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HUMAN RESOURCE MANAGEMENT (LCMB7000)

LEADERSHIP DEVELOPMENT (WIPRO LTD)

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INTRODUCTION

Leadership Development is a position of undertaking that develop ongoing and future head to executive productively in their parts. Leadership development authorize staff to upgrade their expertise in fields such as: Decision making. Project management. The development of leadership skills is major for Company since it helps: Attain and support high in general abundance. Direct revenue and make better bottom line.

Our group was assigned with the task of analyzing the human resources management of the company, Wipro. We were assigned a group for the presentation to be conducted. We worked together as a team to complete the presentation after we were allocated the tasks . In this assignment, we had to research the Leadership Development strategies used by Wipro, which would help us in knowing about the entire system of the human resources management used by the company. We collected information through secondary research regarding Wipro, using case studies and organizational archives as our source of data. This information about the HR management of Wipro helped us learn about the Leadership Development in other companies in this sector as well.

Introduction and Historical Development of Wipro

In 1945, Wipro Ltd. was founded as a manufacturer of vegetable ghee and safe-to-eat oil. Later, it diversified into many new industries and entered the information technology industry in 1982. Through Wipro Finance, it made its foray into the finance sector in 1992.

Wipro Ltd. was founded in 1947 by Azim Premji's father and was headquartered out of a former mill in Amalner, Maharashtra. When his father unexpectedly passed away in 1966, Azim Premji, then only 21 years old and a Stanford University Electrical Engineering graduate, assumed control of the agency. After accepting the position, he transformed Wipro into a client items company and added Wipro Fluid Power, which produces hydraulic and pneumatic cylinders, in 1975.

In 1977, when IBM departed India, Wipro entered the information age. It started developing its laptop in 1979, and in 1981 it started out selling finished goods. As a result, Wipro became India's top laptop manufacturer. It started out by building India's first minicomputer after receiving certification from Sentinel Computers and engaged qualified managers to handle the management.

In 1982, Wipro entered the software industry and started creating specialized software for its hardware clients. As a result, it grows its business in the IT sector and eventually created India's first 8086 chip. It launched its offshore operations in the US in 1992 and went public at the New York Stock Exchange in 2000. Numerous research companies have referred to it as an offshore issuer of generation products.

Wipro Limited Vision Statement

Contribute to global e-society, where a wide range of information is being exchanged beyond time and space over global networks, which breaks down the boundaries among countries, regions, and cultures, allowing individuals to take part in various social activities in an impartial, secure way. Continuous efforts to enhance people's lifestyle and quality using developing new technology in wireless communication.

Wipro Limited Mission Statement

Contribute to the global e-society, where a variety of information is transferred across time and place via international networks, erasing barriers between nations, regions, and cultures and enabling people to engage in a variety of social activities in an unbiased and safe manner. On -going initiatives to improve people's quality of life through the use of emerging wireless communication technologies

Goals of Wipro

Be ecstatic about our clients' success,
Be globally responsible,
Treat everyone with respect, and
Always act with unwavering integrity

Products and Services

Wipro provides organizations all over the world with a full range of IT solutions, BPO services, IT consulting, testing, research, and development services in the area of hardware, and software layout, in addition to customer care, and the business of lighting fixtures.

It mainly deals with the following business:

IT Services: The company's IT services cover a wide range, including enterprise utilities like ERP, SCM, CRM, and e-procurement as well as e-commercial

enterprise solutions and hosting for almost all of the company's operations, including those in the financial, telecom, media and entertainment, utilities, and energy sectors

Product Engineering Solution: Wipro is one of the largest providers of R&D services globally, utilizing a long-term strategy to use R&D money and get access to knowledge and experience from people all around the world.

Consulting Services: It gives quality, Business consulting, technique consulting, and generation consulting.

Business Process Outsourcing: It is unquestionably one of the most important BPO services offered in the fields of finance and accounting, procurement, human resources, and loyalty.

Technology Infrastructure services: One of the largest Indian IT infrastructure firms in terms of revenue, personnel, and clients, with over 650 clients in India and 200 clients each in the US, Japan, and Europe.

Industry Analysis

Currently, one of the sectors with the quickest growth is information technology. By removing all constraints of geography and territory, technology has not only accelerated the speed of globalization but also taken mankind to a level never previously achieved. By doing thus, it has made a substantial contribution to the global process of growth. India is therefore becoming a center for IT sourcing, with its highly skilled labor pool, cost arbitrage, competitive edge, and quick time to market among its main motivators. This sector is expanding quickly due to economies of scale and an unquenchable demand from businesses and consumers. The IT sector has many different components, including computer hardware, software, and services. It frequently also covers related gear, software, and services for telecommunications.

Many other nations have also entered the fray in an effort to achieve their goals, and countries like China and Taiwan have carved out niches for themselves in the hardware and software industries. In terms of data and communication, the US accounts for 40% of global spending. By consuming roughly 2000 and almost 1.3 trillion since 2005, it has increased since 2000.

1. India is regarded as a favored location for businesses looking to outsource their IT and office activities to specialized firms. The finances seem the best in this situation and also provide a low-value benefit. According to h (National Association of Software and Service Companies), India's IT sector sales have increased by 1.2% of GDP in FY1997–98 and are expected to increase by 5.8% in FY 2009–10. According to their most recent finding : Indian IT/BPO sector grew by 12 percent in FY2009 to reach US$ 71.7 billion in aggregate revenue (including Hardware). Out of this Software, the segment accounts for US $59.6.
2. ITO/B PO exports grew by 1,6 % from US $40.9 billion in FY 2008-09 to US $47.3 billion in FY 2008-09.
3. The top three countries in the 2009 Global Services Location Index (GSLI) are- India, China, and Malaysia.

