



BIJUPATNA INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2024

REPORT TITLE

HUMAN RESOURCE MANAGEMENT IN TATA STEEL

SUBMITTED BY

NAUSHIN KAUSAR

MBA Batch: 2023-25

University Regn. No.: 2306258108

Faculty Guide

Prof. Mihir Ranjan Nayak
Principal BIITM, Bhubaneswar

Corporate Guide

Ms. Romila Maria Tirkey
Manager Amenities &
CWR Cell Joda
Khonbond-OMQ



Sri K. Chandrasekhar
Head- Placement & Training,
Biju Patnaik Institute of Information Technology & Management Studies
Bhubaneswar, Odisha

MD/HRM/ 635 / 86

Date: 3 JUN 2024

Re: Internship training.

Dear Sir,

Please refer to your letter dated 30th May, 2024 regarding Internship training for MBA student of your institute. We are pleased to inform you that we shall provide Internship opportunity training to Ms. Naushin Kausar of your institute for a period of 45 (forty five) days w.e.f. 04th June, 2024 at HRM department Joda under the guidance of Ms. Romila Maria Tirkey, Manager HRM Amenities & CWR Cell, Joda-OMQ on the following terms and conditions:

1. The student will not be paid any stipend or remuneration during the training period.
2. The student will not claim any employment on the strength of this training any time in future.
3. The student will have to abide by the Safety Rules and Procedures of the Company. Tata Steel will not be responsible for any eventualities such as accident etc., during the course of her training at our Mines and she will give an undertaking to us in writing absolving the Company of the liabilities on account of such eventualities.
4. The student will make her own arrangements for stay at Joda during her training period. Expenses on fooding will be borne by the student. Also she will make her own travel arrangement for attending this training.
5. The student will have to abide by the Covid protocols of the Company.

In case you and your student agree to the above terms and conditions, she may be advised to report for training to the Sr. Area Manager RM Training OMQ – Joda.

We would also request you that before sending the student for the training, prior intimation may be given to the above authority and the student may also be advised to comply with clause no. 03 above and

Thanking you,

Yours faithfully,
f. Tata Steel Limited

(Q. Tauheed)
Chief HRBP, OMQ

TATA STEEL LIMITED

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Tel 91 9262699402

Registered Office Bombay House 24 Homi Mody Street Fort Mumbai 400 001 India

Tel 91 22 66658282 Fax 91 22 66657724

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Certificate From Internal Guide

This is to certify that Ms. Naushin Kausar bearing university registration no 2306258108 of 2023-25 batch, has completed her summer internship at Tata Steel from 3.06.24 to 17.07.24 under the supervision of Ms. Romila Maria Tirkey (corporate guide) and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:
Place: Bhubaneswar

Signature of the Faculty/Internal Guide
Name: Prof. Mihir Ranjan Nayak
Designation: Principal

DECLARATION

I, Ms. Naushin Kausar bearing university registration no 2306258108 (2023-25 batch), hereby declare that the project report titled Human resourcemanagement in Tata Steel is based on my internship at Tata Steel , during the period 3.06.24 to 17.07.24 and is an original work done by me under the supervision of Ms Romila Maria Tirkey (Corporate Guide) and Mr Mihir Ranjan Nayak(Internal Guide). This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place: Bhubaneshwar

Signature

ACKNOWLEDGMENT

At the prime outset I owe my sincere gratitude to the management and allied discipline of TATA STEEL, JODA for giving an opportunity to undergo the summer training. The project report is inspired from the annual reports of the company market survey and information provided by the employees in required fields, whom I should certainly acknowledge as without their contribution this report would not have been appropriate.

I also sincerely acknowledge the full co-operation and owe my enriching experience and the entire learning process to my project guides **Ms. Romila Maria Tirkey Ma'am** and special thanks to **Mihir Ranjan Nayak Sir ('Principal' BIITM College, Bhubaneswar)** without their help and guidance would not have been possible to complete the project successfully. His constant guidance and help made my project work easier.

I specially thank other employees of Tata Steel Ltd, for their valuable guidance and for their kind attention to all our problems and queries during the research period.

Finally I would like to thank my family for their lifelong love and support. I especially owe my sincere gratitude much to my parents and also the other faculty members of our college for offering their invaluable experience to help me. Without them this work could not have been completed.

PREFACE

I want to express my gratitude to Tata Steel for the experience and practical knowledge. It was the first time when I went to the market not to do anything but to do a survey to know the Market Potential and HR ,IR practices. The main requirement was to interact with worker and know the management functions.

The project consists of company details market research data collection method and questionnaire and data analysis. I hope that my findings and recommendations would help the company to analyses its strategy in comparison to its competitors.

I am obliged to work in such an esteemed organization and have tried my best to align my objective with the company's goal.

EXECUTIVE SUMMARY

TATA Steel is the leading Steel producer of HR sheet, CR sheet ,structural steel construction, steel commercial tubes and many more product in the market with a well &established national and international network. It delivers quality and enjoys enormous brand equity. It faces threat from competitors who try to turn the market to their side by scoring over the points where TATA STEEL product falls short. Therefore I HR student as management trainee in TATA STEEL have undertaken a project to find out how to increase the potential productivity and efficiency of an employee.

The sole purpose of my research work is to benefit the TATA STEEL in following ways:

1. Critical factors of HR once identified can be worked upon so as to eradicate the risk of losing Company HR policies.
2. Working on the problematic areas would also save its reputation in the market.
3. Knowledge about strengths and weaknesses of the competitors from the same segment would help the company build its HR strategies accordingly so as to maintain or increase its Goal and company policies.
4. Realizing opportunities as new working environment development substitution from the segment. This report is precise and purely specific to its purpose targeted to enable Managers to take relevant decisions.

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Chapter - 1

Introduction and Research Methodology

Introduction

ORGANIZATIONAL PROFILE OF TATA STEEL LTD:

Established in Jamshedpur in 1907, Tata Steel, a Company that took shape from the vision of Jamshedji N. Tata, is today a global business enterprise having products and services in over 150 countries. Being the world's second most geographically diversified steel producer Tata steel operate in 51 countries have commercial presence in over 26 countries and have employees spread across five continents. Tata Steel is among the top global steel companies with an annual crude steel capacity of 27.5 MnTPA. The Tata Steel Group recorded a consolidated turnover of US\$27.7 billion in FY2024.

Tata Steel India has an end-to-end value chain that extends from mining to finished steel goods catering to an array of market segments. The Jamshedpur facility has an annual crude steel capacity of 10 MnTPA and the Kalinga Nagar plant has a capacity of 3 MnTPA. Tata steel embrace different skills celebrate diversity and strive for constant innovation while continuing to act responsibly in the use of natural resources. Above all, Tata steel commitment to give back to the society helps us make Tata steel vision of sustainable growth a reality.

VISION:

Tata Steel aspire to be the global steel industry benchmark for 'Value Creation' and 'Corporate Citizenship'.

MISSION:

Consistent with the vision and values of the Founder Jamshedji Tata Steel strives to strengthen India's industrial base through the effective utilization of staff and materials. The means envisaged to achieve this are high technology and productivity consistent with modern management practices.

Tata Steel recognizes that while honesty and integrity are the essential ingredients of a strong and stable enterprise profitability provides the main spark for economic activity.

Overall, the Company seeks to scale the heights of excellence in all that it does in an atmosphere free from fear and thereby reaffirms its faith in democratic values.

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THE CORE VALUES OF TATA STEEL

INTEGRITY:

We must conduct our business fairly with honesty and transparency. Everything we do must stand the test of public scrutiny.

EXCELLENCE:

We must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.

UNITY:

We must work cohesively with our colleagues across the group and with our customers and partners to build strong relationships based on tolerance understanding and mutual cooperation.

RESPONSIBILITY:

We must be responsible and responsive to the country's communities and environments in which we work always ensuring that what comes from the people goes back to the people many times over.

PIONEERING:

We will be bold and agile courageously taking on challenges using deep customer insight to develop innovativeness.

1.1 Ownership Structure (Tata Steel)

Tata Steel is headquartered in Mumbai India. Tata Steel ownership (as of March 31,2024) is diversely held as depicted.

- INSTITUTIONS-4.9%
- PROMOTERS-33.19%
- RETAIL SHAREHOLDERS-20%

1.2 Leadership Structure

Tata steel have a well-defined operating structure to ensure that the Company is on track to achieve its vision and strategic objectives. Tata steel executive management rests with Mr. T. V. Narendran CEO and Managing Director for Tata steel Indian and South-East Asian operations and Mr. Koushik Chatterjee Group Executive Director (Finance Corporate & Europe) Mr. Narendran and Mr. Chatterjee operationally and administratively report to Tata Sons (Tata Group) Chairman

Mr. N. Chandrasekaran and functionally report to the Board of Directors. The executive team responsible for operations such as Raw Materials Steel Making Sales and Marketing among others reports to the Managing Director. Corporate functions such as Finance and Accounts Legal Secretarial Communications and Regulatory Affairs among others report to the Group Executive.

Director (Finance, Corporate and Europe) We have a strong, diverse, highly qualified and richly experienced leadership team with a track record of excellence and passion for performance.



Scope of the Study:

The scope of studying Human Resource Management in Tata Steel can cover following areas:

1. Talent acquisition and management- Examining how Tata Steel attracts, recruits, and retains talent in a competitive market.
2. Training and development- Analyzing the company's strategies for employee development, skill enhancement, and career progression.
3. Roles and responsibilities- Understanding the role and responsibilities of employees in different area.
4. Employee relations-Studying the approaches Tata Steel uses to manage labour relations, resolve conflicts and maintain a positive work environment.
5. HR practices and methods- The methods and policies which are used for the smooth running of the organization.

