Project

ON

"A DETAILED STUDY ON LARSEN & TOUBRO (L&T) LTD. OF TIME MANAGEMENT BY MODE OF DIGITAL TRANSFORMATION''

DMSR- G. S. College of Commerce & Economics, Nagpur

Affiliated to

Rashtrasant Tukadoji Maharaj Nagpur University

Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

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Under the Guidance of

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NAAC Re-Accredited "A" Grade Autonomous Institution

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G.S. College Of Commerce & Economics, Nagpur

CERTIFICATE

This is to certify that **"Mr. Raunak Taneja"** has submitted the project report titled "**A DETAILED STUDY ON LARSEN & TOUBRO (L&T) LTD. OF TIME MANAGEMENT BY MODE OF DIGITAL TRANSFORMATION",** towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he has ingeniously completed his project as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

Dr. Pragati Richa Pandey   **Dr. Sonali Gadekar**
    (Project guide)   (Co-ordinator)

Place: Nagpur
Date: 14/07/2022

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G.S. College Of Commerce & Economics, Nagpur

DECLARATION

I here-by declare that the project with title "**A DETAILED STUDY ON LARSEN & TOUBRO (L&T) LTD. OF TIME MANAGEMENT BY MODE OF DIGITAL TRANSFORMATION**" has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Raunak Taneja
(Name of student)

Place: Nagpur
Date: 14/07/2022

G.S. College Of Commerce & Economics, Nagpur

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With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr. N.Y. Khandait, Principal, G.S. College of Commerce & Economics, Nagpur.

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I will fail in my duty if I do not thank the Non-Teaching staff of the college for their
Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Raunak Taneja
(Name of Student)

Place: Nagpur

Date:14/07/2022

<u>INTRODUCTION</u>

<u>INTRODUCTION TO HRM</u>

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. More precisely, HRM focuses on management of people within companies, emphasizing on policies and systems.

HRM also includes employee's assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labor and with trade unions, and taking care of employee safety, welfare and health by complying with labor laws of the state concerned & country.

In short, HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills.

The overall aim of mode human resource management is to ensure that the organisation is able to achieve its objectives through its staff. In order to reach its objectives an organisation needs not only qualified staff but also effective and efficient systems as well as access to and effective allocation of financial resources. Institutional development therefore involves not only putting the right person at the right place at the right time, but also that the organisation provides a conducive and effective work environment and systems and that the organisation has access to adequate financial resources.

Human Resource Management (HRM) is a relatively new approach to managing people in any organisation. People are considered the key resource in this approach. It is concerned with the people dimension in management of an organisation. Since an organisation is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities.

Human Resource Management is responsible for maintaining good human relations in the organisation. It is also concerned with development of individuals and achieving integration of goals of the organisation and those of the individuals.
 Northcott considers human resource management as an extension of general management, that of prompting and to stimulating every employee to make his fullest contribution to the purpose of a business.

Human resource management is not something that could be separated from the basic managerial function. It is a major component of the broader managerial function.

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French Wendell defines - Human Resource Management as the recruitment, selection, development, utilization, compensation and motivation of human resources of the organization.

- According to Edwin B Flippo - Human Resource Management is the planning, Organizing, directing and controlling of the procurement, development, resources to the end those individual and societal objectives are accomplished.

- This definition reveals that Human Resource (HR) Management is that aspect of management, which deals with the planning, organizing, directing and controlling the personnel functions of the enterprise.

<u>TITLE OF PROJECT</u>

TITLE OF PROJECT

"A DETAILED STUDY ON LARSEN & TOUBRO (L&T) LTD. OF TIME MANAGEMENT BY MODE OF DIGITAL TRANSFORMATION"

This project is done on Human Resource Management topic - in the area of
"Time management by mode of digital transformation".
L&T was one of the first companies in India to set up a fully dedicated Human Resource Department way back in 1974. Today, Human Resources function at the EPC, Hi-tech manufacturing and Services conglomerate is leading the digital transformation of HR function as per the company's long term strategic plan "Lakshya".

Some of the notable achievements of L&T's HR are its entire bouquet of recruitment and onboarding is through the digital platform right from the Job request creation up to onboarding of candidates, including interviews, fixing salaries, arranging medical check-ups & release of offer letters.

With the trust on digitalization, there has been a considerable reduction in time taken to complete various tasks leading to more productivity, improved enhanced employee experience which reflects in the reduction in the attrition from 6.49% in 2018-19 to 5.68% in 2019-20 to 4.30% in 2020-21 compared to last year.

Campus recruitment is 100% virtual including assessment through remote proctoring, interviews,
offer letters and onboarding. 131 campuses visited, 21000+ students appeared for assessments in a
span of 4 days reducing TAT (Turn Around Time) by 60% (from 10 days to 4 days), 1115 offers
were released.

"Having grown phenomenally, L&T today has at least 23 businesses within its fold. To align with business requirements, the Human Resources team has risen to the occasion by transforming itself by adopting a host of digital solutions including AI, ML, Deep Learning & NLP," says Dr C. Jayakumar Vice President & Head – Corporate HR, L&T.

"It has been a mammoth exercise to bring all units on a single cloud platform, to standardize and create a single source of truth for better business decision making. Presently, all systems are integrated, automating the entire employee lifecycle ensuring seamless data flow and enhanced employee experience," he added.

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HRIS system is used as a single source of truth that is an integrated data management system to capture entire employee information across all L&T businesses.

The time and attendance module has been integrated with the HRIS platform to monitor leave and attendance across 1450+ sites, office & factory premises.

Performance Management across L&T with goal setting, continuous feedback, 360-degree feedback and Anytime Performance Conversation is already digital.

COMPANY PROFILE

COMPANY PROFILE

Larsen & Toubro originated from a company founded in 1946 in Bombay by two Danish engineers, Henning Holck-Larsen and Søren Kristian Toubro. The company began as a representative of Danish manufacturers of dairy and allied equipment. However, with the start of the Second World War in 1939 and the resulting blockade of trade lines, the partners started a small workshop to undertake jobs and provide service facilities. Germany's invasion of Denmark in 1940 stopped supplies of Danish products. The war-time need to repair and refit and degauss ships offered L&T an opportunity, and led to the formation of a new company, Hilda Ltd, to handle these operations. L&T also started to repair and fabricate ships signalling the expansion of the company. The sudden internment of German engineers in British India (due to suspicions caused by the Second World War), who were to put up a soda ash plant for the Tata's, gave L&T a chance to enter the field of installation.

In 1946, ECC (Engineering Construction & Contracts) was incorporated by the partners; the company at this time was focused on construction projects (Presently, ECC is the construction division of L&T). L&T began several foreign collaborations. By 1947, the company represented British manufacturers of equipment used to manufacture products such as hydrogenated oils, biscuits, soaps and glass. In 1947, the company signed an agreement with Caterpillar Tractor Company, USA, for marketing earth moving equipment. At the end of the war, large numbers of war-surplus Caterpillar equipment's were available at attractive prices, but the finances required were beyond the capacity of the partners. This prompted them to raise additional equity capital, and on 7 February 1946, Larsen & Toubro Private Limited was incorporated.

After India's independence in 1947, the firm set up offices in Calcutta (now Kolkata), Madras (now Chennai) and New Delhi. In 1948, 55 acres of undeveloped marsh and jungle was acquired in Powai, Mumbai. In December 1950, L&T became a public company with a paid-up capital of ₹20 lakh (equivalent to ₹19 crore or US$2.5 million in 2020). The sales turnover in that year was ₹1.09 crore (equivalent to ₹102 crore or US$13 million in 2020). In 1956, a major part of the company's Mumbai office moved to ICI House in Ballard Estate, which would later be purchased by the company and renamed as L&T House, its present headquarters.

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During the 1960s, ventures included UTMAL (set up in 1960), Audco India Limited (1961), Eutectic Welding Alloys (1962) and TENGL (1963).

In 1965, the firm had been chosen as a partner for building nuclear reactors. Dr. Homi Bhabha, then chairman of the Atomic Energy Commission (AEC) had in fact first approached L&T in the 1950s to fabricate critical components for atomic reactors. He convinced Holck-Larsen, a friend with whom he shared an interest in the arts that the company could do it, indeed must do it. L&T has since contributed significantly to the Indian nuclear programme. Holck-Larsen was once asked by a junior engineer why L&T should get into building nuclear power plants when companies in the US and Germany were losing money on nuclear jobs. He replied: 'Young man, India has to build nuclear power plants. If not L&T, who will do it?

During the 1970s, L&T was contracted to work with Indian Space Research Organisation (ISRO). Its then chairman, Vikram Sarabhai, chose L&T as manufacturing partner. In 1972, when India launched its space programme, the firm was invited to participate.

In 1976, ECC bid for a large airport project in Abu Dhabi. ECC's balance sheet, however, did not meet the bid's financial qualification requirement. So it was merged into L&T. ECC was eventually rechristened L&T Construction and now accounts for the largest slice of the group's annual revenue.

In 1985, L&T entered into a partnership with Defence Research and Development Organisation (DRDO). L&T was not yet allowed by the government to manufacture defence equipment but was permitted to participate in design and development programmes with DRDO. After the design and development was done, the firm had to hand over all the drawings to DRDO. The government would then assign the production work to a public sector defence unit or ordnance factory for manufacture.

After a series of successes and positive policy initiatives, the firm today makes a range of weapon and missile systems, command and control systems, engineering systems and submarines through DRDO.

Larsen & Toubro is an Indian multinational engaged in EPC Projects, Hi-Tech Manufacturing and Services. It operates in over 50 countries worldwide. A strong, customer-focused approach and the constant quest for top-class quality have enabled L&T to attain and sustain leadership in its major lines of business for over eight decades.

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They are engaged in core, high impact sectors of the economy and our integrated capabilities span the entire spectrum of 'design to delivery'.

Every aspect of L&T's businesses is characterised by professionalism and high standards of corporate governance. Sustainability is embedded into our long-term strategy for growth.

The Company's manufacturing footprint extends across eight countries in addition to India. L&T has several international offices and a supply chain that extends around the globe.

Larsen & Toubro – Mission

Larsen & Toubro's mission statement says:-

"To develop and deliver high quality education and research in project management in consonance with the vision of L&T by providing state-of-the-art infrastructure and learner friendly atmosphere with innovative pedagogy thereby creating a pool of world-class and socially responsible project professionals."

Larsen & Toubro – Vision

Larsen & Toubro's vision statement says:-

- L&T shall be a professionally managed Indian multinational, committed to total customer satisfaction and enhancing shareholder value.
- L&T – ITI's shall be innovative, entrepreneurial and empowered team constantly creating value and attaining global benchmarks.
- L&T shall foster a culture of caring, trust and continuous learning while meeting expectations of employees, stakeholders and society.

Larsen & Toubro - Business Model

- **Customer Segments :** L&T has a niche market business model, with a specialized customer segment. The company targets its offerings at firms that operate in the industrial sector.

- **Value Proposition :** The company creates accessibility by offering a wide variety of options. It is a multinational, diversified conglomerate, operating in numerous product/service categories including technology, engineering, construction, manufacturing, and financial services.

The company has established a strong brand due to its success. It is one of the five biggest fabrication companies in the world, with more than 130 subsidiaries and 15 associate firms. It bills itself as India's largest engineering and construction company and one of its largest multinational firms.

