



MADRAS SCHOOL OF SOCIAL WORK

(An Autonomous Institution Affiliated to the University of Madras)

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Dr. S. RAJA SAMUEL, M.A., Ph.D.
Principal

Date: 04.12.2021

DVV CLARIFICATION

Criterion I – Field projects/ Internships/Students Projects

Metric ID-1.3.4_3 –Report of the field visit / permission letter of Field projects/Internships completed by the students in the -

ACADEMIC YEAR 2020-2021

This is to certify that the below are the sample copy of field visit /permission letter for Field projects/ Internships completed by the students in the the last Academic year (2020-21).


Dr. S. RAJA SAMUEL, M.A., Ph.D.,
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PG DEPARTMENT OF HR & OD
MADRAS SCHOOL OF SOCIAL WORK
32, CASA MAJOR ROAD, EGMORE, CHENNAI- 600008



INDUSTRY INSTITUTE INTERFACE REPORT

NAME OF THE STUDENT- SHRUTHI R

REGISTER NUMBER-2015782021033

YEAR – 2020-2022

SEMESTER- 2

DATE OF WORK- 12.04.2021 – 12.07.2021

FACULTY SUPERVISOR- MR. E. JOSEPH ERIC DUNSTON

DEPARTMENT OF MA-HR&OD
MADRAS SCHOOL OF SOCIAL WORK
(AUTONOMOUS)
CHENNAI- 600008

This is to acknowledge the Internship work of Mr/Miss **Shruthi R**, in the organization **L&T NxT** from **12.04.2021** to **12.07.2021** as a part of the fulfilment of the curriculum in the academic year 2020-2021.

Devika
25/07/2021

Faculty Supervisor Signature

Department of M.A.Human Resource &
Organizational Development
Madras School of Social Work (Autonomous)
No.32, Casa Major Road,
Egmore, Chennai - 600 008.

Department Seal

S. Sivanaraja

Head of the Department

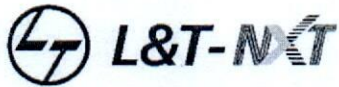
S. S. Raja Samuel
29/11/2021

Principal's Signature

(Current Date)

Dr. S. RAJA SAMUEL
Principal
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L&TNxT/HQ-HR/Training/2021-22/14
July 12, 2021

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Shruthi R** has completed her internship in 'Human Resources' at our Headquarters office, Chennai during the period **12.04.2021 till 12.07.2021**.

We wish her all success in his professional career.

Yours faithfully,
for LARSEN & TOUBRO LIMITED

A handwritten signature in black ink, appearing to read 'Sankar V'.

(SANKAR V)
LEAD – PERFORMANCE & REWARDS

I started my internship at Larsen and Toubro's digital entity L&T NxT under the leadership of Mr. Bikram Nayak (Head Human Resources). L&T NxT predominantly works on innovative digital solutions for various industries, especially for manufacturing. It is a product-based company where they make software products/solutions and market them to customers and also customize based on requirements. L&T NxT is fairly a new entity started by the L&T conglomerate in 2019 to expand their business in the growing IoT, digital sector. The leads are either recruited in the last year or were moved to L&T NxT from their other entities. The HR team consists of four members and the talent acquisition through campus placement is done by a large team for all its entities according to requirements. During my internship, L&T NxT merged with Mindtree. Mindtree (a service-based company) also belongs to L&T, the merger is to benefit both companies as it helps to elaborate their business as Mindtree already has digital clients. By this merger, all talent acquisition activities are taken over by Mindtree. L&T as a whole has various cadre ladders where the employee claims up through experience, skills, and rating starting from technician T1 to COO, CFO, etc. Recently L&T banded the prestigious SHRM HR excellence award in Talent Acquisition. My role in L&T NxT was to help my team in recruitment and onboarding employees. Once the candidates are short-listed by the L&T talent acquisition team in bulk through an aptitude test, I organized their further selection of coding test and final interview. We majorly focused on Computer Science graduates from top colleges like VIT, NIT, Mahindra Ecole, etc, from South India for the position of Graduate Engineering Trainee GET for the Cadre O1. Once they are selected out lead HRs send out their offer letter with CTC details, my job was to convince the candidates to join L&T by advertising our brand and most of the candidates had problems with understanding the CTC breakup and job location, I had the opportunity to clear their doubts and negotiate with candidates and the internal team on job location as we have offices in Chennai, Bangalore, Mumbai, and Pune. Once they accepted our offer, I had to collate information regarding their final exam dates as we had planned to onboard them in the first week of June. The next step for onboarding was to send a welcome email with a portal where they had to fill in their personal information and submit their educational documents which I had to verify.