Objectives of the Study:

- 1.To find out and compare the work environment at major companies in steel producer.
- 2.To measure the threat of substitution from another segment.
- 3.To find out the critical factors that might result in loss of market share and brand equity.

Research Methodology

Research is an organized inquiry designed and carried out to provide information to solve the problem.

Sample Size:

Sample size is 30. Data was analysed by surveying employees from different departments.

Sample design:

This part is done through discussing and analysing with my project guide and referring to the subject regarding this topic. It was a random sampling.

Methodology of the project:

The project work has been carried out in three stages, a structured questionnaire with objective and question was communicated, tested and finalized.

During the second stage, the questionnaire was administered to the employees at TATA STEEL LTD. by contacting them. The work relating to data entry compilation, data analysis and report writing constituted the third stage. Interview index was also used at some places to get information on the project subject via social sites.

The details of the methodology adopted are presented below:

1. The Questionnaire:

Keeping in view the objective of study, questionnaire was designed and tested on few of the employees. After getting the proper response and sanction from the concerned department questionnaire was framed and finalized.

2. Response to questionnaire:

In all 96 questionnaires were given to employees falling into the category of supervisors and above. Out of which 30 could be collected back duly completed. The researcher contacted the employees to get the response on questionnaire.

3. Data entry and analysis:

It has been an uphill task to enter the enormous data received through the questionnaire, which consisted nearly 20 questions. Response to the descriptive questions though very few but was valuable for the purpose of study. Hence, these

were further structured in time with the system adopted for compilation and data analysis.

LIMITATION OF THE STUDY

- ✂ The study is limited to the Tata steel Ltd -JODA Lime plant department. So the study is subject to the limitation of area.
- ✂ The time period of the study was only Eight weeks which may provide a deceptive picture in comparison of the study based on long run.
- ✂ Sampling size was of 30, because only these people had attended soft skill development training and skill-based development training in lime plant department.
- ✂ Tata steel Ltd, JODA provides soft skill development training and skill based (product/process) training. So, we can evaluate the basis of skill-based training product process training and soft skill-based trainings.
- ✂ The study is based only on secondary & primary data so lack of keen observations and interactions were also the limiting factors in the proper conclusion of the study

CHAPTER 2

Profile of The Organisation

2.0 OVERVIEW OF TATA STEEL LTD.

Tata Steel Limited (formerly Tata Iron and Steel Company Limited (TISCO)) is an Indian multinational steel making company headquartered in Mumbai, Maharashtra, India and a subsidiary of the Tata Group.

It is one of the top steels producing companies globally with annual crude Steel deliveries of 23.88 million tons (in FY24), and the second largest steel company in India (Measured by domestic production) with an annual capacity of 13 million tons after SAIL.

Tata Steel has been ranked 2nd in 2017 Responsible Business Rankings developed by IIM Udaipur. Tata Steel has manufacturing operations in 26 countries including Australia, China, India, the Netherlands, Singapore, Thailand and the United Kingdom and employs around 80,500 people. Its largest plant located in Jamshedpur, Jharkhand. IN 2007 Tata Steel acquired the UK based steel maker Company Corus. Tata Steel was ranked 486th in the 2014 Fortune Global 500 ranking of the World's biggest corporations. It was the seventh most valuable Indian brand of 2013 as per Brand Finance.

2.1 HISTORY OF TATA STEEL LTD.

Established in 1907, Tata Steel the flagship company of the Tata group is the first integrated steel plant in Asia and is now the world's second most geographically diversified Steel producer and a Fortune 500 Company.

Backed by 100 glorious years of experience in Steel making Tata Steel is the world's 6th largest steel company with an existing annual crude Steel production capacity of 30 million Tons Per Annum (MTPA) Tata Steel has a balanced global presence in over 50 developed European and fast-growing Asian markets with manufacturing units in 26 countries.

It was the vision of the founder Jamshedji Nusserwanji Tata that on February 27, 1908, the first stake was driven into the soil of **Sakchi**. His vision helped Tata Steel Overcome several periods of adversity and strive to improve against all odds.

Tata Steel recognizes that while honesty and integrity are essential ingredients of a strong and stable enterprise profitability provides the main spark for economic activity. Overall, the Company seeks to scale the heights of excellence in all it does in an atmosphere free from fear and thereby reaffirms its faith in democracy.

2.2 List of TATA affiliated companies

1. **Air India Limited** is a wholly owned subsidiary of the Tata Group. On the anniversary of the airline's founder J. R. D. Tata's birth, its new headquarters at Vatika One On One in Gurugram was inaugurated. The new headquarters space will be home to all TATA Group airlines. It was headquartered at the Airlines House in New Delhi prior to TATA's takeover.

2. **Tata Chemicals Limited** is an Indian multinational corporation with interests in chemicals, crop protection and specialty chemistry products. The company is headquartered in Mumbai and has operations across India, Europe, North America and Africa. Tata Chemicals is a part of the Tata Group and its shares are traded on the NSE and BSE. Tata Chemicals has a publicly listed subsidiary called Rallis India.

3. **Tata Consultancy Services (TCS)** is an Indian multinational information technology (IT) services and consulting company headquartered in Mumbai. It is a part of the Tata Group and operates in 150 locations across 46 countries. In March 2024, TCS reported that it had 601,546 employees worldwide.

4. **Tata Consumer Products Limited** is an Indian fast-moving consumer goods company and a part of the Tata Group. Its registered office is located in Kolkata while its corporate headquarters is in Mumbai. It is the world's second-largest manufacturer and distributor of tea and a major producer of coffee.

5. **Tata Housing Development Company (THDC)** is a fully owned subsidiary of Tata Sons, a holding company of the Tata Group.

The company was established in 1984 by the late JRD Tata. It was revived in 2006 under the leadership of Brotin Banerjee, Managing Director and CEO of Tata Housing Development Company Limited. Its current Managing Director is Sanjay Dutt.

5. **Tata Investment Corporation Limited (TICL)** is a non-banking financial company involved in investing in long-term investments

7. **Tata Motors Limited** is an Indian multinational automotive company, headquartered in Mumbai and part of the Tata Group. The company produces cars, trucks, vans, and buses.

Subsidiaries include British Jaguar Land Rover and South Korean Tata Daewoo. Tata Motors has joint ventures with Hitachi (Tata Hitachi Construction Machinery) and Stellantis, which makes vehicle parts for Fiat Chrysler and Tata-branded vehicles.

8. **Tata Power Company Limited** is an Indian electric utility and electricity generation company based in Mumbai, India and is part of the Tata Group. With an installed electricity generation capacity of 14,707 MW out of which 5847 MW is from Non-Conventional (Green Energy) sources rest from thermal, making it India's largest integrated power company. In February 2017, Tata Power became the first Indian company to ship over 1 GW solar modules.

9. **Tata Teleservices Limited** along with its subsidiary **Tata Teleservices (Maharashtra) Limited** is an Indian internet services provider and IT services company headquartered in Mumbai, India. It is listed on BSE and NSE in India.

10. **Titan Company Limited** is an Indian company that mainly manufactures fashion accessories such as jewellery, watches and eyewear. Part of the Tata Group and started as a joint venture with TIDCO, the company has its corporate headquarters in Electronic City, Bangalore, and registered office in Hosur, Tamil Nadu.

11. **Voltas Limited** is an Indian multinational home appliances company headquartered in Mumbai. It designs, develops, manufactures and sells products including air conditioners, air coolers, refrigerators, washing machines, dishwashers, microwaves, air purifiers, water dispensers. Voltas is India's largest air conditioning company by market share.

12. **Tata SIA Airlines Limited**, operating as **Vistara**, is an Indian full-service airline, based in Gurgaon (Gurugram), with its hub at Indira Gandhi International Airport. The carrier, a joint venture between Tata Sons and Singapore Airlines, commenced operations on 9 January 2015 with its inaugural flight between Delhi and Mumbai.

2.3 Business divisions of the company



a. Ferro Alloys and Minerals Division



The Ferro Alloys and Minerals Division commonly known as FAMD is the largest non-steel business unit of Tata Steel. With chrome and manganese ore reserves in the mineral rich state of Odisha FAMD has set up an integrated value chain commencing with mining beneficiation production and sales of Ferro alloys. It is also the leading manganese alloy producer in India and is a leading supplier of dolomite and pyroxenite. Operates chrome mines and has units for Making Ferro chrome and Ferro manganese. It is one of the largest players in the global Ferro Chrome Market.

b. Tata Growth Shop (TGS)

Tata Steel Growth Shop (TGS) is a division of Tata Steel Ltd. TGS is one of the largest designer and manufacturer of Plants and Equipment's in India. The ISO: 9001 and ISO: 14001 certified massive plant has general engineering manufacturing fabrication machining heat treatment and NDT facilities. TGS designs manufactures and supplies high precision equipment for various industrial sectors. Has designed developed manufactured erected and commissioned thousands of tonnes of equipment ranging from overhead cranes to high Precision components including a rocket launch pad for the Indian Space and Research Organization.

c. Tubes Division

Tata Pipes has played an important role in this transformation in India. Tata Tubes is the first manufacturers of plumbing pipes in India leading to the modernization of the country. The increasing population scarcity of land and resources and people moving from individual houses to multistory buildings has made Tata Pipes even more important in our lives as they are the true carriers of life. Tata Pipes for the conveyance applications are mainly used for carrying liquids and low-pressure gases. The biggest steel tube manufacturer with the largest market share in India it aspires to strengthen its market presence by expanding and modernizing its Commercial and precision tube manufacturing capacity.

d. Wire Division

Producer of Prestressed Concrete strands used in construction of bridges high-rise buildings LNG tanks nuclear reactors metro rail projects etc. We have had the opportunity to supply wires for many iconic structures across the world including Bandra Worli Sea Link (India), Suvarnabhumi Airport (Thailand), Changi Airport Terminal (Singapore), Delhi Metro Rail (India), Dubai Ski Dome (UAE), Darwin LNG Tanks (Australia), Melbourne Cricket Ground (Australia), Cross Sea Bridge (Japan), Cross Ring Expressway (Macau) and Shenzhen Bay Great Bridge (China).