- **Channels :** L&T's main channel is its business development team. The company promotes its offerings through its website, social media pages, advertising, and participation in conferences.

- **Customer Relationships :** L&T's customer relationship is primarily of a personal assistance nature. The company provides comprehensive training to customers as well as extensive phone and email support.

- **Key Activities :** L&T's business model entails designing, developing, and manufacturing its products, as well as offering services to customers.

- **Key Partners :** L&T maintains technology alliances (e.g., joint ventures) with various firms to provide best-in-class services for its customers. The firms represent various sectors, including Power, Construction, and Hydrocarbon. Specific partners are GULF Interstate Engineering, Chiyoda Corporation of Japan, Mitsubishi Hitachi Power Systems (MHPS), Sargent & Lundy, and Valdel.

Larsen & Toubro - Future Plans

Larsen & Toubro (L&T) is a few months away from its 'Lakshya 2021' business plan, where it set an INR 2-trillion revenue target. S N Subrahmanyan, chief executive officer and managing director of the company, told Amritha Pillay and Dev Chatterjee that he was still positive about meeting the target.

Larsen & Toubro's Chief Executive Officer SN Subrahmanyan walks across to a "control room" in his Mumbai office to get real time data from 400 sites that the company is operating miles away, down to how much fuel a particular machinery is guzzling or what weight is being lifted by a crane at a construction site.

The company has built an in-house digital platform that gives seamless connectivity to its diverse operations and helps it improve efficiency and reduce time taken for decisions.

L&T is taking this initiative to the next level with its new strategic initiative, appropriately called 'L&T-Nxt', which will use new technologies, digitization and analytics to commercially provide industrial solutions by tapping on opportunities as companies move towards 'Industry 4.0'.

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MANAGEMENT TEAM

A. M. Naik
Group Chairman

AWARDED PADMA VIBHUSHAN, 2019

Mr. A. M. Naik mirrors the values of the organization he heads - professionalism, entrepreneurship and a passionate commitment to advancing the interests of all stakeholders. Under his leadership, L&T overcame multiple challenges and emerged stronger with a sharper focus on profitable growth. Media surveys and peer group assessments rank Mr. Naik as among the world's best performing business leaders.

In pursuit of the mission to transform L&T into a world-class conglomerate, Mr. Naik led a transformational process that boosted shareholder value. His leadership has seen a remarkable increase across all parameters of business performance - market capitalization, consolidated turnover and net worth.

S. N. Subrahmanyan
Chief Executive Officer & Managing Director

S N Subrahmanyan is the CEO & MD of Larsen & Toubro and serves on the board of directors of this multi-billion dollar conglomerate.

S N Subrahmanyan as he is popularly known, is also Vice Chairman on the boards of LTI, L&T Technology Services & Mindtree, Chairman of L&T Metro Rail (Hyderabad) Limited, and Director and Chairperson of L&T Finance Holdings Ltd.

R. Shankar Raman
Whole-time Director & Chief Financial Officer

Mr. R. Shankar Raman is a qualified Chartered Accountant and a Cost Accountant. Over the past 35 years, Mr. Shankar Raman has worked for leading listed corporates in varied capacities in the field of finance.

Mr. Shankar Raman joined L&T Group in November 1994 to set up L&T Finance Limited, a wholly owned Subsidiary.Mr. Shankar Raman has been a recipient of several awards such as Best CFO of Asia in the Industrial Sector in a survey conducted by the prestigious New York based Institutional Investor Magazine, winner of Best CFO Awards from CNBC TV18, Financial Express, Business Today and Yes Bank.

Mr. Shankar Raman was the Chairman of the CII's National Committee of CFOs in 2017-18. He was also a member of Uday Kotak's Committee on Corporate Governance constituted by SEBI.

<u>D. K. Sen</u>
Whole-time Director & Sr. Executive Vice President

Mr. Dip Kishore Sen is Whole-time Director and Senior Executive Vice President (Development Projects), L&T. He is Chairman on the board of Nabha Power Limited and L&T Power Development Limited, Managing Director on Board of L&T Infrastructure Development Projects Limited, and Director on the board of L&T Oman LLC, L&T Qatar LLC, L&T Aviation Services Private Limited, L&T Infrastructure Engineering Ltd, Raykal Aluminium Company Private Limited, L&T Special Steels and Heavy Forgings Private Limited and Construction Skill Development Council of India (CSDCI). He is also responsible for the Strategic Business Group of Minerals & Metals.

A Civil Engineering graduate from IIT Kharagpur and a Post Graduate in Business Management from XLRI, Jamshedpur, prior to joining L&T, Mr. Sen worked for 12 years with reputed companies like M/s. Tata Steel, Jamshedpur, M/s. Development Consultants, Kolkata and was involved in a turnkey EPC Transmission line project in Malaysia.

M. V. Satish
Whole-time Director & Senior Executive Vice President

Mr. M V Satish is Whole-time Director & Senior Executive Vice President, Larsen & Toubro and is responsible for the Buildings business vertical within L&T Construction.

Having started his career in L&T as Junior Engineer with a degree in Civil Engineering from Bangalore University, Mr. Satish has completed a Senior Executive programme for London Business School. He has held various portfolios like Regional Project Manager – Bengaluru, Chief Executive – L&T Oman LLC, Head – Commercial Buildings & Airports SBG and Head – Buildings & Factories.

His experience is rich and varied having worked across domains like hardcore Construction, Business Development, Contracts Management and Property Development. With passion backed by talent, he has steadily risen up the ranks and under his watch he has led several landmark projects to successful completion including the Mumbai Chhatrapati Shivaji International Airport, IGI Airport New Delhi, Mumbai's Wankhede Stadium and the Mahatma Mandir among others.

Subramanian Sarma
Whole-time Director & Sr. Executive Vice President

Mr. Subramanian Sarma is the Whole-time Director & Sr. Executive Vice President (Energy) at L&T. He is responsible for the Hydrocarbon, Power, Green Mfg. & Development and Valves businesses.

A graduate in Chemical Engineering, Mr. Sarma completed his master's from IIT Mumbai. A seasoned professional, he has over 40 years of experience, with 30 years being in the Middle East.

During his career span, Mr. Sarma has handled the complete Oil & Gas value chain including Executive Management, Business Development, Project Management and Process Engineering.

He is the recipient of the Distinguished Alumnus Award 2021 from IIT Bombay for his contribution as a Business Leader in Corporate World. He is also the recipient of the CHEMTECH CEW, Business Leader of the Year 2017.

S. V. Desai
Whole-time Director & Sr. Executive Vice President

Mr. S.V. Desai, a second rank holder in Civil Engineering from Gulbarga University, Karnataka in 1984 and a Post-Graduate [M Tech] from IIT Madras in 1986, started his career with National Buildings Construction Corporation Limited [NBCC]as Management trainee.

He was involved in Light Combat Aircraft [LCA], HAL and then four years at Male' Rep. of Maldives for   an Hospital project, funded by Govt. of India on deputation to MEA. Then he was selected and rostered in Common Wealth Secretariat, London (UK) and UN Centre for Human Settlements (HABITAT) Nairobi, Kenya.

Mr. Desai began his career in L&T in 1997 as a Construction Manager. During initial period of his career, he developed expertise in Tendering & Contracts management and then became the Head of Tender & Contracts of B&F-IC for domestic and international projects. He made remarkable contribution, as Head of Procurement & Contracts, in our prestigious Delhi International Airport Project, handling various national & international stakeholders.

T . Madhava Das
Whole-time Director & Sr. Executive Vice President

Mr. T. Madhava Das, a graduate in Electrical Engineering from Regional Engineering College (now NIT), Calicut, joined L&T in 1985 as a Graduate Engineering Trainee (GET). He later completed his Post Graduation from Xavier Institute of Management, Bhubaneswar.

During his career, he held various key positions in Electrical business of ECC such as Regional Projects Manager (Hyderabad Region), Sector Projects Manager (UAE) and Chief – Business Initiatives & Contracts (Transmission Lines).

He was instrumental in expanding tower manufacturing capacity by setting up a new plant in Pithampur and in modernizing other manufacturing units. Subsequently he headed Transmission Line Business in domestic and later moved to GCC as Head of International Cluster-I.

OBJECTIVES OF THE STUDY

<u>OBJECTIVES OF THE STUDY</u>

- To understand to concept of Time Management through mode of Digital Transformation.

- To analyze the steps for time managing.

- To find out the most time consuming factors and the possible way to reduce it.

- To analyze the digital transformation in different departments.

- To suggest the area of improvement.

SCOPE OF THE STUDY

- Scanning the environment quickly and methodically to explore new technologies.

- Establishing a new process that allows high – potential ideas to rise and weak ideas to sink.

- Bringing in the right talent and partnering with other organizations to develop solutions.

- Fostering communication, collaboration and community building.

- Creating the right team structure and ownership across levels to promote demand and idea generation from across the organization.

LIMITATIONS OF THE STUDY

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- The research study is limited to a few aspects:

- Time was the most critical limiting factor.

- Lack of change management strategy.

- Complex software & Technology.

- Driving adoption of New Tools & Processes.

- Continuous Evolution of Customer Needs.

LITERATURE REVIEW

LITERATURE REVIEW

Art of TIME MANAGEMENT BY MODE OF DIGITAL TRANSFORMATION, and to propose avenues for future research. Using a systematic literature review of this paper provides an overview of the literature. Among other things, the endings indicate that managers should adapt their business strategy to a new MANAGEMENT BY MODE OF digital reality. This mainly results in the adaptation of processes and operations management. Scholars, for the other side, are also facing challenges, as prior research may not have identified all the opportunities and challenges of TIME MANAGEMENT BY MODE Digital Transformation. Furthermore, while the Digital Transformation has expanded to all sectors of activity there are some areas with more prospects of being developed in the future than others Eilam and Aharon, In this regard, it would be more appropriate to speak about time-management MODE OF DIGITAL TRANSFORMATION with regard to the performance of multiple tasks within a certain time period. But in the literature, the term time-management has a different meaning. It refers to monitoring and regulating by digital mode, but without any specific reference to techniques for monitoring time use. Therefore, we will stick to the use of the term time management in the present paper. In spite of all popular attention to managing time, relatively little research has been conducted on the processes involved in using one's time effectively George and Jones, Others focused on the ways in which people in organizations manage their time, and on ways in which these efforts can be improved (e.g. Macan, 1994). In this article we will address time from the second perspective, and review the empirical studies on time management. More specifically, we will review definitions of time management, discuss methods for studying time management, summarize empirical findings on time management BY MODE OF DIGITAL TRANSFORMATION and the use and effectiveness of time management methods, identify gaps in the current research literature, and give suggestions for future research.

With the rise of new digital technologies, e.g., social networks, mobile, big data, etc. firms in virtually all industries domains are conducting multiple initiatives to explore and exploit their benefits.
This frequently involves transformations of key business operations and affects products and processes, as well as organizational structures, as companies need to establish management practices to govern these complex transformations.

Thus, the society as a whole is facing a fast and radical change due to the maturation of digital technologies and their ubiquitous penetration of all markets.

