ancillary industries, such as the oil and travel businesses. The auto industry has become one of the largest purchasers of many key industrial products, Such as steel. The large number of people the industry employs has made it a key Determinant of economic growth. Automobile is self propelled vehicle which is used for the transportation of passenger and good upon the ground. A vehicle is machine which is used for the transportation of passengers and goods. Car, bus truck, jeep, tractor, scooter, Motor cycles are the example of automobiles.

DIFFERENT NAMES OF THE AUTOMOBILES:

1. Auto
2. Auto car
3. Car
4. Motor car
5. Automobile
6. Auto buggy
7. Motor coach
8. Motor vehicle
9. Motor
10. Motor wagon

TYPES OF AUTOMOBILES

The automobiles are classified on the following basis

1. Purpose:

- (i) Passenger vehicle- car, jeep, bus
- (ii) Good Vehicle- Truck

2. Capacity:

- (I) light motor vehicle- car, motor cycle and scooter.
- (II) Heavy Motor vehicle- Bus coach, tractor.

3. Fuel used:-

- (i) Petrol vehicles – car, jeep, motor cycle, scooter.
- (ii) Diesel Vehicles- Truck, bus, tractor, bulldozer.
- (iii) Electric cab- Battery truck, fork lift, scooter

4. No of Wheels:

- (i) Two Wheeler
- (ii) Three Wheeler
- (iii) Four Wheeler (iv) Six Wheeler

5. Drive of the vehicles:

- (i) Singles wheel drive vehicle
- (ii) Two wheel drive vehicle
- (iii) Four wheel drive vehicle (iv) Six wheel drive vehicle

INDIAN AUTOMOBILE INDUSTRY SWOT ANALYSIS:

STRENGTHS:

- Globally cost competitive.
- Adheres to strict quality controls.
- Adoption or Access to latest technology.

WEAKNESS:

- Low research and development capability.
- Industry is exposed to cyclical downturns in the automotive Industry.
- Most component companies are dependent on global majors for Technology.

OPPORTUNITIES:

- Sourcing hub for global automobile majors.
- Export opportunities may be realized through diversification of export

THREATS:

- Pressure on prices from Original equipment manufacturers continues.
- Smaller players, who do not upgrade to global standards, would get Extinct.

HISTORY

The first car ran on India's roads in 1897. Until the 1930s, cars were imported directly, but in very small numbers.

An embryonic automotive industry emerged in India in the 1940s. Hindustan was launched in 1942, long time competitor Premier in 1944. They built GM and Fiat products respectively. Mahindra & Mahindra was established by two brothers in 1945, and began assembly of Jeep CJ-3A utility vehicles. Following the independence, in 1947, the Government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry. In 1953 an import substitution programme was launched, and the import of fully built-up cars began to be impeded.



The Hindustan Ambassador dominated India's automotive market from the 1960's until the mid-80s

However, the growth was relatively slow in the 1950s and 1960s due to nationalisation and the license raj which hampered the Indian private sector. Total restrictions for import of vehicles were set and after 1970 the automotive industry started to grow, but the growth was mainly driven by tractors, commercial vehicles and scooters. Cars were still a major luxury item.

In the 1970s price controls were finally lifted, inserting a competitive element into the automobile market. By the 1980s, the automobile market was still dominated by Hindustan and Premier, who sold superannuated products in fairly limited numbers. During the eighties, a few competitors began to arrive on the scene.

To promote the auto industry the government started the Delhi Auto Expo which was had its debut showcasing in 1986. The Auto Expo of 1986 was a window for technology transfers showing how the Indian Automotive Industry was absorbing new technologies and promoting indigenous research and development for adapting these technologies for the rugged Indian conditions. The 9 day show was marked by then Prime Minister Rajiv Gandhi.

EXPORTS

India's automobile exports have grown consistently and reached Rs.270 billion in 2009, with United Kingdom being India's largest export market followed by Italy, Germany, Netherlands and South Africa. India's automobile exports are expected to cross Rs.720 billion by 2014.

According to New York Times, India's strong engineering base and expertise in the manufacturing of low-cost, fuel-efficient cars has resulted in the expansion of manufacturing facilities of Hyundai, Nissan, Toyota, Volkswagen and Maruti Suzuki.

In 2008, South Korean multinational Hyundai Motors alone exported 240,000 cars made in India. Nissan Motors plans to export 250,000 vehicles manufactured in its India plant by 2011. Similarly, US automobile company, General Motors announced its plans to export about 50,000 cars manufactured in India. In recent years, India has emerged as a leading centre for the manufacture of small cars. Hyundai, the biggest exporter from the country, now ships more than 250,000 cars annually from India.

Apart from Maruti Exports' shipments to Suzuki's other markets, Maruti Suzuki also manufactures small cars for Nissan, which sells them in Europe. Nissan will also export small cars from its new Indian assembly line. Tata Motors exports its passenger vehicles to Asian and African markets, and is in preparation to launch electric vehicles in Europe in 2010. The firm is also planning to launch an electric version of its low-cost car the Tata Nano in Europe and in the U.S. Mahindra & Mahindra is preparing to introduce its pickup trucks and small SUV models in the U.S. market. Bajaj Auto is designing a low-cost car for Renault Nissan Automotive India, which will market the product worldwide. Renault Nissan may also join domestic commercial vehicle manufacturer Ashok Leyland in another small car project. While the possibilities are impressive, there are challenges that could thwart future growth of the Indian automobile industry.

Since the demand for automobiles in recent years is directly linked to overall economic expansion and rising personal incomes, industry growth will slow if the economy weakens.

INDIAN AUTOMOTIVE COMPANIES

- Chinkara Motors: Beachster, Hammer, Roadster 1.8S, Rockster, Jeepster, Sailster
- Force Motors: One (earlier known as Tempo)
 - Hindustan Motors: Ambassador
 - ICML: Rhino Rx
- Mahindra: Major, Bolero, Scorpio, Thar, Xylo, Quanto, Verito, Verito Vibe, Genio, XUV500.
- Premier Automobiles Limited: Sigma, RiO
- San Motors: Storm
- Maruti Suzuki (subsidiary of Japanese auto maker Suzuki) 800, Alto, Alto800, WagonR, Estilo, A-star, Ritz, Swift, Swift DZire, SX4, Omni, Eeco, Gypsy, Ertiga
- Tata Motors: Nano, Indica, Vista, Indigo, Manza, Indigo CS, Sumo, Grande, Venture, Safari, Xenon, Aria

FOREIGN AUTOMOTIVE COMPANIES IN INDIA

Hyundai, Suzuki, BMW, Audi, Mercedes Benz, Ford, Fiat, Honda, Chevrolet(of General Motors), Toyota, Lamborghini, Jaguar, Eicher, TAFE, are the foreign automotive companies that manufacture and market their products in India.

VEHICLES MANUFACTURED OR ASSEMBLED IN INDIA

- BMW India: 1 Series, 3 Series, 3 Series GT, 5 Series, 7 Series, X1, X3.
- Audi India: A3, A4, A6, Q3, Q5, Q7.
- Fiat India. Grande Punto, Linea.
- Ford India: Figo, Fiesta Classic, Fiesta, Ecosport, Endeavour.
- General Motors India(Chevrolet): Spark, Beat, Aveo U- VA, Sail, Aveo, Optra, Cruze, Tavera.
- Honda Cars India Limited: Brio, Jazz, Amaze, City, Civic, CR-V, Accord.
- Hyundai Motor India: Eon, Santro, i10, i20, Accent, Verna, Elantra, Sonata.
- Isuzu: MU-7, V-Cross.
- Jaguar (Subsidiary of Tata Motors): Jaguar XF.
- Land Rover (Subsidiary of Tata Motors): Freelander.
- Mercedes-Benz India: C-Class, E-Class, M-Class, GL-Class, S-Class.
- MINI: Countryman.
- Mitsubishi (in collaboration with Hindustan Motors): Lancer, Lancer Cedia, Pajero.
- Nissan Motor India: Micra, Sunny, Evalia, Dacia Duster.
- Datsun: Datsun Go
- Renault India: Pulse, Duster, Scala, Fluence, Koleos.
- Škoda Auto India: Fabia, Rapid, Laura, Yeti, Superb.
- Toyota Kirloskar: Etios Liva, Etios cross, Corolla Altis, Innova, Fortuner, Camry.
- Volkswagen India: Polo, Cross Polo, Vento, Jetta, Passat.

VEHICLES BROUGHT INTO INDIA AS CBUs

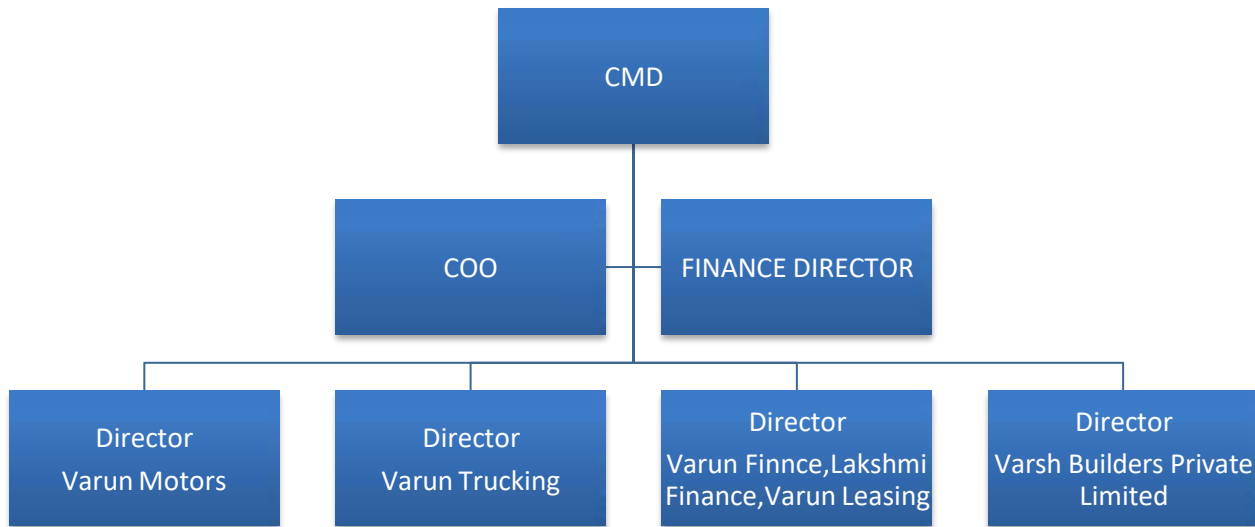
- Aston Martin: Vantage, Vanquish, Rapide, Virage, DB9, DBS, One-77.
- Audi: A5, A7, A8, S4, S6, S8, TT, RS 4, RS 6, RS5, R8.
- Bentley: Arnage, Azure, Brook lands, Continental GT, Continental Flying Spur, Mulsanne.
- BMW: 5 Series GT, 6 Series, 7 Series, X5, X6, X6 M, M3, M5, M6 and Z4.
- Bugatti: Veyron.
- Chevrolet: Captive.
- Ferrari: California, 458 Italia, 599 GTB Fiorano, FF.
- Fiat: 500, Bravo.
- General Motors: Hummer H2, Hummer H3.
- Gumpert: Apollo.
- Honda: Civic Hybrid.
- Hyundai: Santa Fe.
- Isuzu Motors India Pvt Ltd: MU7 & D Max
- Jaguar (Subsidiary of Tata Motors): XJ, XK, F-Type.
- Koenigsegg: CCX, CCXR, Agera.
- Lamborghini: Gallardo, Aventador.
- Land Rover (Subsidiary of Tata Motors): Discovery 4, Range Rover Evoque, Range Rover Sport, Range Rover.
- Maserati: Quattroporte, GranTurismo, GranCabrio.
- Mercedes-Benz: A-Class, B-Class, CL-Class, GL-Class, R-Class, CLS-Class, SL-Class, SLK- Class, Viano, G-Class, SLS.
- MINI: Cooper, Cooper S, Convertible.
- Mitsubishi: Montero, Outlander, Evo X.
- Nissan: Teana, X-Trail, 370Z, GT-R.
- Porsche: 997, Boxster, Panamera, Cayman, Cayenne, Carrera GT.
- Rolls Royce: Ghost, Wraith, Phantom, Phantom Coupé, Phantom Drop head Coup

UNIT-3 COMPANY PROFILE

Varun Group is a leading Business conglomeration with business spread across Automobile, Auto financing, Construction, Hospitality & Entertainment industries for the past 62 yrs with 112 Showrooms & 105 Service centers across Andhra Pradesh. With an employee base of over 7500, and an annual turnover of over Rs. 2500 Cr. With Automobile sales volume of 1, 00,000 Varun Group has become a household name in Andhra Pradesh and Telangana.