Leadership Development

Leadership development is a set of activities that helps prepares current and future leaders to perform their best in their respective roles it also helps expand the competency of individuals to perform in high end roles within organizations. Leadership roles are those that facilitate execution of an organisation's plan through building arrangement winning mindshare and growing the potential of other people

Leadership roles may be approved , with the corresponding seniors to make decisions and take charge or they may be informal roles with little official authority .

Leadership can also be developed by of functioning :

Following the philosophy of people as an organisation's most precious resource , some organizations tact the development of these assets including leadership.

- **Resolution making :**

It is basically done by gathering information , making choices and by using a good step by step process one can actually reach to their goal in a more organized and relevant way .

- **Weigh the gains and losses of your decision:**

It is mainly what kind of profits the decision could have for the organization . And opting the only benefits for the company can be very easy if one only put pressure on the other downsides .

- **Listen to other's thoughts :**

It’s very important to listen to other people’s thoughts and understand their feelings to know them and create a good positive workplace to work in . Also, it lets others person feel valued and strengthens relationships.

• Providing others with explicit instruction can help improve workflow and minimize any confusion other employees may feel regarding their duties.

• **Listen to others:**

So, it’s one of the most crucial things in an organization because it increases productivity, boosts confidence and helps in making less mistakes as well as expanding relationship network .

• **Resolving controversy:**

In an organization I’d any kind of fight takes places people should be communicating with each other’s so that it does not go to another level and revolve it by clarifying each other’s point of view .

Strong communication can also help in this like no misunderstanding should take place in between anyone .

LEADERSHIP AND DEVELOPMENT AREAS :

- **Culture**

Workspace culture often affects how well employees perform. While the behavior and beliefs of many employees create a workplace's culture, it is a leader's responsibility to maintain a positive culture.

• **Promote diversity**

It can be done by encouraging each other , acknowledging differences and by doing various teaching programs , developing workplace policies so that every individual could learn something new from each other.

- **Encourage partnership**

So firstly, there should be open communication, being respectful towards other people ideas and opinions , leading by giving examples of big personalities who are successful in business field .

- **Achievement**

In order for daily operations to run effectively and meet the company's aim , leaders must properly manage the achievement of both themselves and their employees.

- **Delegate duty**

It’s actually assigning various duties to the employees and by distributing work like this helps others senior managers to work on some important and senior level that’s what saves time and helps employees create a better understanding and knowledge at a workplace.

By being responsible for your results .

In a workplace every person is responsible for their own outcome so no blame game because acceptance is there like the amount of hard work you put in and the results you get.

- **Mentoring**

So basically, mentoring helps a lot in company like business attract and gaining talents it’s more of everyone is assigned with a trainee to be guided well and make sure they are supporting and giving proper feedbacks to their employees.

- Acknowledge their personal goals. Learning about your trainee's aspiration and personality can prepare you to find the most effective way to educate them.

- **Ask open questions**

So, it's mainly if you are asking questions freely to your trainee then it will be easy for them to understand you and it will help giving the best solutions and better understanding of the thought process .

Being clear in your mind will definitely increase the thoughtful idea and vision.

IMPORTANCE OF LEADERSHIP AND DEVELOPMENT:

Improve Employee relationship

It helps the employees boosting their overall productivity and the ability to deal with gaps in between the organizations .

Attract, Develop, and Retain Talent

It can be done by listening and understanding and by putting feedback , and by doing expansion in learning and growth opportunities for employees , giving coaching and mentorship , building good company culture, and helping people to know about the career opportunities etc. .

Drive Strategy Implementation.

Its main motive is to how one's strategic plan turns into the action by executing a new marketing plan to help gain financial profit for the company .

Inspires , Motivates, and sets an example.

Leadership and development also help in inspiring and motivating people to bring positive changes in the world because the leaders help their staff members establish a vision and mapping the ideas so there's always a clear way to achieve their goal .

Promoting the spirit of coordination.

In an organization the leaders conduct workshops , organize social events and great communication flow, practicing problem solving skills , by sharing

feedback's and the most important is by letting every team members feel they are indulgent in every activity, so the group work is done in a more active and positive way .

LEADERSHIP QUALITIES DEVELOPED BY WIPRO :

Leadership at Wipro means the potential to win the hearts and minds of all our contributors whether internal or external. It means leading others with humility and yet having massive dreams . It means the self-confidence to accept that you are wrong and resilience to fight back," says Azim Premji, Chairman of Wipro

The qualities were:

- Customer Placement
- Aggressive Obligation
- Assurance to supremacy
- Widespread Thinking and Acting
- Investigative
- Creating Star Performers and Teams

Self-assurance

Strategy of the company

Global businesses make strategies to understand their strength and operate efficiently for being sustainable in the marketplace and deal with challenges. Additionally, the strategy helps businesses to make decisions regarding what the company is going to achieve considering its goal, which further influences its allocation of resources and brings out the best potential outcome of business activities. The current study would focus on business strategies and issues of Wipro, which is one of the leading technology services and consulting business operators. Specifically, along with business strategies of Wipro, its present issues and mitigation strategies for them would be critically evaluated in this report.