To add to the increased demand from customers, companies are facing ever tougher competition due to

globalization and putting pressure to go digital before others do, seeking to survive and attain competitive. (J. Reis et al, 1995)

Recent years "born digital" pioneers (e.g., Amazon, Facebook and Google) have grown into powerful behemoths, while companies that long dominated their industries found their traditional value proposition under threat. However, despite the multiplicity of technological novelties and recipes for their implementation, whether in business, public governance and private life, real Digital Transformation is taking much longer and facing more difficulties than it has been expected. Successful Digital Transformation requires an organization to develop a wide-range of capabilities, which will vary in importance depending on the business context and the specific organization's needs. Digital technology needs to become central to how the business operates, and organization effectively need to re-think and possibly re-invent their business models in order to remain competitive.

RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

What is Research Methodology?

• A Voyage of Discovery, A journey, An Attitude, An Experience, A Methods of Critical Thinking, A Careful critical Enquiry in seeking facts for principles.

• An Art of scientific investigation

• A Systemized effort to gain new knowledge, a movement from known to unknown.

Types of Research Methodology

• Exploratory Research

Exploratory research is a type of research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subject. It should draw definitive conclusion only with extreme caution. Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exit.

• Constructive Research

Constructive research is perhaps the most common computer science research method. This type of approach demands a form of validation that doesn't need to be quite as empirically based as in other types of research like exploratory research.

• Empirical Research

Empirical research is a way of gaining knowledge by mean of direct observation or experience, Empirical evidence (the record of one's direct observations or experiences) can be analyzed quantitatively or qualitatively.

Methods of Research Methodology

These are two types of Research Methodology

• Qualitative Method

Qualitative research helps to gain insight into people's behaviors, value systems, motivations, culture or lifestyles, and how these attributes have a role to play in decision and policy making, communicating, and conducting research.

Approaches of Qualitative Research

Direct Observation: In direct observation method, there is no participatory involvement on the observer's part. The observer is more a part of the background and is as unobtrusive as possible. As there is no direct participation, the observations are more detached. The researcher is watching, and making notes for future use.

Interviews: Interviewing involves direct interaction between the researcher and a respondent or group.

There are two types of interviews; structured and unstructured.

Structured interviews are carefully worded questionnaires and don't allow much scope to deviate from it. Unstructured interviewing is more informal, as compared to the former. It allows more exploration and deviation in its approach, which is useful for exploring a subject more broadly.

Participant Observation: This method for qualitative research is highly dependent on the researcher's ability to blend and extract information by being part of an inventor group. This method requires the researcher to become an active participant, while observing. It aims to gain a close insight of individuals or social groups and their practices through an intensive participation with them, in their natural environment, and often requires months or years to collect the required data for analysis.

• Quantitative Method

In the social sciences, quantitative research refers to the systematic empirical investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and/ or hypothesis pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

Quantitative research is generally made using scientific methods, which can include:

• The generation of models, theories and hypotheses.

• The development of instrument and methods for measurement.

• Experimental control and manipulation of variables.

• Collection of empirical data.

• Modeling and analysis of data.

• Evaluation of results

HYPOTHESIS

HYPOTHESIS

A hypothesis is a tentative statement about the relationship between two or more variables. It is specific, testable prediction about what we expect to happen in a study.

Hypothesis can also be divided as:
(1) Null Hypothesis
(2) Alternative Hypothesis

HYPOTHESIS

- **H0**: - Digital Transformation adopted at **Larsen & Toubro company** has no significant impact on its employees in time management.

- **H1:** - Digital Transformation adopted at **Larsen & Toubro company** has a significant impact on its employees in time management.

RESEARCH DESIGN

RESEARCH DESIGN

A research design is the specification of methods and procedure for acquiring the information needed. It is over – all operation patterns or framework of the project that stipulates what information is to be collected from which source by what procedure, it is also refers to the blue print of the research process.

SAMPLE METHOD:-

This method is used in Random Method.

Random Method :- Random sampling is a part of the sampling technique in which each sample has an equal probability of being chosen. A sample chosen randomly is meant to be unbiased representation of the total population.

SAMPLE SIZE:-

Samples size is the number of items to be selected from the population to constitute the sample for the research.

- For this research a sample of 100 employee's in infrastructure industry.

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SOURCES OF DATA

SOURCES OF DATA

Research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. It is an academic activity and as such the term should be used in a technical sense. Research is, thus an original contribution to the existing stock of knowledge making for its advancement. It is as per suit of truth with the help of study, observation, comparison and experiment. In short, the search for knowledge through objective & systematic method of finding solution to a problem is "research".

COLLECTION OF DATA
1. Primary Data
2. Secondary Data

Primary Data
1. Primary data would be collected during the course of asking questions by performing surveys.
2. Primary data would be either through respondent either through questionnaire or through personal interview.
3. I had collected the data through both of them.

Secondary Data
1. The data will be already available in the form of print material, website, journals etc.
2. Data is collected from some Magazines, Newspapers, Websites and course material for that purpose.
3. Data is collected from the website – www.larsen&toubro.com

DATA COLLECTION

DATA COLLECTION

A systematic method was adopted for the collection of data. Both primary and secondary data were collected for the smooth & successful completion of the study.

1. PRIMARY DATA

Primary data is the information that has been collected specifically for the purpose of research project. An advantage of primary data is that it is specifically tailored to a particular research needs. It includes data collected from

- Questionnaire
- Focus Group
- Interviews

2. SECONDARY DATA

Secondary data refers to the information that has been collected by someone other than a researcher for purposes other than those involved in the research project at hand. Books, journals, manuscripts, diaries, letters etc. all become secondary sources of data as they are written or compiled for a separate purposes

DATA ANALYSIS AND INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

Q.1) What is one of the advantages of digital transformation strategic?

| Options	No. of Respondents	Percentage
Increasing the budget for investigation and development	21	42%
New channel of contact with costumer	13	26%
Maintain the traditional channels	16	32%

Advantages of Digital Transformation
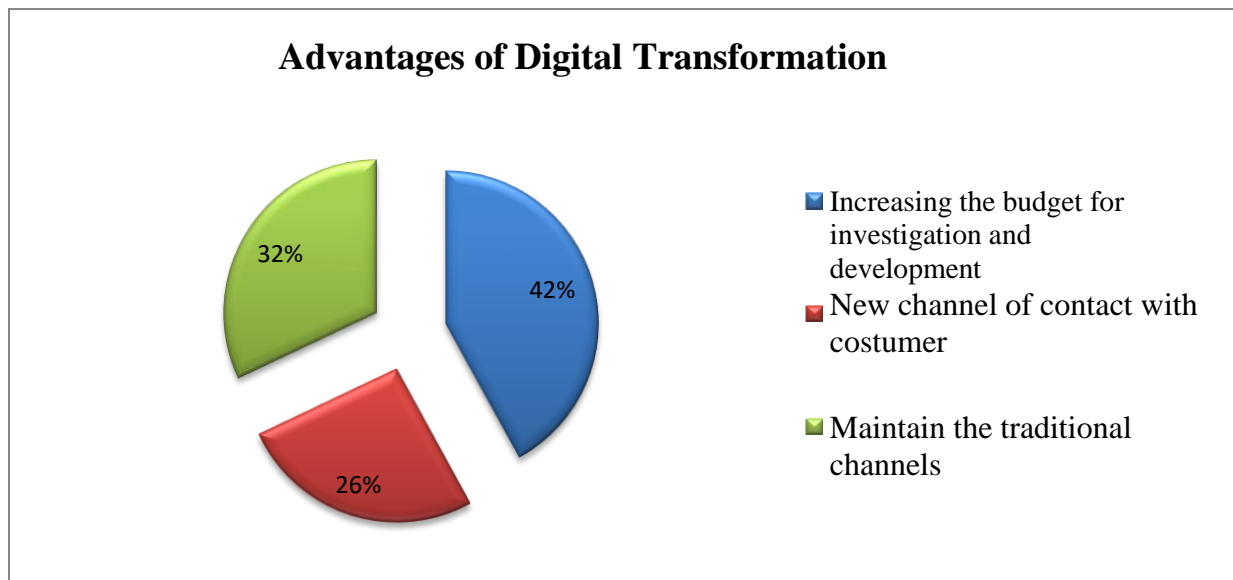
INTERPRETATION: -

According to 40% respondent says Increasing the budget for investigation and development, 26% respondent says new channel of contact with costumer, 32% respondent says is one of the advantages of digital transformation strategic.

Q.2) This pillar helps the company to create new automation processes, better design and improvements in processes.

Options	No. of Respondents	Percentage
Digital costumer relationships	3	6%
Digital operations and automating processes	19	38%
Building digital and organization	13	26%
Harnessing data and advanced technology	15	30%
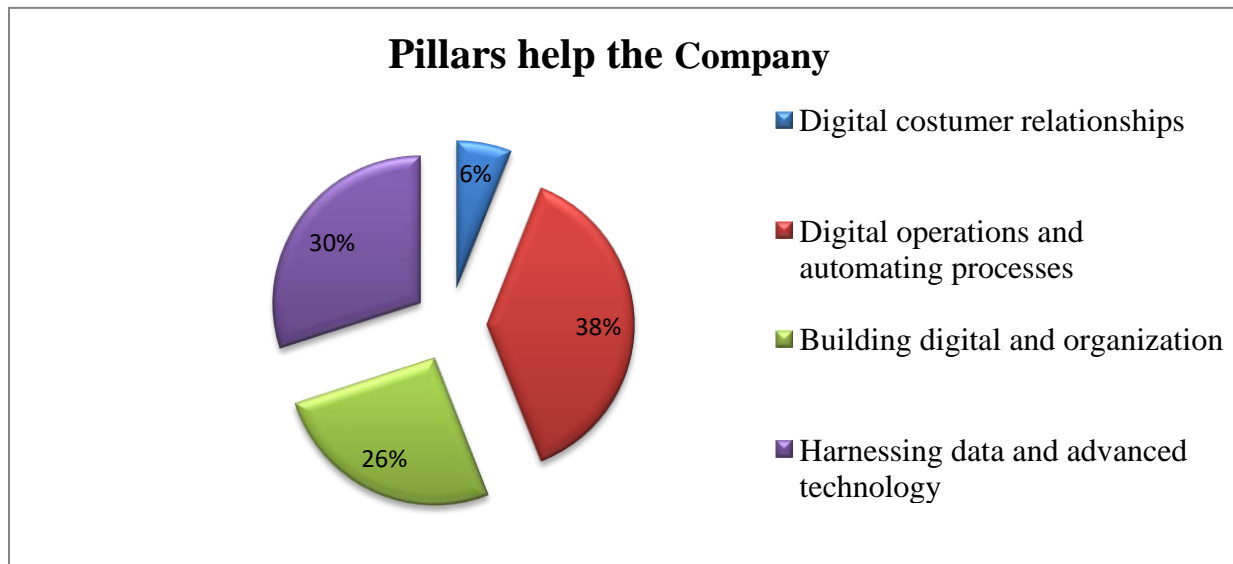
INTERPRETATION:-

According to 6% respondent says Digital costumer relationships, 38% respondent says Digital operations and automating processes, 26% respondent says Building digital and organization, 30% respondent says Harnessing data and advanced technology pillar helps the company to create new automation processes, better design and improvements in processes.

