

**A  
Research Project  
On**

**“ANALYSIS OF EFFECTIVE TEAMBUILDING AND TEAM MANAGEMENT IN INFOSYS”**

Submitted to

**G.S. College of Commerce and Economics (Autonomous), Nagpur**

Affiliated to

**Rashtrasant Tukadoji Maharaj Nagpur University**

In partial fulfilment for the award of the Degree of

**Bachelor of Business Administration**

Submitted by

**KOLLI TEJESHWAR S.S REDDY**

Under the Guidance of

**Dr. KAMLESH THOTE**

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**G.S. College of Commerce and Economics, Nagpur**

**Academic Year 2023-24**



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**G.S. College of Commerce and Economics, Nagpur**



**Academic Year 2023-24**

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## **CERTIFICATE**

This is to certify that “**KOLLI TEJESHWAR S S REDDY**” has submitted the project report titled “**TO STUDY THE EFFECTIVE TEAM BUILDING AND TEAM MANAGEMENT IN INFOSYS**”, towards partial fulfilment of **BACHELOR 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 our project as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

**DR. KAMLESH THOTE**

**(Project Guide)**

**Dr. AFSAR SHEIKH**

**(Co-Ordinator)**

**Place:**

**Date:**



**Academic Year 2023-24**

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## **DECLARATION**

I here-by declare that the project with title “**TO STUDY THE EFFECTIVE TEAM BUILDING AND TEAM MANAGEMENT IN INFOSYS**”, has been completed by me in partial fulfilment of ‘**BACHELOR OF BUSINESS ADMINISTRATION**’ degree examination as prescribed by 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.

Place: Nagpur

**KOLLI TEJESHWAR S S REDDY**

Date:



## **ACKNOWLEDGEMENT**

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to **DR. PRAVEEN MUSTOOR**, Principal, G.S. College of Commerce & Economics, Nagpur.

I am extremely thankful to my project guide **DR. KAMLESH THOTE** for his guideline throughout the project. I tender my sincere regards to Co-ordinator, **DR. AFSAR SHEIKH** for giving me outstanding guidance, enthusiastic suggestions and invaluable encouragement which helped me in the completion of the project.

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

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

Place: Nagpur

**KOLLI TEJESHWAR S S REDDY**

Date:

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**CHAPTER: 01**  
**INTRODUCTION**



**Infosys Limited** is an Indian multinational information technology company that provides business consulting, information technology and outsourcing services. The company was founded in Pune and is headquartered in Bangalore. Infosys is the second-largest Indian IT company, after Tata Consultancy Services, by 2020 revenue figures.

On 24 August 2021, Infosys became the fourth Indian company to reach US\$100 billion in market capitalization. It is one of the top Big Tech (India) companies.

Team building is an important topic in the current business climate as organizations are looking to team based structures to stimulate further improvements to their productivity, profitability and service quality. Managers and organization members universally explore ways to improve business results and profitability. Many view team-based, horizontal, structures as the best design for involving all employees in creating business success. Team-based improvement efforts strive to improve results for customers. Team building involves a wide variety of activities, presented to organizations and aimed at improving team performance. It is a philosophy of job design that sees employees as members of interdependent teams rather than as individual workers. Team building is an important factor in any environment, its focus is to specialize in bringing out the best in a team to ensure self development, positive communication, leadership skills and the ability to work closely together as a team to solve

problems. While work environments often target individuals and personal goals, with reward and recognition singling out the achievements of individual employees, with good team-building skills, employees can be united around a common goal to generate greater productivity. In the absence of teams, employees are limited to individual efforts alone but with teambuilding, workgroups evolve into cohesive units and share expectations for accomplishing group tasks, added to trust and support for one another and respect for individual differences. From the early 1980s team-based structures have been replacing the highly formalized, centralized and departmentalized mechanistic

structures that were previously the norm in work organizations. The use of teams has spread rapidly arising from the belief that the development of strong and effective production and managerial teams will lead to the potential for higher performance and increased job satisfaction. There are synergies to be gained from greater levels of involvement in the workforce. The team builder leads the team towards cohesiveness and productivity. A team takes on a life of its own and has to be regularly nurtured and maintained like individual employees. In a team-oriented environment, individuals contribute to the overall success of the organization. They work with other members of the organization to produce these results. While they have specific job functions and belong to specific departments, they are unified with other members to accomplish the overall objectives. The bigger picture drives their actions; and their functions exist to serve the bigger picture. Teamwork is fostered by respecting, encouraging, enthusing and caring for people, rather than exploiting or dictating to them. Heap (1996) affirms that the crux of the team building approach is love and spirituality which results in mutual respect, compassion, and humanity to work. People working for each other in teams are a more powerful force than skills, processes, and policies, annual appraisals, management-by-objectives etc. Teams usually become great teams when they decide to do it for themselves.



Fostering teamwork involves creating a work culture that values collaboration; where people understand and believe that thinking, planning, decisions and actions are better when done cooperatively. Creating a culture of teamwork is dependent on management communicating clearly the expectation that teamwork and collaboration are expected; modelling teamwork in their interaction with each other and the rest of the organization; members talking about and identifying the value of a teamwork culture; rewarding and recognizing teamwork; people discussions within the company emphasizing teamwork and the performance management system emphasizing and valuing teamwork. The paper examines the development of teams in organizations. It explores key issues associated with the implementation of teamwork and examines the prospects and challenges of team building to present a realistic idea of what can be achieved through teamwork.



## **CHAPTER: 02**

# **COMPANY PROFILE**



Infosys is a global leader in next-generation digital services and consulting. We enable clients in more than 56 countries to navigate their digital transformation.