Product Range

Tata Steel Global Wires manufactures a wide range of wires catering to the needs of various industry segments such as automobile infrastructure power and general engineering. Our products are well established across the markets of Europe, USA, Middle East Asia, Australasia, South Asia and Asia & Far East.

In India Tata Wiron has world class manufacturing facilities at Tirupur (Mumbai, Maharashtra), Pithampur (Indore, Madhya Pradesh) and Jamshedpur. A pioneer in the manufacture of steel wires in India it produces coated and uncoated wires branded as [Tata Wiron](#). The division also operates a wholly owned subsidiary in Sri Lanka.

Tata steel Subsidy Unit:

1. Jamshedpur Utility & service company Limited (JUSCO)

Holding Type – Subsidiary

Holding %-100%

Town Services Division of Tata Steel JUSCO is a wholly-owned subsidiary of Tata Steel with expertise in integrated town management power distribution engineering procurement construction real estate and operations and maintenance. JUSCO focuses on enhancing the quality of life of the residents of Jamshedpur through sustained capital investment and public- private partnership for infrastructure development. Jamshedpur today has among the highest per capita incomes in the country and is rated among the best cities to live in by its residents.

2. Tata Pigments Ltd

Holding Type - Subsidiary

Holding %-100%

Tata Pigments Ltd is one of the largest producers of synthetic iron oxide pigments in India

and the only Indian manufacturer of this product with BIS certification. TPL is the preferred supplier of pigments to leading companies in industries such as paints building materials plastics rubber goods paper and ink. It is also the leading brand in India for flooring colours.

3. Tata Steel alloys Ltd

Holding Type- Subsidiary Holding %-100%

TS Alloys has set up a ferro alloys plant at Anantapur, Odisha with a capacity of 59,400 MT per annum. Presently the plant has two 16.5 submerged electric arc furnaces that commenced commercial production in 2007. The plant is located on 143.5 acres of land.

4. Tata Steel Processing & Distribution Ltd (TSPDL)

Holding Type - Subsidiary Holding %-100%

Recognizing the tremendous business potential offered by the vast gap between steel producers' offerings and the actual requirements of steel users Tata Steel formed a 50:50 joint venture in 1997 with Ryerson Inc., USA (North America's largest metal processor and distributor), to promote a steel service company named Tata Ryerson Limited. The Company firmly established itself as the dominant steel service company in India. It became a wholly owned subsidiary of Tata Steel in 2009 and acquired a new name, Tata Steel Processing & Distribution Ltd from January 2010.

5. Adityapur Toll Bridge Co Ltd (ATBCL)

Holding Type – Subsidiary Holding%-88.50%

Adityapur Toll Bridge Co Ltd (ATBCL) is a Special Purpose Company promoted under PPP model by Government of Jharkhand and Tata Steel Ltd. It is a public company incorporated on March 19, 1996. It is classified as Indian Non-government Company and is registered at Registrar of Companies Jharkhan. Its authorised share capital is (Rupee sign) 21,000 crores and its paid up capital is (Rupee sign) 20.38 crores, Tata Steel being the major shareholder with 75% Shares.

6. The Tinsplate Company of India Limited (TCIL)

Holding Type – Subsidiary Holding %- 74.96 %

The Tinsplate Company of India Limited (TCIL) a subsidiary of Tata Steel Limited (TSL) was incorporated in 1920 and started its commercial production in 1922. These are among the most versatile packaging substrates used for packaging edible and non-edible products and are used for its ecofriendly and superior properties vis-à-vis other packaging substrates such as glass paper plastics aluminum etc.

7. Tayo Rolls Limited

Holding Type -Subsidiary Holding %-54.91%

Tayo Rolls Limited a Tata Enterprise and a subsidiary of Tata Steel since 2008, was promoted in 1968 by Tata Steel Limited and Yodogawa Steel Works Limited, Japan and Nissho Iwai Corporation (now Sojitz Corporation), Japan. Tayo Rolls Limited is a leading Roll manufacturer headquartered in Jamshedpur India.

8. Tata Sponge Iron Limited (TSIL)

Holding Type -Subsidiary Holding %-54.50%

Tata Sponge Iron Limited (TSIL) was conceptualized to put India's first indigenous technology for sponge iron manufacture on a commercial platform. TSIL is considered a benchmark among the coal-based sponge iron plants. It is arguably the only debt-free dividend-paying sponge iron company in India for the last 56 years. It is also known for its exemplary environmental standards in an industry otherwise infamous for pollution. It was the first company to receive the integrated certification of ISO-9001, ISO 14001 and OHSAS 18001. It is also the first DRI plant in the world to achieve TPM certification in 2012. It has received a number of state and national awards from the government and industrial confederations and institutions in the fields of environment productivity safety quality HR corporate governance etc.

9. Jamshedpur Continues Annealing and Processing Company PVT Ltd (CAPCPL)

Holding Type – Subsidiary Holding %-51.00%

CAPCPL is a joint venture between Tata Steel Limited (51%) and Nippon Steel . Sumitomo Metal Corporation (NSSMC ,49%). Its state-of-the-art technology caters exclusively to India's growing demand for cold rolled steels in the automotive segment_ It thus enables

automotive OEMs to address their strategic objective of increased localization. Located within Tata Steel's Jamshedpur Works the company has an installed capacity of 6,00,000 TPA.

10. TM International Logistics Limited

Holding Type - Subsidiary

Holding %-51.00%

TM International Logistics Limited was incorporated as a joint venture company between Tata Steel and IQ Mar trade of Germany to provide cost-efficient port-related services. With the vision of being a reliable logistics service provider characterized by operational excellence TMILL's wide range of logistics services comprises port operations shipping freight forwarding customs house agency inland logistics warehousing ship agency services and marine services.

11. Tata Metallica Ltd (TML)

Holding Type - Subsidiary

Holding %-50.09%

Tata Metallica Ltd (TML) is a listed company and subsidiary of Tata Steel (holding 50.09%). Seventy percent of its production is converted into foundry-grade pig iron while the remainder is transformed into molten metal for value addition and converting into ductile iron pipes by its 100% subsidiary, TMDIPL. Both plants are located at Kharagpur, West Bengal's holds a leadership position in the foundry grade pig iron market.

12. Mjunction Services Limited

Holding Type - joint venture

Holding %-50.00%

Kolkata-based m-junction Services Limited was incorporated in 2001 as a 50:50 joint venture between Tata Steel and SAIL. Today m-junction is not only the world's largest e-marketplace for steel it also exists on a wide spectrum of B2B e-commerce services comprising e-selling, e-procurement, e-finance, e-retail loyalty solutions and knowledge services across diverse industry verticals.

13. S&T Mining Company Private Limited

Holding Type- Joint venture

Holding %-50.00%

A 50:50 joint venture of SAIL and Tata Steel, S&T Mining's main objective is to work in the coking coal and mineral space domestically and internationally. The other objectives of the Company include beneficiation of coal and minerals acquisition of international mining assets mining of other minerals related to raw materials of steel and building on a competency to provide consultancy services.

14. Tata BlueScope Steel Ltd

Holding Type - Joint venture

Holding%-50.00%

Tata BlueScope Steel Ltd is an equal joint venture between Tata Steel and BlueScope Steel. The joint venture was established in November 2005 to operate in the SAARC region (South Asian Association for Regional Cooperation). The company has facilities in Chennai Jamshedpur, Pune and Bhilwadi. Its Coated Steel Business Division and Building Products Division have developed multiple brands that are leaders in their segments.

2.4 HRM Background and Practices:

The Steel industries has become a complex activity within the Steel market Linked directly and indirectly with an overall national growth and its impact as an integral part of regional segment of a global environment. Almost all Steel industries are involved various Functions in a day's job and as well as long term strategically planning. Thus requires a highly Effective team and appropriate Manpower to run the organization. Corporate goals are translated into viable realities and profits only with human element that plays their due role in achieving the desired results. Thus, even the high automation would require proper man behind the machine to make things happen.

This idea has been realized by top management in progressive corporate industries. Many other organized sectors Like banking chemical oil and gas requires multi-layer manpower for its various requirements of professionals and support staff. The range may require reasonably educated security guards on the one end and a highly educated and trained professional as head of corporate finance production process marketing sales quality and the other related work.

With liberalization of activities within the steel sector for example produce the new product in market for modern township project product for defense product with global environmental condition and so many consumable projects. Steel industries has turned itself into a more market-based business where industries have expanded their reach more to customer's door steps in a big way making business more practical. This has further highlighted the need for proper deployment of man power to run industries more efficiently. For many years HRM Tata steel like other institutions has been handling this

sensitive activity through respective personnel departments. Personnel departments were primarily engaged in approval of leaves handling of staff loans issuance of show cause conducting disciplinary enquiries and termination from service.

