

## **Interview Assignment**

### **Description of the interviewee and his/her employer**

Mr Harsh Sukhramani, the project manager at Larsen and Toubro Infotech has always believed in the concept of being the one whom he would want to work for. Larsen & Toubro Infotech Limited, a technology consulting and digital solutions company, provides information technology (IT) services and solutions in India. Larsen & Toubro Infotech Limited was incorporated in 1996 and is headquartered in Mumbai, India. It offers application development services, maintenance and outsourcing services, enterprise solutions, infrastructure management services, testing solutions, digital solutions, and platform-based solutions. (1) As the project manager, his primary responsibilities included making sure if the project was on track and in scope. Other major responsibilities were to help team members grow and understand more about business and to motivate them. He also helped clients with the product and kept them satisfied by developing products as per the requirements. Mr Sukhramani, who started as a Graduate Engineer Trainee, experienced the hard to get opportunity of the On-site visit to South Africa and also became the youngest Project Manager of his project in the span of just 4 years.

### **Methodology**

An email was sent to him a week prior to the actual interview for an appointment, i.e. September 21, 2018, and he was more than happy to help. The interview was scheduled for September 19th, 2018 and the mode of communication used was a phone call. With his permission, a phone call was recorded for reference. The interview started off with how his

day starts, what duties does he handle and what were the major hurdles that he has faced after he was promoted to Project manager. While talking to him on the call, I kept making notes of all the things I felt is important. The important points helped me answer many important questions of the assignment and the phone recording helped me find answers for which I couldn't not down the answers. Phone call recording is a great way to know about the tone of the person i.e. to more understand how positive the person is for something. For instance, Mr Sukhramani were very empathetic about the people who were under him. He always believed in their betterment and tried making them do things which were out of their comfort but he had to do it for

### **The interview narrative**

One of the youngest managers at Larsen and Toubro Infotech, Mr Sukhramani is managing 2 teams and each team has around 5-6 members each. The members under him have an experience ranging from 3 to 10 years. Their work profile includes a variety of different domain such as functional, technical or tea leaders

The one project that he is managing is based on supply chain finance and other is on invoice status reporting, both are using SAP technology. He is the only manager in the team and, like a trait found in a good manager, he tries to be there for his team whenever they need them. When he is on holiday or on leave he makes sure that he appoints a backup, so that work never stops. He has no 'typical day'. Every day there is something new and interesting.

The company, Larsen and Toubro Infotech is growing and there are so many projects due around the corner. There is a shortage of resources for most of the projects and the resources available have to work extra hours to meet with the deadlines. Handling this situation was the most difficult phase that he had handled. He then decided to take a stand

and request for more resources from the upper department. He not only got new resources but cancelled night shifts from his project. Empathy, a very essential skill of a good manager for his team members can lead to more than 100% work commitment and productivity by the team members. The second most difficult situation that he faced was with communicating with the clients to understand their requirements. Back then the software model followed by the company was waterfall model. All this resulted in changing requirements after every project demo of the product developed. This increased the time of development as the technical team had to redevelop the mode. So, he suggested his higher management to shift from waterfall approach to an agile methodology. Adopting this would result in a better technique for the requirement gathering by the client side.

Conflict resolution is a daily occurrence at work that can either propel or disrupt the momentum for a leader, a team or the entire organization. The workplace can become a toxic environment when leaders allow conflict to fester rather than confront it head-on. Leaders must act responsibly to be respected. (2) Mr Sukhramani have this unique way of handling conflicts within his team. To start with he takes every possible opportunity to build understanding between its team by means of some games or outing. If still a conflict occurs he takes into consideration if it is the right time and if it requires confrontation. If it is to be confronted he makes sure that he knows where to stop. But sometimes the conflicts are too big to solve so at this moment of time he respects the issue between both the side are figure out plans further to avoid even more conflicts.

Change is another major thing

- 1) <https://www.bloomberg.com/research/stocks/private/snapshot.asp?privcapId=4440082>
- 2) <https://www.forbes.com/sites/glennllopi/2014/11/28/4-ways-leaders-effectively-manage-employee-conflict/#3d6d25e45e15>
- 3) <https://peterstark.com/managers-employees-organizational-change/>