Wipro acknowledging the significance of change

- Wipro has undertaken a strategy of acknowledging the significance of change and being adaptive to achieve success in this current competitive marketplace. Providing great importance on change and being adaptive is essentially helpful for businesses and has led to positive aspects such as gaining competitive advantage, grabbing growth opportunities, and encouraging innovation. The strategy of Wipro to acknowledge the significance of change and being adaptive to innovation and enhance its competitive advantage has been contributing to its business

performance positively. For example, Wipro has digitally transformed to provide a better service to its clients (Wipro, 2022).

Operating restructuring

- The initiative of Wipro to be focused on the operating restructuring plan is considered as one of its strategic initiatives for boosting overall growth. The organization has a stronger external market orientation, which is positively contributing to its growth (Jethmalani, 2020).

No compromises with the margin

- Wipro has taken a strategy to operate the business and achieve extensive revenue without compromising its margins. The organization has recruited a Chief Growth Officer, who has taken responsibilities for accelerating the large deals as well as strategic partnerships, for enhancing revenue growth (Jethmalani, 2020).

Simplification of the operating model

- The organization is focused on simplifying its operating model, which can support its business objectives and foster its growth positively. Moreover, the organization has taken the initiative to simplify its operations with its newly adopted business model (BQ Prime, 2020). In this regard, the organization has taken a strategy to reduce its dependency on the United States along with driving growth in other international markets (BQ Prime, 2020).

Talent management

- Wipro has also taken a strategy to focus on talent management for accelerating its existing portfolios of clients that are contributing approximately 70% to its overall revenue (Jethmalani, 2020). With a great focus on talent management, the organization has been witnessing constant growth in the number of employees throughout the years. Currently, Wipro has approximately 247000 employees around the world (Sun, 2022).

Present issues in company

Issues related to technology change and client preferences

In recent years, Wipro is witnessing issues in the international marketplace due to rapid technology changes. Even, client preferences in this current era have changed significantly, which has also become a challenge to the organization. The future success of Wipro would depend on its capabilities to anticipate issues in advance and enhance its service offerings by developing new products to meet the changing requirements of its clients (Tejaswi, 2019).

Cost management issues

- Wipro has also been stressing the significance of cost management, which has the potential to impact its overall business (Tejaswi, 2019). However, the organization has already taken actions in order to reduce

certain costs including the implementation of productivity, investing in automation, and better utilization of resources.

Unsuccessful to stimulate customer demand

Due to the rapid change in consumer demand, the organization has not been completely able to stimulate consumer demand for new as well as upgraded products. Changing consumer demand has the potential to impact the overall business performance as well as the success rate of Wipro significantly. One of the significant challenges of Wipro is to ensure personalized and data driven demand generation journey along with engagement with consumers (Wipro, 2018).

Preventing the issues of the company

In order to address the rapid technological changes that are occurring in the market, which Wipro has not been able to achieve in recent time, it is necessary to focus on innovation. In this context, Wipro can conduct market research to identify the preferences of the customers. One of the major reasons why the organization has not been able to stimulate demand among customers can be the lack of focus on consumer preferences (Sundaram *et al.* 2019). Ever since the Covid-19 pandemic, preferences of consumers, in general, have changed quite significantly and organization's that have managed to keep up with the changing market trends have succeeded. While, on the other hand, organization's that have not been able to match up to the changing consumer

preferences have failed miserably (Fernandes and González, 2020). Wipro acknowledges the lack of innovation in the organization; therefore, the induction of new talent in the organization can be taken into consideration, which can significantly boost the company's ability to generate new ideas.

Informed decision-making within Wipro can significantly reduce the risk of losing competitive advantage in the market (Angerschmid *et al.* 2022). Moreover, effective decision-making within the organization would also allow Wipro to ensure that they are investing its resources in the right direction thereby matching the strategies of its competitors.

Additionally, the organization has also indicated issues linked with cost management, and therefore, the management of the organization would need to focus on more cost-effective operations (Knapcikova and Peraković, 2021). The organization has already diversified its operation into various markets, which has led to infective cost management. In this context, Wipro to minimize issues linked with cost management, can adopt lean management strategies.

SWOT ANALYSIS

Strengths

From the analysis of the strengths of Wipro Ltd, it is identified that the company has a large number of operations that directly influence its cost structure and provides a competitive advantage to it by reducing the cost of the products and maintaining high-quality standards in its products and services (Walters and Rainbird, 2017). It is also identified that due to a big-size company, Wipro has effective R&D practices, which enables it to improve the effectiveness and quality of its products and services. The intensive investment in R&D facilities and practices also enables Wipro to maintain its product uniqueness in the market, which allows it to achieve competitive advantages over its competitors in the national and international markets (Panibratov, 2017). One of the strengths of Wipro Ltd is based on its client base as it is identified that the company has an inspiring list of customers which includes 1300 active clients across the globe. In its customer base, the company includes Adobe, Altizon, apporbit, Amazon Web Services, CDAIT, Cisco, Microsoft, Wireless Logic, XebiaLabs, and many more (Wipro, 2022). This client base and partnership with these companies significantly display the effectiveness of Wipro's products and services and also provide competitive advantages to the company.

From the analysis, it can also be said that employees are also a strength of Wipro as it employed more than 250,000 employees across its business

process who are serving clients across 66 countries of the world. The company has an effective and diversified base of employees who are skilled and experienced in their field (Wipro, 2022). This employee base helps the company to meet the needs and expectations of customers and enables Wipro to achieve competitive advantages in the market.