Recruitment was a routine function and was done in a mechanical way to hire people with specific educational background irrespective of their real value to the institution. Success stories of Tata steel have been evident of the fact that HRM is quite different from management of physical assets. Human brain has its own peculiar chemistry. Its strong sensory and decision making capacity has to be greatly emphasized by the employers. The work force constituting all levels of employees is constantly thinking in many dimensions. On the one hand it is the assigned duty and task they are to perform and for which they are paid by their employer on the other they think of their long run goals and objectives. By no means their brains can be controlled to think beyond the current situation of employment. Managing this educated skillful and trustworthy work force is not an easy job. A few of the current challenges faced by the steel industry in terms of human resource management may be the following:

✂ To make the entire System stronger efficient and low cost, the creation of Fundamentals must include in the steel operations strategies and processes: strengthening the Quality norms and market discipline; adoption of international benchmarks; management of Organizational change and consolidation within the financial system; upgrading the technological infrastructure of the production system; and human resource development as the catalyst of the Transformation.

✂ The Human Resource field in the steel Industry is considered as one of the processes of discovery and transformation. The field of Human Resource can be described as emergent and dynamic within the cultural business aspect in a steel Industry. The success of today 'steel business will sparsely depend on the human resources of the organization in which plays a crucial role in providing the services needed.

✂ The evolution of steel production in India affected the human resource practices recruitment and selection practices and training system. It is very important that the details of human's resource are discussed along with the employees to build their own career planning perceptions and development.

✂ The primary strength of the industry is the human resource that is why the efforts to develop the skills and management are the main subject placed before the human resource. A major challenge for many steel industries will be to develop the special competencies and skills for quality production sells development marketing and risk management. Putting the information technology is a key contributed in human resource development. Therefore, the HR model of the future will require professionals to be both driving and anticipating change Understanding the complexities of the new business environment and forces to shaping it.

2.5 HR Practices and Methods

A key focus of the human resource management is highlighted in the role of Staffing, performance management, training and development and compensation that plays Indifferent types of business strategies. With the acquisition and preparation of human resources including planning, recruitment, selection and training can affect the whole organizational performance. The HR planning the start of the strategy illustrates the process of developing human resource plan. The strengths and weaknesses of staffing options such as outsourcing use of contingent workers and downsizing are involved in practices. The recruitment process is done strategically to determine the talented employee fit for the position. The selection process emphasizes the ways in minimizing errors in employee selection and placement to improve the company's competitive position. The selection method standards such as validity and reliability are utilized. An effective training system of the manager 's role in determining employees' readiness for Training, creating a positive learning environment and ensuring the training is used on the job.

Beyond the human resource strategies are the rewarding and compensating that can strengthen or weaken the employee effectiveness. In order to give recognition and increase motivational levels.

Amongst the employees Tata steel linked with the individual performance in an incentive scheme A or for some rewards that may come into any form like sabashi award, Suggestion management scheme, kaizen coupon and other direct or indirect benefit. In Summary all of the HRM strategies and function should be aligned to help the company meet Its objectives- as well as focusing on their customers. The best practice approach assert that certain HR practices are found to consistently lead to higher organizational performance independent of an organization 's stated Strategy. The high-performance HR practices foster innovation through the development of Innovation values Encouraging of information sharing goal setting and appropriate training and development.

Tata steel prepares their own health and safety plans and programs based on job analysis and under guidance of factory act 1948 with Bihar factory rule. From the job Analysis Tata steel identifies the risk factor on the job and based on the risk factor. Company provide the safety equipment's safety appliances and safety training to improve the safety condition and safe work place for employee as bell as visitor or contractor labor. Tata steel is one of the steel companies who follow DuPont safety stander in its work place for its aim to zero accident policy.

2.6 HUMAN RESOURCE MANAGEMENT IN STEEL INDUSTRIES

The classification of the Steel industries into broad groups such as public sector old private sector new private sector on the basis of ownership pattern. It is also well known that the business mix delivery channels & IT strategies of these organizations vary substantially. What is little known but of greater importance is that each of these industries follows very distinct HR practices which have contributed substantially to the business processes.

Personnel management in a steel plant is concerned with obtaining organizing utilizing and motivating the human resources needed by the steel plant. It develops requisite organizational climate and management styles to promote effective effort of cooperation and trust amongst all the employees of the steel plant. It aims at getting effective results by organizing and directing the co-operative efforts of human beings. This also helps the organization in meeting its legal obligations and social responsibilities.

Personnel management is an extension of the general management in the organization. It is concerned with promoting and stimulating competent work force so that they can make their fullest contribution to the organization for the achievement of its objectives and goals.

2.7 HRM IN SMALL PRIVATE STEEL INDUSTRIES

It is sad that the HR policies of private steel industries are totally dominated by the Registrar of Company. This is perhaps one reason why the cooperatives are unable to improve themselves. The HR function as practiced by private is effectively involved in the identification of specific skills that each job warrants & recruiting suitable staff by every way possible. Recruitment is a continuous process with a strong focus on getting the right person for the right job by offering appropriate compensation, incentives & designations. There is a great energy spent in keeping the turnover low & offering appropriate training inputs. Possibly there are as many pay structures as there are employees. More importantly HRM has a role in monitoring & mentoring the employee. There are no routine transfers. Rather people are recruited in different geographical locations & different levels. Technology has helped in centralizing the back office & other functions such that service can be provided from a distance.

These institutions adopt a proactive performance appraisal system but still short of 360 Degree appraisals. Their training process is concerned with both skills building & motivating. It should however be said that the demand for professionals on account of growth of Indian Business is such that the efforts of HRM have not helped it from completely staving off staff turnover in the ranks.

Example-Tata Steel

HRM practices followed by company are:

- a) Housing facilities
- b) Family Benefit Scheme
- c) Holiday Homes
- d) Higher Studies
- e) Tata Steel Officer's Beach Club

2.8 HRM IN PUBLIC SECTOR STEEL INDUSTRIES

The concepts of the phenomenon of change enunciated in the preceding chapter and different viewpoints forwarded therein provide valuable insights into this area of management which has assumed critical importance for the survival and growth of business organization in the present context. It will also help in understanding the process of growth of public sector and steel industry in India. The study of the growth of steel industry and the manner in which the company under study reacted to it would further lead to important understanding of the management of change practiced by the company under study.

In the recent times, the contours of HR function in public sector steel industries are slowly but definitely changing. One could say that these sectors are discovering the HR function & it is hoped that these industries will fast catch up with others. It may be recalled that in a controlled environment & to meet with the rapid expansion project.

HRM practices similar to that of Government departments. Here in HRM did not have a direct role in business development but was more concerned with centralized recruitment to staff & providing them across the country.

Example-BHEL

HRM practices followed by company are:

- A) Learning and Development
- B) People Focus
- C) Work Culture
- D) Environment

Steel Authority of India Limited (SAIL) the country's leading steel-making company and a Maharatna Public Sector Enterprise has won the prestigious SCOPE Award for Best Practices in Human Resource Management for the year 2011-12.

SAIL has over the years built world-class systems and practices in varied domains of HRM thereby creating HR excellence. The above HR practices have helped SAIL transform into a vibrant, engaged and knowledge-driven organization that is geared and oriented to face the challenges of the future. By striving to better its HR Practices, SAIL has been able to develop a

culture of all-round excellence.

Retention of employees:

Retention tactics of steel industries in India concentrate on its capacity to draw in and hold on to qualified workers in a cutthroat market. It utilizes a mixed-methods approach & survey from collected data from industry report.

Separation of any effective employee is loss for an organization from the angle of company's productivity and organization's image could be damaged due to high attrition rate. Employee retention in steel industry has become very important for organization aiming for long-term success in current scenario. Retaining talented and skilled employees is particularly vital where the demand for specialized labour is intense. Skilled & semi-skilled manpower for steel industry are very limited in market and costs of new hiring are also sometimes beyond the recruitment budget.

The strategies which are now being practised in steel industry are not very much healthy for any workmen & staffs. Their work timings & shifts are being compromised for increasing the productivity and sales volume of company.

Generally in heavy industry work pressure, accidental cases are high than other sectors and the long tenancy of good employees is a big challenge for steel industry.

The average attrition rate across manufacturing industries increased sequentially to 8.27 per cent in this financial year. With a continuance of the 'Great Churn', attrition across industries witnessed a 0.46 percentage point increase from an average of 7.81 per cent in the second quarter to 8.27 per cent in the third quarter.

It is a high time to identify the key factors to reduce the attrition rate in steel industry. Also need to improve company's ability to retain the productive employees.

2.9 Role and Responsibilities of the Human Resource Management in Tata steel Ltd.

While the impact of the global economic crisis has been felt in varied degrees across all the geographies in which the Tata Steel Group (TSG) operates keeping the employees cheerful and motivated in these trying times has remained the focus of the Human Resources department. The Group realizes that its employees are the most valuable human capital and that they play a major role in building the competitive advantage of the Company's business across the globe.

As the economic crisis hit the world Tata Steel Europe (TSE) employees contributed to the 'Weathering the Storm' initiatives to reduce costs and increase value in the second half

of the financial year. The company the employees and the trade unions demonstrated the strength of their relationships by working together in the difficult times. Despite the present economic crisis TSE has been able to maintain its position as an employer of choice through the following initiatives:

- ☐ By demonstrating its commitment to health and safety.
- By maintaining a level of apprentice and graduate recruitment.
- ☐ By demonstrating the value of its culture of innovation and improvement by delivering value creation and cost reductions.
- By building and maintaining positive employee relations by agreeing to innovative partnership deals with employee representatives and trade unions to reduce employment costs and minimize redundancies.
- By taking the highest moral approach in its management of redundancies and their impact on the communities in which they occur.
- By working with governments and other agencies in support not only of its own workforce but those of its customers and manufacturing as a whole. This is done to support the industry and demonstrate its central role to society and the countries in which the Group operates in Tata steel ltd.