Q.3) The pillar digitizing customer relationship create

Options	No. of Respondents	Percentage
New costumer experience	21	42%
Development of processes	16	32%
Better design	13	26%

Pillar Digitizing Customer Relationship
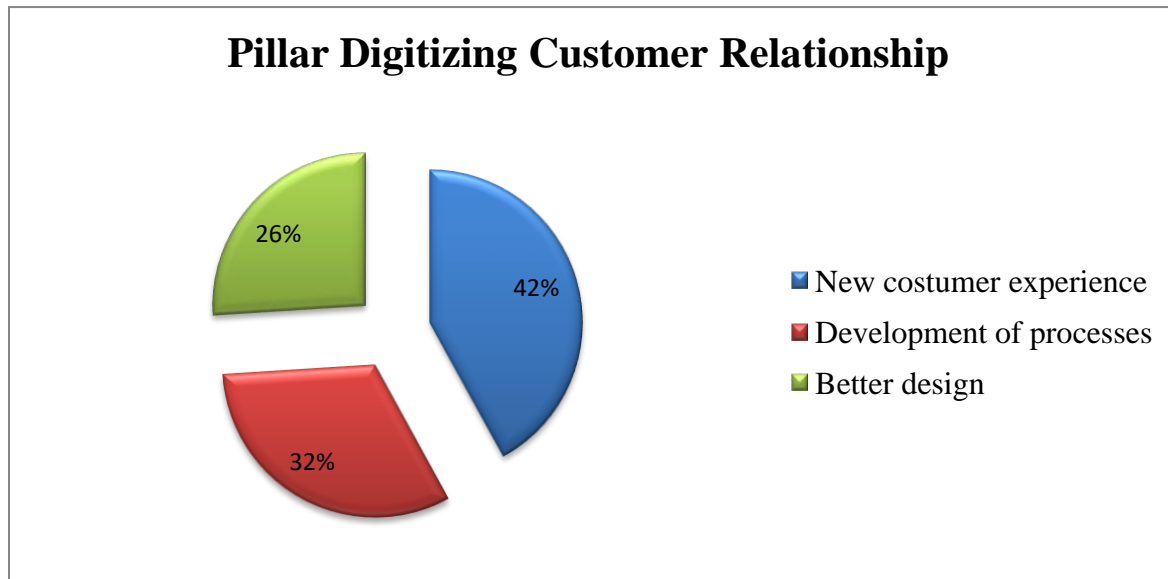
INTERPRETATION: -

According to 42% respondent says New costumer experience, 32% respondent says Development of processes, 26% respondent says Better design is the pillar digitizing customer relationship.

Q.4) What is one of the advantages of information in the cloud computing?

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Options	No. of Respondents	Percentage
Speed up access to information of the company	19	38%
Develop new functionalities and actualizations	26	52%
All of the above	5	10%

Information in the Cloud Computing
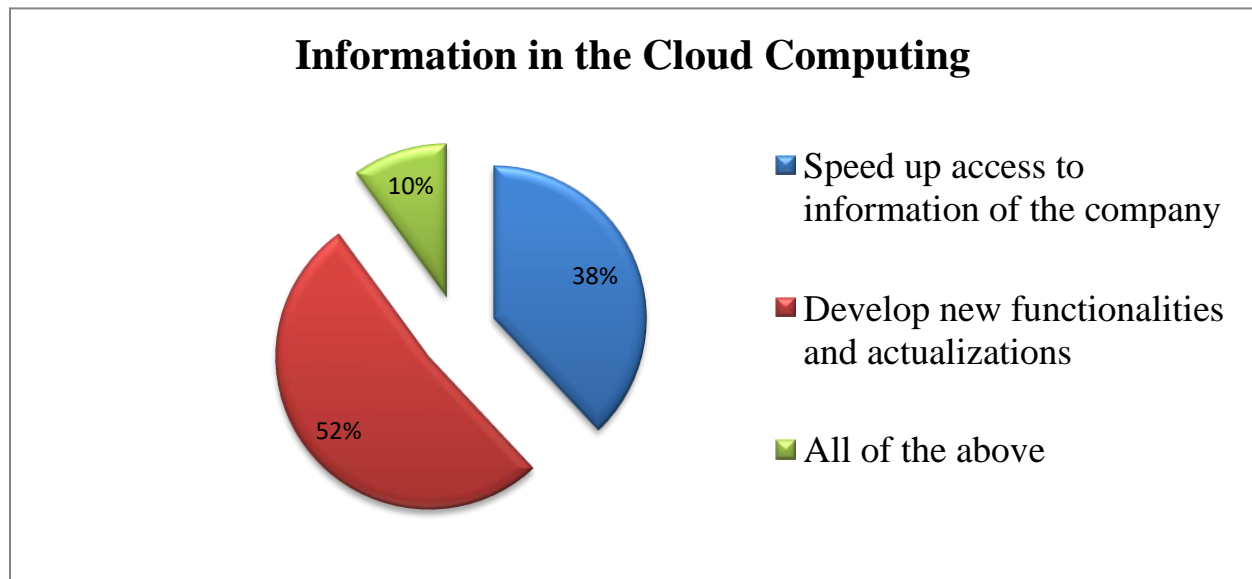
INTERPRETATION: -

According to 38% respondent says Speed up access to information of the company, 52% respondent says Develop new functionalities and actualizations,10% respondent says All of the above is one of the advantages of information in the cloud computing.

Q.5) Information technologies allow the company to...

Options	No. of Respondents	Percentage
Do the activities needed anywhere	12	24%
Increase the knowledge about market	18	36%
Focus its investments on technological solution	7	14%
None of the above	13	26%

Technologies allow the Company to..

- Do the activities needed anywhere
- Increase the knowledge about market
- Focus its investments on technological solution
- None of the above
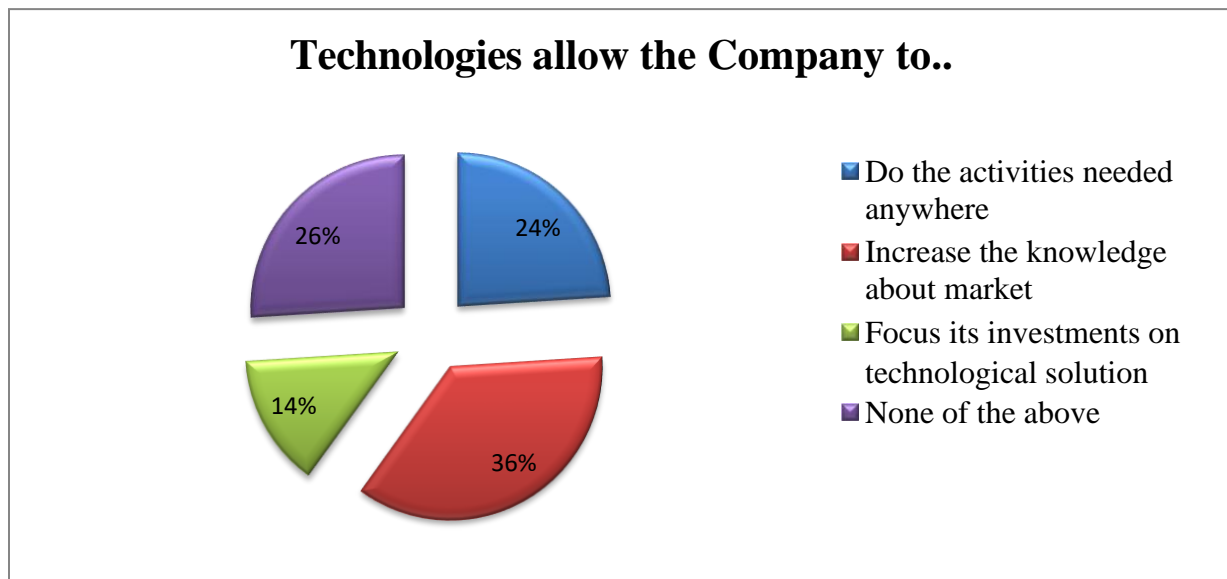
INTERPRETATION: -

According to 24% respondent says Do the activities needed anywhere, 36% respondent says Increase the knowledge about market, 14% respondent says Focus its investments on technological solution, 26% respondent says None of the above information technologies allow the company.

Q.6) The first digital natives is

Options	No. of Respondents	Percentage
Gen x	8	16%
Gen y	12	24%
Gen z	16	32%
Millennial	14	28%

First Digital Native
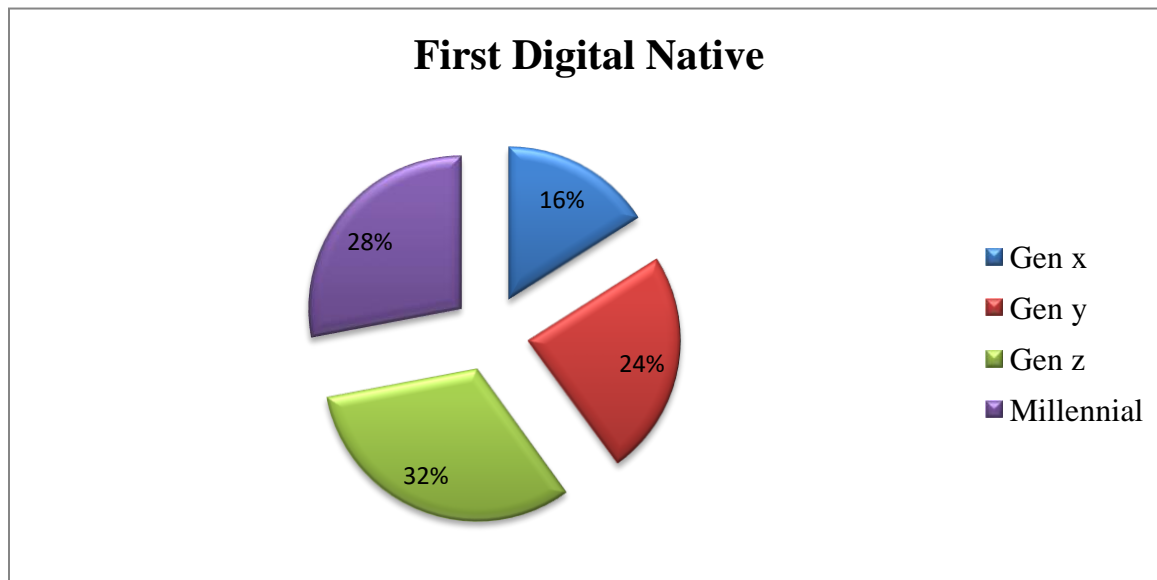
INTERPRETATION: -

According to 16% respondent says Gen x, 24% respondent says Gen y, 32% respondent says Gen z, 28% respondent says Millennial is the first digital natives.

Q.7) Which one is not the part of customer journey map?