With over four decades of experience in managing the systems and workings of global enterprises, we expertly steer clients, in more than 56 countries, as they navigate their digital transformation powered by cloud and AI. We enable them with an AI-first core, empower the business with agile digital at scale and drive continuous improvement with always-on learning through the transfer of digital skills, expertise, and ideas from our innovation ecosystem. We are deeply committed to being a well-governed, environmentally sustainable organization where diverse talent thrives in an inclusive workplace.

Infosys was founded by seven engineers in Pune, Maharashtra, India. Its initial capital was \$250. It was registered as Infosys Consultants Private Limited on 2 July 1981. In 1983, it relocated to Bangalore, Karnataka.

The company changed its name to Infosys Technologies Private Limited in April 1992 and to Infosys Technologies Limited when it became a public limited company in June 1992. It was renamed Infosys Limited in June 2011.

An initial public offering (IPO) was floated in February 1993 with an offer price of ₹95 (equivalent to ₹690 or US\$8.60 in 2023) per share against a book value of ₹20 (equivalent to ₹150 or US\$1.80 in 2023) per share. The IPO was undersubscribed but it was "bailed out" by US investment bank Morgan Stanley, which picked up a 13% equity stake at the offer price. Its shares were listed in June

1993 with trading opening at ₹145 (equivalent to ₹1,100 or US\$13 in 2023) per share.

Infosys shares were listed on the Nasdaq stock exchange in 1999 as American depositary receipts (ADR). It became the first Indian company to be listed on Nasdaq. The share price surged to ₹8,100 (equivalent to ₹35,000 or US\$440 in 2023) by 1999, making it the costliest share on the market at the time. At that time, Infosys was among the 20 biggest companies by market capitalization on the Nasdaq. The ADR listing was shifted from Nasdaq to NYSE Euronext to give European investors better access to the company's shares.

In July 2010, then-British Prime Minister David Cameron visited Infosys HQ in Bangalore and addressed Infosys employees.

In 2012, Infosys announced a new office in Milwaukee, Wisconsin, to serve Harley Davidson. Infosys hired 1,200 United States employees in 2011 and expanded the workforce by 2,000 employees in 2012.

## **RATIONAL OF THE RESEARCH**

### **Improving team work at Infosys**

The current work environment is less about working individually and more about working in groups and large organization are characterized by multiple groups and work is more of a group based activity and efficiency of group work is crucial in determining the success of the entire organization.

### **Leadership development in Infosys**

Pre – dominantly there is an effort to acquire a global mindset in the current work environment .global mindset .what exactly is Global Mindset cannot be properly defined and there can only be vague be definitions and closest that it can be is the ability of organizations to influence ,groups ,organizations and systems that have less similar intellectual ,social and psychological intelligence .company like Infosys having a global presence and should have a decentralized approach were more authority should be delegated rather than being limited to a core group.

### **Creating future leaders in Infosys**

Infosys leadership institute in Mysore started in 2002 is a unique venture by the company to train ‘Info scions ‘to face the complex tasks in the constantly changing work environment and bringing a strategic change by instilling leadership qualities.

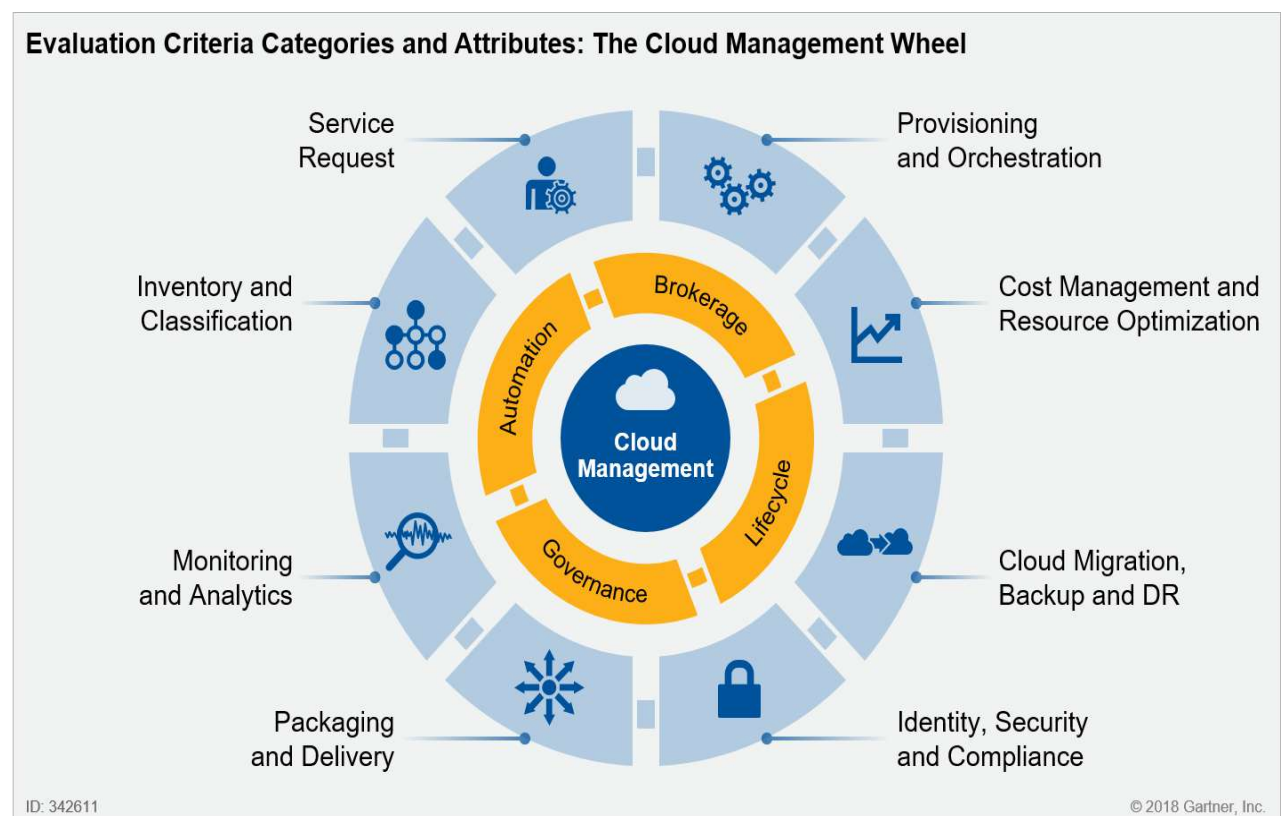
### **Implementing various theories of leadership**