Role of Human Resource Management

The role of the Human Resource Department is to create the climate & conditions in which management throughout the industries will be enabled to optimize the individual & collective contribution of all employees to the short & long-term success in Tata steel ltd. The main role of Human Resource management department in Tata steel is:

- ☐ Recruitment
- ☐ Training
- ☐ Professional Development
- ☐ Maintaining Work Culture
- ☐ Resolving Conflicts
- ☐ Employee Relations
- ☐ Rewards and Incentives
- ☐ Legal Knowledge
- ☐ Payroll Management
- ☐ Organization
- ☐ Management

Responsibilities of Human Resource Management

A human resource manager has two basic functions: overseeing department functions and

managing employees. For this reason, a human resources manager must be well-versed in each of the human resources disciplines- A compensation and benefits training and development employee relations and recruitment and selection. Core competencies HR managers have been solid communication skills and decision-making capabilities based on analytical skills and critical thought processes.

- ✂ To be the principal sponsor &—guardian of HR policies in Tata steel.

- ✂ To propose & obtain agreement on changes to these policies from time to time & to ensure that policies which have been agreed are being implemented throughout the company.

- ✂ To contribute fully to the task of meeting the business challenges within company has to face by supporting departmental divisional Managers in continuously developing the potential of employees & in creating conditions in which all the employees are motivated to meet the objectives of the company.

- ✂ To continuously monitor the company strategies to ensure that HR policies are appropriate & that employee numbers & skills are fully supportive of such strategies.

- ✂ To deliver a full range of personnel services in support of line management. These services include manpower planning, recruitment/transfer, remuneration and training. employee welfare.

- ✂ To support line management in their day-to-day management of the workforce by providing advice & consultancy on personnel & performance management issues.

2.10 EMPLOYEE RELATIONS IN TATA STEEL

“Employee Relation” is a function of many variables. Some of the contributing factors are participative management grievance settlement machinery wage determination etc. Tata Steel is the largest steel manufacturer in India with an annual capacity of 23.5 MT and employees approximately 80,000. Tata Steel workers in a century-old history have not gone on a strike at Jamshedpur where its Indian manufacturing operations are largely based.

The functioning and model of Tata Steel in many ways can be perceived as ideal and other unions across the country can adopt similar practices. Growth of the trade union is a response to the challenge thrown by the modern industry. Viewed in this background the origin of trade union movement in Tata Steel were due to the same reason as elsewhere in Europe and America. Since 1907 dissatisfaction was increasing in the working class in Tata Steel_ However it was only in 1920 that labor organization was born after great struggle with the management.

The genesis of trade union Tata Steel can be traced back to 1920. Over the years the workers’ union has evolved under the capable leadership of stalwarts such as Mahatma Gandhi Rajendra Prasad and Subhas Chandra Bose to name a few.

At Tata Steel the prime focus in terms of HR practices is on people development and growth and employee relations which is imbibed in the culture of caring for people. Tata

Steel has always held the view that people are its greatest asset. It has adopted the best standards for employee well-being and quality of life strongly promoting workforce rights. The other focal point is upholding the Tata values through transparency and fairness in HR practices and policies.

Employee engagement practices facilities and benefits are aligned towards ensuring retention of employees. Our engagement survey results are constantly acted upon to maintain competitive compensation productive work environment employee involvement in improvement initiatives opportunities for learning and growth performance based rewards and recognition high standards of amenities and facilities (housing, medical, education, recreation, social support) and two-way communication to name a few.

The change in the business scenario across the world has been center stage at the Tata Steel group. While meeting the current business challenge has been the focus there is a clear mandate to be continually resolved to not only weather the current economic storm but to prepare and equip the group for a healthy future as a leading global steel organization.

Further, the business environment is swiftly changing bringing in its own set of opportunities and challenges, at the same time the group is rapidly evolving and expanding its reach strategically geographically and culturally. The new geographies and the shifting environments of the businesses demand that we prepare our leaders (current and future) to face and overcome such adversities. Hence for a sustainable future leadership development at all levels is the focus across the Tata Steel organization.

Business growth has posed a challenge of a kind never experienced by the company in the past resulting in a 45 percent increase in demand for leadership positions over FY10. Further, 17 percent of our senior leaders are retiring in the next three years. This has compounded the challenge of meeting the increased demand in an already constrained supply situation. The executive committee headed by the managing director owns the development and succession plans for the top positions and reviews availability of talent across all functions during talent reviews and succession planning meetings.

CHAPTER 3

COMPETITOR ANALYSIS

COMPETITORS OF TATA STEEL

There are various organizations built to cater to social needs for steel. Here are the top 5 of Tata Steel's competitors –

- ☐ Arcelor Mittal
- ☐ Jindal Steel and Power
- ☐ JSW Steel
- ☐ SAIL
- ☐ VISA Steel

Porter's Five force Model Porter's five forces is a simple but powerful tool for understanding the competitiveness of your business environment, and for identifying your strategy's potential profitability.

Porter's five forces Analysis of Tata Steel Limited

❖ Competitor ❖ New Entrants Threat ❖ Threat to Substitutes ❖ Bargaining Power of Customers ❖ Bargaining Power of Suppliers

New Entrants Threat

The Tata steel authority members had been said in a recent interview that they see no threat to their business. The words said by administration are-the quality of steel we produce and the technology along with cost efficiencies and product mix at their best.

Threat to substitutes:

• Plastics and composites • Aluminium waste • steel

Bargaining Power of Customers

Some of the steel consumption sectors like automobiles, oil and gas, shipping consumer's durable and power generation enjoy high bargaining power and get favourable deals. However, small and retail Consumers who are scattered and consume a significant part do not enjoy these benefits.

Bargaining Power of Suppliers

The bargaining power of suppliers is low for the fully integrated steel plants as they have their own mines of key raw materials like iron ore coal fit. Tata steel is also one of the least cost markers of steel in the world. For limestone Tata steel has entered into a joint venture with the Al Bahja group of Oman. NMDC is a major supplier to standalone and non-integrated still mills. In order to safeguard itself from high bargaining power of buyers, Tata steel has forayed much earlier in it the strategy of "backward integration".

Porter's Competitive

❖ Cost Reduction ❖ Differentiation Strategy ❖ Innovation Strategy ❖ Growth Strategy ❖ Alliance Strategy

SWOT ANALYSIS OF TATA STEEL



The image shows a SWOT Analysis for Tata Steel. It is a 2x2 matrix with a blue header. The header contains the title 'SWOT Analysis' in a large, bold, blue font. The matrix is divided into four quadrants by a horizontal and a vertical line. The top-left quadrant is titled 'Strengths' and lists five bullet points: 'Access to Raw Materials', 'Strong Brand Value', 'Access to Corus talent pool', 'Risk Mitigation', and 'Good Corporate Governance'. The top-right quadrant is titled 'Weakness' and lists four bullet points: 'High debt loads', 'Operational Inefficiencies', 'Low demand for existing products', and 'Less product innovations'. The bottom-left quadrant is titled 'Opportunities' and lists four bullet points: 'Competitive advantage by value of size', 'Growth of Infra Sector in India', 'Higher pricing opportunities in foreign markets', and 'Movement along Value chain front'. The bottom-right quadrant is titled 'Threats' and lists four bullet points: 'Socio Political Scenario/ Cap on mining activity', 'Advancing technology', 'International Competition', and 'Regulatory requirements'.

Strengths	Weakness
<ul style="list-style-type: none">• Access to Raw Materials• Strong Brand Value• Access to Corus talent pool• Risk Mitigation• Good Corporate Governance	<ul style="list-style-type: none">• High debt loads• Operational Inefficiencies• Low demand for existing products• Less product innovations• High attrition rate
Opportunities	Threats
<ul style="list-style-type: none">• Competitive advantage by value of size• Growth of Infra Sector in India• Higher pricing opportunities in foreign markets• Movement along Value chain front	<ul style="list-style-type: none">• Socio Political Scenario/ Cap on mining activity• Advancing technology• International Competition• Regulatory requirements• Rising prices of Coal

CURRENT CHALLENGES FACED BY TATA STEEL HRM

Effective work force:

A time consuming & hectic job is to hunt the right talent. Higher the professional value of the vacancy tougher is the search. Identifying the right stuff followed by negotiation is the element which makes the job tough for the employer. Tata steel is keenly interested to fill up two types of breeds of professionals. Ones who are outstanding professionals with high job hopping attitude-these are those who come in-work for some time & then leave for better prospects. Others are those who are keenly picked-up trained & are somehow retained to be developed as future management within the Tata Steel.

Management trainees are a growing popular phenomenon where freshly qualified business graduates. Engineering graduate are engaged by Tata steel & a certain percentage of these well equipped professionals stay back within the organization to grow into the footsteps of senior managers.

Tata steel jobs being apparently lucrative for many attract a large number of candidates against advertised vacancies in media creating a large database management problem. This has been facilitated by specialized hiring agencies who may take up the job of hiring in case of large number of vacancies.