Options	No. of Respondents	Percentage
Customer action	14	28%
Desired experience	3	6%
Interaction	6	12%
Business case	27	54%

Not the part of Customer journey map
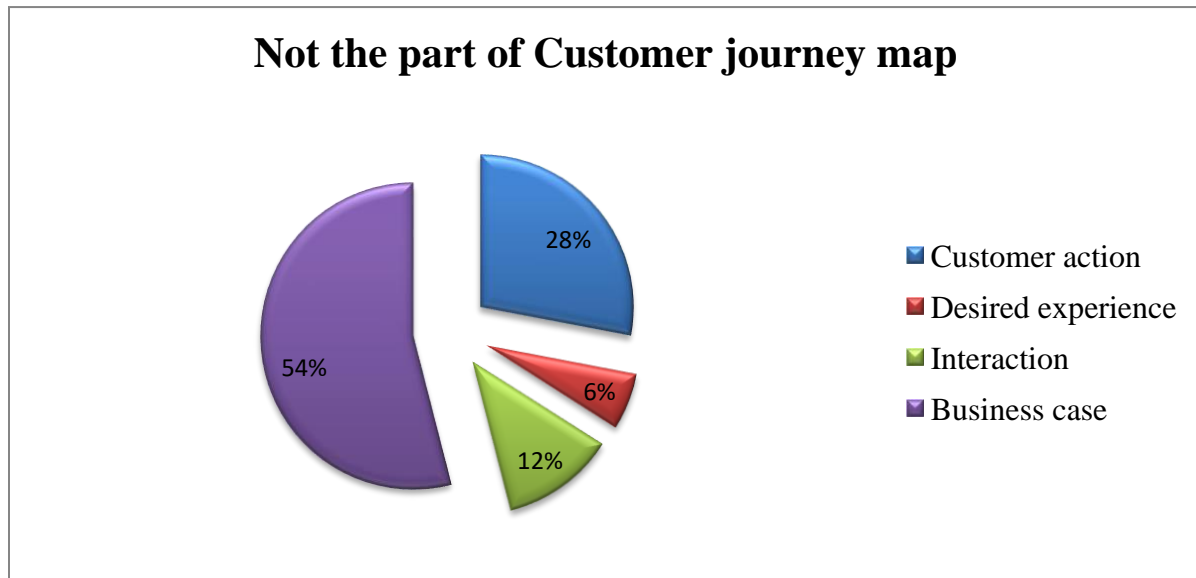
INTERPRETATION: -

According to 28% respondent says Customer action, 6% respondent says desired experience, 12% respondent says Interaction, 54% respondent says Business case is not the part of customer journey map.

Q.8) Digital transformation goal is for the following area, except:

Options	No. of Respondents	Percentage
Creating new business model	12	24%
Digital technology rolls out	17	34%
Streamlining operations	6	12%
Customer experience	15	30%

Digital transformation goal
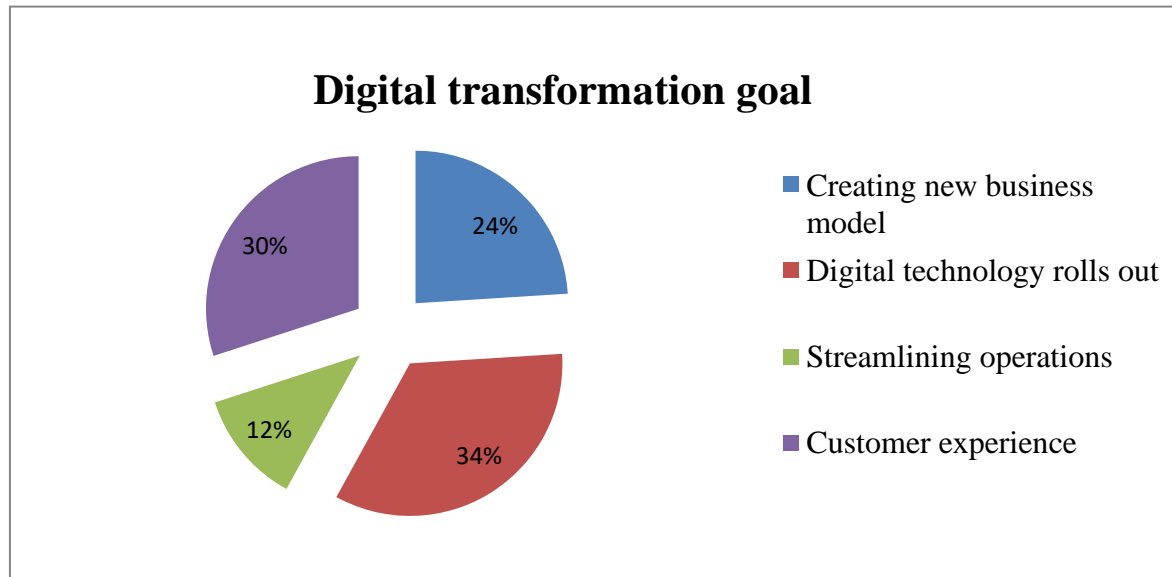
INTERPRETATION :-

According to 24% respondent says Creating new business model, 34% respondent says Digital technology rolls out, 12% respondent says Streamlining operations, 30% respondent says Customer experience except Digital transformation goal is for the following area.

Q.9) Fashion instant company usually implements appealing digital apps, with the characteristic of below, except:

| Options	No. of Respondents	Percentage
Strong digital culture	5	10%
No overarching vision	16	32%
Underdeveloped coordination	9	18%
Silo digital culture	20	40%

Appealing digital apps
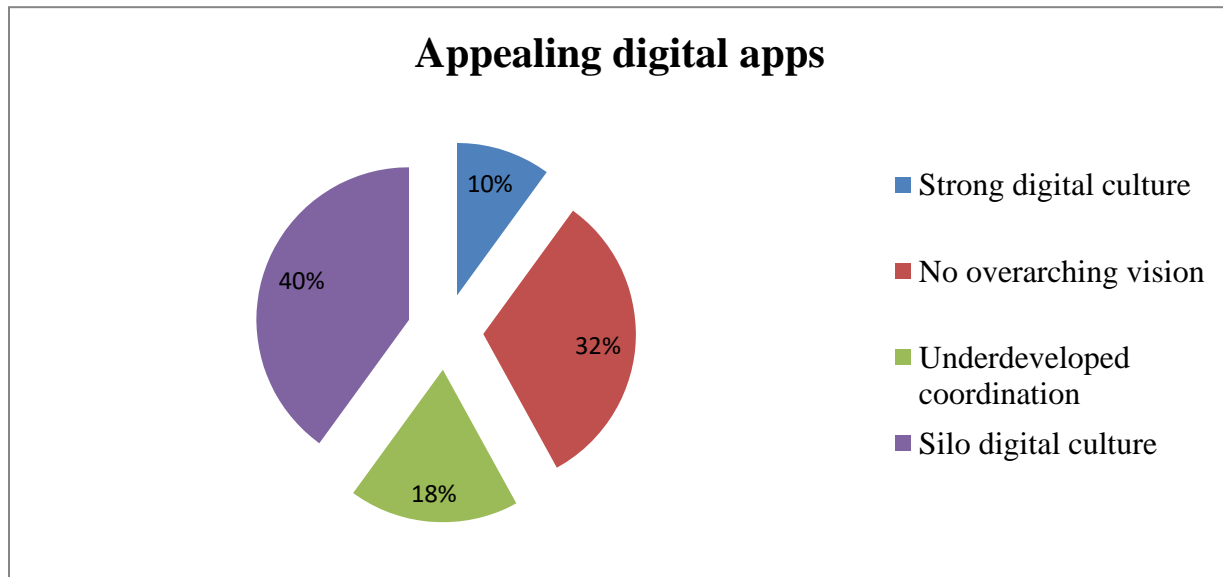
INTERPRETATION: -

According to 10% respondent says Strong digital culture, 32% respondent says No overarching vision, 18% respondent says No overarching vision, 40% respondent says Silo digital culture except Fashion instant company usually implements appealing digital apps.

Q.10) Web rooming represents the behavior of:

Options	No. of Respondents	Percentage
ne discovery and transaction	21	42%
ine discovery and transaction	4	8%
covery, then offline transaction	9	18%
covery, then online transaction	16	32%
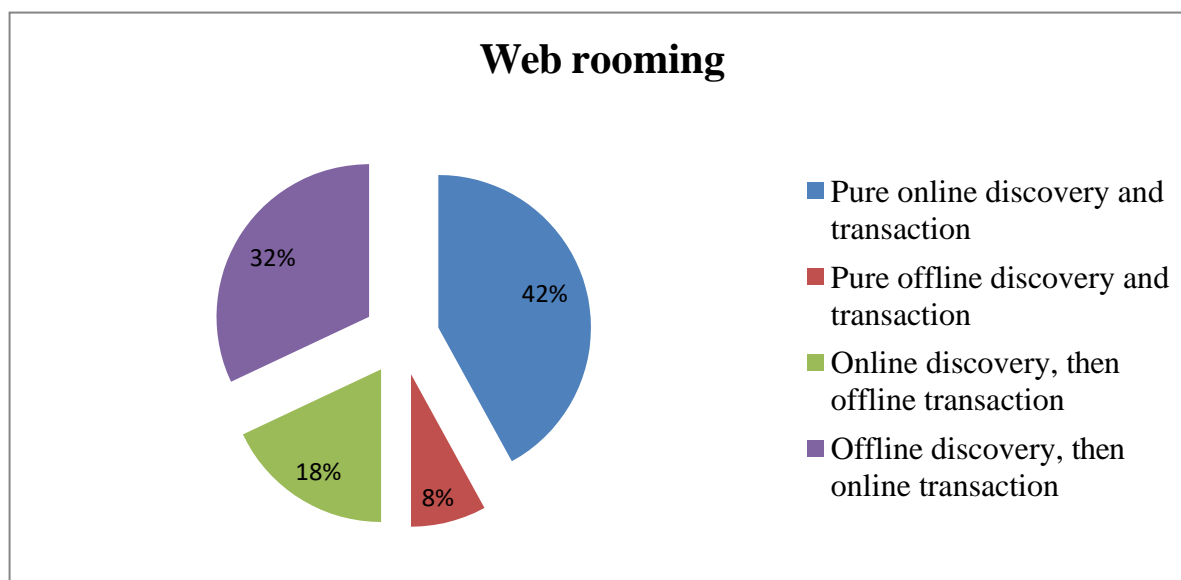
INTERPRETATION :-

According to 42% respondent says Pure online discovery and transaction, 8% respondent says Pure offline discovery and transaction, 18% respondent says Online discovery, then offline transaction, 32% respondent says Offline discovery, then online transaction represents the behavior of Web rooming.

Q.11) What is the top 3 factors you might consider important that will continue to keep you here at L&T?