Next, we had to create their L&T NxT email ID and employee number which was done by a third party. Once that was done, we sent their details through email and I assisted them in log in to their mail ID. Finally, I had the opportunity to organize, schedule the induction for the new GET

employees and introduce the leads to them. From this, I understood the entire process of onboarding new campus recruited employees and had the chance to guide the freshers on who to contact for IT, HR, Career-related queries, reassuring them to change location in this pandemic and the perks they would receive for working from HR.

The lateral entries are recruited through the LinkedIn job posting, internal reference, and external agencies. I receive the requirements and job description from the department manager and I helped my team to share the requirement internally and externally and once I receive the applied CVs, I do the initial screening. It consists of contacting the candidates and asking them on current work location, skills and languages they are well versed in, their current CTC, expected CTC, their reason for a job change to check if they are keen on our offer, their willingness to change location if required and finally their notice period. For higher cadre openings we rely on internal reference majorly but if unavailable we post it on LinkedIn or recruit through agencies. If recruited through an agency we are bound to pay them 8% - 10% of the take-home CTC. We also take 3rd party contractual employees where the 3rd party raises invoice every month to us for the employees employed through them and 5% commission is for the 3rd party. I send the collected screening details of the candidates to the managers and they screen the resumes furthermore based on the department requirement and candidate's skill. Once I receive the selected candidates' report I contact them again to check their availability and schedule the initial interview with our department managers. For the lower cadre, the department managers' review is enough for selecting the candidates but for lead roles the candidates have to undergo a second/final round with DGM/Sr. DGM.

From their feedback, I send either a regret email or an employment application form. The EAF helps us to know the candidate's details, professional history, CTC breakup, etc. From this and their last 3 months' pay slips my leads propose our CTC and once that is negotiated, we release the offer. I follow up with the candidates on signing the offer letter and confirming their date of joining, if the requirement is urgent L&T NxT has the buy-out option where L&T pays for the selected candidate's notice period amount to the company candidate is working currently. From this process, I came across many experience professionals their way of showing interest in the opportunity, negotiate for a higher salary, and from our department head, I learned the leadership,

interview skills, and their judgment on selecting the candidates. I was doing the same process of onboarding the experienced candidates except they didn't have an induction. I also observed the candidates' expectations on L&T NxT and vice versa.

Apart from this, I researched our competitors like 3i Info, Zensar, CTS, WNS, Firstsource solution ltd, etc, on their sales, employee expense, no of employees, Gender Ratio, demographic diversity, Attrition rate, HR software used, PMS/LMS, etc. From this I learned how to read a company's annual report, software likes SMAC, ERP, SAP SCROM, LeAP used by the companies.

I also did a report on my head's project of expanding the talent pool in Europe, the US, and the UK. Global Leadership Development Program was conducted by L&T for the top leader in collaboration with ROSS University, USA, which called for a 6-month project for which our leads have onboarded two employees for our US and Europe team. This was done through collaboration with colleges abroad, job posting on social online employment services, networking, and agencies. From this, I learned how to approach business expansion plans and how to reach out to universities and collaborate with them.

During my final days of internship, I was helping my team with the transition of candidates' details who are expected to join us in the coming months. From this, I learned about the payroll break up like Flexi pay, HRA, conveyance/communication fee, insurance deduction, retention pay, LTA, PLR, etc. The breakup was very much different for each cadre and was a great learning experience.

Aside from this on the L&D front, I came to know that L&T NxT doesn't provide any in-class training like other entities, but they push employees to complete a certain number of courses through their online learning app here they use SCORM. These courses aren't mandatory but add points to their overall rating and L&T NxT has only one evaluation for an entire year and the employee is rated purely based on his/her performance by their immediate supervisor, department head, and Sr. DGM. If the employee is associated with other departments apart from his own, it is the immediate supervisor's responsibility to gather feedback from the other department head for the employee, L&T lacks a 360-degree feedback system. As for the POSH committee, it is one team for the entire L&T conglomerate.

From this entire internship, I learned the intricacies of Human Resources especially in talent acquisition, marketing skills, persuasion skills, company's culture their future plans, and their approach towards it. It has been an extreme learning experience for will help me build my career.