SL NO.	BUSINESS	YEAR
1	Varun Finance/Lakshmi Finance	1988
2	Varun Bajaj	1992
3	Varsha Builders Private limited	1992
4	VarunMaruti	1996
5	Varun JCB	2009
6	Varun Mahindra Navistar	2010
7	Varun Multiplex	2010
8	NovotelVarun Beach	2011
9	Varun Bharat Benz	2011
10	Varun Training Institute	2011
11	VallurupalliKesavaraoNavaratnam Charitable trust	2011

ORGANISATION STRUCTURE



The Beginning:


- Varun Group traces its roots to its parent company M/S. Padmaja Commercial Corporation, which was established by Late Sri. KesavaraoChoudhary in mid 1950s in Vijayawada.
- Mr. Prabhu Kishore, youngest son of Late Sri. KesavaraoChoudhary took the family business in his early 20s.
- Mr. Prabhu Kishore ventured into Auto Finance Business through Varun Finance and Lakshmi Finance and later expanded the business into Construction and Property Development business through M/S. Varsha Builders Pvt Ltd.

Growth and Expansions:

- 1992 is a remarkable year in the history of Varun Group when Mr. Prabhu Kishore established Varun Motors and established Bajaj dealership in Visakhapatnam.
- In less than 15 years, Varun Motors grew to be a household name in Andhra Pradesh through the establishment of various automobile dealerships across Andhra Pradesh.
- The Group which had humble beginnings in the early 1990s with a work force of less than 100 people, today proud to have a workforce of over 4500 employees approximately.

Employee Benefits:

- PF & ESI.
- Accident Policy.
- Auto Life Insurance.
- Leave Encashment.
- Bonus.
- Attendance Bonus.
- Annual Increment.
- Loans & Salary Advances. Opportunities:
- Internal Promotion.
- Career Counseling.
- Caring Employee Environment.
- Skill Enhancement (Varun ITI)
- Constant People Development Programme.

Company Name	Varun Bajaj Ltd
Company Logo	
Date of Establishment	1945
Market Cap	594417.732484 (Rs. in Millions approx)
Corporate Address	Bajaj Auto Ltd Complex, Mumbai - Pune Road, Akurdi Pune- 411035, Maharashtra www.bajajauto.com
Management Details	Chairperson - Rahul Bajaj MD - Rajiv Bajaj Directors – D. J. BalajiRao, D. S. Mehta, J. N. Godrej, J Sridhar, Kantikumar R. Podar, Madhur Bajaj, Manish Kejriwal, NanooPamnani, Naresh Chandra, Niraj Bajaj, P. Murari, Rahul Bajaj, Rajiv Bajaj, S. H. Khan, Sanjiv Bajaj, Shekha Bajaj, SumanKirlokar.
Business Operation	Automobile Two & Three Wheelers

Background	<p>Bajaj Auto is a \$2.3 billion company founded in 1926. Bajaj Auto is world's fourth largest two- and three-wheeler Manufacturer. Bajaj Auto is into manufacturing motorcycles, Scooters and three wheelers. In India, Bajaj Auto has a distribution network of 485 dealers and over 1,600</p>
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Company Secretary	J. Sridhar
Bankers	Canara Bank , City Bank, HDFC Bank, HSBC Bank, ICICI Bank, Punjab National Bank, Standard Chartered Bank
Auditors	Dalal& Shah

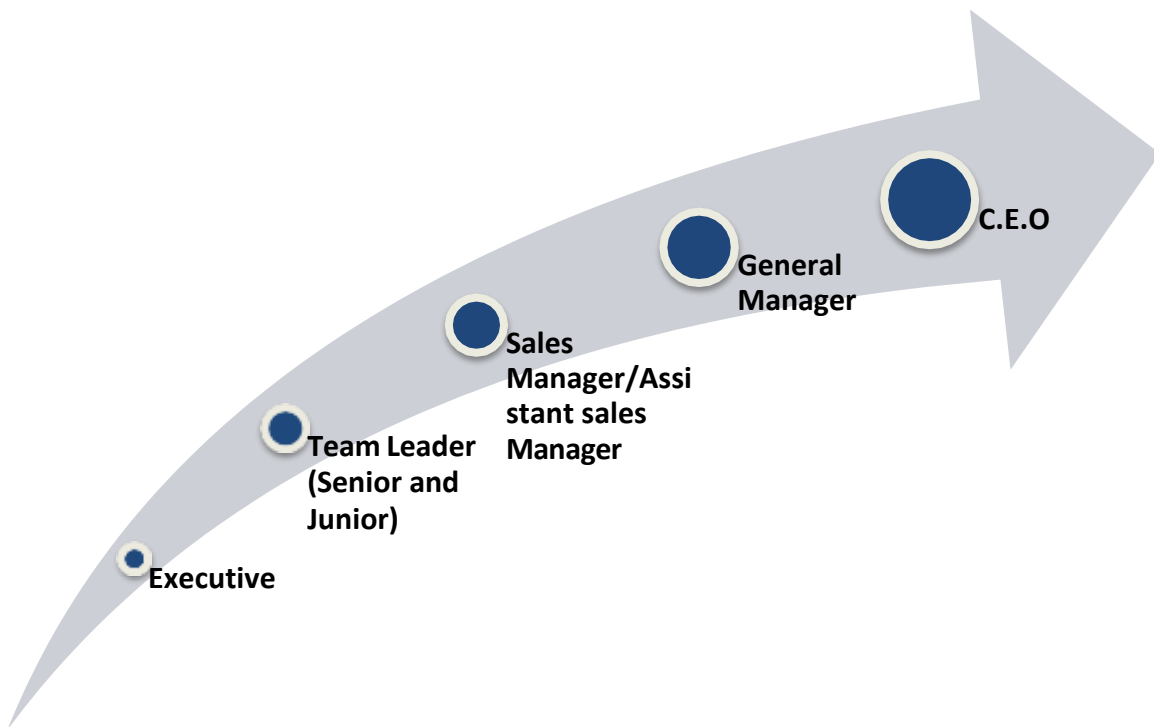
BAJAJ AUTO LTD:

- a) Bajaj Auto is a \$2.3 billion company established in 1926. Bajaj Auto is World's fourth largest two- and three-wheeler manufacturer.
- b) In India, Bajaj Auto is distributed with 485 dealers and over 1,600 authorized Services centers.
- c) It has opened these stores under the name "Bajaj Probiking" in areas like Pune, Nasik, Ahmadabad, Chennai, Hyderabad, Kolkata, Navi Mumbai, Chandigarh, New Delhi, Faridabad and Mangalore.
- d) It is connected with 50 countries including dominant presence in Sri Lanka, Colombia, Bangladesh, Mexico, Central America, Peru and Egypt.
- e) For manufacture latest models in the two wheeler space, Bajaj has tied up with Kawasaki Heavy Industries of Japan.
- f) Bajaj Auto has launched brands like Boxer, Caliber, Wind125, Pulsarand Many more.

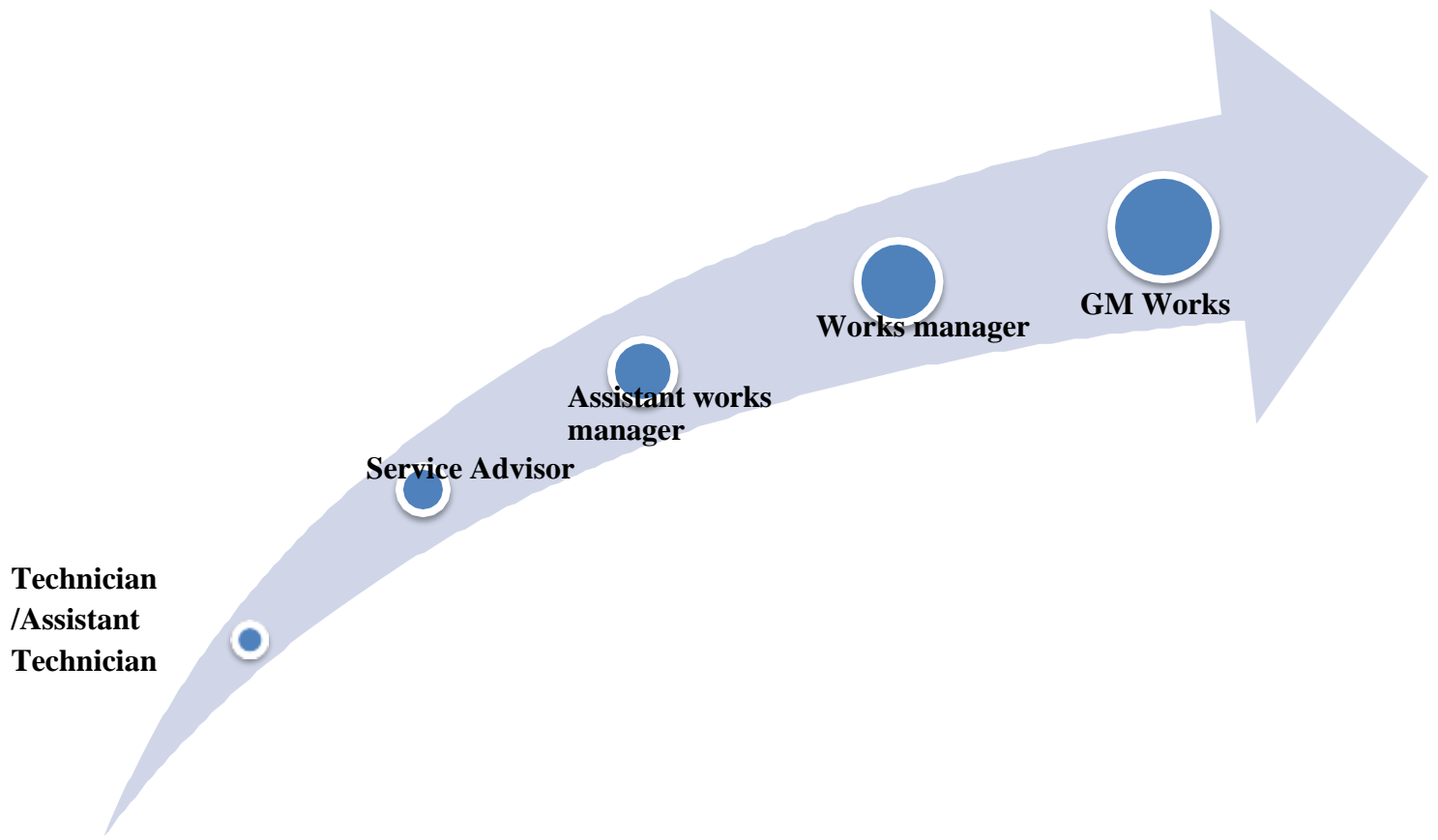
Career Escalation Matrix (Sales):

Varun promotes the best HR practices and highest retention of employee. Generally they hire people from inside group for higher / managerial positions (**like TL, ASM, SM**) as we believe in promoting people within our own organization.

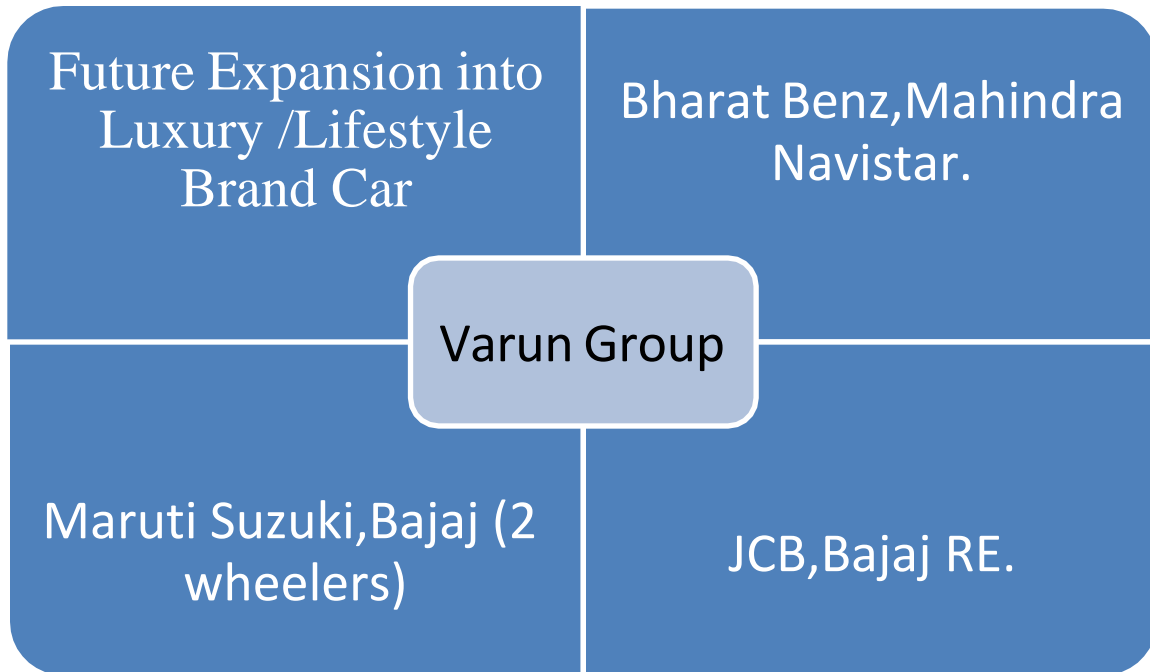
This is a strong motivation factor in group.