Reasons for Working

(bar chart)

Category	Value
Organization Reputation/Culture	~64
Learning & Developme	~32
Pay	~28
Work tasks	~28
People/HR practices	~20
Autonomy/Choice	~20
Brand Alignment	~8
Sense of accomplishment	~8
Career Opportunities	~44
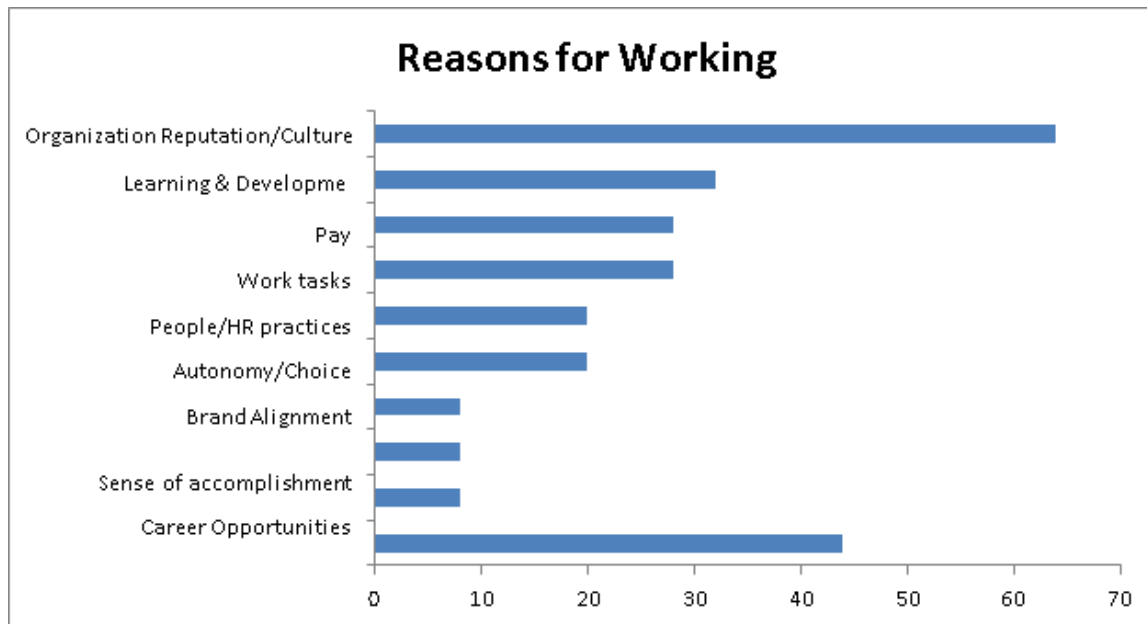
INTERPRETATION:

The above graph represents that most of the employees feel the work culture and the organization's reputation as the prime reason to continue working with the company.

Whereas if we further see. We find that 32% employee feel that they get better training and development programs at L&T, which is why they choose to work with the company. 28% employees feel that they are paid well in this company and like their work tasks.

Q.12) What do you love best about your work / working in?
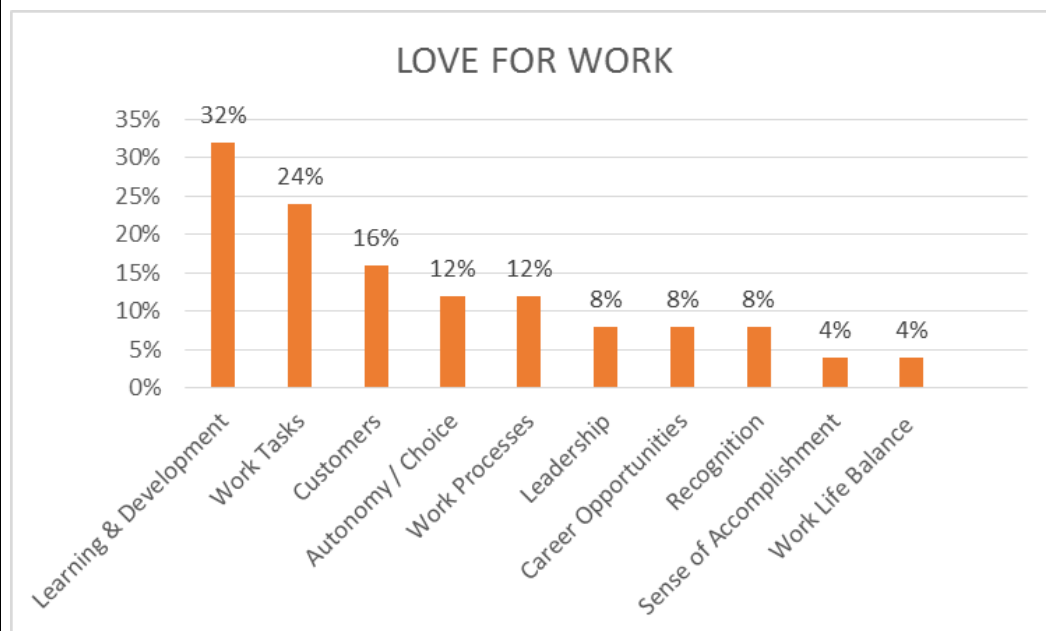
INTERPRETATION:

The above graph depicts that 32% employees like the trainings imparted to them and they feel that they get more development opportunities at L&T. The next thing that employees love about their job is the task allotted to them. Around 24% employees love work in their present areas of job. The third reason that the employees stated was interaction with the clients/customers. 16% of the interviewee feel that in the process of interacting with the customers they actually get to know their demands, which helps them to design and deliver customer specific products and satisfy customer requirements. This gives them a sense of accomplishment. Meanwhile they also develop better communication skills in the processes of interaction.

Q. 13) What will motivate you to excel further in your current position & make your job more satisfying?
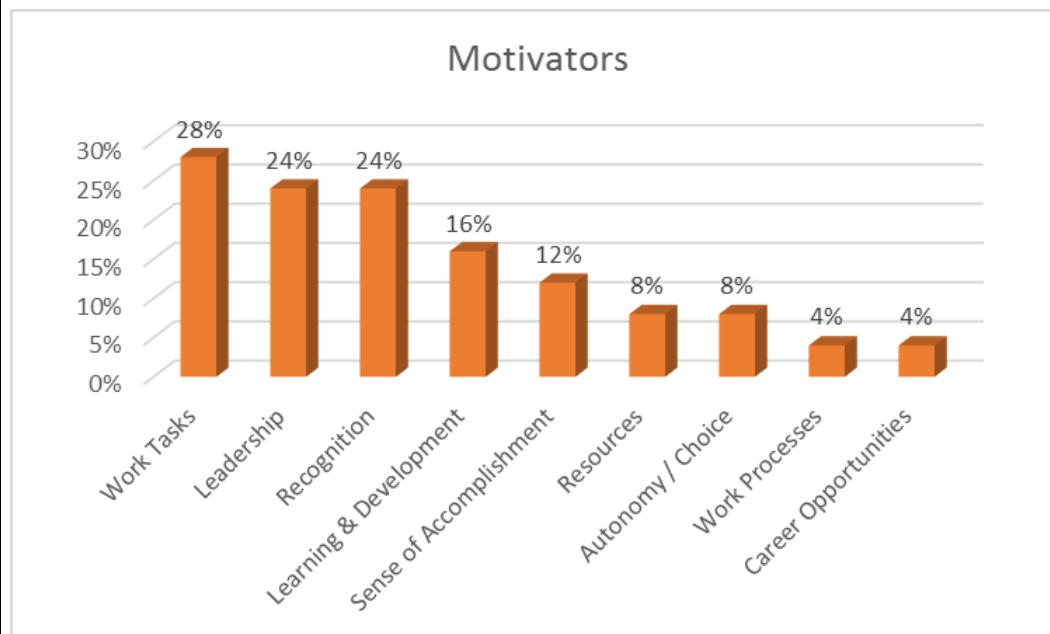
INTERPRETATION:

The top 3 motivators as indicated in the graph is Work tasks, Recognition, Leadership and Learning & Development. 28% of the interviewed employees feel motivated by their work tasks. They love to do their work and the challenges in their work. 24% employees said the support of their seniors motivates them and the leadership they are given to handle projects motivates them. While, the next 24% employees feel motivated by the appreciation received from seniors and colleagues and also, they get motivated when their ideas are accepted. The third major motivator is the learning and development imparted to the employees.

Q.14) Does L&T adequately supports your career goals?
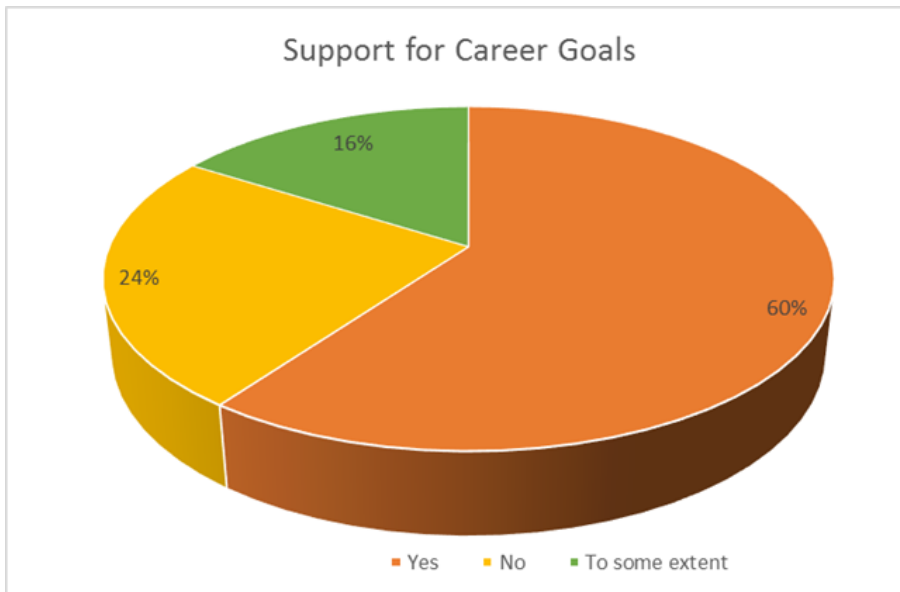
INTERPRETATION:

60% of the employees feel that L&T adequately supports their career goals and is providing them enough opportunities to groom their skills. Whereas 24% of the employees feel that they the company is not supporting their career objectives and 16% employees feel somewhat supported in their career goals.

Q.15) Does L&T fully utilizes your talent?
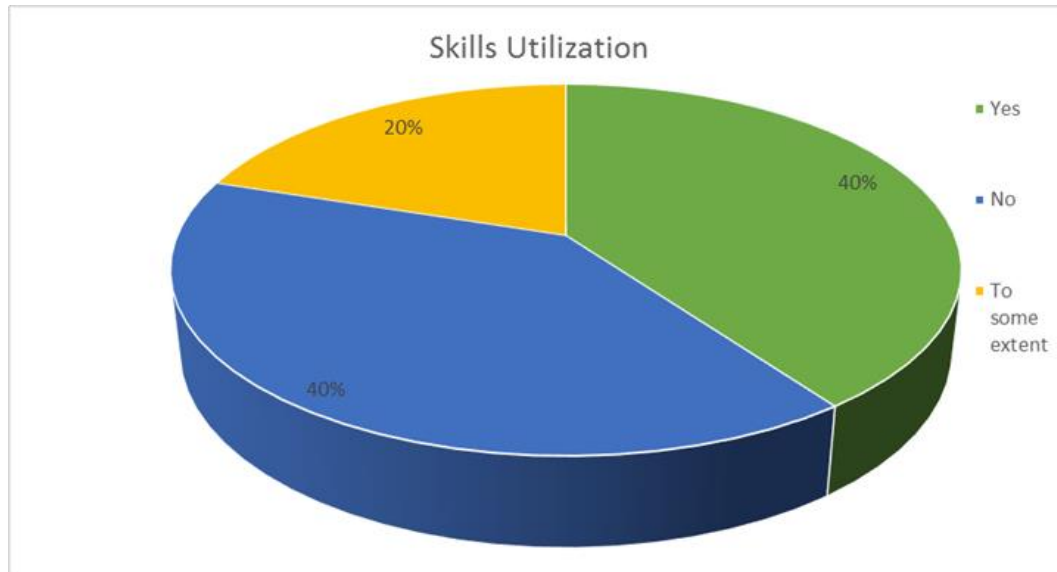
INTERPRETATION:

The above graph represents a mixed view regarding skill utilization. About 40% of the employees feel that L&T gives them sufficient opportunities to utilize their skills. At the same time 40% employees feel that their skills are not utilized to its maximum potential, 20% of the employees are of the opinion that they are utilizing their skills to some extent.