Weaknesses

Apart from its strengths, Wipro also has some weaknesses that negatively influence its operations and also impact its competitive position in the market. From the analysis, it is identified that in the company, sometimes, the work is not distributed effectively among the employees and managers, which creates issues among the workforce to identify their roles and responsibilities within the firm. It also creates conflicts among the employees and management team members (Yadav, Panday and Sharma, 2021). Another weakness is related to the lack of communication of the vision and mission for the local employees. It is found that Wipro makes less communication about its global objectives and endeavours to its local employees, which creates unclarity about the company's actions to achieve competitive advantages across the globe.

At the same time, it is found that Wipro is a large organization, which operates its business in different fields. But it is identified that some of the businesses of Wipro have a higher market share while some have a lower market share. So, the dependency on a few businesses makes Wipro vulnerable to an external threat. Along with this, one of the weaknesses of Wipro is associated

with employees as employees are not protected from currency oscillations. It negatively affects the employees as they get low wages that directly affect their motivation to work towards the achievement of organisational goals and objectives (Jain and Jain, 2020).

Opportunities

From the business operations, Wipro Limited also received opportunities that will support it to achieve a competitive advantage in the market. Wipro Limited has the opportunity to expand its HRM strategies and add new strategies to manage people and receive control in allocating work to human resources for the benefit of the company's operations. The expansion of HRM strategies can also be beneficial for the company to enhance the compensation process of the employees which can motivate the skilled and experienced employees to remain with the firm (Annual Report, 2022). Another opportunity that Wipro has related to making equal plans of action associated with the rules and regulations among the different branches of business. This could be supportive for the management to treat employees equally in different situations and make the firm an employee favourite firm. It will also attract people to work for the firm and remain with the firm in the long run.

Concerning HRM, Wipro also has the opportunity in terms of developing HRM plans to improve the business cycle and eliminate any irregularities from the business cycle. Through this, the company can significantly focus on the

country's needs and essentials that can develop its products and services and provide new business opportunities across the world (Annual Report, 2022).

Threats

To operate in the national and international marketplaces, Wipro also has threats that may affect its operations and influence human resources negatively. The threats may also affect the competitive advantages of the company over its competitors which may also impact its market position. From the analysis of Wipro Limited, it is found that global and state economic predicaments may present threats to the company. Different tax systems, the difference in financial rules and regulations, and the financial market may affect the financial position of the company and reduce its profitability which may also influence its competitive position in the market. At the same time, the company is making its profits due to the high exchange rate and in future, if this rate comes down, it could create serious concerns for the company to develop its profits in the operation (Sikdar, Das and Bhattacharyya, 2020).

Another threat that may affect Wipro is associated with the emergence of competitive rivals in a different market that may attract skilled and experienced talent in the industry. In the New Zealand market, the existing and new competitors enable attracting and recruiting top talent that may reduce the effectiveness of Wipro in the market and reduce its competitiveness to achieve and attract a customer base in the market.

RECRUITMENT

HRM engage a major role in regulating the productiveness and regulation of the institution. Growth in abuandance is attainable only when there is a growth in amount of yield. Its appeal's not only to freshers. It can assist staf and head to raise their quantity of production and to grow expertness, recognition on their current job tasks to Company. Recruitment is the segment, which straight away precedes choice. Its cause is to pave the - manner for the selection procedures with the aid of generating, ideally, the smallest variety of applicants who appear to be capable either of performing the required obligations of the task from the outset, or of growing the capacity to achieve this inside a-time period desirable to the employing business enterprise. The smallest wide variety of doubtlessly suitable candidates can in principle, of route, be any number. The main factor that desires to be made approximately the recruitment task is that the using enterprise ought to no longer waste time and money inspecting the. Credentials of human beings whose qualifications do not healthy the requirements of the task. Aside from the strategies used and the overall management of task, the success of the goal will depend very plenty ultimately on how efficaciously the fundamental tasks of manpower making plans and job analysis were performed and applied. In short, green recruitment of staff may be described as knowing what resources you want, what sources are available, where, and how they may be discovered.

Recruitment Process:

Basically, there are two sources of Recruitment that is Internal and External Sources. These Internal Source of Recruitment means the employees who are already having the payroll in the Organization. By the internal communication the employee with be informed about the vacancy in the Organization. External source is that knowing about the vacancy through external sources like social media, educational institutions, Advertisements.

Recruitment Process In WIPRO

There are total four process in recruitment of Employees in Wipro. **Screening of application forms** is the first step of Recruitment that means the HR shortlists the minimum requirements as promoted for the position. The second process after Shortlisting is **Written Rounds**, in this round there are three sections. Aptitude test consists of 50 questions in 50 minutes approximately. Questions from logical reasoning, Quants and verbal ability is asked. After aptitude test there will be an essay test with one question in 20 minutes to be written. Last test in written round is coding test. It consists of two questions which should be written in 60 minutes one question each from general coding and DSA. The third process after Written rounds is **Interview rounds**, in interview rounds there are two sections. Technical Interview that means they test the technical skills, there is no specific topic the questions are asked to know the subject knowledge of the candidate. The next one is HR interview in this they ask HR basic questions and some real-life incidents so that they can assess communication skills and inter personnel skills. The last process is **Offer Letter** here the hiring committee will evaluate the performance of the candidate and provide the Offer letter for selected ones.