Career Escalation Matrix (Service):



Group Representative Brand Portfolio



Passenger vehicles

Commercial Vehicles



Unit-4 Theoretical Frame Work

DEFINITION:

The first definition of HRM is that it is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the

Company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

The second definition of HRM encompasses the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function

in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the “employment relationship” fulfilling for both the management and employees.

These definitions emphasize the difference between Personnel Management as defined in the second paragraph and human resource management as described in the third paragraph.

To put it in one sentence, personnel management is essentially “workforce” centered whereas human resource management is “resource” centered. The key difference is HRM in recent times is about fulfilling management objectives of providing and deploying people and a greater emphasis on planning, monitoring and control.

The process of hiring and developing employees so that they become more valuable to the organization.

Human resource management includes conducting job analysis, planning personnel needs, recruiting the right people for job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all the employees at all levels. Examples of core qualities of HR management are extensive knowledge of industry, leadership, effective negotiating skills formerly called personnel management.

Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration and maintenance and separation of human resource at the end that individual, organizational, and social objectives are accomplished

Objectives of Human Resource Management:

Objectives are pre-determined goals to which individual or group activity in an organization is directed. Objectives of personnel management are influenced by organizational objectives and individual and social goals. Institutions are instituted to attain certain specific objectives. The objectives of the economic institutions are mostly to earn profits, and of the educational institutions are mostly to impart education and / or conduct research so on and so forth. However, the fundamental objective of any organization is survival. Organizations are not just satisfied with this goal. Further the goal of most of the organizations is growth and / or profits.

- To create and utilize an able and motivated workforce, to accomplish the basic organizational goals.
- To establish and maintain sound organizational structure and desirable working relationships among all the members of the organization.
- To secure the integration of individual or groups within the organization by coordination of the individual and group goals with those of the organization.
- To create facilities and opportunities for individual or group development so as to match it with the growth of the organization.
- To attain an effective utilization of human resources in the achievement of organizational goals.
- To identify and satisfy individual and group needs by providing adequate and equitable wages, incentives, employee benefits and social security and measures for challenging work, prestige, recognition, security, status.
- To maintain high employees morale and sound human relations by sustaining and improving the various conditions and facilities.
- To strengthen and appreciate the human assets continuously by providing training and development programs.
- To consider and contribute to the minimization of socio-economic evils such as unemployment, under-employment, inequalities in the distribution of income and wealth and to improve the welfare of the society by providing employment opportunities to women and disadvantaged sections of the society.
- To provide an opportunity for expression and voice management. To provide fair, acceptable and efficient leadership.
- To provide facilities and conditions of work and creation of favorable atmosphere for maintaining stability of employment

FUNCTIONS OF HRM

Managerial Functions:

The Human Resource Manager is a part of the organizational management. So he must perform the basic managerial functions of planning, organizing, directing and controlling in relation to his department.

There functions are briefly discussed below:

1. Planning:

To get things done through the subordinates, a manager must plan ahead. Planning is necessary to determine the goals of the organization and lay down policies and procedures to reach the goals. For a human resource manager, planning means the determination of personnel programs that will contribute to the goals of the enterprise, i.e., anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment.

The process of personnel planning involves three essential steps. Firstly, a supply and demand forecast for each job category is made. This step requires knowledge to both labour market conditions and the strategic posture and goals of the organization. Secondly, net shortage and excess of personnel by job category are projected for a specific time horizon. Finally, plans are developed to eliminate the forecast shortages and excess of particular categories of human resources.

2. Organizing:

Once the human resource manager has established objectives and developed plans and programs to reach them, he must design and develop organization structure to carryout the various operations.

The organization structure basically includes the following:

- (i) Grouping of personnel activity logically into functions or positions.
- (ii) Assignment of different functions to different individuals.
- (iii) Delegation of authority according to the tasks assigned and responsibilities involved.
- (iv) Co-ordination of activities of different individuals.

3. Directing:

The plans are to be put into effect by people. But how smoothly the plans are implemented depends on the motivation of people. The direction function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the enterprise. In other words, the direction function is meant to guide and motivate the people to accomplish the personnel programs. The personnel manager can motivate the employees in an organization through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees. The motivational function poses a great challenge for any manager. The personnel manager must have the ability to identify the needs of employees and the means and methods of satisfy those needs. Motivation is a continuous process as new needs and expectations emerge among employees when old ones are satisfied.

4. Controlling:

Controlling is concerned with the regulation of activities in accordance with the plans, which in turn have been formulated on the basis of the objectives of the organization. Thus, controlling completes the cycle and leads back to planning. It involves the observation and comparison of results with the standards and correction of deviations that may occur. Controlling helps the personnel manager to evaluate the control the performance of the personnel department in terms of various operative functions. It involves performance appraisal, critical examination of personnel records and statistics and personnel audit.

Operational Functions:

➤ Recruitment:

It is the process of searching for prospective employees and stimulating to them to apply for jobs in an organization it deals with. Identification of existing sources of applicants and developing them. Creation of new sources of applications. Striking a balance between internal and external sources.

➤ Selection:

It is the process of ascertaining the qualifications, experience, skill, knowledge etc. of an applicant with a view to appraising his/her suitability to a job. This function includes: Framing and developing application. Creating and developing valid and reliable testing techniques. Formulating interviewing techniques. Checking of references. Setting up medical examination policy and procedure. Line manager's decision.

➤ **Induction:**

It is the technique by which a new employee is rehabilitated in the changed surrounding and introduced to the practices, policies, proposal and people etc. of the organization. Introduce the employee to the people with whom he/she has to work such as peers, supervisors and subordinates. Mould the employee attitude by orienting him to the new working and social environment.

➤ **Training and Development:**

Training is the process of planned programmes and procedures undertaken for the “improvement of the employee’s performance in terms of his attitude, skills, knowledge And behaviour. These training and development programmes can significantly improve overall performance of the organization. Training is normally viewed as a short process. For lower level and middle level employees, it is called as training and for senior level employees, it is called as Development programme.

➤ **Performance Appraisal:**

It is the systematic evaluation of individuals with respect to their performance on the job and their potential for development. It includes: Developing policies, procedures and techniques. Helping the functional managers. Reviewing of reports and consolidation of reports. Evaluating the effectiveness of various programmes.

➤ **Employee Engagement:**

Emotional connection as employee feels towards his/her employment of organization , which tends to influence his/her behaviour and level of effort in work related activities. The more engagement an employee was with his/her company, the more effort they put forth. If the employee feels mentally stimulated, the trust and communication between employees and management and the level of pride an employee has about working or being associated with the company.

➤ **Compensation and Benefits:**

The compensation and benefits processes belong to the most important HR processes, which are critical for the organization and modern HR organization . The compensation and benefits is about managing the personnel expenses budget, setting the performance standards, setting the transparent compensation policies and introducing the competitive benefits for employees. The organization with effective compensation and benefits drives its personnel to manage the performance of employee and reward the extraordinary performance.

➤ **Employee welfare:**

Employee welfare is a team including various services, benefits and facilitation offered to employees by the employer.

➤ **Human Resource Accounting and Audit:**

Human Resource Accounting is the measurement of cost and value of human Resource Management is said to be effective and the value and contribution of human resources to the organization is more than the cost of human resources.

HUMAN RESOURCE POLICIES:

The policies are continuing guidelines on the approach the organization intends to adopt in managing its people. It represents specific guidelines to HR managers various matters concerning employments. It states the intend of the organization about different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc.

In actuality, policies and procedures serves a number of purposes

1. They provide clear communication between the organization and their employees regarding their condition of employment.
2. They form a basis for treating all employees fairly and equally.
3. They are a set of guidelines for supervisors and managers.
4. They create a basis for developing the employees handbook.
5. They establish a basis for regularly reviewing possible changes affecting employees.
6. They form a context for supervisor training programs and employeeorientation programs

Small business owners should make sure that they address the following basic human resource issues when

Putting together their personnel policies:

Equal Employment Opportunity policies Employee classifications Workdays, paydays, and pay advances
Overtime compensation Meal periods and break periods Payroll deductions Vacation policies Holidays
Sick days and personal leave (for bereavement, jury duty, voting, etc.) Performance evaluations and salary
increases Performance improvement Termination policies

ADVANTAGES OF HR POLICIES:

Communication with employees: A well written and thoughtfully presented human resource policy manual can establish the tone that a new business person wishes to maintain within his or her business. Such a policy also serves to disseminating information about what employees may expect from the company as well as what the employer expects from the employees regarding work performance and behavior while on the job.

Communication with managers and supervisors: Formal policies can be helpful to managers and other supervisory personnel faced with hiring, promotion, and reward decisions concerning people who work under them.

Time Savings: Prudent and comprehensive human resource management policies can save companies significant amounts of management time that can then be spent on other business activities, such as new product development, competitive analysis, marketing campaigns, etc.

HR Practices followed in varun motors:

SELECTION AND RECRUITMENT POLICY:

POLICY:

The policy outlines the steps company should follow when hiring personnel to ensure that the best new employees are found.

PURPOSE:

The hiring policy helps the company to avoid the loss of time, money, productivity and opportunity cost.

In addition, all new hires will receive assistance with the completion of all mandatory paperwork that is required for employment.

PROCEDURE:

A. INTERVIEW AND SELECTION PROCEDURE:

1. Departments should not exceed approved staffing level
 2. Each department to submit their staffing level planning for each quarter as per the budget submitted and approved by the board.
 3. Each department should adhere to the staffing levels approved by the board or by the director any exception to this policy is at the discretion of the director.
 4. The director need to fill in the staffing exception form to justify any excess hiring
Annexure 1 – Staffing Justification Form
 5. Copy to be sent to HR Department and Accounts Department.
 6. A replacement should occur by HOD filling out the *Annexure 2 - Employee Requisition Form (ERF)* and submitting to the Director and HR Manager for approval by the above parties.
 7. HR should verify if replacement is fulfilling budgetary requirements.
 8. In case of additional staffing needs due to changes in business, growth, etc, request which should be budgeted needs the approval of HOD, HR Manager, Director Finance, Director (if staffing is for HOD and above only).
- ERF** should be filled for approval by concerned authorities and reviewed by HR to initiate recruitment process. If request is denied, reasons should be stated to concern HOD. HODs cannot recruit directly without approval of director for additional manpower.
9. A copy of the **ERF** should be kept with HR and Finance Department for payroll management and updating records.
 10. The following levels of interviews to be conducted for different grades

- a. Grade A & B – 2 Rounds
- b. Grade C & D - Minimum 3 Rounds of interviews (with a compulsory Director level interview).
- c. Grade E - Minimum 4 Rounds of interviews (with a compulsory CMD interview)

11. All interviewees/prospective employees should fill up the *Annexure 3 (Employee Biodata Form)* and go through compulsory aptitude test by the HR Department.

12. A technical interview to be scheduled by the HR Department as soon as the aptitude test is completed and with the following documents for first round of interview

- a. ERF
- b. Employee Biodata Form
- c. Application form with photographs
- d. Curriculum Vitae
- e. 4 Photographs
- f. Photo copies of Educational & Work experience documents
- g. Aptitude test result (40 marks)

13. The line manager should return the file after the interview back to the hrdept after duly completing the

Technical Interview Form (Annexure 4)

14. HR should conduct an interview within the 3-7 days after the technical interview completion.

15. HR department should complete the reference check (for details Refer HR 003) before the scheduled HR interview.

16. Reference check to be filed in Employee Personal File (for details refer HR 014).

17. HR interview is aimed to assess if candidate is fit for the job with respect to his overall vision he has for his career, clarity of thought, grooming and his fitness for the job with respect to salary and skill

18. The **HR Round Interview Form (Annexure 5)** should be filled and the total is calculated out of 100(Aptitude Test 40 M + Technical Interview Form 40 M + HR Interview Assessment Form 20 M) and a candidate should score at least 70 or above in order to be ready for a selection.

