July 17th , 2021

Dear Harini E,

This has reference to your application and subsequent interview with us. We are pleased to offer you the position of **Technical Intern** in our organization on the following terms and conditions:

- You are required to join us for an assignment as **Technical Intern** on or **1-September-2021** beyond which, this offer would stand automatically withdrawn.
- Your assignment will terminate on **30-June-2022**.
- You will receive a Monthly Stipend of **INR. 35,000/-** (Thirty Five Thousand Only) per month during your assignment. Please note that during your assignment period you will not be entitled to any other service benefits.
- Information pertaining to the Company's operations shall remain secret and safeguarded by you. On joining for assignment, a formal agreement to effect non-disclosure of confidential information and intellectual property etc. shall be executed by you.
- Kindly note, this is a limited period Intern offer only and, may not be construed as an offer of permanent employment with NXP India Pvt. Ltd.
- Your services shall be terminable by either party giving the other one month's written notice. Company may, however, reduce this notice period at its discretion by accepting one month's gross salary in lieu thereof.
- All other details of your assignments will be discussed by your Supervising Manager on your joining.

Kindly sign one copy as a token of your acceptance of this Intern offer and return us the same. We wish you all the best for the successful completion of your project.

Yours truly,
For NXP India Pvt. Ltd
Authorized Signatory

Sanjeev Sharma

I understand and accept the terms of Internship as set out above by NXP India Pvt. Ltd.

Harini E
---------- (Signature)

NXP India Private Limited
CIN: U72900KA2004PTC101034
Plot: No. 2 & 3, Sector-16-A, Noida —201301, U.P., India
Tel: +91 120 395 0000, Fax: +91 120 395 5199
Email: Contact.India@nxp.com Website: http://www.nxp.com
Regd. Office: Ground Floor, Manyata Tech Park,, Greenheart Phase-III,Nagawara,
Bengaluru, Karnataka, India, 560045

SAMSUNG

Samsung R&D Institute India – Bangalore Pvt. Ltd.
2870, Phoenix Building,
Bagmane Constellation Business Park,
Outer Ring Road Doddanekundi Circle,
Bangalore-560037

Date: September 21, 2021

Dear Magodu Balaji Ganesh Kumar,

Congratulations! We are pleased to offer you the position of **"Student Trainee"** at Samsung Semiconductor India Research ("SSIR"), a Division of Samsung R&D Institute India – Bangalore ("SRIB") from **21 September 2021 to 24 June 2022**.

Stipend and Benefits:

1. You will be entitled to a stipend of **INR. 50,000/-** per month.
2. You are eligible to use the company transport (to and from the company) and cafeteria free of cost.
3. You will be covered under the **Group Personal Accident Insurance Policy** (as per the company policy).

Please bring a copy of all your testimonials along with the originals for verification on the date of joining.

We trust that this internship will be mutually beneficial to you and to Samsung. We look forward to welcoming you to Samsung very soon!

For Samsung Semiconductor India Research ("SSIR"), a Division of Samsung R&D Institute India – Bangalore ("SRIB")

Naveen Kumar N

Naveen Kumar N
Associate Director

I Accept :
Date :

Shortlisted candidates for internship

Tue, Aug 17, 2021 at 3:03 PM

Tushar S Borkar <tushar.epe20@bmsce.ac.in>
To: Abhishek G A <abhishek.epe20@bmsce.ac.in>, Ankush K M <ankush.epe20@bmsce.ac.in>, DEEPAK SAGAR B S <deepak.epe20@bmsce.ac.in>, Gurupraseth R G <guruprasad.epe20@bmsce.ac.in>, HARKISHAN B HANUMANNAVAR <harikishan.epe20@bmsce.ac.in>, Latha G <latha.epe20@bmsce.ac.in>, MANOJ KUMAR S <manoj.epe20@bmsce.ac.in>, NIKHIL KUMAR <nikhil.epe20@bmsce.ac.in>, Rakesh B <rakesh.epe20@bmsce.ac.in>, Rohini J P <rohini.epe20@bmsce.ac.in>, SAGARKUMAR G S <sagar.epe20@bmsce.ac.in>, SHAMANTH Y <shamanth.epe20@bmsce.ac.in>, Shree Krishna Devaraya <shree.epe20@bmsce.ac.in>, Shubham Dongare <shubham.epe20@bmsce.ac.in>, Suman C K <suman.epe20@bmsce.ac.in>, Vishal H J <vishal.epe20@bmsce.ac.in>

CONTINENTAL

Concerned coordinator inform students and take offer acceptance and share by tomorrow 9 am

Dear Pradeepa

We would like to consider these candidates for internship. Please confirm their joining dates.