RECRUITMENT OF NEW CANDIDATES AND EXPERIENCED

The situational factors at the different degrees that may affect the management of people in the organisations (Cooke, Dickmann and Parry 2020). When researching for the recruitment policies in Wipro, I found that there can be intellectual feature of person requirements and interchange while at the place of work, along with the technical aspects of the human resources, which are considered for the recruitment policies in these companies. The way in which these factors are considered at the organisations for the recruitment process. The Hiring is the primary purpose of the human resources division, and the action of recruitment is the initial phase that needs

to be crossed for increasing the competitive advantage in the organisation and the strategic advantage of the organisation. The recruitment process requires a systematic development in sourcing the candidates for designing the systems for the recruitment operations, like designing the interviews by using the required time and resources in the organisation. The selection process in the organisation includes a sequence of steps that need to be taken for the right applicants to be chosen and the inappropriate applicants to be rejected (Hamza et al. 2021). From this research, It is understood that in order to be responsible for the human resources management process, it is important to conduct interviews and the main reason behind the firms conducting interviews is that there may be information friction between the applicants and the management, and this can be reduced through interviews (Wolthoff 2018). The firm needs to ensure that the applicant is as productive as is claimed in the applications, and hence, the interviews allow the firms to assess the applicants by themselves, avoiding misinformation. Learning about Wipro's recruitment process helped in being able to identify the challenges as well. If I am in the human resources department in the future, I would need to have the communication skills and the assertiveness necessary for taking the interviews. Recruitment may be visualize in group of words of the two opt for the in-form candidate, and refuse the not notable contestant, or collection of all. So, alternative mode suppose appropriately that, there may be more diversity of candidate intelligibly choose, in which the candidates are built to be had between recruitment manner. As a result, in not difficult expression, option is a way in employment characteristic which starts off make progress without detain against the applications and attention signs, the necessary issues being evaluating applications for main allowance. Selection should be made following the make use of a numeral of tools acceptable to measure and property to be had.

Human resource management includes human resource strategy where a plan is laid out to make sure that the organization objectives are fulfilled by selecting, recruiting, improving, and retaining of the best personnel/employees.

Wipro is believed to have an exceptional array of human resources as they have been constantly improving their human resource strategies. They are passionate about quality and the worldwide infrastructure to make a diversified technology and business consulting solutions and services, 24/7.

Wipro have a competitive benefit over others as their human resource management and talent pool exceeds others which allows them to be the market leader in IT and services sector.

THE PCMM INITIATIVE

The only framework which in actuality in the present at Wipro is the People Capability Maturity Model(PCMM). The PCMM helps the organization to continuously refine their processes. PCMM is based on the existing best practices in human resource, organization development fields and knowledge management which eventually leads to much more effective management and development of their workforce.

The PCMM framework aids organization in:

1) Developing the maturity of their employee's practices,
2) Establishing events and programs for constant development,
3) Integrating talent and
4) Promoting a culture of excellence and innovation.
5) The latest achievement of Wipro technologies in their ever-evolving quest for excellence in people and business process being the successful deployment of PCMM- level 5 in their organization. Other achievement includes ISO, SEI-CMM, and 6-sigma journey.

THE 360-FEEDBACK INITIATIVE

Clear and continuous feedback as recognized by Wipro is an essential component to develop its human resources. A 360-degree feedback initiative was introduced in order to make the evaluation process much smoother by inculcating feedback from juniors and peers. With the help of several cultural enablers who assisted, the 360-degree feedback was introduced at Wipro.

Training to the managers at initial level to develop their self-confidence were given so as to speak freely. Wipro believed in promoting a culture of directness where the employees were free to express their views on any situation pertaining to the organization.

"The 360-degree was not a solution looking for a problem, but an answer to a key organizational imperative."

The top management at Wipro emphasized that admitting mistakes is better than concealing them as they would be more criticized for hiding them.

Wipro management encouraged to be self-critical rather than always portraying their moral sides. Some managers were of the opinion that 360 feedback should be used only as a development tool but Wipro made sure it as part of the evaluation. Wipro made sure that qualitative comments were considered important and none of them were deleted as credibility might be affected.

THE WINDS-OF-CHANGE INITIATIVE

For converting feedback into action Wipro introduced another program called "WINDS OF CHANGE". Wipro had created five diverse training programs after recognizing that leadership development was a continuous process but not merely an overnight occurrence.

Entry Level Program (ELP):

Entry Level Program, being the first program, a fresh trainee had to undergo which would help the new employee to be a good and skilled employee.

It will lead them to:

1) Be an effective team member.
2) Communicate views and state of mind to others.
3) how to participate in meetings etc.

New Leaders' Program (NLP):

This was especially introduced for first time managers. Many people considered to be at ease while managing technology rather than managing people. New Leaders Program qualifies new leaders to be skilled at managing personnel by providing appropriate training on how to build teams, how to interconnect them and lead them as the situation demands and also to tutor others.

Wipro Global 100 Program:

As the business environment is quiet dynamic and challenging, Wipro aims to compete by developing individuals to have a global mindset and to create a skilled pipeline of leaders.

Business Leaders' Program (BLP):

This was particularly introduced for General Managers in waiting. It helps them to look at the business as a whole also make them aware of bottom-line insinuations. The program helps them to cover pertinent elements of finance and environmental perusing

Strategic Leaders' Program (SLP):

This program intended at potential Chief Executives, enabled managers to plan and develop strategies in a global environment.

While spending a lot in such programs was highly essential to move up the next step in the ladder. The company have strived to create opportunities for people to enhance their skills for various purposes and roles. They are trained to live and employ themselves in different countries. Leaders are required to be prepared precisely for certain skills their organization demands from them.

Wipro realized that evolving leaders would take a long time and also a huge investment. But the efforts will prove worthy in the long run.