Using the theories of leadership like Trait theory the management spots future leader by understanding their potential based on their current performance and analyzing their traits that can make them future leaders. They company also spots charismatic leaders and promote them

to critical positions. This helps them to retain talented leaders who can contribute further to the growth in the future.

### Performance appraisal systems

Performance appraisal systems are considered one of the most emotionally charged activities in business to assess one's contribution in business and signals he receives has a strong impact on his confidence and future performance (Thompson and Dalton 1970).



## **I. Industry structure and developments**

Software and computing technology are transforming businesses in every industry around the world in a profound and fundamental way. During fiscal 2022, we witnessed an acceleration in the adoption of digital technologies as businesses attempted to reimagine their cost structures, increase business resilience and agility, personalize experiences for their customers and employees, and launch new and disruptive products and services.

## **II. Opportunities and threats**

### **\*Our strategy**

Our clients and prospective clients are faced with transformative business opportunities due to advances in software and computing technology. These organizations are dealing with the challenge of having to reinvent their core offerings, processes and systems rapidly and position themselves as 'digitally enabled'. The journey to the digital future requires not just an understanding of new technologies and new ways of working, but a deep appreciation of existing technology landscapes, business processes and practices. Our strategy is to be a navigator for our clients as they ideate, plan and execute their journey to a digital future. In 2018,

we embraced a four-pronged strategy to strengthen our relevance with clients and drive accelerated value creation:

- Scale agile digital
- Energize the core
- Reskill our people

- Expand localization

For more information, refer to the Strategy section of the Integrated report.

### **\*COVID-19**

At Infosys, as we continue in our endeavor to fight waves of the COVID-19 pandemic, our priority remains the safety and well-being of our employees, and business continuity for our clients. Business continuity programs were tested and practiced, and the processes were proven to be resilient. We received the ISO 22301 Business Continuity Management System certification for being a company with resilient processes.

For details of our COVID-19 initiatives, refer to the Board's report in this Integrated Annual Report.

### **\*Our strengths**

We believe that we are well-positioned for the principal competitive factors in our business. With almost four decades of experience in managing the systems and workings of global enterprises, we believe we are uniquely positioned to help them steer through their digital transformation with our Digital Navigation Framework.

We offer end-to-end service offering capabilities in consulting, software application development, integration, maintenance, validation, enterprise system implementation, product engineering, infrastructure management and business process management.

We have continued to invest in Infosys Cobalt™ – a set of services, solutions and platforms for enterprises to accelerate their cloud journey. It offers 35,000 cloud assets and over 300 industry cloud solution blueprints.

We launched Infosys Equinox, our flagship digital commerce platform, a set of core micro services encompassing all digital commerce scenarios. This enables enterprises to rapidly build



and deploy features across all touchpoints and channels, without the friction and challenges associated with existing legacy platforms.

### **Driving the Transformation and Innovation Agenda**

We work with a market leader in every sector – a premium brand that is driving innovation for their customers and reliant on us to guide them on their journey to a new future forward.

From a top financial services firm to an automotive giant, a pharmaceutical innovator to a major CPG player, and an energy and utilities leader, we bring deep industry focus to help our clients reshape their sector and achieve competitive advantage.

As strategic advisors, we plan and build programs to help these enterprises operate stronger today, and prepare for tomorrow, with an acute focus on the digital business agenda.

So, how do we help companies achieve success?

- We strategize, design and implement growth programs in a seamlessly integrated way
- Our domain experts have an average of 20 years of experience transforming business from the inside out
- Our programs focus on achieving actionable results in rapid succession to help you show value to your stakeholders
- We are part of technology leader Infosys, and have access to a global network and delivery capability of 300,000 professionals that enable us to implement at scale.

## **INFOSYS A TOP IT SERVICES BRAND GLOBALY**

Infosys (NSE, BSE, NYSE: INFY), a global leader in next-generation digital services and consulting, today announced that it has been recognized as the Top 3 IT services brand globally and the fastest growing IT services brand over a 5 year period, according to Brand Finance, the world's leading brand valuation firm, in its Brand Finance Global 500 2024 report. Infosys brand value has more than doubled in last 5 years, and at over US\$14 billion in 2024, Infosys is ranked as #145 most valuable brand in the world.

Infosys' Chief Executive Officer, Salil Parekh, tops the IT services ranking in Brand Finance's Brand Guardianship Index (BGI) 2024 for the role of CEO as brand custodian and steward of long-term shareholder value. The Index is based on Brand Finance's analysis of current perceptions, tangible results of these perceptions, and investments made to support future performance.

“We are delighted with this recognition and see it as another reinforcement of Infosys living its brand promise to help its stakeholders to navigate and thrive in an AI-first world,” said **Sumit Virmani, Global Chief Marketing Officer, Infosys**. “The core purpose of our brand is to amplify human potential and create the next opportunity for everyone. With the evolution in the technology landscape, we remain committed to leveraging its shifting capabilities to move people, businesses and communities forward”.