19. In the event a candidate selection is dependent on the following conditions

Condition	Analysis	End Result
Condition 1 : Above 70	Selection reference checks show negative remarks	Candidate rejected
Condition 2 : Less than 70	Line Manager Recommended Reference check fine	Selected with reservations
Condition 3 : Above 70	Line manager recommended, Reference check fine	Candidate selected

21. For external candidate following deadlines to be followed by the HR department in recruitment as per the Organizational Employee Grade

Grade	Designation Level	Deadline
Grade A	Executive/Entry level	Between 7 - 10 days
Grade B	Team Leader/Incharge level	Between 10 - 20 days
Grade C	Managerial/Supervisory level	Between 15 - 30 days
Grade D	GM/CEO level	Between 20 - 40 days
Grade E	Director Level	Between 30 - 45 days

B. RECRUITMENT:

1. Upon the confirmation from the candidate for joining HR should issue an offer letter with clear clause mentioning in the *Offer Letter (Annexure 6)*.
2. An *Appointment Letter (Annexure 7a & 7b)* is given to the candidate after obtaining the following documents from the candidate
 - a. Acceptance of the offer letter
 - b. Verification of all original documents
 - c. Submission of original documents (for certain positions only)
3. A 3 year *MOU (Annexure 8)* should be signed by the employee. Bank Account to be opened with the bank recommended by the company.

REFERENCE CHECK POLICY:

POLICY:

The policy is to conduct reference check from the previous employer/s or professionals in the industry for every new hire.

PURPOSE:

The purpose of the policy is to ensure that past record relating to employee's performance, relationship with colleagues and general attitude towards work is checked. The policy clearly defines the procedure to be followed to ensure that reference checks are kept confidential and proper records are maintained.

PROCEDURE:

All new hires should provide reference checks following the format at the time of Technical interview.

1. The following references should be followed by the new joiner and form should be filled:
 - a. Fresh Graduates – College Principal/ Departmental Head.
 - b. Candidates with prior experience – His previous company HR Manager/Line Manager/ Head of the Company.
2. Reference check is a compulsory for any position. All HR Managers should adhere to this policy.
3. Any recruitment without reference check will result in negative remarks in HR Manager's Appraisal
4. Reference checks are to be kept confidentially and should be conducted by HR Department.
5. For Managers and Key Personnel, HR Manager and Director need to conduct reference checks; Should be shared with Head Office for discussion
6. This helps to gain an objective view of employee by performing a **360 degree** feedback.
7. For internally transferred employees, latest updated appraisal form should be checked.
8. All discussion with referees and names mentioned by employee should be documented in Reference check questionnaire and filed in personal file record.

Outcome of checks should help in assisting decision making in hiring the employee.

EMPLOYMENT OF INDIVIDUALS:

POLICY:

The policy is to permit re-employment of individuals who have earlier served provided they have the right good attitude, skills and aptitude for the growth of organization.

PURPOSE:

To provide a re-employment opportunity to those ex-employees whose performance and work attitude was consistently good and beneficial to the company.

PROCEDURE:

1. An employee who left voluntarily can be considered for re-employment in any of Group companies if-
 - a. Past performance has been of an above average standard
 - b. Director of hiring company approves
 - c. Positive feedback is given by Director in the previous Group company
 1. In case of an Executive Board member or HOD, Chairman & Managing Director (CMD) approval is required
 2. Hiring company should request for personal file of the employee maintained by the previous company.
 3. Any candidate who is re-employed in the Group Company will be considered as a new hire and should follow all the policies applicable.
2. If dismissal by the company, employee is not re-hired.

REFERRAL POLICY:

POLICY:

As a matter of Referral policy, employment of references given by employees in any capacity is encouraged.

Employees at all levels are required to comply with the set rules and regulations laid down herein.

PURPOSE:

To establish a clear guideline on employees' relatives employing within the group in order to avoid any interest of conflict and to uphold a fair and consistent approach towards managing people.

PROCEDURE:

1. All employees are eligible to provide references when any vacancies are published in the company and are eligible for the referral fees on referring a candidate to the HR department for recruitment
2. In order to be eligible for the payout for referral fee, referred candidates must:
 - a. Be personally known to the employee who refers him/her.
 - b. The referral fee will be paid to referrer, after the referee has completed probationary period of 6 months in the company.

The employee referral compensation amount is at the discretion of the director

PROBATION POLICY:

POLICY:

The policy states that all permanent employees who are newly hired will undergo a probationary period of six months from the first day of employment.

All new employees are placed on probation, which will be for the first six months with a maximum extension of three additional months.

PURPOSE:

The purpose of this policy is to ensure that there is right person for right job and is applied to all new hiring positions in order to maintain a competitive work force within the organisation.

New employees are allowed to determine his/her satisfaction with the group and the position.

The company, in addition, has an opportunity to evaluate his/her work, attitude, and attendance and determine if the employee is able to meet the requirements of the position and the competencies required by the company.

PROCEDURE:

In the interview and in the appointment letter probation period must be specified; No notice is required to abort the employment at any point during the probation.

All new employees will be on a **6 month probation** with a maximum extension of another **3 months** (transferred employees not under this rule as they would have passed probation in the Group company)

1. Promoted employees will be under the probation of **3 months** to assess suitability to the new role and this rule is applicable at the discretion of the Director of the company.

2. Role of human resources department

Probation form should be provided **after 5 months** of employee joining and should be completed by HOD with the employee in an open discussion and returned in **15 days** for assessment date should be given and progress closely monitored by HOD; Objectives should be established)

i. Approval (Annexure 2 Confirmation letter)

ii. Extension (Director approval in consultation with HR Manager; Probation Extension letter should be sent to employee after an appraisal and feedback session listing procedure; Next

Dismissal (**2 counseling sessions** at reasonable intervals are a must; Director approval in consultation with HR Director and Manager; Dismissal Letter should be given after an appraisal and feedback sitting listing procedure).

- b. HR is in charge of receiving the forms back
- c. HOD should ensure employee attends all relevant training during probation to complete the induction process

- d. Probation review Form should be sent to HR Department for filing in employee records

Adverse outcomes if any should be shared with concerned Heads.

INDUCTION AND TRAINING POLICY:

POLICY:

The policy is to observe that all employees are properly trained in their respective areas and work with perfection in their work areas.

PURPOSE:

The purpose of the policy is to establish a Training Calendar for the entire year and basing upon it prepare the schedule.

Every new entrant joining the company should be given proper induction training and then be placed in the work area.

Every individual in the Group should have 100 hours of Training during the calendar year.

PROCEDURE:

A. INDUCTION:

1. Any new entrant joining the company should be given proper induction and then place him in the job.
2. It is the duty of HR Dept. to take necessary steps in this regard as follows:
 - a. The employee should be given tour of work place and introduction about the Group.
 - b. The employee should be formally introduced to the department he is assigned to.
 - c. He should be made aware of the vision of the company and as well as the group and the same is expected from him in the work.

- d. The Uniform should be arranged by the company within 15 days of employee joining date. (Refer Dress Code/Uniform Policy HR 015)
- e. As per the calendar preparation schedule, the induction program should be conducted on monthly basis and the same to be informed to the respective Dept. HOD's

B. TRAINING COURSES

- 1. Proper Training Attendance record should be maintained.
- 2. It is mandatory to have a questionnaire (*Annexure 1 Training Evaluation Form*) answered by the employee at the end of every training session and should be further evaluated by the HR Executive.
- 3. It is the responsibility of the HR Dept. that every training that has been imparted to the employees be recorded and ensures that it reaches 100 hours of the Training hours.
- 4. Basing on the requirement, it is the responsibility of the HR-Dept. to schedule training sessions for enhancement of interpersonal skills (communication, technical, leadership etc) by having collaboration with institutes of repute.
- 5. If any amount is spent on the external training for an employee, then it should be ensured that the employee retains with us for at least two years or else the amount is deducted from his Full & Final Settlement.
- 6. In case, if any employee does not attend 100 hours of training in a financial year, it is to be considered during his appraisal period.

ATTENDANCE MANAGEMENT AND PAYROLL GENERATION POLICY: POLICY:

The Group believes in attendance and payroll generation being in line and complying with not only all appropriate statutory legislation in force but also all internal guidelines to ensure that employees are paid for time worked and in terms of their employment contracts.

PURPOSE:

This policy sets the guidelines to have a fair and consistent method of recording attendance and generating payroll with all appropriate and effective control measures to ensure 100% accuracy.

PROCEDURE:

1. Procedure for Electronically Recording of Attendance

- a. All employees (contract, casual, etc) should be registered in the Attendance recording machine by HR Department;
- b. Permanent employees should report IN time on biometric machine installed at staff entry point and OUT time after duty completion;
- c. In case of technical difficulties with the machine, time must be recorded in register at security desk till it is resolved;
- d. If employee forgets to record IN or OUT time, HR Department should be notified who will update the weekly record and if employee forgets to record both IN and OUT time, he needs to submit a letter with reasons to HR Department for approval from HOD to update attendance;
- e. Payroll is processed based on electronic attendance records only but registers are to be signed everyday for legal reasons.
- f. All new joiners should be on the Biometric attendance system and HOD is accountable, in case of constraints HR Department should be immediately notified.

2. Procedure for Validating Attendance

- a. On a weekly basis, HR sends report to HOD to validate leave which upon approval is sent back to HR for updating Star Attendance System; Bound copies of attendance should be maintained by HR for audit

3. Leave Application

- b. Online Leave application form
- c. All employees should login to the system with their ID and fill in the Leave Application form online and submit to their Line Manager/ Leave approval authority.
- d. The leave application should be submitted at least 10 days prior to the date of leave. All line manager/ leave sanctioning authority should approve/ disapprove the leave within 48 hrs from the time of receipt of leave application.

- e. Offline Leave application form
 - i. All employees should fill in the leave application form physically and submit to their line manager for approval.
 - ii. If approved the employee should submit the approved leave application to the HR Department/Office administrator.
 - iii. HR Department should update employee personal file/ record within 24hrs of the leave approval.
 - iv. Any record alteration to be done so that payroll system is managed accordingly.
- f. Acknowledgement is not given to staff.
- g. Before leave is requested, employee should check number of leaves available; For leave that is planned HR Department approval of Leave Application is required, if this is not submitted employees will be marked absent while on leave.
- h. For unplanned and sick leave form should be submitted to HR **within 24 hours** of reporting back in office for approval and only filled forms will be approved otherwise employees will be marked absent by the System and salary gets deducted.
- 3. Compensatory/Weekly Off should be submitted to HR for approval
- 4. Absence for business purposes require HOD approval for updating in records.
- 5. Shift Timings (if in) should be specified by HR to ensure smooth running of attendance management.

Based on shift schedule HOD should provide duty time to HR on **28th of every month**

INCENTIVE POLICY:

POLICY:

The policy is to provide incentives to eligible staff with the objective of motivating them to focus on the customer and to encourage and reward teamwork and ownership in the success of the company.

PURPOSE:

The purpose of this policy is to lay down in a transparent manner the incentives and the criteria for distribution to employees.

PROCEDURE:

1. Incentives are available to staff based on their status of employment.

In case of written approval of misconduct case, Incentive is not given and is deposited in the Staff welfare fund.

PERFORMANCE APPRAISAL POLICY:

POLICY:

The policy is to implement in the group that both Staff and Management Performance Assessment and Development are conducted on quarterly basis unless an employee is on probation.

PURPOSE:

Performance Management is defined as the ongoing process of setting performance expectations, providing feedback and coaching to reach those expectations, and reviewing and recognising performance results. Performance Management translates business vision and strategy in an actionable way, cascades goals throughout the organization and measures both what is done and how it is done

The approach to Performance Development is part of the company's continued commitment to the implementation of Human Resources Programmes which builds on our Values, Culture and Competencies, all of which help to build consistent Human Resources programmes and practices.

Performance Appraisal is more about determining training needs rather than discussion or evaluation on issues pertaining to salary or promotion.

PROCEDURE:

1. On completion of at least **6 months**, employee is eligible for performance appraisal
2. Performance appraisal should be done on quarterly.
3. Appraisal parameters should be set in line with Group KRA and Company KRA.
4. For certain level of employees performance review is done on both qualitative and quantitative achievements.
5. Performance review steps

Line manager sets the targets both qualitative and quantitative in consultation with the employee at the beginning of the quarterly review period.

- a. At the end of the quarterly review period the employee fills out self appraisal form
- b. The line manager will have a one on one discussion with the employee and will go through the self appraisal form and either concurs or alters the appraisal with mutual agreement and discussion. A revised and updated appraisal form to be signed by the employee and the line manager should be submitted to the HR Department.
- d. Annual Training Plan should be updated based on requirements to meet goals; HR Manager will organize by discussing with HOD and DIRECTOR
- e. HR Department will announce the increments/ bonuses as per the bonus eligibility chart as per the marks scored by the individual employees.
- f. Any salary increment is based on the individual performance, company performance/ any other considerations or recommendations set by the Board of Directors.

PROMOTION POLICY:

POLICY:

Group supports the corporate philosophy of “Promotion from within” and rewarding meritorious performance through scientific and transparent performance review policies to ensure that key talent is retained in keeping with the competency skills set of the individual.

PURPOSE:

In order to have a fair and consistent method of promotion, this policy sets the guidelines for promoting employees.