BENEFITS

When Wipro talks about delivering value, they back it with a verified track record that spans customers around the globe. With a persistent focus on quality & processes, Wipro has set international benchmarks in execution excellence that has decoded into measurable business assistances for their customers. Wipro offer their patrons the advantages of 360-degree solutions, eminence leadership and measurable business results. IT industry is strong so is Wipro being a strong competitor. Wipro has presence around the world and even in Latin America where it has been difficult for them to obtain the experience. Wipro is a company that keeps mounting and increasing around the world.

CONCLUSION

In this Leadership Development we found all the strategies and behavior of Human Resource Management in WIPRO company. There are so many factors such as strategies, SWOT, Recruitment, PCMM initiative that are included as a part of human resource management in a company. When Wipro talks about delivering value, they back it with a verified track record that spans customers around the globe. With a persistent focus on quality & processes, Wipro has set international benchmarks in execution excellence that has decoded into measurable business assistances for their customers.

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INTRODUCTION

- There are several companies prevalent in the market which are booming for success. Profit making has become the chief motto of every industry.
- The project covers the overview of Wipro Ltd. Along with the various training plans being followed in the industry.
- The evidence is too compelling to overlook. Operative subsystems of Human Resource Development are significantly contributing towards Organization success.
- This endeavor seeks to logically understand the influence of Human Resource Development, Training and Development concerning Organization Success in Wipro Technologies.

WIPRO COMPANY

HISTORY OF WIPRO LTD

- In Amalner, India on 29 December 1945, Mohamed Premji merged the company as Western India Vegetable Products Limited, now known as WIPRO.
- In 1970s and 1980s, they focused to find new opportunities especially in IT and computing industry, which was highly prevalent during that time.
- WIPRO became the second Indian company to receive $1 billion in annual takeover in 2004.
- WIPRO in 2012, demerged all of their non IT businesses to forming a company as WIPRO enterprises.
- In 2010, Wipro endured grave losses and damages as they have been employed as systems integrator and were followed by errors in the field.
- Hedera announced in 2020, Wipro's governing council would be linked.

VISION AND MISSION OF WIPRO LTD

VISION OF WIPRO

- Underwrite for the worldwide e-society , in the most secure and unbiased way possible was one of the visions of Wipro.
- To undertake and ever evolving effort in order to meet people's enhanced routine and quality of life.

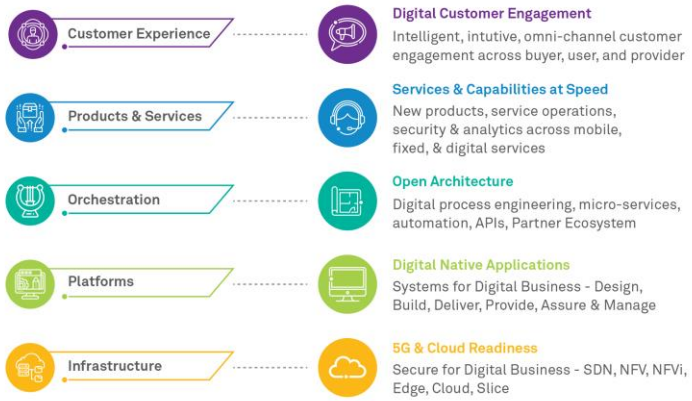
MISSION

- Their Vision includes being a RF system solution provider, by its new creation of broadband wireless communication system.

GOALS OF WIPRO

- Goal to support customers who trust on the company's ability as an advanced RF system solution provider.
- By collaboration with various technological partners, they intend to build up core capabilities.

SERVICES OFFERED BY WIPRO



- **IT Services** are extensively provided by WIPRO.
- **Product Engineering Solutions** are offered to companies.
- **Technology Infrastructure Service** are provided.
- **Business Process Outsourcing** facilities are given.
- **Consulting Services** by Wipro is highly useful to various businesses.

WHAT IS LEADERSHIP DEVELOPMENT?

- Leadership development is the method of progression of improving an individual's ability to perform when entitled to a leadership position in a firm.
- Roles such as fostering arrangement, increasing the talent of other individuals and gaining mindshare by a leader helps to keep the organization’s policy in tact.
- Operative leaders and leadership expertise can build strong teams within a business and guarantee initiatives.
- For the leadership development program to be operative, an appropriate assessment of the organization and its leaders would be essential .
- Leadership development programs assist a person transitioning from leading themselves to leading a group.

BENEFITS OF LEADERSHIP DEVELOPMENT

Through thorough research, leadership development permits a company to achieve 4 things which leads to persistent success,

- Bottom-Line Financial Performance can be easily developed.
- Fascinate, Improve, and Retain Talent of existing as well as new employees.
- Drive Strategy Implementation within the personnel of the organization.
- Escalate Success in Directing Change.