For the third year in a row, Brand Finance has positioned Infosys among the world's top 3 most valuable IT services brands. This is a strong validation of Infosys' relevance in the fast-evolving digital services space where brands are differentiated by the credibility of their value proposition in emerging areas like generative AI and foundational technologies like cloud.

Investments like the launch of its generative AI-powered services, solutions and platforms brand – Infosys Topaz – has served to create positive association for Infosys with the next generation of digital transformation.

**David Haigh, CEO and Chairman of Brand Finance**, commented, “Progressive brands, like Infosys, continue to invest through the downturn. Infosys’ investments have included building strategic partnerships, multi-sensory experiences, and the creation of strong sub brands in emerging categories, while nurturing a strong brand and business impact framework for marketing effectiveness. I’d also like to congratulate Salil Parekh who has guided this transformation and tops the 2024 Brand Guardianship Index, in the category.”

Infosys, recently, onboarded tennis icons Rafael Nadal and Iga Świątek as brand ambassadors, and launched its ‘Champions Evolve’ campaign. With a strong track record in forging collaborations and brand partnerships to digitally reimagine tennis, these ambassadors of the sport now also credibly serve as the face of the Infosys brand.

Infosys’ focus on brand thrust is strengthening through its strategic collaborations with the Madison Square Garden, including key MSG properties New York Knicks, New York Rangers and the Madison Square Garden Arena, the ATP, Roland Garros, the Australian Open, International Tennis Hall of Fame as well as Dow Jones, The Economist, Financial Times and Bloomberg Media.

Brand Infosys continues to be guided by its larger purpose and deliver on the commitments articulated in its ESG Vision 2030. For example, Infosys Springboard – the company’s flagship reskilling program, with free digital content served globally, already has 8.5 million registered learners amplifying their skills in preparation for an AI-first future. Infosys continues to be

carbon neutral for four years now. The brand has been commended for demonstrating extraordinary leadership and community impact. Infosys was featured at #11 in Fortune's Change the World List for 2023.

Infosys is a global leader in next-generation digital services and consulting. Over 300,000 of our people work to amplify human potential and create the next opportunity for people, businesses and communities. We enable clients in more than 56 countries to navigate their digital transformation. With over four decades of experience in managing the systems and workings of global enterprises, we expertly steer clients, as they navigate their digital transformation powered by cloud and AI. We enable them with an AI-first core, empower the business with agile digital at scale and drive continuous improvement with always-on learning through the transfer of digital skills, expertise, and ideas from our innovation ecosystem. We are deeply committed to being a well-governed, environmentally sustainable organization where diverse talent thrives in an inclusive workplace.

### **Safe Harbor**

Certain statements in this release concerning our future growth prospects, or our future financial or operating performance are forward-looking statements intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results or outcomes to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding the execution of our business strategy, our ability to attract and retain personnel, our transition to hybrid work model, economic uncertainties, technological innovations such as Generative AI, the complex and evolving regulatory landscape including immigration regulation changes, our

ESG vision, our capital allocation policy and expectations concerning our market position, future operations, margins, profitability, liquidity, capital resources, and our corporate actions including acquisitions. Important factors that may cause actual results or outcomes to differ from those implied by the forward-looking statements are discussed in more detail in our US Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2023. These filings are available at [www.sec.gov](http://www.sec.gov). Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Securities and Exchange Commission and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company unless it is required by law.

### **History**

Infosys was founded by seven engineers in Pune, Maharashtra, India. Its initial capital was \$250. It was registered as Infosys Consultants Private Limited on 2 July 1983. In 1983, it relocated to Bangalore, Karnataka.

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was "bailed out" by US investment bank Morgan Stanley, which picked up a 13% equity stake at the offer price.<sup>[12]</sup> Its shares were listed in June 1993 with trading opening at ₹145 (equivalent to ₹1,100 or US\$13 in 2023) per share.

Infosys shares were listed on the Nasdaq stock exchange in 1999 as American depositary receipts (ADR). It became the first Indian company to be listed on Nasdaq. The share price surged to ₹8,100 (equivalent to ₹35,000 or US\$440 in 2023) by 1999, making it the costliest share on the market at the time. At that time, Infosys was among the 20 biggest companies by market capitalization on the Nasdaq. The ADR listing was shifted from Nasdaq to NYSE Euronext to give European investors better access to the company's shares.

In July 2010, then-British Prime Minister David Cameron visited Infosys HQ in Bangalore and addressed Infosys employees.

Infosys, Bengaluru



In 2012, Infosys announced a new office in Milwaukee, Wisconsin, to serve Harley-Davidson. Infosys hired 1,200 United States employees in 2011 and expanded the workforce by 2,000 employees in 2012.

In April 2018, Infosys announced expansion in Indianapolis, Indiana.

In July 2014, Infosys started a product subsidiary called Edge Verve Systems, focusing on enterprise software products for business operations, customer service, procurement and commerce network domains. In August 2015, assets from Finacle Global Banking Solutions were transferred from Infosys, thus becoming part of the product company Edge Verve Systems' product portfolio.

### **Products and services**

Infosys provides software development, maintenance and independent validation services to companies in finance, insurance, manufacturing and other domains.

### **Geographical presence**

As of 31 March 2018, Infosys had 82 sales and marketing offices and 123 development centres across the world with major presence in India, United States, China, Australia, Japan, Middle East and Europe. In 2019, 60%, 24%, and 3% of its revenues were derived from projects in North America, Europe, and India, respectively. The remaining 13% of revenues were derived from the rest of the world.