PROCEDURE:

1. For promotion of HODs (within the same company or inter-company) Head Office approval is required.
2. When vacancies arise, promotions should be considered along with budget planning; priority for internal candidates
3. Promotions are based on merit alone, rather than just seniority
4. Passed probation period and completed **1 year**; Have a clear track record and good performance appraisal; Must be considered in succession planning
5. Promotion Form should be used by HOD and submitted to Branch Head; Salary revision should be considered along with benchmarking
6. If approved, Performance Review and Promotion Forms to be studied and approved by Director HR and Director
7. Promotion Letter should be issued with new terms and conditions; Copy should be filed in employee files; HR will announce promotion to Director's and HR.
8. **Probation period of 3 months.**

LEAVE, HOLIDAYS AND WORKING HOURS POLICY:**POLICY:**

It is a policy is designed to lay down in a transparent and clearly understood manner the details of leaves, holidays, compensatory offs, national holidays, public holidays, festival holidays which employees may avail as part of their benefits entitlement and the procedure to avail these.

PURPOSE:

The purpose of this policy is to lay down the rules and regulations governing casual leave, maternity leave, leave without pay, national holidays, festival holidays and the procedure for application and sanction of leave with a view to achieve consistency and uniformity in application of rules.

PROCEDURE:

1. Details of leaves, holidays, ESI leave etc must be stated in a transparent fashion for the employees as they can avail of related benefits by following the procedures.

2. Types of leave are:

a. Maternity Leave –Policy under discussion to be announced shortly.

i. If female employee has worked a **minimum of _____ days in 12 months**

preceding delivery date, full pay for _____ **days is given.** Leave can be taken

_____ **weeks before** or after delivery. In case of miscarriage, _____ **days are allowed** and

_____ **days over and above** are allowed if there is an illness due to delivery. ESI benefits can be availed and not company benefits if employee is under ESI. In case of exceptions, HR Manager should take care of extensions with recommendation of Director for _____ month pay.

b. Casual Leave (Should follow legal norms and Company terms)

i. Usually **24 days in total** and cannot be availed for **more than 2 days in a month.** Leave cannot be carried forward or encashed if not followed in the same year.

c. National and Festival Holidays:

i. Company will decide and list out these holidays for employees by following legal norms.

2. If employee is on duty on a holiday or weekly off, this rule applies. Compensatory Off's are given according to Company's terms.

3. Working Hours and Work Days

a. Shifts are designed to ensure that **5 hours continuous work** is not carried out by employee. 24 hours of rest in a week is compulsory.

b. **2 weekly offs** in a month and **2 additional** every **4 weeks** is allowed as per Company terms and business flexibility.

4. Management can at any point adjust the terms and conditions of this policy.

SALARY REVIEW POLICY :

POLICY:

Group believes in rewarding meritorious performance through scientific and transparent salary review policies to ensure that a fair wage is paid in keeping with prevailing salary levels in competition and also in keeping with the competency skills set of the individual.

PURPOSE:

In order to have a fair and consistent method of increasing salaries, this policy sets the guidelines for reviewing salaries of employees.

PROCEDURE:

1. HR Department will announce the increments/ bonuses as per the bonus eligibility chart as per the marks scored by the individual employees.
2. Any salary increment is based on the individual performance, company performance/ any other considerations or recommendations set by the Board of Directors.
3. For HODs all salary reviews, payment of performance incentive require Head Office approval.
4. Salaries should be reviewed annually effective from **01 April every year**;
5. Cost of living, business performance, individuals performance are considered during review
6. HR Manager has to survey the market and competitor salaries and benefits to assist the annual salary review process
7. Unless in exceptional cases, salary reviews should not be done in the middle of the year unless reasons are specified to Director
8. Salary reviews should be based on merit performance that has been proven by checking Appraisal records
9. Employees who are on transfer during mid-year (salary review at receiving company), employees on promotion, salary review is done on **31 March** in the following review period; Director Approval is needed in required situations.
10. The list of employees is sent by HR Director and HR Manager to all HOD and concerned Heads.

11. Rating Sheets with recommendations are assessed by HR Manager and Director for approval and summary is discussed with HOD; Accordingly increments, promotions, etc are finalized and Manager HR gets a sign off from Director

12. Employees should be acknowledged about their salary changes, roles, etc, by HR Manager

13. For Key Personnel, MD Approval is required

EMPLOYEE PERSONAL FILE POLICY :

POLICY:

The policy is to maintain file for every employee and constantly update the changes.

PURPOSE:

The objective of this policy is to ensure that:

The employee personal file contains all the documents required to be maintained in a consistent manner Confidentiality of employee personal details and professional records is maintained and only authorised personnel are allowed to view them.

PROCEDURE:

1. Personal Files should be maintained for all employees within **3 days** of joining
2. Should be collected and organized as per the Employee File Checklist Form
3. Files of Exec Members should be kept in Director's Office, HOD and Manager's to be kept with HR
4. Files should be taken out only if Director requests and file movements recorded in 'FILE MOVEMENT REGISTER' by HR
5. HR should handle and maintain all files as required, incharge is responsible for movements of files at all times
6. Any changes to personal details of employees should be mentioned to HR immediately by e-mail and changes will be made; Copy of the mail will be filed in employee's personal file.
7. In case of exit, files will be retained till a **maximum of 3 years**.

DRESS CODE POLICY:

POLICY:

It is the policy is to ascertain that all the employees are properly attired to reflect the high standards of professionalism and customer orientation that the company is committed to pursue

PURPOSE:

The purpose of the policy is To establish broad guidelines and prescribe the dress code, while at work Dress for the personnel in the organization is maintained appropriately to reflect the corporate image of the company

PROCEDURE:

1. Employees should always be dressed neatly and appropriately for the type of work they perform. Current uniforms must always be worn when on duty and should be kept well maintained.
2. Under no circumstances, is a superseded uniform to be worn.
3. HR Department is responsible for ensuring that these guidelines are met.
4. The uniform cloth should be maintained by the HR Department, Uniforms are bought from the company by the employee and the full responsibility for maintenance and cleanliness will remain with the employee.
5. The tailor visits are to be scheduled twice in a month to take the measurements of new employees or existing employees (if required).
6. The payment for uniform and tailoring charges by the employees can be on installments basis (deducted monthly from their salary at the discretion of the director).
7. Uniform beneficiary given to certain grade of employees.
8. It is the responsibility of employee that any bad odor coming from uniform should be taken care of by using deodorant.

INSURANCE AND MEDICAL BENEFITS POLICY L:

POLICY:

This policy lays down guidelines for the Group to provide Health and insurance benefit to their permanent employees for purposes of hospitalization, maternity benefits, accident insurance etc.

PURPOSE:

The purpose of the policy is to ensure smooth interaction with the medical authorities during emergency in terms of quality, speed and payments.

PROCEDURE:

1. Eligibility:

- a. Permanent employees of the Group and their families (family as in spouse and up to two dependants).
- b. All new hires should be covered after the completion of probationary period.
- c. Transferring employees from date of joining.

2. Benefits

a. Medclaim

- i. The Group should select a suitable Insurance Company offering employee benefits for medical emergencies
- ii. Employee does not have to make direct payment to the medical services provider upto the limit set by the Insurance policy; **24 hour** assistance;

Interaction with hospital to stay updated about medical diagnosis of insured member

- iii. Pre-hospitalization and post-hospitalization expenses upto a limit to be reimbursed to employee

b. Maternity Benefit

- i. ESI availed employees are eligible
- ii. Benefit coverage to be agreed upto a limit for all normal and cesarean deliveries

c. Accident Insurance Coverage

- i. A suitable provider should be selected based on the ability to provide smooth and efficient services in offering the benefits
 - ii. The Insurance Company should be appointed to provide agreed coverage.
 - iii. Injuries that are self inflicted cannot be covered under this policy
3. In the occurrence of an event, employee must notify HOD and Director HR in writing following which Surveyor will investigate the claim and register it
 4. Insured and family member of insured should fill required documents and submit a copy to the Insurance Company.
 5. In case of planned hospitalization, they should inform the benefit provider and have **4- 6 days** to avail the benefits.
 6. In case of emergency hospitalization they should take the benefits card with them directly to the provider hospital
 7. If policy rights are violated, employees can be exempt from the benefits offered

TRAVEL POLICY:

POLICY:

The policy is to determine an employee's outstation travel entitlements for domestic and international travel.

PURPOSE:

To provide reasonably comfortable travel, boarding and lodging facilities while on business tour commensurate with the image of the company and cost management.

PROCEDURE:

1. Foreign travel policy
 - a. Foreign Travel Allowance is given if it is carried out to further the interests of the business (Eg. Meetings, Trade Shows, etc.)
 - b. Application is to be submitted much in advance to concerned Head
 - c. Copy of the form should be submitted to HR Department for filing in their records
 - d. In case of emergency travel concerned Head should be notified
 - e. If Manager or Key Personnel are travelling, senior executives must be delegated their work
 - f. In specific cases such as invitations for trade shows, etc, invitation document must be attached to the ***Foreign Travel Form (Annexure 1)***. Costs are to be borne by the third party and HR Department to be notified.
2. Outstation travel policy
 - a. ***Domestic Travel Requisition Form (Annexure 2)*** should be filled at least **7 days before travel**, signed by concerned authority, and submitted to Accounts Department based on Company specified entitlements and anticipated plan.
 - b. Below forms should be available under this policy.
 - i. ***Domestic Travel Requisition Form (Annexure 2)*** must be filled approved by –
 1. For all employees-HOD and Director
 2. Director (Operations)
 - ii. ***Outstation Domestic Travel Entitlement (Annexure 3)***
 - iii. ***International travel entitlement (Annexure 4)***
 3. ***Expense Claim Form (Annexure 5)*** should be filled with necessary documents and must be approved by

- a. For all employees-HOD and Director
 - b. For Director – CMD
4. Claim forms should be submitted within **2 weeks** of return for payment
5. In case of Domestic travel for business, payment allowances as specified by Company will be reimbursed against original bills and evidence and any surplus received should be refunded. Any additional expenses incurred need to be approved by concerned authority. Expenses will be reimbursed for-
- a. Hotel Room stay
 - b. Food and Beverage
 - c. Transportation,
 - d. Communication
 - e. Taxes on the above
6. In the case of international travel for business purpose, all the above plus any VISA charges will be covered in addition to any expenses related to the foreign currency exchange
7. If employee wants to request personal leave while on business travel it should be clearly stated in Travel Requisition Form and leave application must be signed.
8. Expenses incurred during personal leave are not covered under this policy and if personal leave is combined with business leave, expenses can be claimed upon approval of leave application attached to travel form.
9. For any exceptions in this policy employees should get the approval from concerned head.

SALARY ADVANCE POLICY:

POLICY:

It is the policy of the Group not provide any kind of loans to any of the employees except by way of salary advance to meet unforeseen exigencies.

PURPOSE:

The purpose of this policy is to lay down guidelines for grant of salary advance to permanent employees who have put in at least one year service with the Company.

PROCEDURE:

- 1.** Employees who completed **one year** of service are eligible and is a permanent employee;
Advance can amount only to **one month's gross salary**
- 2.** Salary advance is provided only under specific circumstances such as-employee's marriage, death of family, etc
- 3.** *Salary Advance Form (Annexure 1)* must be provided along with a written request from the employee and should be approved by HOD, HR Manager, Director and Finance Head.
- 4.** From the following month when the advance is taken, Finance Department should recover amount in **3 installments** not exceeding **3 months**
- 5.** Salary advance is allowed twice a year and no outstanding advances should exist in the employee files;
- 6.** Monthly statement of employees who availed advance should be sent to Director and Finance and HR Departments should be notified for overseeing the process.

LEASE ACCOMMODATION ASSISTANCE POLICY:

POLICY:

The policy is to provide a framework regarding accommodation facility to associates employees.

PURPOSE:

The purpose of this policy is to clearly outline the entitlement of the associates with regards to their entitlement of accommodation assistance and further to lay day down the guidelines/ procedures thereof.

PROCEDURE:

- 1.** Employees are responsible for their own accommodation.
- 2.** However, accommodation Assistance is provided at the Company's discretion to Exec Committee members/ HODs in the form of security deposits (*Annexure 1 Security deposit letter*) that are free of interest and should be given to house owners as rent or company may provide company accommodation to the suitable employees at their discretion of the director.

3. Concerned employees are responsible for their own rental charges, finding accommodation and brokerage charges.
4. Manager level and below employees cannot avail this benefit.
5. For this benefit to be availed, employee should provide lease agreement.

Company will issue a cheque to the employee and the employee should refund relevant entitlement amount (legal due) when leaving the company or if lease deed is terminated for any reason. Failure to satisfy this Undertaking will lead to cuts from employee's salary or final settlements. Any tax implications will be loaned to employee's account

RELOCATION POLICY:

POLICY:

The policy is to provide relocation assistance to certain level of employees.