Q.16) How can L&T support your career goals?

SUGGESTIONS FOR SUPPORTING CAREER GOALS
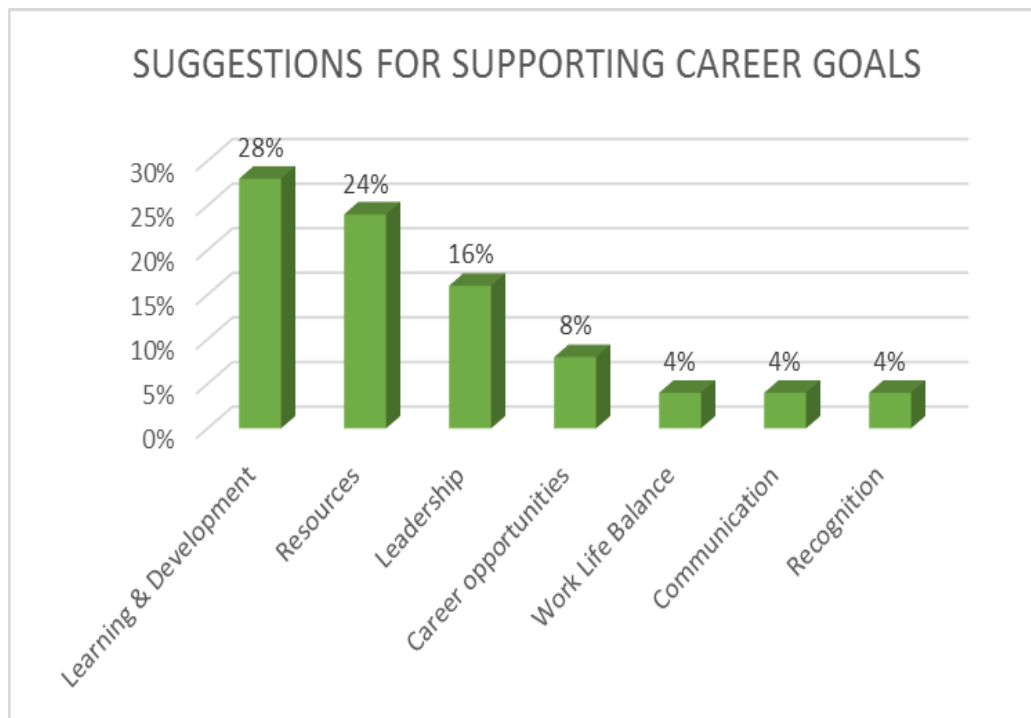
INTERPRETATION:

As a part of suggestion for supporting the career goals, 28% employees suggest that more technical training should be imparted so that the employees gain skills for their work and they should be given site knowledge. Also they suggest that the company should sponsor education to more employees. The second category of suggestion that 24% employees gave was the need for resources. Employees feel that they are not equipped with the modern tools and techniques which lower the productivity. Hence, they require more and better resources so as to utilize their skills efficiently and effectively. The third suggestion is given in the area of leadership.16% employees suggest that there is an urge for formulating better plans and prompt decisions so that the work culture is not delayed.

Q.17) If given a choice to choose your own career path in the future, which function or career path that you think you will like to embark on so that you can contribute your very best to L&T?

CAREER PATH
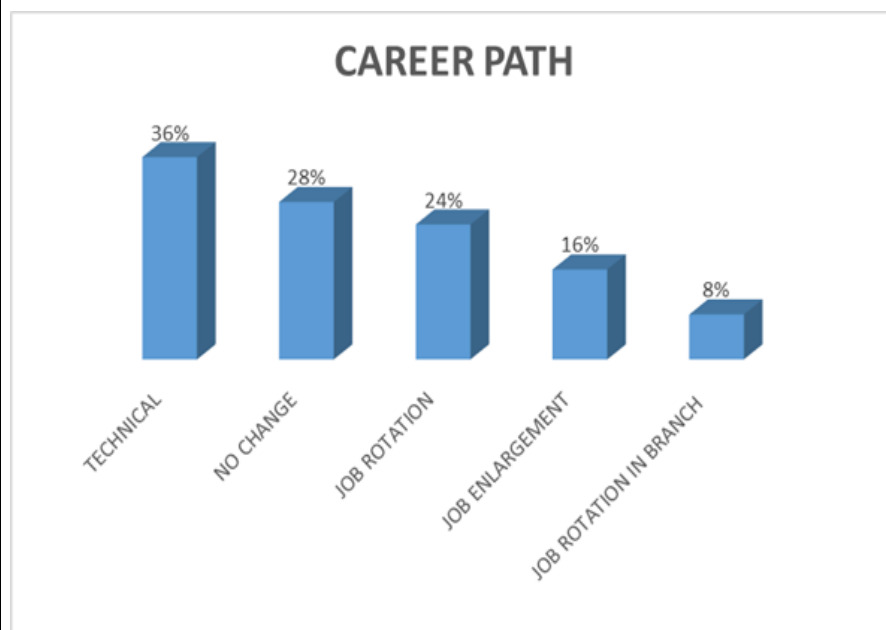
INTERPRETATION:-

According to the survey 36% employees fantasies doing the research and designing work. They want to do the technical work. Whereas 28% employees feel satisfied with their current profile. They feel that they are working are working in the area of their interests. Furthermore as shown in the graph, 24% employees want to completely move to other areas of work i.e. job rotation. Few wanted to move to PGS and manufacturing department, while few hold opinion of getting linked with the corporate department. Moving down we can see that 16% employees want job enlargement i.e. they want more authority and responsibility to execute their work and also, they want leadership in handling projects. 8% employees want a job rotation in branch.
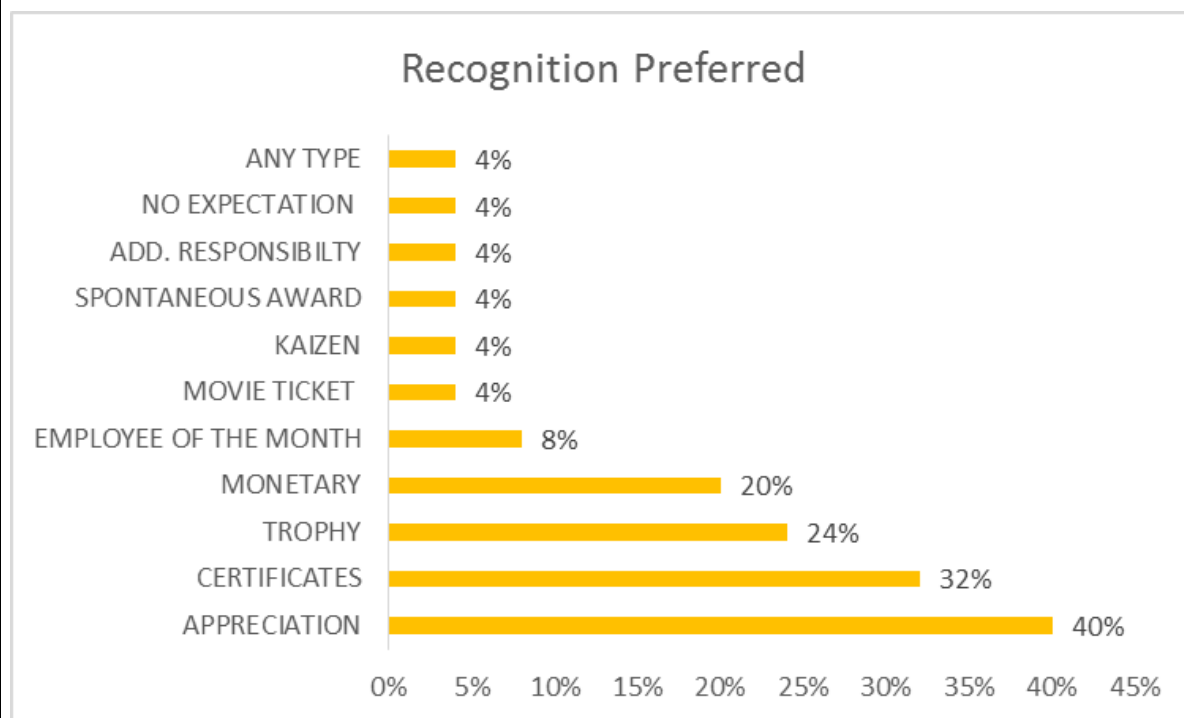
Q.18) Do you have enough recognition for your contributions?
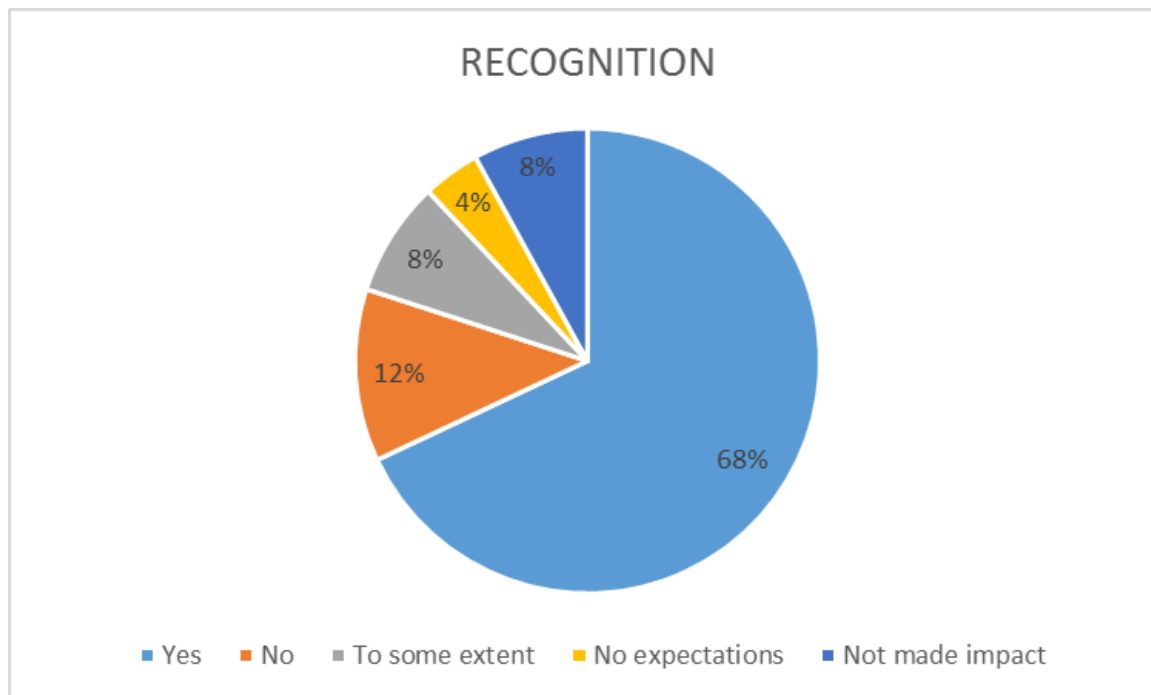
INTERPRETATION:

The graph shows that most of the employees are recognized for their contribution. The company takes a deal of effort and ensures that contribution of the employees is recognized. The chart clearly states that 68% employees have been recognized for their contributions. While 12% employees feel that their contributions are not recognized by the company. 8% employees feel that there were moments when they have been rewarded, yet they feel that there were moments when they feel that they had made an impact which was not recognized. 4% employees do not feel the need for recognition, whereas 8% employees said that they haven't made any impact that needs recognition.

