ABSTRACT

A report by the Boston Consulting Group shines light onto what the five challenges for HR directors will be in the year 2015: managing talent, managing demographics, becoming a learning organization, managing work-life balance, and managing change and cultural transformation. Based on these challenges, an ideal solution for HR would be one that has the capabilities to identify processes which are required in the new business world, as well as processes which need to be streamlined and improved. The case study is an effort to study the various HR initiatives in the WIPRO Ltd., one of India's most admired companies and indeed a large diversified corporation by Indian standards. In quick time, Wipro has built three new businesses - enterprise solutions, infrastructure management and business process outsourcing that together account for 30% of total software revenues. These businesses are expected to be the company's major growth drivers in the future. The main challenge which Wipro faces is to develop the necessary human resources.

People are the key to success or extraordinary success
- Azim Premji, Chairman WIPRO
EARLY HISTORY

Azim Hashim Premji (born July 24, 1945) is one of India's richest business tycoons and the chairman of Wipro Limited. He has led Wipro since 1966. Premji had gone to Stanford University, where he studied engineering in anticipation of taking over the family business, Western India Vegetable Products Ltd., or Wipro. In 1966, while Premji was still a student, his father died. So the 21-year-old Premji returned home to take over the cooking oil business. Under his leadership Wipro has metamorphosed from a Rs 70 million company in hydrogenated cooking fats to a pioneer in providing integrated business, technology and process solutions on a global delivery platform. Wipro Limited is today a $5 billion revenue IT, BPO and R&D services organization spread over 50 countries. According to the Forbes magazine, he is the second richest Indian with a personal wealth of US $17 billion in 2010.

In quick time, Wipro had built three new businesses - enterprise solutions, infrastructure management and business process outsourcing that together accounted for 30% of total software revenues. The IT division of the company generates maximum revenue. Wipro Technologies is the third largest software development company in India. Wipro works with leading global companies, such as Alcatel, Nokia, Cisco and Nortel. According to an annual survey conducted by Brand Finance and The Economic Times in 2010, it is the 9th most valuable brand in India.

2015 Awards

- Wipro Honored as World’s Most Ethical Company by Ethisphere Institute for the Fourth Successive Year, 2015
- Wipro won 7 awards, including Best Managed IT Services and Best System Integrator in the CIO Choice Awards 2015, India
- Wipro won ‘NASSCOM Corporate Award for Excellence in Diversity and Inclusion 2014’, recognised for outstanding work in the Persons with Disability (PwD) category
- Wipro Ltd. was ranked 8th in the Best Companies for Leaders 2015 list in a study conducted by Chally Group in partnership with Chief Executive magazine

RIGOUROUS HR PRACTICES IN WIPRO

According to the World Bank’s Global Economic Prospects published in June 2013, Europe and Central Asia can expect a 2.8% growth in 2013. Therefore, while large companies need to implement measures quickly to counter the effects of the repercussions of the economic
downturn, HR (Human Resources) can contribute positively towards this by ensuring that the workforce is ready to deal with these changes, and is able to keep up with the business strategies. However, to do this, HR must ensure that it is running smoothly and has three important things in place - processes, data, and tools. Wipro has been trying to achieve this by framing and implementing effective HR policies at frequent intervals.

**Unique Policy for Disabled**

Wipro Ltd. received the ‘NASSCOM Corporate Award for Excellence in Diversity and Inclusion, 2012’, in the category ‘Most Effective Implementation of Practices & Technology for Persons with Disabilities’. The award was presented to Wipro at the NASSCOM Diversity and Inclusion Summit 2012. The company also received the ‘2013 ESCAP - Sasakawa Award for Disability-Inclusive Business in Asia and the Pacific’, in the category ‘Disability-Inclusive Multinational Enterprise’. Wipro was identified amongst nominations from across 62 countries for its initiatives. 450 workers with disabilities were employed in 2013. Sustained efforts have been made in making Wipro more inclusive and creating meaningful careers for persons with disabilities. In light of this, Wipro has introduced several initiatives to support the careers of persons with disabilities. These include making physical and IT infrastructure accessible, transforming software applications to suit people with disabilities, designing more inclusive training programs and building awareness through campaigns. Wipro constantly works towards creating an inclusive environment at the workplace, which helps and supports persons with disabilities to take on a wide variety of roles.

**Women of Wipro (WOW)**

A true celebration of diversity can best happen in an environment that allows for the expression of individual talents. At Wipro, meritocracy is the core of business. Gender Diversity is a part of the diversity initiatives to ensure that women get equal opportunity to compete and are nurtured to build this pool. On the basis of the experience of dealing with thousands of women employees, their exit interviews and the findings of surveys, Wipro in 2007 evolved a gender inclusivity program called Women of Wipro, or WOW as it is popularly known. The WOW Forum aims at bringing together women executives across business units in Wipro who have the passion for extraordinary personal and social transformation, working together for better causes and common goals. WOW’s philosophy on gender inclusivity is simple – aspire to
create a sensitive organization where men and women alike can flourish and grow in their careers with a holistic approach towards performance and work.