Infosys's presence in Russia came under scrutiny after Russia had started the invasion of Ukraine on 24 February 2022. Infosys issued a clarification stating that they did not have active

relationships with Russian firms. By November 2022, the only people working there were administrative staff helping with transferring the existing contracts to other contractors passed US\$10 million in FY 1995, US\$100 million in FY 1999, US\$1 billion in FY 2004, and US\$10 billion in FY 2017. Its most up to date report, as of Dec 2023, shows US\$18 billion.

#### Acquisitions:-

Name of the acquired company	Based in	Acquisition cost	Acquisition date	The business of an acquired company
Expert Information Services	Australia	US\$23 million	Dec 2003	IT service provider
McCamish Systems	USA	US\$38 million	Dec 2009	Insurance and financial services
Portland Group	Australia	AUD 37 million	Jan 2012	Strategic sourcing and category management
Lodestone Holding AG	Switzerland	US\$345 million	Sep 2012 <sup>1</sup>	Management consultancy



Panaya	Israel	US\$200 million	Mar 2015	Automation technology
Skava	USA	US\$120 million	Apr 2015	Digital experience solutions
Noah-Consulting	USA	US\$70 million	Nov 2015	Information management consulting services
Sky tree	USA	Undisclosed amount	Apr 2017	Machine learning
Brilliant Basics	UK	GBP 7.5 million	Aug 2017	Product design and customer experience
Fluido Oy	Finland	EUR 65 million	Oct 2018	Salesforce advisor and consulting partner
WongDoody	USA	US\$75 million	Jan 2019	Advertising and creative strategy services

Stater N.V.	Netherlands	EUR 127.5 million	Apr 2019	Mortgage services
Simplus	USA-AU	TBD	Feb 2020	Salesforce Partner
Kaleidoscope	USA	US\$42 million	Sep 2020	Product design and development
Guide Vision	Czech Republic	EUR 30 million	Oct 2020	ServiceNow partner
Oddity	Germany	EUR 50 million	Mar 2022	Digital marketing, Experience, and Commerce agencies
BASE life science	Denmark	EUR 110 million	Jul 2022	Life science consulting and technology
In Semi	<u>Bangalore</u>	Rs 280 Crore	January 2024	Leading Semiconductor Design Services Provider

### **Listing and shareholding pattern**

In India, shares of Infosys are listed on the BSE where it is a part of the BSE SENSEX and the NSE where it is a NIFTY 50 Constituent. Its shares are listed by way of American depositary receipts (ADRs) at the New York Stock Exchange

Over a period of time, the shareholding of its promoters has gradually reduced, starting from June 1993 when its shares were first listed. The promoters' holdings reduced further when Infosys became the first Indian-registered company to list Employees Stock Options Schemes and ADRs on NASDAQ on 11 March 1999. As of 29 July 2021, the promoter holding was 12.95%, foreign institutional investors (FIIs) hold 33.39%, and domestic institutional investors (DIIs) hold 21.98%.

#### **Infosys shareholding and stake holder's pattern (as of 4 September 2023)**

<b>Shareholders</b>	<b>Shareholding</b>
<u>Promoters group</u>	14.94%
Foreign institutional investors (FII)	33.44%
Domestic institutional investors (DII)	34.86%

**Infosys shareholding and stake holder's pattern (as of 4 September 2023)**

<b>Shareholders</b>	<b>Shareholding</b>
Public	16.44%
Others	0.32%
Total	100.00%

## **CHAPTER :03**

# **RATIONALE OF THE RESEARCH**

**Value systems in Infosys**

At stretch its competency beyond the stream of technology Infosys has designed core value systems that define the behaviour within the organisation. After studying the value system of managers in several American firms commented that the personal belief system of individual managers can make difference to an organisation at large as to how he evaluates information and arrives at a decision. Understanding customer value systems is also important to the success as to understand their consumption patterns and the cultural patterns which shape their consumer behaviour as an individual and as a group. The value system of Infosys is designed to achieve long term competencies in the industry.

**Customer delight:**

- To lead by example and excess customer expectation
- Leadership example, A constant effort to set standards within the industry in the way they do business and to build motivation within the employees to work towards a goal.
- Integrity and transparency, to be transparent in dealing with customer and discarding unethical practices within the organisation. The example being one of the few companies following high disclosure norms like making no forward-looking statements in the stock market.

**Fairness:**

Trying to be objective and delivering on expectations and in the process earning the respect of the clients and the shareholders. Infosys has exceeded the guidance in the current quarter with

revenues of more than 5741 crore Indian rupees. When management expectation was 5423 crores.

The company constantly tries to innovate in an extremely competitive industry. Infosys has grown to become a company with a market cap of more than 32 billion as of date emerged from being a small-time company in the 90s mainly due to its unique management policies and quality of leadership that helped employees to work as a team and contribute effectively to the organisation. As a public listed company, it sets realistic targets of growth which the employees feel achievable. The competitive nature of the industry and the opening of multiple options for the employees is seen as reasons for the high attrition rates within the industry. For example, software sector witnessed high attrition rates in the range of 25 -35% especially in the business process outsourcing industry when compared to the manufacturing industry.

### **Improving team work at Infosys:**

The current work environment is less about working individually and more about working in groups. Large organisations are characterised by multiple groups and work is more of a group-based activity and efficiency of group work is crucial in determining the success of the entire organisation. Team work is co-operative effort by a group of people to achieve a common goal. Team work has shaped our work culture and through the history has lived, loved and worked together in groups the organisation culture performance is normally managed and assessed by customer satisfaction and sales growth .as the needs of the business grows and when the organisation becomes bigger it is important to build people management and appraisal systems to assess the success of group work. The most guaranteed way of improving performance is by identifying all aspects of the group behaviour and trying to promote those aspects that significantly create more value for the organisation. The management should encourage innovative ideas that create opportunities for value addition. In instep programme at Infosys is

targeted at creating valuable ideas that can drive the organisation forward, it brings the best talents from diverse streams to partner with the organisation develop their employees in enhancing their intellectual faculty. The company can adopt similar policies implemented in Vodafone through 'Vodafone Malta' which facilitates the process of research in the company by promoting employees with a passion to innovate. This has helped to design effective tariff structures within the company and make advanced networking equipment and improve supply chain, Management Research and Development is one of the core areas where the company tries to achieve competency, according to estimates around 2.5 % of GDP was spent on R&D in the year 2005. Especially in areas like pharmaceuticals the ability to launch new products is important in defining the success of companies.