Right People:

The most difficult agenda of HRM across the steel sector is to retain the right people. Sudden growth of steel sector & other services has put pressure on HR Managers in Tata steel to engage more professionals with in shorter span of time thereby attracting manpower in other sector on attractive packages has made the job market very competing. A steel industry in a normal course invests time & money to hire & train the appropriate workforce for its own operations. This readymade force is often identified & subsequently picked up on better terms by others.

Compensation:

How much to pay the right employee & how much to the outstanding performer. Tata steel have traditionally followed pay scales with predetermined increments salary slabs bonuses & time based fringe benefits like car, house advance, gratuity pensions etc. The situation is not the same anymore. An increment of Rs 500-800 per annum or 3(three) percent per annum is no more a source of attraction for a professional anymore. A basic pay with traditional formulas of linkage with medical & other facilities has no soothing today.

A promise of future growth, learning culture & corporate loyalty is out of dictionary & does not mean anything to this energetic & competent performer today. A waiting period of 3-4 years in each grade haunts the incumbents who strongly believe in immediate compensation.

A freshly hired professional requires a brand new car or car loan an resuming office quite

contrary to his previous breed of Tata steel who would wait for the job seniority to qualify for a car loan.

Job Satisfaction:

Everybody in the company wants to work in the preferential department preferential location & boss of his liking. An administrative deviation from any of these results in lowered job satisfaction. Although hiring is normally based on regional requirement matching the area of activity with that of employee's nativity yet other elements like appointment in the department of choice & preference makes the job of HR manager quite challenge.

What the HR manager cannot afford is the dissatisfied employee who not only disrupts the smooth working him but also spreads the negativity to others by his de-motivated attitude, Morale Boosting.

What has long been overlooked is the morale boosting of the employees by the organizations. Human beings even if satisfied of material wellbeing need to be appraised & encouraged constantly.

Tata steel have realized this need & have taken steps to keep their work force motivated through proper encouragement like man of the month awards repeat get-togethers, conferences, sports, events, dinners, company sponsored travel, reunions etc. This is the way employees create a feeling of belongingness.

CHAPTER 4

CUSTOMER ANALYSIS

4.0 HRDEVELOPMENT IN TATA STEEL

The Tata Steel must emphasis on human resource development as one of the critical areas of its operations. It should redraw its training & development schedules to suit the requirements of the current emerging scenario. Requisite training should be imparted to various Department and divisional level functionaries as also administrative staff. Besides in-house training the reputed external agencies and expert should be utilized for human resource development with a view to updating their knowledge & to keep them abreast of the current business scenario for meeting the challenges ahead. The concept of segment specialization may be resorted to in respect of the personnel selected therefore. It is now thought expedient to plan & strengthen the squad of skilled officers in various segments as Engineering, Operation, Maintenance, IT, Marketing Management, Risk management, Risk based supervisors, Law security etc. The lead must play an effective role in improving the work environment & pursuing staff welfare measures in the form of whole range of financial assistance with reference to various loans of sorts.

Human resource skills are other areas of challenge because of modernization & technological advancement rigorous training & man power planning are required. In the market scenario characterized by heightened competition growing customer needs & technological up gradation. Tata steel fine tunes its HR policy to meet its corporate objectives. New training systems have been developed to impart competencies & a broad range of skills among the employees to deliver faster & superior service that can delight the customers. The Industrial Relations in the company have been harmonious & cordial.

4.1 HRM ISSUES IN TATA STEEL LTD

Background:

Among the services classified under the Tata son's services definition Tata steel ltd is one of the major and reputed parts of Tata group. Tata steel industry ltd in India is one of the most diversified and heterogeneous in terms of ownership; co-existence of private and public sector is one of the best examples of peaceful co-existence of two entirely different cultural systems in the services sector. Coupled with that the country has a large number of steel industries with altogether a different work culture and climate. The simultaneous existence of so many types of work ethos systems and processes are truly symbolic of the great Indian unity amongst diversity.

Notwithstanding the fact that lots of efforts have gone into bringing technological & process congruence it is really unfortunate that very little has been done on the human resource front in this regard. Unfortunately, Tata steel has been the biggest victim being governed by outdated & prohibitive sets of government guidelines. The Management often complains lack of adequate power and flexibility. The Trade Unions often look at any directional change with a sense of suspicion. Majority of the workforce remains in dream world of the pre liberalized scenario of work security. The result is that Tata steel is least concerned about human resource management and reforms there to and consequently remains under productive.

Though renaming of Personnel departments to HR departments took place quite a few years ago in Tata steel Ltd the work processes & culture in many of them till today remain outdated and are not in a position to meet changing expectations of the human talent within. The scope of this is limited to address some of the fundamental issues in areas of human resource management front in the public sector steel industries in India.

4.2 LEAVE AND SUPPORT SCHEME RUN BY THE HRM TATA STEEL LTD

9.1 Types of Leaves

1. Privilege Leave
2. Sick Leave
3. Casual Leave; Festival Leave
4. Paid Holidays
5. Relocation Leave for New Hires
6. Convocation Leave
7. Additional Privilege Leave
8. Maternity Leave
9. Paternity Leave
10. Adoption Leave
11. Special Leave
12. Leave without Pay

1. Privilege Leave:

All officers will be given 2.5 days of PL for every completed month of service. Officers joining on or before the 15th of a month will be given 2.5 days of PL and others will be given 1.25 days of PL.

Features:

- ✂ PL can be combined with any other type of leave except self-certified Sick Leave
- ✂ Advance PL is not available. PL will be given only after an officer has worked for a month
- ✂ PL will not be accrued for period of leave without pay (LWOP)

2. Sick Leave:

Sick leave (or paid sick days or sick pay) is time off from work that workers can use to stay home to address their health and safety needs without losing pay. Paid sick leave is a statutory requirement in many nations.

All officers will be given 10 days of SL on full pay every year. This will be given at the beginning of every year in advance for the year. Officers joining in the middle of the year will be given proportionate SL.

Features:

- ✂ SL can be availed on production of appropriate medical certificates from company doctor. In case of locations where company doctors are not available medical certificates have to be certified by registered medical practitioner.
- ✂ SL can be self-certified for a maximum period of 5 continuous days up to 6 times a year.
- ✂ Officers availing self-certified SL must keep their departmental heads informed of their absence.
- ✂ Self-certified SL cannot be combined with any other type of leave (other than SL)

- ✂ Self-certified SL can be availed only if the officer is in his location of posting.
- ✂ Weekly off-days and paid holidays falling within the leave period will be counted as leaves.

Accumulation:

- ✂ Accumulation limit for SL to be carried forward to the next year is 90 days on full pay. SLs in excess of K: days will lapse at the end of the year.

3. Casual Leave/Festival Leave:

Casual leave is provided to take care of urgent and unseen matters like child has fallen down in school and you get call from school. Casual Leave (CL) is granted for certain unforeseen situation or where you are requiring to go for one- or two-days leaves to attend to personal matters and not for vacation. In case of casual leave normally company's strict maximum to 6 days in a month. In such cases the person has to take the permission in advance.

All officers will be given a total of 10 days each year under CL&FL together. This will be given at the beginning of every year as an advance. Officers joining in the middle of the year will be given proportionate CL/FL.

4. Paid Holidays:

Paid holidays paid vacation and paid sick leave are determined by the employer or in a represented workplace by the employee's representative often a union in negotiation with an employer.

Paid holidays may also be negotiated by employees who have a contract with employers; these are often senior level employees.

All officers are entitled to a holiday with pay on the National holidays and certain other pre-decided days provided their services can be spared.

5. Relocation Leave for New Hires:

All new hires will be given 6 continuous days of Relocation Leave at the time of joining. This leave is to be utilized for the purpose of supporting relocation for example & transfer of household goods from one location to another.

Features:

- ✂ Relocation Leave is valid for one year from the date of joining Tata Steel Limited
- ✂ It cannot be grouped with any other type of leave
- ✂ Weekly off days and paid holidays falling within the leave period will be counted as leaves.

6. Convocation Leave

Campus recruits are eligible for 6 continuous days of Convocation Leave in the first year of Service. This leave is to be utilized for the purpose of attending convocation.

Features:

- ✂ Convocation Leave is valid for one year from the date of joining Tata Steel Limited
- ✂ Intimation from the campus needs to be presented for availing Convocation Leave

✂ Convocation Leave cannot be accumulated_ It will lapse if not availed within one year from the date of joining.

7. Additional Privilege Leave (APL)

Lady Officers with children of J years of age or below are entitled to APL of 15 days on full pay every year. This will be given at the beginning of every year in advance for the year. Officers joining in the middle of the year will be given proportionate APL. APL is to be utilized if the child is sick and needs full time attention of his/her mother.

8. Maternity Leave

Eligible lady officers are entitled to Maternity leave with full pay for a total period of 18 weeks. All lady officers who have been employed with Tata Steel Limited for a minimum of 80 days will be eligible for this leave.

Features:

✂ Leave of maximum period of one month in addition to 18 weeks maternity leave will be allowed for illness certified by a registered medical practitioner arising out of pregnancy delivery premature birth of child or miscarriage. This will be treated as Maternity Leave.

✂ In case of miscarriage officers will be granted 1 weeks of leave from the date of Miscarriage.

✂ Paid holidays and weekly off days falling within the leave period will be counted as leave.

✂ Maternity Leave will be forfeited if the officer accepts employment during the period of this leave.