LEADERSHIP QUALITIES DEVELOPED BY WIPRO

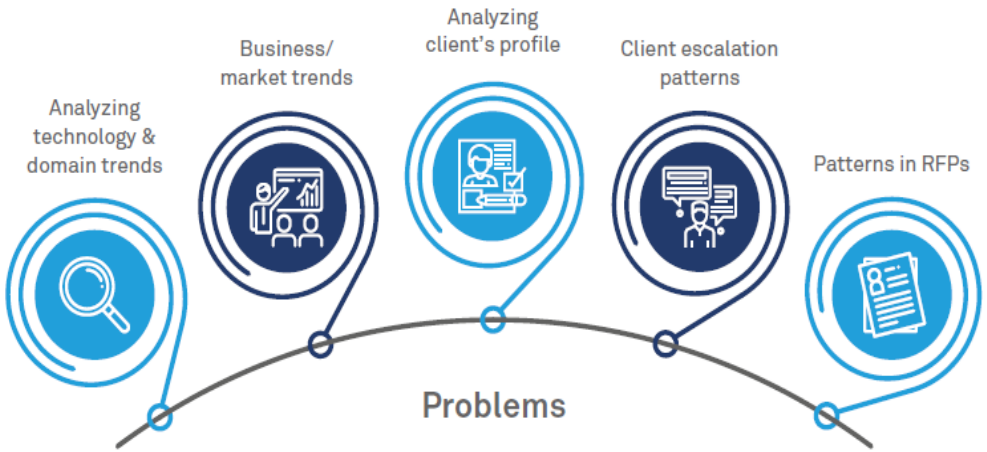
- **Eight leadership qualities acknowledged by the Wipro's corporate HR group be:**

Those being:

1. Consumer Positioning
2. Tactical Discerning
3. Vehement Obligation
4. Self- assurance
5. Assurance to Quality
6. Worldwide Thoughtful Performance
7. Problem Resolution's
8. Creating Star Personnel and Teams

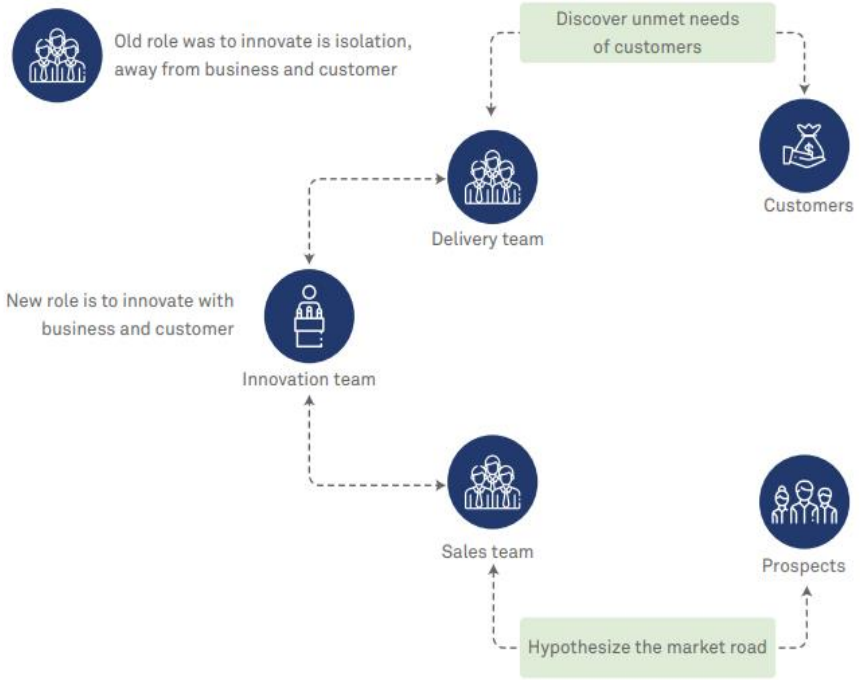
ISSUES FACED BY THE COMPANY

- Lack of innovation (Tejaswi,2019)
- Cost management issues (Tejaswi,2019)
- Lack of demand stimulus (Wipro,2018)



CURRENT STRATEGIES OF WIPRO

- Restructuring the company (Jethmalani,2020)
- No compromise on the margin (Jethmalani,2020)
- Simplifying operational model (BQ Prime,2020)
- Talent Management (Sun,2022)



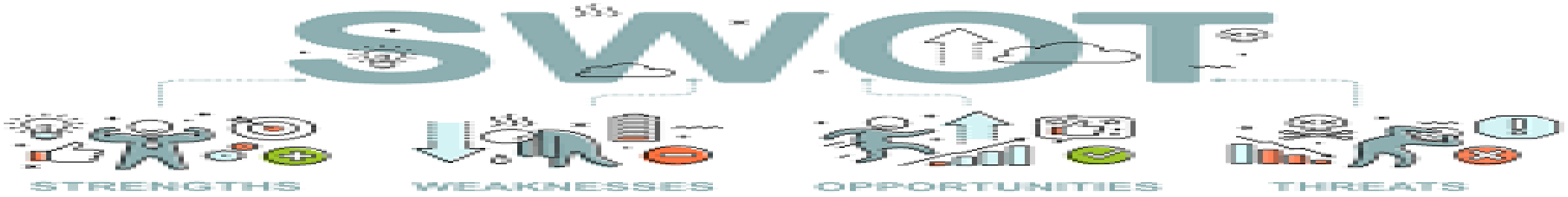
Strategies to prevent issues

- Brainstorming and design thinking (Fernandes and González, 2020)
- Informed Decision making in resource management (Angerschmid *et al.* 2022)
- Lean management practices (Knapcikova and Peraković, 2021)

SWOT ANALYSIS

STRENGTHS

1. Low cost and high quality standards.
2. Extensive assortment of research and development facilities.
3. Wipro has an inspiring array of customers and super partnership with- Oracle, Microsoft and Sap, EMC, Cisco.
4. Wipro is one of the chief IT companies in India employing over 130,000 employees.