Q.19) What kind of recognition do you prefer?

Recognition Preferred

| Category	Percentage
ANY TYPE	4%
NO EXPECTATION	4%
ADD. RESPONSIBILTY	4%
SPONTANEOUS AWARD	4%
KAIZEN	4%
MOVIE TICKET	4%
EMPLOYEE OF THE MONTH	8%
MONETARY	20%
TROPHY	24%
CERTIFICATES	32%
APPRECIATION	40%

INTERPRETATION:

Of the various kinds of rewards given by the company, 40% employees feel that only an appreciation for their work by their managers motivates them and makes them feel proud. 32% employees prefer certificates as a part of recognition. They feel that these letters of credit add to their achievements. 24% employees prefer trophy, while only 20% employees prefer to have monetary rewards for their contributions. 8% employees prefer "Employee of the Month" as a part of recognition. And 4% employees prefer to be rewarded with movie tickets, Kaizen award & Spontaneous award. Apart from these, 4% employees want more responsibility as a part of recognition, while the rest employees prefer to be rewarded with any type of reward and few do not have any expectations.

Q.20) Do you think workplace communication is adequate within your department & interdepartmental?
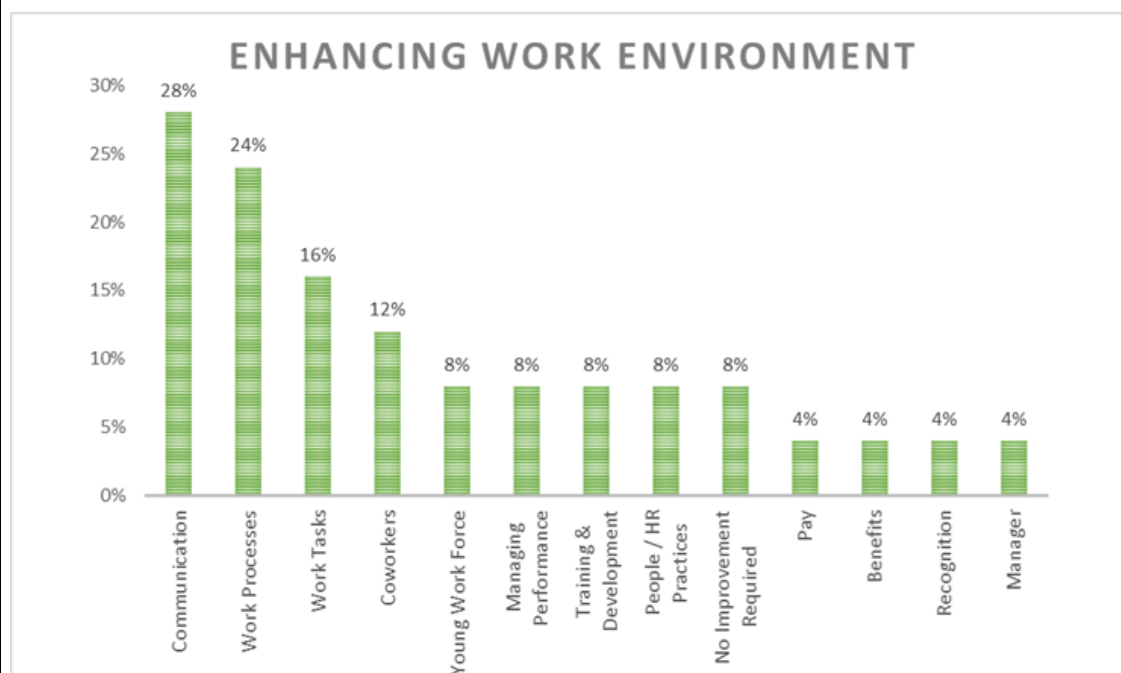

INTERPRETATION:-

As the chart shows there is good communication within the department. 76% employees said that there is good communication within the department. Only 16% employees said that the workplace communication was not good within department and 8% employees said the communication was average in their department.

INTER. DEPT COMMUNICATION

Average, 4%

Not Good, 52%

Good, 44%
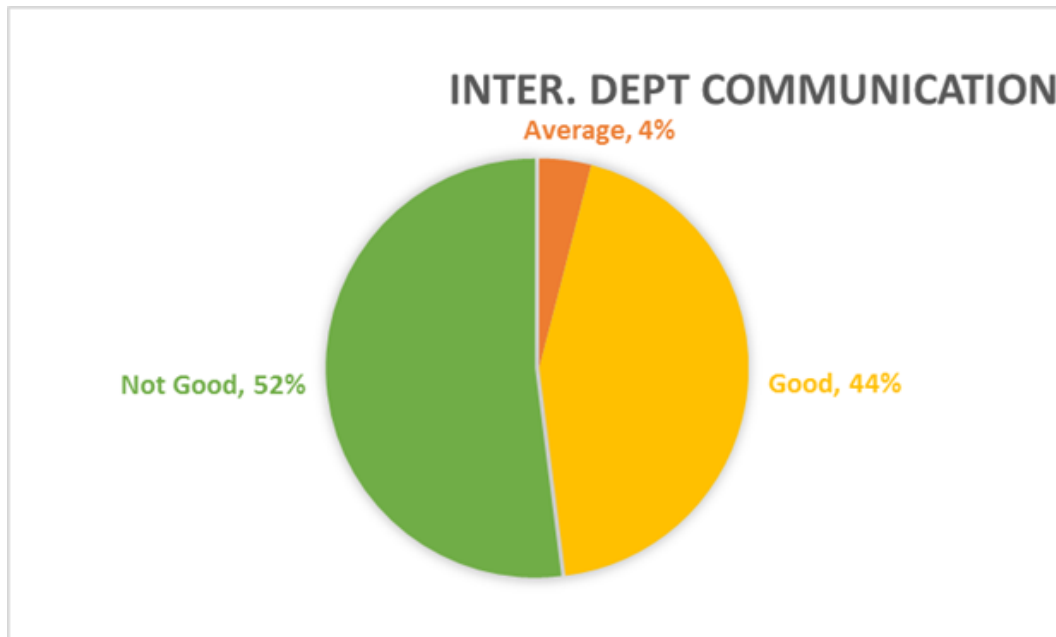
INTERPRETATION:

The graph shows that inter departmental communication is not good. 52% employees face inter departmental communication problem. While 44% employees feel the communication is good inter department. The rest 4% employees consider interdepartmental communication as average.

Q. 21) Suggestions for enhancing work environment

ENHANCING WORK ENVIRONMENT

INTERPRETATION:

The graph shows that there is need for effective communication so as to ensure smooth working and the company should also recruit fresh talents. This would lead to inflow of new ideas. 24% employees feel that modern technology should be adopted so as to simplify the work processes. 16% employees feel that the work tasks should be better qualified. Deadlines should be set and there should be proper time management. Another major factor to enhance the workplace environment is cooperation among co-workers and need for motivation which 12% employees stated.

<u>SUGGESTIONS</u>

SUGGESTIONS

- As we integrate new technology into the operation of our business, our employees will be exposed to all the newly implemented digital systems and software, and it will be necessary for them to update their skill sets. In this case, their skills and knowledge will be expanded and upgraded.

- Identify and Eliminate Your Time Wasters

- Practicing the 4D's

    o Delete: you can probably delete half the emails you get immediately.
    o Do: if the email is urgent or can be completed quickly.
    o Delegate: if the email can be better dealt with by someone else.
    o Defer: set aside time later to spend on emails that will take longer to deal with.

- Priorities important tasks

- Try the "Pomodoro Technique"

- Special training waives could be arranged to teach them what is time management by mode of digital transformation

<u>CONCLUSION</u>

CONCLUSION

More and more companies are recognizing the importance of digital transformation and the benefits it brings. Many are undertaking transformation. The process is challenging, because it requires company-wide changes driven by a customer focus also in the Larsen & Toubro India Ltd.

Larsen & Toubro path to digital transformation and digital maturity is different—what suits one organization may not suit another. However, using best practices learned by other organizations can help us to make a successful transformation.

THE FINAL POINT about time management by mode of digital transformation is the concept of balance. The most important thing that we can instill in your organization is balance and moderation. By practicing the methods, ideas, and techniques in this mode , we will become a master time manager, and have more time for multiple task.

Often, people take time management by mode of digital transformation programs so that they can increase the number of things that they can do on a day-to-day basis. However, as the wise man said, "There is more to life than simply increasing its speed by making digital transformation.

The main purpose of learning and practicing time management skills is to enhance and improve the overall quality of work for organization . It is to increase the amount of pleasure and happiness we experience.

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Raunak Vinay Taneja

<u>ANNEXURE</u>

ANNEXURE

QUESTIONNAIRE

PROFILING FORM

Name:

Age:

Gender:

Education:

Q.1) What is one of the advantages of digital transformation strategic?

   a) Increasing the budget for investigation and development

   b) New channel of contact with costumer

   c) Maintain the traditional channels

Q.2) This pillar helps the company to create new automation processes, better design and improvements in processes.

   a) Digital costumer relationships

   b) Digital operations and automating processes

   c) Building digital and organization

Q.3) The pillar digitizing costumer relationship create

   a)   New costumer experience

   b)   Development of processes

   c)   Better design

Q.4) What is one of the advantages of information in the cloud computing

      a) Speed up access to information of the company

      b) Develop new functionalities and actualizations

      c) All of the above

Q.5) Information technologies allow the company to….

1) Do the activities needed anywhere

2) Increase the knowledge about market

3) Focus its investments on technological solution

4) None of the above

Q. 6) the first digital natives is

1) Gen x

2) Gen y

3) Gen z

4) Millennial

Q.7) Which one is not the part of customer journey map?

a) Customer action

b) Desired experience

c) Interaction

d) Business case

Q.8) Digital transformation goal is for the following area, except:

a) Creating new business model

b) Digital technology rolls out

c) Streamlining operations

d) Customer experience

Q. 9) Fashion instant company usually implements appealing digital apps, with the characteristic of below, except:

1. Strong digital culture

2. No overarching vision

3. Underdeveloped coordination

4. Silo digital culture

Q.10) Web rooming represents the behavior of:

a) Pure online discovery and transaction

b) Pure offline discovery and transaction

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c) Online discovery, then offline transaction

d) Offline discovery, then online transaction

Q.11) What is the top 3 factors you might consider important that will continue to keep you here at L&T?

Q.12) What do you love best about your work / working in?

Q. 13) What will motivate you to excel further in your current position & make your job more satisfying?

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Q.18) Do you have enough recognition for your contributions?

Q.19) What kind of recognition do you prefer?

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Q.21) Suggestions for enhancing work environment