WOW has crafted a segmented approach towards Gender diversity focusing on 3 major themes according to the life-stage of the employee –

Exposure (Life-stage I): Fuelling ambition by providing greater visibility.

Flexibility (Life-stage II): Opportunity to grow by instituting flexible policies and processes

Empowerment (Life-stage III): Making a difference by increasing access

Other initiatives include a special module on diversity and inclusivity awareness, a special portal for the Women of Wipro initiative, Kids@wipro which holds special initiatives for children of Wiproites, Mentoring, Leadership sessions, WOW Networking Sessions and many more which support Wipro’s commitment to creating an inclusive and supportive workplace where women employees can continue their careers. Wipro’s Corporate Diversity Council - a body comprising senior executives including the CEOs of different businesses of Wipro meet twice every quarter to provide direction for and to govern its inclusion and diversity initiatives.

T.K. Kurien, Chief Executive Officer and Member of the Board, Wipro Limited, was recognized as a recipient of the 2014 Women’s Empowerment Principles (WEPs) Leadership Award – Cultural Change for Empowerment for Wipro’s proactive commitment to gender equality throughout its business operations developing innovative programs that respond to women’s multiple responsibilities and societal expectations.

*Strategies to tackle Attrition*

By and large, Wipro has been filling up senior positions from within, except for some specific specialized requirements. As the new millennium got under way, employee attrition was a key concern for Wipro. Since the late 1990s, the biggest source of attrition was people with experience ranging from two to four years, going overseas, especially to the United States where IT professionals were in great demand. Other recent graduates would work for a couple of years at Wipro, and then leave for graduate studies in the United States. Some employees left to join startups. Personal reasons also contributed to the attrition.

In 2008, in order to rein the 8% attrition in its BPO business, in-house HR strategists started a mass employee engagement programme, christened 'Josh’. This allowed 16,000 staff working in the company's six BPO units to touch base and identify with core values of the Wipro corporate brand. For the first time, Wipro BPO teams in Bangalore, Chennai, Kolkata, Delhi,
Mumbai and Pune operating in multiple global client clusters got collectively involved in a string of employee-connect events under the 'Josh' banner.

Further, in 2011 the company revised its performance-based compensation package plan for groups C1, C2 and D1 (middle level engineers) with effect from the second quarter. Employees in the C and D category were the middle and senior level executives. Variable pay at Wipro got linked to two components- account level revenue and profit before income-tax (PBIT) or margins of a business unit. Each of this was divided equally at 50 per cent. This was the first time the company had linked new criteria like vertical revenue and PBIT to the quarterly performance compensation of employees. Earlier, the variable pays of most employees were linked to individual billability, which was correlated to overall performance of the company. In 2013, Wipro, India's third-largest software services provider, had their attrition levels at a two-year low of 2 per cent and the company made a decision to stick to its policy of announcing wage hikes on June 1.

**Work from Home**

The blurring lines between personal and professional growth, and the need to maintain a healthy work life balance has triggered employers worldwide to consider flexible working options for their employees. In sync with the needs of its employees, Wipro BPO, in a recent move has introduced “Work from Home” policy for specific roles (excludes employees in client facing and floor production roles) to provide employees greater flexibility.

The key objective of the policy is to support employees who are unable to attend office due to personal / medical exigencies of self or family members. E.g.: illness of self, spouse, children and immediate family members. The policy extends the option to employees to work from home up to 3 times in a month to fulfill their personal as well as professional duties. The policy has been welcomed by the employees and has been considered a positive change by many trying hard to juggle their professional aspirations with personal needs.

**Work Recognition**

Wipro has various methods of recognizing a significant contribution from every employee. Some of them are given here for your reading:

- **Performance**: If you or your team’s performance is of a superlative standard, you win the highest reward the company has to offer - Wipro Hall of Fame. It's in recognition of one’s sustained and consistent performance.
• Innovation: If you come up with the most innovative idea or a solution that others couldn't think of, you shall be rewarded with Mastermind, the highest acclaim in recognition of your imagination and innovation.

• Team spirit: In recognition of your effort in the team, an instant reward is given to you - Feather-in-my cap. If you help your colleague in his hour of crisis, he would nominate you for Thanks a Zillion in recognition of your professional help in bailing him out of a difficult situation. (It can be your peer, boss, or subordinate).

Work-Life Balance
• To give you a perfect balance of work and life, Wipro has initiated elements like paid holidays, maternity benefit with extended leave of absence and sabbaticals
• Employees are also encouraged to be a part of our various Corporate Social Responsibility campaigns under the banner 'Wipro Cares'
• 'Mitr', Wipro's counseling initiative, helps the employee to cope with crises faced in his personal and professional life
• Kids@Wipro provides children of the employees a fun way of learning new things
• The 'Fit for Life' initiative gives insights into the right diet, best exercises for the body and soul, and a wide variety of useful tips to keep you fit

• Wipro is driving a self–transformation initiative to create an ecologically sustainable organization and the 'Eco Eye' campaign continuously tries to influence all its stakeholders and
communities to move towards ecological sustainability. We encourage you to be a part of this green initiative as well.

REFERENCES

1. http://www.wipro.com