Considering the benefit of team working and its existence at all levels of the organisation, every team has to be dealt with in nature of its strategic importance, the management have more to do with the routine functioning of the company, strategic planning teams are more involved with shaping the overall longer-term strategy of the company. Writing a quote in comparing the organisational behaviour in leading Indian IT companies Peter Drucker commented that Management is a function, a discipline, a task to be done, and managers practice this discipline, carry out functions and discharge these tasks". The study outlining the job of managers stated the prime functions as planning, organizing, directing and controlling. The main functions of managers after studying Managers of three organisations were outlined as co-ordination and integration between different layers of employees that functions in the IT industry.

### **Facilitating Group cohesiveness in Infosys:**

Group cohesiveness increases the productivity and motivation to work within a group according to cohesiveness is described as the degree to which group members are attracted to work together and stay together as a group. The role of first-time managers has gone through



significant change over the last few years in the company has adopted the Managers in Charge (MIC). Where there is an effort to decentralise the management system and delegating more authority to first time managers. This method initially employed by Japanese producers was found to be cost-effective, more focussed and flexible in contemporary work environment. Research in this stream has proved that this increases more facilitative and empowering type of leadership and is more strategic rather than being functional. The success of the team work is depended on how effectively the goals are communicated and defined and the appropriate training that develops the overall capabilities of the employees and brings them closer to the organisational goal.

### **Performance management and appraisal:**

Right from the beginning the work of the employees are managed effectively and constantly evolved in the organisation. The peer satisfaction report is the key input were, the feedback from the peers used to generate critical inputs about the employees. The evaluation of the task assigned to the employee forms the key part of the performance appraisal in Infosys. Team work is monitored through various developmental stages of team work. The forming stages should be more focussed on giving vision to the group a employees should have good listening skills and build interdependency and form the initial ground rules of team building storming stage involves initial group debates and expressions of conflict within the group. The group has to be reminded of team mission and goals in the Norming stage the group need present regular feedback of the team work and has to search for solutions to improve the current performance. The adjourning is common in Projects they dissolve after achieving the mission. In this stage the success of the project needs to be studied and how it has contributed to the bottom line of the company.

### **Leadership development in Infosys:**

Pre – dominantly there is an effort to acquire a global mindset in the current work environment .global mindset .what exactly is Global Mindset cannot be properly defined and there can only be vague be definitions and closest that it can be is the ability of organisations to influence ,groups ,organisations and systems that have less similar intellectual ,social and psychological intelligence .company like Infosys having a global presence and should have a decentralised approach were more authority should be delegated rather than being limited to a core group.

### **Creating future leaders in Infosys:**

Infosys leadership institute in Mysore started in 2002 is a unique venture by the company to train ‘Info scions ‘to face the complex tasks in the constantly changing work environment and bringing a strategic change by instilling leadership qualities. Meeting the financial targets is crucial for a company like Infosys which seeks to achieve financial targets by facilitating the process of corporate learning and coupling the strategic organisation goals with the learning infrastructure targeted to improve financial goals. The company received the corporate excellence Award recently and can be seen as a testimonial to its efforts to bring innovative management practices.

### **Following the several theories in Leadership the company has tried to implement these in the work environment:**

- Generic Group
- Focus Group
- Premise
- Major concerns
- Great man Trait theory

- Identifying the traits and potential leaders for the future
- Primary source of
- leadership effectiveness
- lay in the personal
- Traits of leaders
- Behavioural Theories
- What do Leaders do
- Identify determinants of behaviour of leaders
- Does not address the situation, the followers
- Contingency Theory
- Interactions between the quality of leaders and the situational factors
- The appropriate leadership style is dependent on the situation and other factors
- The categorisation of situations at a meta level
- Leadership is rooted in leaders and is a capability partly inherited and partly acquired/  
acquirable
- Current status

### **Implementing various theories of leadership:**

Using the theories of leadership like Trait theory the management spots future leader by understanding their potential based on their current performance and analysing their traits that can make them future leaders. They company also spots charismatic leaders and promote them to critical positions. This helps them to retain talented leaders who can contribute further to the growth in the future.

**The leadership development programme has outlined three core areas to develop its competencies they are:**

- Work
- People
- Technology

Using the abilities in technology and the competencies of the human capital and leveraging both effectively and strategically can best define the leadership programme in Infosys. Mentoring new recruits and helping them aligning with the organisational goals helps the company to achieve their project targets much easier. There is an effort to increase the morale is increased by sharing the success with members of the core team and rewarding them with bonuses. Infosys was one of the first companies give away huge benefits With Their ESOP systems.

**The IC workshops:**

The Infosys cultural workshops the employee engagement programme in Infosys were there are frequent interactions with employees from different cultural backgrounds working within Infosys. This is intended to foster the spirit of camaraderie and to reinforce a common work culture within the organization.

**Performance appraisal systems:**

Performance appraisal systems are considered one of the most emotionally charged activities in business to asses one's contribution in business and signals he receive has strong impact on his confidence and future performance. The Infosys feedback systems are tries to make crucial behavioural interventions in the work place based on the feedback which is formal and

informal, these feedbacks are analysed to bring out an effective and workable plan which is suitable for the organisation .one of the things lacking in such an interface is that those who receive negative feedback can be spotted as bad performers and will find it difficult to improve their performance.