PURPOSE:

The purpose of this policy is to ensure that financial assistance is provided to candidates who have been hired for the Group to enable attract candidates from outstation levels and also ensure their settling in comfortably and smoothly.

PROCEDURE:

1. This policy is applicable only if candidates are based outside the city where the Company exists.
2. Reimbursements are as follows for fresh appointments:
 - a. Relocation expenses such as transportation of belongings, etc are given to Exec Members HOD, and Manager, as stated by Company. Assistant Manager and below are not entitled to this benefit.
 - b. Temporary boarding and lodging expenses are reimbursed until the time employee is able to manage accommodation.
3. Similarly terms and conditions apply for transferred employees.
4. Employee should get in touch with HR Director and Manager for organizing cost- effective travel.
5. If employee is being transferred, **3 days are permitted from** date of leaving to joining at the new location, and full salary is paid for this period.
6. If employee decides to leave company before **2 year of relocation** at his and her own discretion, expenses availed should be reimbursed to the Company.
7. Expense amounts can be reviewed by Management and are not final as stated in the documented policy.

MISCONDUCT POLICY:

POLICY:

This policy applies to all staff employed at the Group. This policy is guided by the assumption that staff wish to pursue their aspirations a conducive, safe environment.

PURPOSE:

This Policy prescribes Group's management of allegations of misconduct in a timely and fair manner.

PROCEDURE:

- a. Misconduct definition must be stated and any actions qualifying under this definition will require necessary actions to be taken (eg. Refusal to work, fraud, disagreeable behavior, etc)
- b. Punishment procedure
 - a. Warning, Fine, Withholding increments, Suspension without pay for upto **15 days**, dismissal etc as is appropriate to address misconduct
 - b. Before punishment is imposed, employee will be given a charge sheet to fill and explain behavior within **24 hours (in tolerable cases)**; if explanation is not satisfactory enquiry will be held and evidence provided by employee will be assessed and the management will give final written order to the employee.

Policy against Sexual Harassment

If an employee witnesses harassment they should report it immediately without fear as the Company will not accept disrespectful behavior.

Confidential reporting system and procedure should be in place to deal with incidents. Definition of harassment must be stated by the Company (Types: Sexual and Physical and Visual and Verbal) and that it is unwanted by the victim. It is important to also list what is not sexual harassment for clarity.

Employee should confront the offender. If this is not possible or is not solving the problem, Manager has to take responsibility to handle issue and send all info to concerned member in HR **within 24 hours**. If the offender is Manager, HOD, Exec, and employee feels threatened to report event, Leadership members should step in. If anyone in the Management Team is the offender, HR should investigate and take necessary action.

- a. Additionally, formal complaint can be launched by employee to a Confidential Counselor who is accountable to HR. Full details of approved counselors should be put up on Company Notice Board.
- b. Complaints Committee should be in place and a lady should head it.
- c. Not less than half should be females.
- d. Director and HR should be in charge of appointing appropriate Complaints Committee and details should be up on Notice Board.
- e. If complaint is given in a written form, within **24 hours** investigation needs to be launched.
- f. Confidential counselor and appointed employee of victim's choice will accompany victim.
- g. Enquiries are conducted and process is documented with all hearings.
- h. Until enquiry is complete offender is under suspension.
- i. Within **3 days** a report is submitted to Management by the Complaints Committee and necessary actions are taken by HR as witnessed by a senior member.
- j. If complaint is genuine, offender is immediately terminated from offering services.

3. Smoking and alcohol consumption

- a. Employee is strictly discourage to smoke during working hours and proper counseling will be given if the employee in the customer facing role emits any bad smell/odor due to smoking
- b. For any employee who requires a help or a counseling to come out of a smoking habit HR will try and facilitate a counseling session to help the employee
- c. In the event if an employee is found drunk during his duty hours such employee shall be discharged from his duties / will be suspended immediately
False accusation
- d. In case the investigation proves that the claim is false, disciplinary action will be taken against employee who made the charges.
- e. Matters are disclosed to public as it is legally permitted.

UNAUTHORIZED ABSENCE FROM WORK:

POLICY:

The policy is to take appropriate disciplinary action in case an employee is absent from duty without any information.

PURPOSE:

The purpose of the policy is to discourage unauthorized absenteeism that prevents the smooth functioning of operations and set high standards of discipline at work place.

PROCEDURE:

- 1.Unauthorized absence should be reported by Department Head to HR immediately. 2.Employee should be contacted to find out reason.
3. Within **24 hours employee** should respond and failure to do so will lead to employee reaching a bargainable status with employer, or services will be terminated.
4. If employee returns, HR should be notified and reasons should be approved; In case claims are made for medical purposes letters are to be provided by the Doctor for approval.
5. If it is verified and objectionable disciplinary action (*Annexure 2 Warning Letter*) can be taken under misconduct policy approved by concerned heads and HR.
6. This action can be taken for absence that is not supported with appropriate reasons and Standing Order is considered over all other reasons

RESIGNATION AND EXIT POLICY:

POLICY:

The policy is to ensure that proper sequential steps are taken when administrating the resignation and exit of the employees.

PURPOSE:

The purpose of this policy is to ensure: The group takes an active interest in understanding the concerns of employees should they leave employment The employee's resignation and exit in all circumstances are dealt with respect and professionally All required documentation and payment are processed on a timely basis The discipline and dismissal procedures for employment comply with the local legal requirements

PROCEDURE:

1. Resignation

- i. HOD should provide resignation letters along with Director Comments to Head Office.
- ii. Directors should hold exit interviews and documented feedback should be sent to Corporate Office to analyze reasons for exit (eg. Culture Clash, Personal Issues, etc.), and utilize key learnings to manage attrition levels of key employees in the future. Learnings will be discussed with Director responsible for future remedial measures. Resignation letter should be sent to HOD with a copy given to HR department.
- b. No leave adjusted against notice period.
- c. Company has right not to relieve employee before notice period ends if there are works emergencies.
- d. Exit interviews should be arranged for resigning employees.
- e. *Exit Clearance Form (Annexure I)* should be filled and items returned. In case of failure to do so, dues will not be paid.
- f. HR should authorize settlement of payments and amount should be collected from finance department.

2. Roles And Responsibilities Of HOD

- a. Reason for resignation should be discussed with HOD.
- b. Efforts should be made by HOD to retain employee.

- c. In case of key personnel, Director is responsible for the same.
- d. HOD and Director should initiate Employee ***Resignation Process Form (Annexure 2)*** and send to HR within **3 days** with details.
- e. HODs should inform HR about resignation of any employees within 1 working day of receiving resignation letter from employee.

3. Roles And Responsibilities Of HR Manager

- a. ***Employee Dismissal Process Form (Annexure 3)*** should be prepared in **5 days** from time of employee's confirmation **at least 3 days** before last working day.
- b. Finance Head should be intimated to handle matters related to payments.
- c. ***Exit Clearance Form*** should be completed on last date and sent to Finance Department for approval at least **3 days** before employee's exit.
- d. ***Experience Letter (Annexure 4)*** should be prepared and within **15 days of exit** final payments are to be made by Finance Department
- e. For Key Personnel Exit, HR Director and Manager should inform Company Branch Head about developments thereafter on Exit or Retention.

4. Dismissal

- f. On dissatisfactory behavioral grounds or if disciplinary action is taken for offenses committed by employee discussed while discharging the duties.
- g. In case of Inefficiency or Misconduct
- h. HOD should inform HR Manager about misconduct right after the incident; Employee should be interviewed and reasons investigated with evidence for documenting purposes; If HOD commits offense Director should interview
- i. A chance is given to employee to correct behavior, **2 recorded counseling sessions** should be

conducted at reasonable intervals; if disciplinary action is needed, an appropriate form should be filled and issued to the employee (*Disciplinary Notification Form Annexure 5*); This form should be acknowledged by employee and signed by HR Manager and HOD within **24 hrs** after the review and investigation. In total **2 written warnings** should be given by HR based on HOD comments which employee should keep a copy and a copy with employee acknowledgement will be filed by HR in personal files of employee; In case of no improvements, appraisal report is initiated and sent to HR by HOD; This report with employee file is reviewed by Director and dismissal approval is to be given.

e. If misconduct such as theft, violence, etc is of severe nature, domestic enquiry should be carried out on legal grounds by HR following a fair procedure; Employee services should be

suspended; In case of dismissal HOD cannot authorize it without approval of Director and HR Director and Manager. Any payments, compensations, benefits or any such payments shall be withheld until all proper legal and investigative procedures have been completed. Employee will not be eligible to re-employment; For dismissal of HOD, Head Office, HR, and Director approval is required

i. All dues, salary payments, settlements owed to employee should be approved in Employee Process Dismissal Form **within 15 days** and HR should be alerted to organize collection

f. Demotion - An alternative to dismissal in case of employee failure to achieve targets decided either by employee or HOD; HR Manager and HOD should be consulted; Adjustments are made to Terms and Conditions of employment as required.

UNIT 5

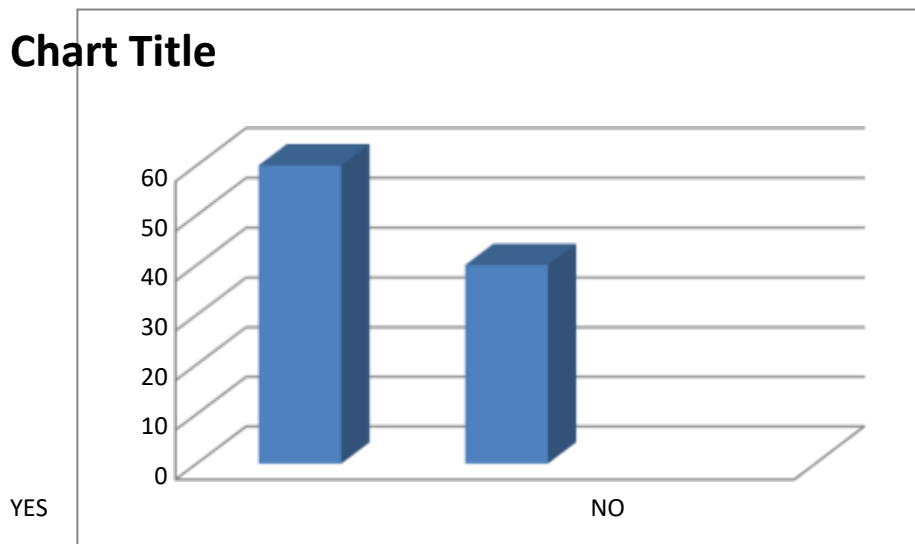
DATA ANALYSIS AND INTERPRETATION

Primary data was collected by feedback form and evaluation form that was circulated through the sample of 100 employees and their respective heads respectively on a random basis. Several parameters are taken into consideration while studying the effectiveness of Recruitment And Selection. The tabulation, calculation and graphical representation of these parameters which helped to analyze and comment on the survey are given below:

1. What kind of training methods do you prefer in VARUN MOTORS?

Options	Number of respondents
On the job	50
Off the job	20
Both	30
Total	100

Chart Title

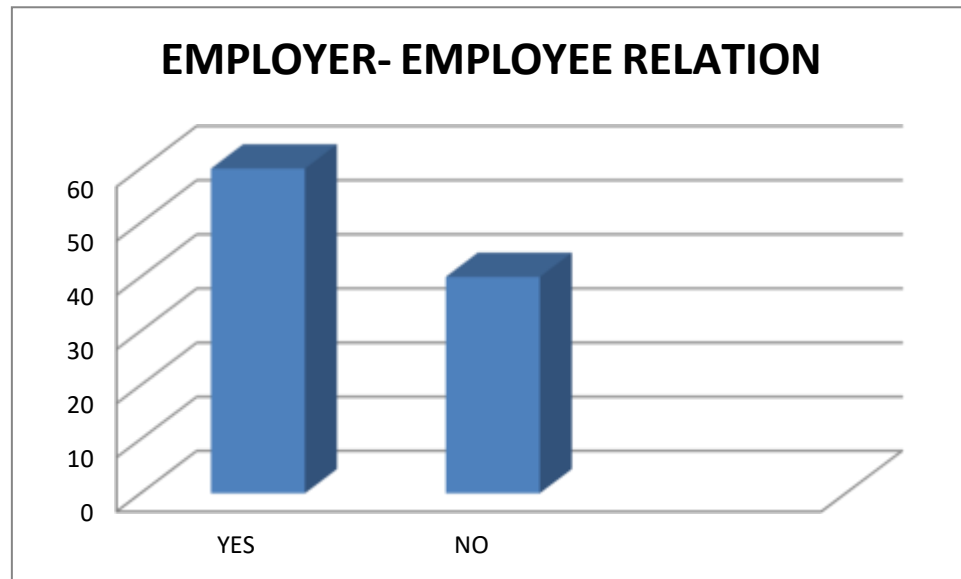


Interpretation:

Majority of the employees said that they prefer both on and off training methods in the organization which ensures the importance of them

2. Does training helps to improve employee- employee relationship?

Options	Number of respondents
Yes	60
No	40
Total	100

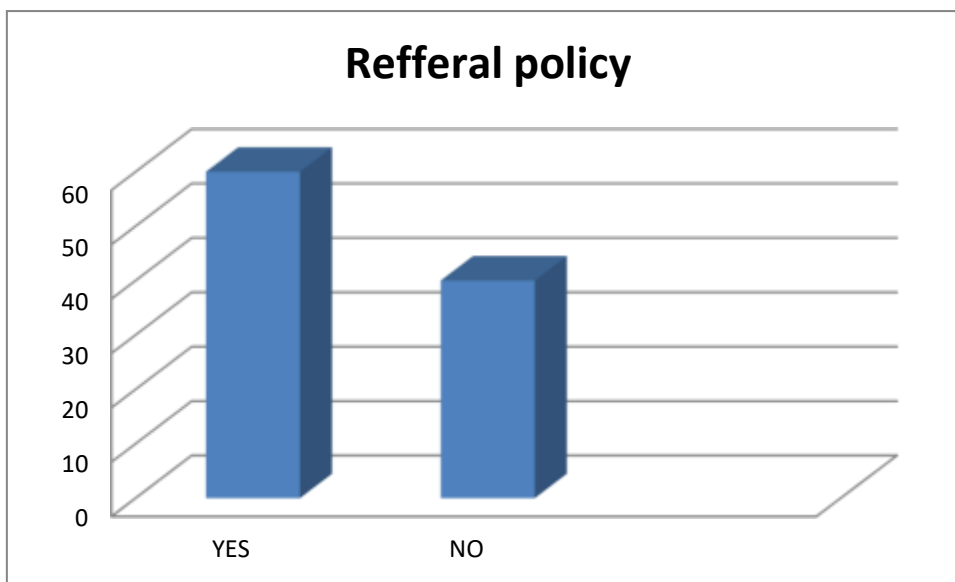


Interpretation:

From the above table, 60% of the respondents said that, training helps to improve employee-employee relationship while 40% of the respondents said that, training will not improve employee-employee relationship

3. The organization conducts referral policy?

Option	Number of respondents
Yes	55
No	45

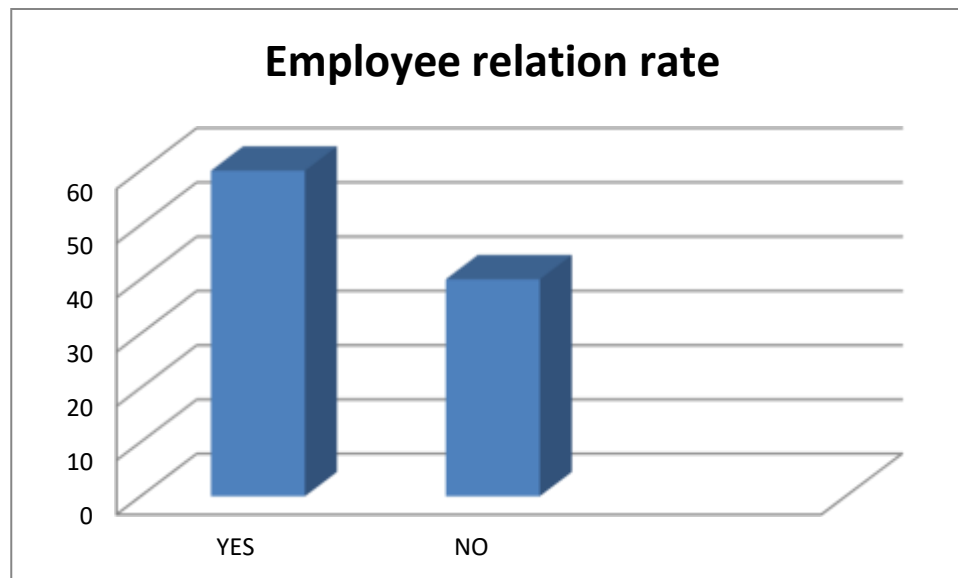


Interpretation:

From the above table, 55% of the respondents said that the organization will conduct Referral policy, while 45% of the respondents said that, they will not conduct referral policy.

4. Does HR Policies help the organization to maintain employee relation rate?

option	No of respondents
Yes	90
No	10
Total	100



Interpretation:

From the above table, 90% of the respondents said that the HR Policies help the organization to maintain employee relation rate, while 10% of the respondents said no.

5. Is internal hiring helps in motivating the employees?

OPTIONS:	NUMBER OF RESPONDENTS
Yes	50
No	50
total	100

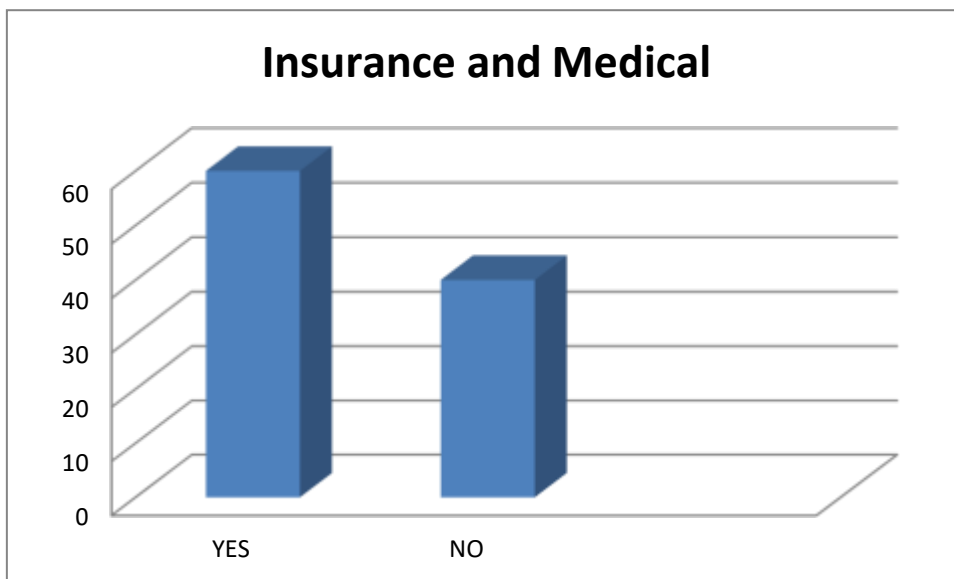


Interpretation:

From the above table, 50% of the respondents said that, the internal hiring helps in motivating the employees, while 50% of the respondents said no.

6. The organization has a formal policy of medical and insurance ?

OPTIONS:	NUMBER OF RESPONDENTS
Agree	67
disagree	33
total	100



Interpretation:

From the above 67% of the respondents agreed that, the organisation has a formal policy of insurance and medical while 43% of the respondents disagreed.

7. There are distinct salary review plans within the organization?

OPTIONS:	NUMBER OF RESPONDENTS
agree	82
disagree	18
total	100

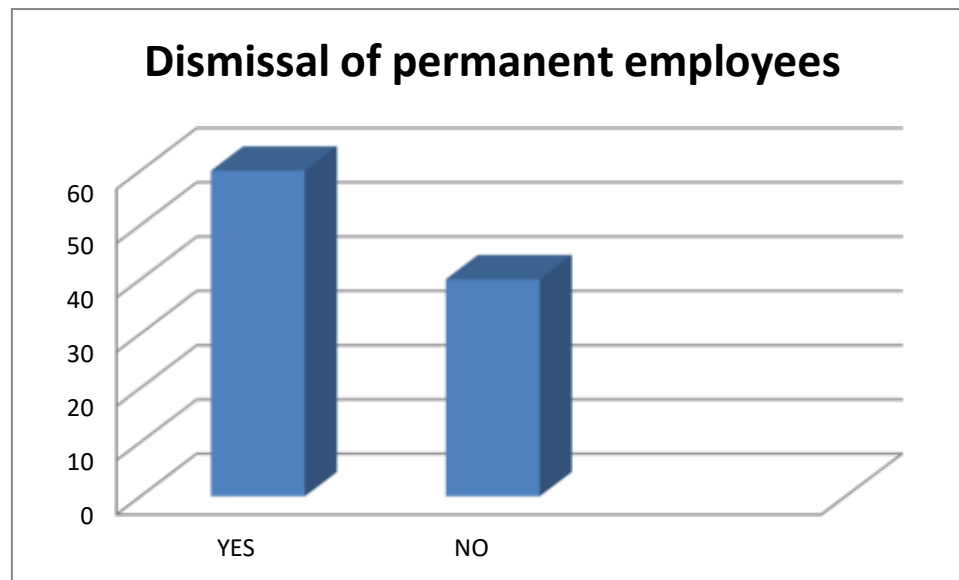


Interpretation:

From the above table, 82% of the respondents agree that, there are distinct career paths and internal promotion norms within the organization while 18% of the respondents disagreed.

8. It is quite difficult to dismiss a permanent employee from the organization?

OPTIONS:	NUMBER OF RESPONDENTS
Agree	65
Disagree	35
Total	100

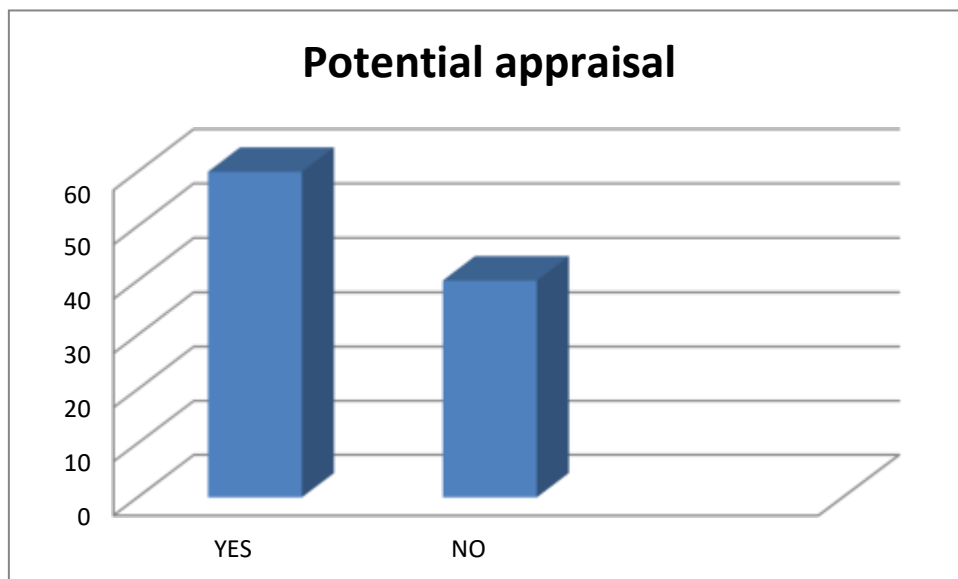


Interpretation:

From the above table 65% of the respondents agreed that, it is quite difficult to dismiss a permanent employee from the organizations, while 35% of the respondents disagreed.

9. The organization follows a formal procedure of potential appraisal?

OPTIONS	NUMBER OF RESPONDENTS
agree	75
disagree	25
total	100

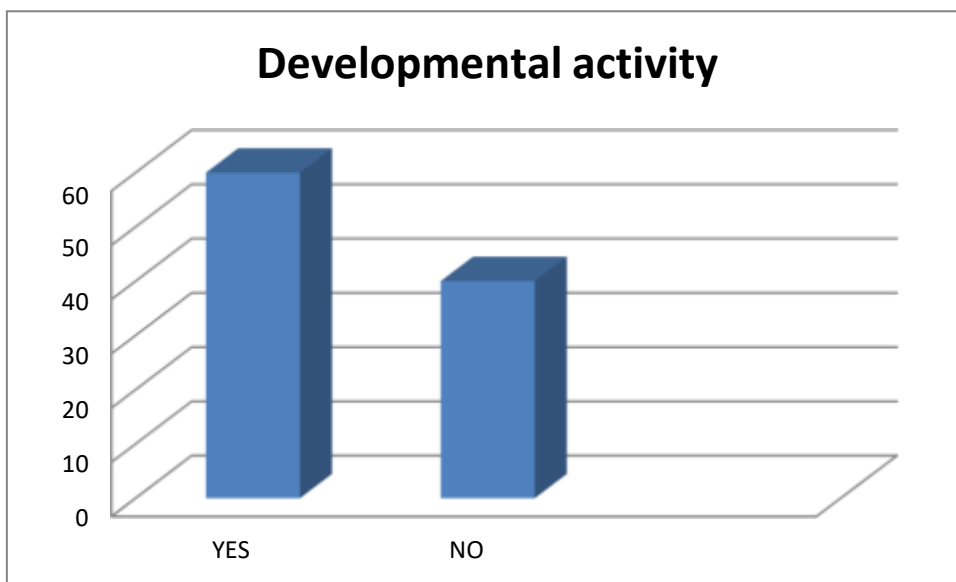


Interpretation:

From the above table, 75% of the respondents agreed that, the organization follows a formal procedure of potential appraisal, while 25% of the respondents disagreed.