✂ In addition to the 18 weeks up to a maximum of four months leave will be granted on medical certificate to the officer who is unable to resume duty on the expiry of maternity leave. This leave will be deducted from the officer's leave balance (CL/PL) and on exhaustion of the leave balance it will be considered as Leave Without Pay (LWOP)

9. Paternity Leave

Eligible male officers are entitled to Paternity leave with full pay up to a maximum of 10 continuous days. All permanent male officers who have been employed with Tata Steel Limited for a minimum of 30 days will be eligible for this leave. It can be availed in the following cases:

✂ New born babies (Within 1 months from the date of birth of the child)

✂ Adoption cases up to the child being J years of age (Within 1 months from the commencement of foster care period)

Features:

✂ Paternity leave can be combined with any other type of leave

✂ It can be availed up to a maximum of two times during the officer's services with Tata Steel Limited

✂ In case legal adoption of the child is not granted by court paternity leave already granted to the male officers will be forfeited. It will be adjusted against the officer's own leave (PL/LWOP)

10. Adoption Leave

Eligible lady officers are entitled to Adoption leave with full pay up to a maximum of 45 weeks on adoption of a child up to 5 years of age. All permanent lady officers who have been employed with Tata Steel Limited for a minimum of 80 days will be eligible for this leave. All lady officers irrespective of their marital status are eligible for this leave.

Features:

- ✂ Officer can avail adoption leave up to a maximum of 5 times during her services with Tata Steel Limited.
- ✂ It has to be availed in one instance without any break.
- ✂ Paid holidays and weekly off days falling within the leave period will be counted as leave.
- ✂ It will be admissible only upon receipt of pre-adoption foster care affidavit along with application for adoption leave subject to submission of the legal adoption deed/ decree subsequently.
- ✂ It will commence from the date of start of foster care period as mentioned in the said affidavit
- ✂ In case the consent of legal child adoption is not granted by the court adoption leave already granted to the officer will be forfeited. It will be adjusted against the officer's own leave (PL and LWOP)

11. Special Leave

All officers are eligible for Special Leave. This leave will be granted at the discretion of the management for the following reasons:

- ✂ Professional and Academic Meetings and Conferences& Extending to the President and the Secretary of Executive Committee or Sub-Committee of all Indian Asian or International bodies for attending the official meetings within India
- ✂ Blood Donation& One day's special leave is granted for donating blood only at company approved hospitals and Blood Banks. Normally officers who are on duty are not permitted to go to donate blood but in exceptional circumstances they may be allowed to go for blood donation while on duty. In such cases they are not required to come for the balance of their shift/day and are granted special leave for the following day also
- ✂ Civil Defense- To undergo Civil Defense Training provided his attendance is certified by the Civil Defense authorities.

12. Leave Without Pay (LWOP)

In addition to all the leaves that the officers are entitled to they may be granted leave without pay subject to the discretion of the management in the following cases:

General

- ✂ Up to a maximum of two weeks after completion of one year of service
- ✂ Up to a maximum of four weeks after completion of two years of service
- ✂ Up to a maximum of six weeks after completion of three years of service

Medical

- ✂ Up to a maximum of eighteen months to officers suffering from leprosy or tuberculosis or cancer

✂ Up to a maximum of one year in other case.

4.3 SUPPORT SCHEME ORGANISE BY TATA STEEL LTD.

There are No of support scheme run by Tata steel for officer and an employee. Because Tata steel recognize that its people are the primary source of its competitiveness. It will pursue management practices design to enrich the quality of life of its employees develop their potential and maximize their productivity.

FAMILY SUPPORT SCHEME

a. OBJECTIVE:

To take care of the bereaved family maintain the standard of living in the event of death of an employee arising out of accident leading to I.O.W/I.O.D or death during treatment at hospital arising out of accident leading to I.O.W/ I.O.D while on duty and provide a feeling of assurance to the employee that even in his/her absence due to aforementioned unfortunate happening the Company will support his/her family.

b. SCOPE:

The scheme will cover all permanent employees at respective location wherever this scheme is extended.

c. ELIGIBILITY

Employment to the family members (Spouse/ Nominee) of the employee who die while in service arising out of accident leading to Injury on Work (I.O.W)/ Injury on Duty (I.O.D) or death during treatment at hospital arising out of accident leading to I.O.W/ I.O.D while on duty.

Dual Career Path for Specialists (R.D Technology Groups Automation)

Purpose:

To provide an option of Dual Career Path for Officers in specialist positions.

Objective:

(a) To provide options to specialists to choose their ideal career path in 'R Series' . 'IL Series' based on their personal preference and capacities

(b) to provide movement opportunities between the two ladders of 'IL (Managerial)' and 'R (Expert) Series'.

Directed Learning (Study Leave)

Purpose:

Create Learning opportunities which will assist in:

- a. Improving the capabilities of our officers and employees to do their job better and
- b. Create Subject Matter Experts (in line with current and future needs) to help the organization attain Technological Leadership.

Experienced Professional

This External Recruitment and Selection Policy contain the policy of conduct observed by Tata Steel India in the recruitment and selection process. The purpose of the policy is to provide a standard for the recruitment and selection procedure. The policy is set up chronologically from the time of seeking approval for external recruitment to rolling out the appointment letter.

EMPLOYEES' FAMILY BENEFIT SCHEME

OBJECTIVE:

To provide monetary benefit to family members of an employee who dies while in service and to the employees in case of their permanent total disablement/permanent medical unfitness (including IOW/IOD cases) and to those who are found unfit for their original job as certified by the medical authorities of the Company. The objective of the policy is to outline a process to ensure the external recruitment & selection of qualified and experienced personnel in effective and efficient way thereby achieving the goal of becoming "Employer of Choice".

SCOPE:

The scheme will cover all permanent employees who have completed minimum of one year's permanent service.

1. CONTINUATION OF SALARY FOR NEXT SIX MONTHS

Payment of salary including allowances for next six months to the spouse/ nominee in whose favor the claim has been established from the next date after the date of expiry of the employee. Benefit of annual increments and revision in dearness allowance if any will be given as if the employee was on duty for the next six months period. If the employee was allotted a quarter, then the spouse/ nominee will continue to retain the quarter and applicable rent and electricity tariff will be charged at employee rate.

EMPLOYMENT TO FAMILY MEMBERS (SPOUSE/NOMINEE)

The employment to family members of the employee (spouse/ nominee) who die while in service arising out of accident leading to I.O.W / I.O.D will be in a grade/ level in commensuration with the qualification and experience of the spouse or nominee. The grade/ level in which the spouse or nominee will be appointed will be decided by a panel of Management Team appointed by VP (HRM) who would interview the candidate and their decision will be final.

PENSION:

After being paid normal salary including allowances for first six months after the date of expiry if the employee as per point D.1 (a) above the spouse/nominee will be eligible for a monthly pension after six months from the month the employee expired. The Pension amount to the spouse or nominee (in case of no spouse) will be equivalent to the last Basic W DA of the deceased employee paid to the spouse; nominee as per point D.4 (a) above which will be paid till the spouse/ nominee attains 60 (sixty) years age. In case the nominee is made beneficiary to receive the monthly pension and if the spouse of the employee does not exist then the nominee will get full amount of pension. However, in case the spouse of the employee is existing then the Pension amount to the nominee will be equivalent to HJN of the last Basic W DA of the deceased employee paid to the spouse/ nominee as per point D.4 (a) above which will be paid till the nominee attains 60(sixty) years age and the Pension amount to the spouse will be equivalent to 25% of the last Basic +DA of the deceased employee paid to the spouse/ nominee as per point D.4 (a) above which will be paid till the spouse attains 60 (sixty) years age.

PENSION CUM EMPLOYMENT:

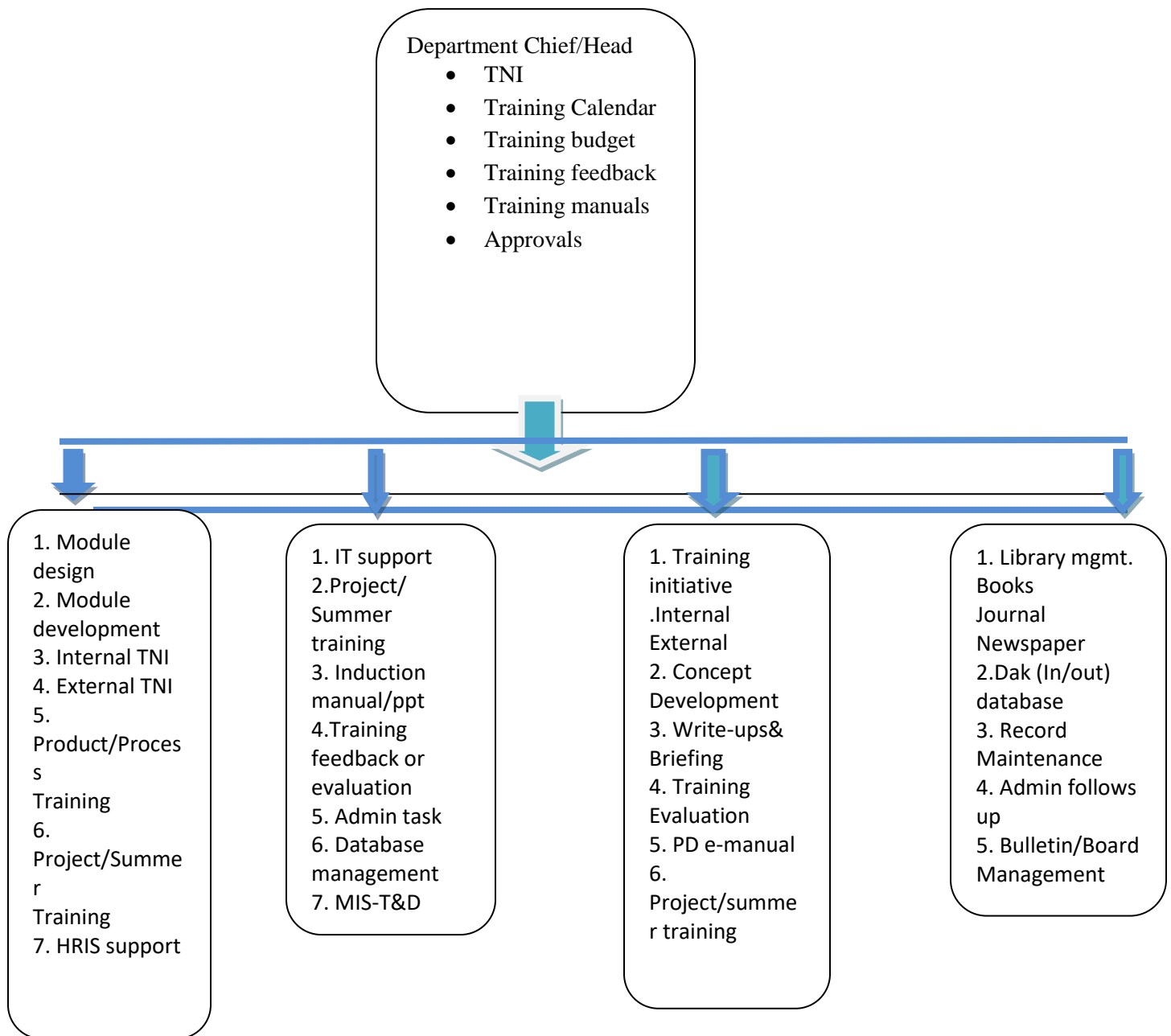
In case the children of employee are young or even above 18 years of age and below 25 years of age and are presently studying and the spouse/ nominee of the employee desires them to continue with their studies and opts for employment of eldest son/eldest daughter before they complete 25 years of age then in the interim till employment of the eldest son/ eldest daughter (in case of no son) the deceased employee's spouse or nominee (in case of no spouse) will be given pension under FSS. The pension amount will be equivalent to the last Basic W DA of the deceased employee paid to the spouse/ nominee as per point D.4 (a) above which will be paid till the spouse/ nominee opts for employment of eldest son/ eldest daughter before they complete 25 years of age.

CHAPTER 5

ANALYSIS AND FINDINGS

5.0 ANALYSIS OF SECONDARY DATA

Training and Development Function in Tata Steel Ltd.



5.1 Risk Matrix of Tata steel Jamshedpur

F-1	3	2	2	1	1
F-2	3	3	2	1	1
F-3	4	3	3	2	1
F-4	4	3	3	3	2
F-5	4	4	4	3	3
	C-1	C-2	C-3	C-4	C-5
	Minor Injury	Medical Treatment	Lost Time Injury	Fatal Injury	Multiple Facilities

Risk Definitions

1.	Intolerable	Develop recommendations to reduce risk to category 3
2.	Undesirable	Develop recommendations to reduce risk to category 3
3.	Tolerable with control	Team may make recommendations to reduce risk
4.	Tolerable as is	Opportunity for improvements

Likelihood of Event

Very likely to occur	>10 to 10^{-1}	F-1
Likely to occur atleast once in the lifetime of the process	10^{-1} to 10^{-2}	F-2
Unlikely to occur in the lifetime of the process, but possible	10^{-2} to 10^{-3}	F-3
Very unlikely-not expected	10^{-3} to 10^{-4}	F-4
Extremely unlikely-not realistically expected to occur	$<10^{-5}$	F-5

5.2 BCG Matrix Analysis of Tata Steel Ltd.

BCG Matrix Analysis of Tata Steel Ltd
BCG Growth matrix analysis is developed by Boston Consulting Group of USA and universally known as BCG Matrix takes a two-dimensional view. Those are industry growth rate and relative market share. Tata companies are significantly involved in other segments like: Tata Steel Tata Motors, Tata Power, Tata Global Beverages, Titan, Tata Chemicals, Tata Consultancy Services, Tata Teleservices, Tata Communications and Indian Hotel Companies.

STAR CATEGORY: -

The Ferro alloys and minerals division in TATA in the TATA STEEL LTD would fall into the category of stars of the BCG Matrix. The production in this division is 1.302 million tones and the overall sales has exceeded to 1.508 million tones. Infrastructural investment in Asia resulted in improvement in the demand for stainless steel. Chrome Alloys exports (including charge chrome from TATA Steel KZN PTE LTD) touched an all-time high and the division recorded its highest ever global market share of 6% in FY4. The first overseas hub of TSL was established in South Korea. In India our Ferro Alloys and minerals division is the market leader in Ferro Chrome Business with a market share of around 27% Manganese Alloys sales recorded an all-time high in the financial year 2009-2010 and TATA Steel attained the status of being the largest producer of Manganese Alloys in India.

CASH COW CATEGORY: -

The steel division of the company falls into the category of cash cow of the BCG Matrix. The production is 6.439 million tones but the overall sales are 6.170 million tones. Despite sales being lower than the production in the FY 10. The overall sales grew by 18% over last year (5.232 million tons in the FY09)

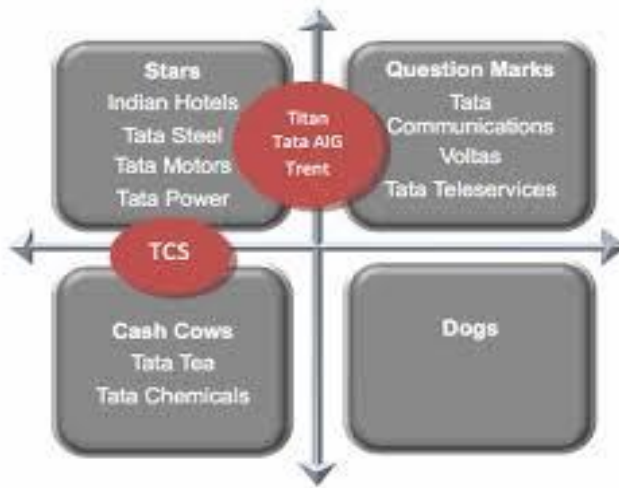
QUESTION MARK CATEGORY: -

The bearing division and the tubes division fall into the category of question mark in the BCG Matrix. They are growing rapidly but have low market product share. They have the potential to gain market share and become a star. It can also become cash cow when the market growth slows.

DOG CATEGORY: -

None of the divisions of the TATA Steel can be classified into dogs. All of them have good market share and good market growth.

BCG MATRIX OF TATA GROUP



5.3 KEY FINDINGS

- ✂ Mostly all the Tata steel Employees are well aware of the role and importance of the Training. They are self-motivated to attend such training program as it will result in their skill enhancement & improving their interpersonal skill.
- ✂ Corporate HR Tata Steel Ltd time to time training is provided to all the Employees and it is continuous process.
- ✂ Two types of training are provided to the Employees by Tata Steel Ltd & induction training and soft skill development training.
- ✂ Questionnaire is the most popular mean of evaluating the training program in Tata Steel Ltd.
- ✂ Most of the Employees feel that interview is the most appropriate method of evaluating the training program.
- ✂ Post training evaluation focus on result rather than on the effort expended in conducting the training and it worth the time money and effort.
- ✂ Most of the participants are benefitted by giving feedback after attended the training. It motivated them to do better helped them to increase their job performance and is an aid to future planning.
- ✂ In Tata Steel Ltd post training evaluation is used to identify the effectiveness and valuation lof training program to identify the ROI (return on investment) to identify the need of retraining and to provide the points to improve the training.

CHAPTER 6

SUGGESTIONS AND CONCLUSIONS

SUGGESTIONS AND RECOMMENDATIONS

- ✂ The management must commit itself to allocate major resources and adequate time to training.
 - ✂ Ensure that training contribute to competitive strategies of the firm_ Different strategies need different HR skill for implementation. Let training help employees at all levels acquire the needed skill.
 - ✂ Ensure that a comprehensive and systematic approach to training exists and training and retraining are done at all levels on a continuous and ongoing basis.
 - ✂ Ensure that there is proper linkage among organizational operational and individual training needs.
 - ✂ Skill based training (product/process training) should also be provided.
 - ✂ Besides questionnaire other methods of post training evaluation should also be used like interviews self-diaries observation and supplement test.
 - ✂ The evaluation procedure must be implemented concerning trainer trainee and subject.
 - ✂ Post training feedback has to be continuous and should also be taken from line Manager/superior & from peers to find out the effectiveness and valuation of training.
- .

CONCLUSION

Today Tata steel focus on designing programs and process and services to attract develop and retain top talent. Utilizing the latest technologies HR team has launched sophisticated online systems that provide the employees with details on benefits compensation special programs and internal job opportunities. As a global employee population continues to grow these cutting-edge activities are increasingly important to the deliver world class HR solution.

The core function of HRD in the Tata steel industry is to facilitate performance improvement, measured not only in terms of financial indicators of operational efficiency but also in terms of the quality of Product Processes services provided_ Factors like skills attitudes and knowledge of the human capital play a crucial role in determining the competitiveness of the steel sector. The quality of human resources indicates the ability of Tata steel to deliver value to customers. Capital and technology are replicable but not the human capital which needs to be valued as a highly valuable resource for achieving that competitive edge. The primary emphasis needs to be on integrating human resource management strategies with the business strategy.

HRM strategies include managing change creating commitment achieving flexibility and improving teamwork. The other processes representing the overt aspects of HRM are recruitment placement and performance Management.

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