**SCOPE:**

1. To lead by example and excess customer expectation
2. To understand the leadership roles played by the employes in Infosys
3. To be transparent in dealing with customer and discarding unethical practices within the organization.

**OBJECTIVES:**

1. To understand the role of an HR in recruiting and hiring of right employees for their company.
2. To study the team-based goals and metrics, as well as conducting regular performance evaluations to identify areas of improvement in a company.
3. To study the understanding of the different types of teams and how to build them effectively.
4. To Study the strategies and techniques for identifying team players.

**HYPOTHESIS:**

**H<sub>0</sub>:** If Infosys doesn't follow effective team building, it's productivity will not increase.

**H<sub>1</sub>:** If Infosys follows effective team building, it's productivity increases.

## **CHAPTER :04**

# **DATA ANALYSIS**

**PRIMARY DATA****Reviews by the employees:**

- 1) **Pushp Sharma** :- Former Technology Analyst at Infosys Limited (2015–2020)  
Upvoted by Pavan Bengaluru, former Operations Executive at Infosys Limited (2018-2020).
  - Heavy deduction from CTC - First you will get standard salary. It will be less than Accenture (MNC). Then they keep your basic salary high just to make sure PF percentage will be higher. Thus, you will never know how much employer is deducting and adding in your own PF. PF is deducted from your CTC twice, once that you will contribute and other your employer will. But your employer is not contributing anything from their side but from your CTC only and that PF percentage will be 50% or less.
  - Infosys business Model - Infosys is not company but shopping mall. They will deduct welfare fund from salary around 400 or more depending upon your designation. This is compulsory. These charges are for drinking water, tea from machine and knows what other things but everything is paid. Then there are parking charges 600 for car and 300 for bike. If you want to avail any other facility like pool, badminton, swimming pool, then 500 extra will be deducted from salary. Every breath you take inside campus will cost you from your salary. Then there is employee welfare fund of 100rs. They are running a shopping mall not company. At the end, you will get very less in hand salary because they have best CA hired to make your CTC.

- Completely mismanaged project - Although everyone in Infosys is now agile certified but hardly any projects follow agile methodology. They fool the client by adding more than required TA, Project lead, managers, Senior manager and tons of freshers just to get extra money from clients. Managers have no idea how to handle client, how to handle team and most important how to run the project. In my 5 years span. Infosys because they did not manage it well. Now, they are doing heavy cost cutting to improve their revenue since Vishal Sikka left. In coming years, they are going to face heavy losses in their revenue or trust nit only among client but among employees. It's a shit company honestly. Working model is shittiest.
- Competency has zero value - No one gives a shit how good you are in your skills if you don't know how lick your senior asses, well this is common today in almost every Indian IT company but it was not expected from Infosys. Manager's way of treating juniors especially freshers is much worst. They don't know how to speak or interact with juniors which adds mote frustration among employees.

2) **Deependra Tomar** :- Systems Engineer Specialist at Infosys Limited, Specialist Programmer at Infosys Limited (2021-present)5y

I joined Infosys as a lateral and hence my answer will be more for people who are joining Infosys after 3–4 years of experience.

- Training - For freshers, what I have read till now, heard from other colleagues who are in company since beginning of their career that it has best training. But pay during the training period will be very less.



- Projects - As what I see company has good enough projects. However, there can be chances that you will have to learn new technical skill, or move to project of different domain if available projects for your trained domain are less. This mostly doesn't happen with laterals.
- Salary - Joining as a lateral you will get salary offer as per industry standard, but after hike in company is at lower edge of Industry standard. Most other IT MNCs have better hike than Infosys.
- Work Culture - This I personally find plus point here. Flexibility is more, and you will have better work-life balance. This experience can be different for others depending on what kind of project and manager they are dealing with. For me it is more on the chill end. Company has 9 working from home days each month which you can have considered you're not in a secure project where it is mandatory to work from a secure ODC location.
- Facilities - Facilities are good. Each Infosys office is mostly a campus and they have their own infrastructure. Good quality facilities for swimming, Gym, badminton, Bowling, Basketball, Cricket ground, Squash, and other recreational options. Other facilities like salon, mart, laundry, CCD in campus, ICICI bank, Mobile network providers all available inside campus. The whole campus will be a big park.

- Growth - As a company Infosys is on growth and hence more and more opportunities are for employees too. But office politics as pointed out by many can be factor for you to not get these. So, visibility for your good work is very important here and you will have to fight.
- Policies - Company has both good and bad policies. Leave policy needs to be better (No sick leave). WFH policy is plus point, 9.25 hours work hour balance every quarter is headache for many, but if you're in project where there is good enough work then your Work from Home hours and duty hours will easily give you this average.
- Overall, I am happy that I chose to join Infosys as that time I wanted to have some better work-life balance with decent hike in my salary. I got both.

## **SECONDARY DATA**

### **WFH: Best practices for team building among remote teams**

Until 2019, remote working was a privilege available to a select few, with only 7% of workplaces offering remote or flexible work culture. Everything changed with the COVID-19 pandemic, which forced businesses to either go remote or shut down. And, as the benefits of remote teams became apparent, remote — or at least hybrid — working became the norm, with 95% of companies focusing on building remote teams.

Remote teams, however, are not without challenges. Building remote teams and maintaining remote work culture has been a real issue for companies in the absence of in-person interactions with the team. As a result, HR professionals are dealing with employees feeling isolated and separated, struggling to build, maintain, and enhance corporate culture while working with remote teams.