10. Does the developmental activity help the management in identifying, analyzing, forecasting, and planning changes needed in company's HR area?

OPTIONS:	NUMBER OF RESPONDENTS
yes	74
no	26
total	100

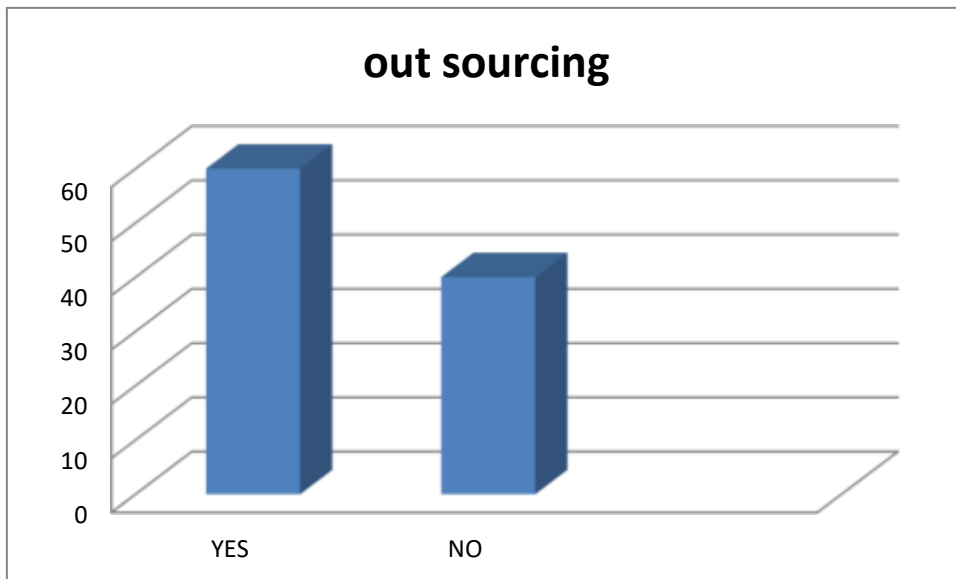


Interpretation:

From the above table, 74% of the respondents said that, the developmental activity help the management in identifying, analyzing, forecasting, and planning changes needed in company's HR area, while 26% of the respondents said no.

11. Rank the needs and efficiency of outsourcing

OPTIONS:	NUMBER OF RESPONDENTS
1	43
2	30
3	27
Total	100

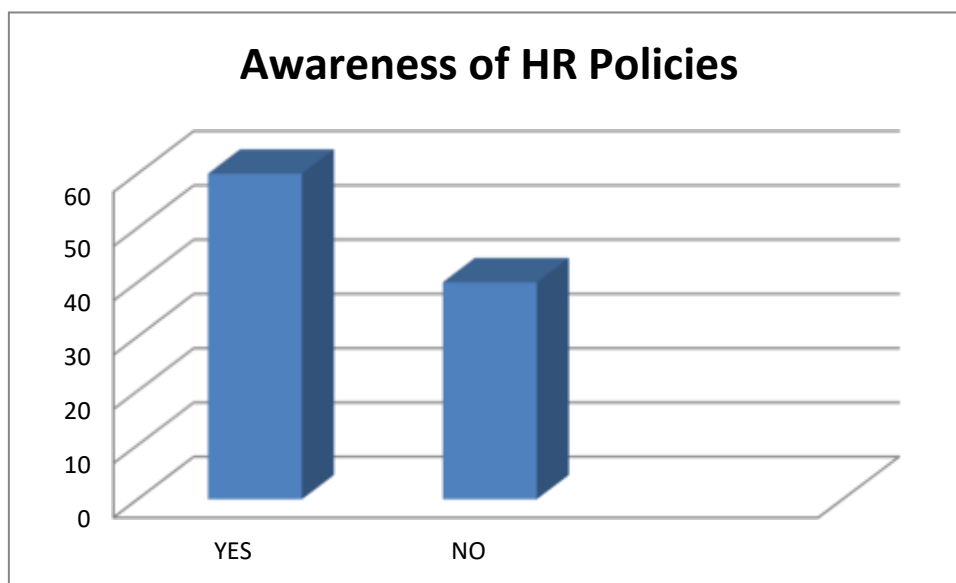


Interpretation:

From the above table, 43% of the respondents ranked 1 for the need and efficiency of outsourcing, while 30% of the respondents ranked 2 and 27% of respondents ranked 3.

12. How many of you know about the human resource policies?

Options:	Number of respondents
yes	76
no	24
total	100

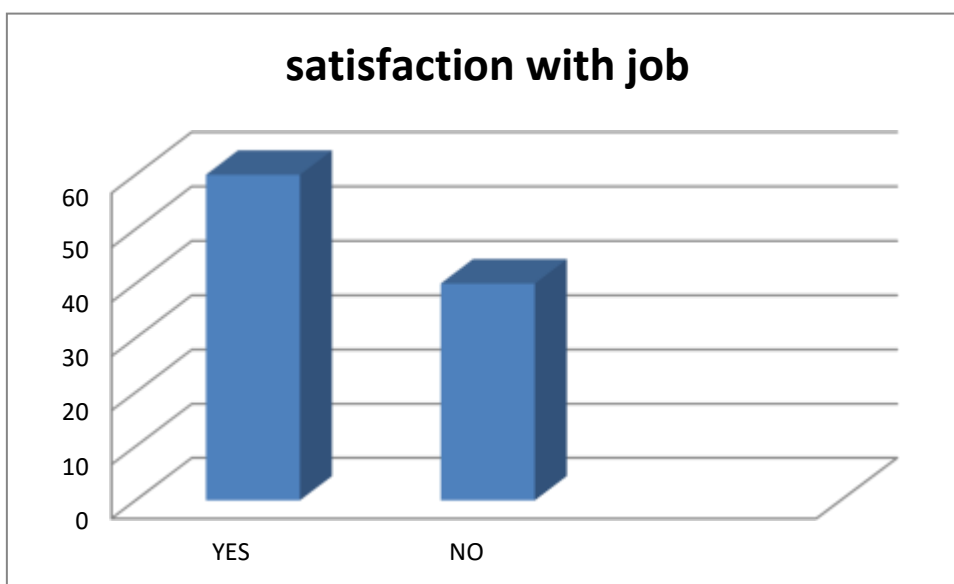


Interpretation:

From the above table, 76% of the respondents said that yes, they know about the HR policies, while 24% of the respondents said no.

13. How many of you are satisfied with your job?

OPTIONS:	NUMBER OF RESPONDENTS
yes	80
no	20
Total	100

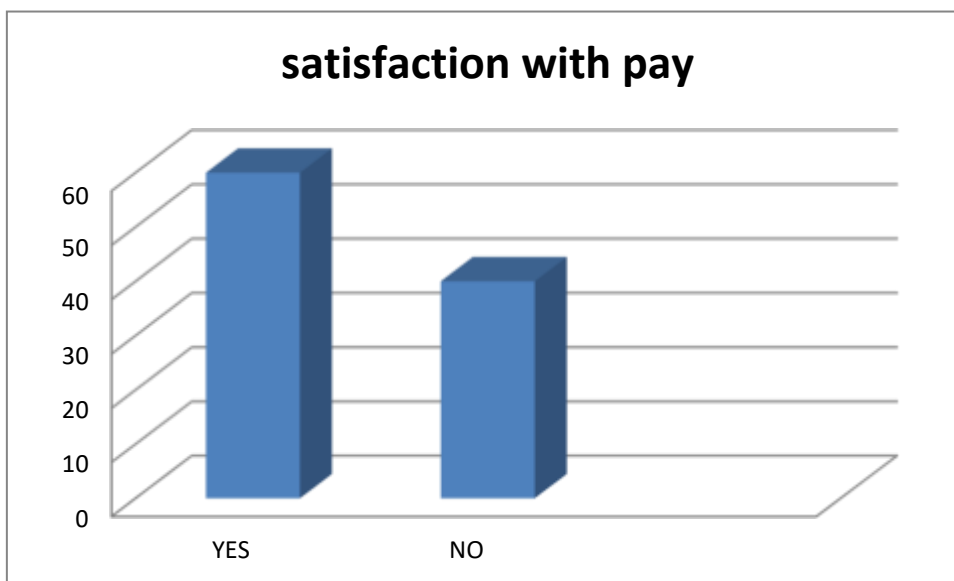


Interpretation:

From the above table, 80% of the respondents are satisfied with their jobs and 20% of the respondents are not satisfied.

14. How many of you are satisfied with your pay?

OPTIONS:	NUMBER OF RESPONDENTS
yes	60
no	40
total	100



Interpretation:

From the above table, 60% of the respondents are satisfied with the pay while 40% are not satisfied.

15. Does employees follow the dress code policy?

OPTIONS:	NUMBER OF RESPONDENTS
yes	65
no	35
total	100



Interpretation:

From the above table, 65% of the respondents said that they follow dress code policy and 35% of them responded that they won't follow the dress code policy.

UNIT 6 FINDINGS

SUGGESTIONS

CONCLUSION

FINDINGS

- It is found that 70% of the employees prefer on the job process training.
- It is found that 70% of the employees prefer on the job process training.
- It is analyzed that 60% of the employees agreed that training helps to improve employee-employee relations.
- It is found out that 55% of employees agreed that the company conducts exit interview
- Majority of the employees said that training and developmental activities organization
- To maintain employee relation rate
- Most of the employees agreed that the organization has a formal policy of career
- Planning and development.
- Majority of the employees said that there are distinct career paths and internal
- Promotion norms within the organization.
- It is found out that 65% of employees agreed it is quite difficult to dismiss a
- permanent employee from the organization.
- Most of the employees agreed that the organization follows a formal procedure of
- potential appraisal.
- Most of the employees said that they know about the human resource practices. [7]
- Majority of the employees said that they are satisfied with their pay.
- It was found that 74% of the employees said that developmental activity help the management in identifying, analyzing, forecasting, and planning changes needed in company's HR area.

SUGGESTIONS:

- Organization should have a structured way of training policy which should share with the employees.
- The training programs should be evaluated and improved upon every year according the clearly identified needs of the employees.
- The management should help more in acquiring technical knowledge and skills among the employees.
- Should develop talent and creativity among the employees which will help in self motivation.
- Adequate importance should be given on the needs and aspiration of the employee

CONCLUSION

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee, motivation, communication, administration, and training.

HUMAN BEST PRACTICES OF HRM IN VAARUN MOTORS are As per their policy whenever any openings found in the organization the job openings shall be flashed in a standard format, mentioning about the positions, skills required, qualifications etc. This is also one of the recruitment practices which VARUN MOTORS has adopted. In this practice the job vacancies will be displayed outside the staff entrance gate with a title “we are hiring”. VARUN MOTORS has adopted this tool to understand the candidate’s conventional intelligence and the leadership qualities of the candidate. This tool is used to select the managerial position in this selection process. A questionnaire will be given to the candidate which consists of questions related to behavior. The candidate will be selected bearing on the score achieved in the test.

Therefore it is felt that the study relating to human resource practices in VARUN MOTORS help to understand and analyze the practices. Thus, policies and practices of human resource should be structured effectively and efficiently.

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WEBSITES

- www.google.com
- www.hrnext.com

A STUDY ON HUMAN RESOURCE POLICIES

Name:

Gender:

1. What kind of training methods do you prefer in VARUN MOTORS?

a) On the job methods b) Off the job methods

2. Does training help to improve employee- employee relationship?

a) Yes b) No

3. The organization conducts referral check?

a) Yes b) No

4. Does HR Policies help the organization to maintain employee relation rate?

a) Yes b) No

5. Is internal hiring helps in motivating the employees?

a) Yes b) No

6. The organization has a formal policy of insurance and medicalt?

- a) agree b) disagree

7. There are distinct career paths and internal promotion norms within the organization?

- a) agree b) disagree

8. It is quite difficult to dismiss a permanent employee from the organization?

- a) agree b) disagree

9. The organization follows a formal procedure of potential appraisal?

- a) agree b) disagree

10. Does the developmental activity help the management in identifying, analyzing, forecasting, and planning changes needed in company's HR area?

- a) Yes b) No

11. Rank the need and efficiency of the outsourcing?

- a) 1 b) 2 c) 3

12. How many of you know about the human resource policies?

- a) Yes b) No

13. How many of you are satisfied with your job?

- a) Yes b) No

14. How many of you are satisfied with your pay?

- a) Yes b) No

15. Does employees follow dress code policy?

- a) Yes b) No