SWOT ANALYSIS

WEAKNESSES:

1. WORK APPORTIONMENT IS NOT ALWAYS DONE.
2. WIPRO'S ENDEAVOR FOR GLOBALIZATION MIGHT NOT BE CLEAR TO LOCAL EMPLOYEES.
3. SOME BRANCHES ARE MORE MEASURED THAN THE OTHERS.
4. EMPLOYEES ARE NOT PROTECTED FROM CURRENCY OSCILLATIONS.

SWOT ANALYSIS

OPPURTUNITIES:

1. EXPANSION OF HRM STRATEGIES THAT WILL CONTROL WORK ALLOCATION AND STEADINESS OF WORK PROCESSES AND SALARY.
2. PROVIDE A PLAN OF ACTION THAT WILL MAKE THE LEVELS OF REGULATION EQUAL AMONG THE BRANCHES.
3. DEVELOP HRM PLAN FOR IRREGULAR BUSINESS CYCLES ACCORDING TO THE COUNTRY'S ESSENTIALS.

SWOT ANALYSIS

THREATS:

1. GLOBAL OR STATE ECONOMIC PREDICAMENTS.
2. COMPETITIVE RIVALS ON THE NEW ZEALAND MARKET THAT WILL FASCINATE TOP TALENTS.

RECRUITMENT

- Recruitment can be termed as a process where application from various candidates are closely examined, and the deserving candidate with appropriate skills are selected for their service.
- Recruiting is the term applicable to the stage of subjective management that contains reaching out and appealing a source of people from which to hand-pick qualified applicants for job openings.
- So recruitment means to discovering and reassuring potential applicants to fill up the available jobs in the organization

RECRUITMENT PROCESS

Two sources for recruitment includes:

1) External source

2) Internal source.

❖The employment procedure consists of three chief stages:

They are:-

Step I – Written test,

Step II - Personal interview,

(Step II consists of two parts)

1) Interview to assess the technical skills

2) Interview to assess the HR knowledge.

Step III – Placements

RECRUITMENT (NEW CANDIDATES)

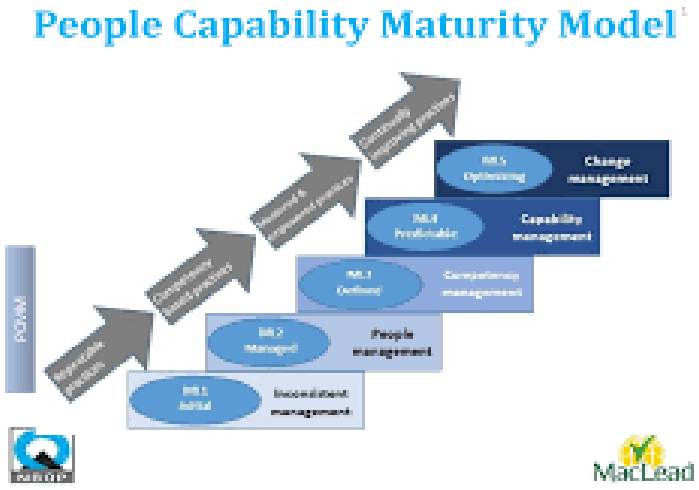
- While opting personnel, Wipro observed for practical proficiency and if morally suitable with its standards.
- They had established a lot of tools to sustain its employing and advancement actions.
- Premji selected the best from the best– in university grounds as well as in other companies.
- Although, some individuals who he interrogated at the IIM,s decided to connect with different companies, Premji kept note of them every year.
- Yet, the person still have to attend a really demanding selection process.

RECRUITMENT (EXPERIENCED CANDIDATES)

- For professionals with experience, Wipro did a 2-staged contracting method.
- Candidates if considered appropriate for the company after the first interview, they are transferred to the division head for the final interview where they are logically interviewed.
- 35% of its staffing for the foreign hiring for sales and marketing department, happens through an on- campus appointment.

PCMM INITIATIVE

- During the year 1999, Wipro commenced using the Software Engineering Institute (SEI) People Capability Maturity Model (P-CMM).
- PCMM sanctioned the authority of progressions.
- The valuation came as a endorsement of what the company had been undertaking and that gave them the assurance to maintain it in the forthcoming activities as well.
- The competency-based choice makes it more inclusive.



THE 360-FEEDBACK INITIATIVE

- Wipro presented 360-degree feedback to make the evaluation procedure further smoothed.
- Wipro supposed there was a value of directness where personnel were welcome to express their opinions.
- Managers were cheered to be self-effacing, as an alternative of having to portray only their moral sides.
- Wipro also sensed recollecting the qualitative remarks which was highly important.

WINDS-OF-CHANGE-INITIATIVE

- Wipro proclaimed another initiative called “Winds of Change” , especially for mending response into act.
- Wipro had produced five diverse training programs.

1. **Entry Level Program (ELP)**
2. **New Leaders’ Program (NLP)**
3. **Wipro Leaders’ Program (WLP**
4. **Business Leaders’ Program (BLP)**
5. **Strategic Leaders’ Program (SLP)**

CONCLUSION

- When Wipro talks about delivering value, they back it with a verified track record that spans customers around the globe.
- With a persistent focus on quality & processes, Wipro has set international benchmarks in execution excellence that has decoded into measurable business assistances for their customers.
- Wipro offer their patrons the advantages of 360-degree solutions, eminence leadership and measurable business results.
- Today the IT industry is strong as well as Wipro being a strong candidate in the IT world.
- Wipro has presence around the world and even in Latin America where it has been difficult for them to obtain the experience.
- Wipro is a company that keeps mounting and increasing across the globe.

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