### **Remote work culture and its significance:-**

How you perceive corporate culture differs from company to company. It can simply be the way things work or a complex amalgamation of values, beliefs, goals, norms, and behaviours. However, irrespective of how you perceive corporate culture, it shapes an employee's day-to-day experience, outlines acceptable behaviours, and demonstrates the overall attitude across the company. Positive company culture is a crucial contributor to employee recruitment and retention. But it is tough to transpose this company culture directly to remote teams, making the transition to remote work culture challenging. Best practices to build and enhance remote work culture

A strong remote work culture helps employees stay connected, foster communication, and build trust with remote teams. It creates a sense of belonging among employees even without in-person interactions. This contributes to a positive day-to-day experience, increases engagement, and boosts employee morale so you can attract and retain talent in today's changing world. Therefore, to brand yourself as the employer of choice in the current environment, focusing on building remote teams and remote team culture is essential. To start building a robust remote culture, you can:

- Focus on opportunities, not challenges
- Focus on building trust
- Trust is crucial when working with remote teams. A fundamental building block of remote work culture is leaders and team members trusting each other. Give your employees autonomy and trust them to be productive instead of micromanaging them.
- Set clear goals and expectations: Adapting to remote work culture needs renegotiation and redefinition of goals and expectations. You cannot expect to translate in-office expectations and goals to a remote workplace. Understand the opportunities and limitations of working with remote teams, eliminate unnecessary barriers to productivity, and set SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals based on shared values and objectives.
- Make meetings count: Videoconferencing fatigue is a real concern for remote teams with an endless string of online meetings. Try to keep the meetings on point,

purposeful, and concise. But don't forget to build time for casual conversations during the discussions; this can help the team connect with each other without the need for in-person interactions.

- Focus on employee feedback: Regular feedback from employees helps you understand what factors are working and what need modifications. Also, you can identify, assess, and resolve any challenges affecting the employees to improve the remote work environment.
- Create employee-centric spaces: Employee-centric spaces — such as online groups, chat rooms, and resource centres — not only help employees stay connected on work-related matters but facilitate socialisation outside work as well. This helps build a sense of community among the employees and strong remote teams.

### **Team Building Activities Conducted for Employees**

#### **1) Problem-Solving Challenges:**

- Challenge: Teams encounter intricate problems #demanding innovative solutions.
- Solution: Engage your team in problem-solving escapades, from unravelling riddles to tackling real-world business conundrums. These exercises nurture critical thinking and collaborative spirit.

**2) Trust-Building Exercises:**

- **Challenge:** Trust serves as the bedrock of a formidable team, yet building it is an arduous journey.
- **Solution:** Implement trust-building exercises such as the classic "trust fall" or immersive wilderness challenges akin to Infosys'. These endeavours forge bonds that transcend the confines of the workplace.

**3) Teamwork Through Art:**

- **Challenge:** Fostering synergy within a diverse team poses a formidable task.
- **Solution:** Encourage collaborative ventures in creative domains, be it painting murals or crafting masterpieces. These endeavours underscore the value of diversity in achieving collective goals.

**4) Outdoor Adventures:**

- **Challenge:** A change in scenery often heralds a shift in perspective.
- **Solution:** Organize outdoor escapades like hiking expeditions or camping sojourns. These activities instil problem-solving acumen, teamwork, and adaptability in an unfamiliar milieu.

**5) Volunteering Together:**

- **Challenge:** Team building transcends the team's boundaries.
- **Solution:** Embark on community service or volunteering endeavours Collaborating to effect positive change fosters a sense of unity and shared purpose.

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**CHAPTER-5**  
**FINDINGS**

## **FINDINGS**

1. It is found the employees are mostly satisfied with the HR practices done to improve team building.
2. The references mentioned here says it all that team building is followed in Infosys.
3. Team Interactions and Managers Connect sessions are done to the build team and know each other's positives and negatives.
4. Value System at the work place helps the employees building in the togetherness to achieve the goals effectively which shows team management.

## **HYPOTHESIS TESTING:**

**H0:** If Infosys doesn't follow effective team building, it's productivity will not increase.

**H1:** If Infosys follows effective team building, it's productivity increases.

From the above research study conducted during my research work it is found that among the above mentioned hypothesis, Hypothesis H1 i.e. "If Infosys follows effective team building it's productivity increases" is found to be true hence accepted and H0 i.e. "If Infosys doesn't follow effective team building its productivity will not increase" is rejected.

## **CHAPTER-05**

## **CONCLUSION**

## CONCLUSION

The calculated contemplating valuation of HR is still in a creating stage. No model of HR bookkeeping is acknowledged by the bookkeeping bodies everywhere throughout the world. Notwithstanding, still we discover some use of Lev and Schwartz model in the vast majority of the open division units and IT based segments. The instance of Infosys gives as an unmistakable picture about the benefits and de-benefits of this model. In any case, in other information-based segments where HR are viewed as the key components for checking the business exercises to go to their objectives effectively, may not be disregarded this side. Consequently, considering the incredible noteworthiness of HRA legitimate commencement ought to be taken by the administration alongside that other expert and bookkeeping bodies both at the national and global dimensions for the estimation and detailing of such important resources. Infosys follows effective team management and team building and the employees are seen satisfied with the working atmosphere in the work place of Infosys.

## **CHAPTER-06**

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## **BIBLIOGRAPHY**

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- Predictive HR Analytics: Mastering The HR Metric- Dr. Martin Edwards and Kristen Edwards.

### **NEWS PAPER**

- Business Line
- Business Standard
- Financial Express

### **WEBSITES**

- <https://www.infosys.com/>
- <https://career.infosys.com/joblist>
- <https://www.infosys.org/infosys-foundation.html>
- <https://www.infosys.com/about.html>