Abhishek

Ankush

Rohini

Best Regards

Continental Automotive Components (India) Private Limited

With Warm Regards
Shubha BR
Dept of Placement & Training
BMS College of Engineering
Tel No: 22423789

RSHR/2021-22/D/005

Date: 03/Sep/2021

To,
Mr. Guruprasad Naik G
Sri Venkatadri Nilaya,
G.B.N. Road, Guruvadershalli,
Tumkur, Karnataka - 572132

Subject: Internship offer

We are pleased to offer you the position of Intern with ROHM Semiconductor India Pvt Ltd, for the period Sep 2021 to Jul 2022.

Your internship shall be subject to the following terms and conditions:

Position Title	: Intern
Start Date	: 6th Sep 2021
End Date	: 31st Jul 2022
Location	: ROHM Semiconductor India Pvt Ltd Unit 4B & 5, Level-2, Bagmane Laurel, Block B, Bagmane Tech Park, C.V. Raman Nagar, Byrasandra, Bangalore - 560093.
Project	: Battery Management System
Guide	: Mr. R Harshavardhan Reddy

Reports Delivery: Final report has to be reviewed & authorised by Project Guide and a copy of authorised report has to be submitted to ROHM.

Financial Assistance: **Rs. 14,000** will be paid monthly towards reimbursement / to offset the expenses such as travel and food during the period of internship.

Conditions of the Agreement:

1. The internship is related to an academic purpose and does not guarantee any type of employment with the Company, upon completion of the program.
2. The learning received by the Intern from the internship program is for the express benefit of the Intern.
3. The Intern does not replace or displace any employee of the Company.
4. The Intern will receive direct and close supervision by an appropriate supervisor.
5. The Company does not derive an immediate advantage from the activities performed by the Intern.

The Intern specifically agrees to and acknowledges the following:

- Company may at any time in its sole discretion, terminate the internship without notice or cause.
- Intern will maintain a regular internship schedule determined by the Intern and their supervisor.
- Intern will demonstrate honesty, punctuality, courtesy, cooperative attitude, proper health and grooming habits, appropriate dress and a willingness to learn.

BELBIRD TECHNOLOGIES PVT. LTD.

To

Dr. Uday S

Electrical and Electronics Engineering (Power Electronics)

Internship Coordinator

BMS College of Engineering

Bangalore

Sub: Engagement of Internship

Dear Madam

We are happy to engage Shubham Dongare and Harikishan B Hanumanavar at our company Belbird Technologies. They will be working on high frequency UPS modules. They will be inducted stipend amount for period of 11 months from 1st September 2021 to 31st July 2022.

During the above period they will be working at Belbird and BMSCE to optimize available resources.

We wish both the Shubham and Harikishan lot of successes in developing state of art power electronics products.

With best regards

Your sincerely

(Dr. Priyaranjan Mishra)

Director

Belbird Technologies Private Limited

Regd. Off: #102 - Jeevika Enclave, Subhagyanagar Palya, C.V.Raman Nagar, Bangalore - 560093
Corp. Off: "Srividhi", No. 40, 5th Cross, 3rd Main Road, Seshadripuram, Banaswadi, Bangalore - 560004
Phones: +91 98455 33684 / +91 99864 96004 / +91 80 4300 9360 e-mail: info@belbird.com
CIN: U74999KA2018PTC113745 GSTIN: 29AAHCB6741F1ZH

CENTUM

[illegible]

[illegible]

Dear Little G,

Sub: Permission for Internship

We hereby to inform you that Mr. Little G is granted permission to undertake Internship with Centum Electronics Limited which is located in Bangalore.

We request you to maintain the organization dignity and follow the rules and regulations of the company during your tenure with us. You needs to maintain the confidentiality of information gathered during the internship and use only for academic purpose. Needs to make a stay and travel arrangements and you will not be eligible for any benefits from the company.

Thanks and Regards,

For Centum Electronics Limited

Authorized Signatory

[illegible]

CENTUM

Mr Nikhil Kumar

[illegible] College of Engineering

[illegible]

[illegible]

[illegible] December 2021

Dear Nikhil Kumar,

Sub: Permission for Internship

We hereby to inform you that Mr Nikhil Kumar is granted permission to undertake Internship with Centum Electronics Limited which is located in Bangalore.

We request you to maintain the organization dignity and follow the rules and regulations of the company during your tenure with us. You needs to maintain the confidentiality of information gathered during the Fieldwork and use only for academic purpose. Needs to make own stay and transport arrangement and you will not be eligible for any benefits from the company.

Thanks and Regards,

For Centum Electronics Limited

Authorized Signatory

Centum Electronics Limited
46, KIAB Industrial Area, Yelahanka New Town, Bangalore - 560 106, Karnataka, India
Tel +91-(080-4143-4000 Fax +91-(080-4143-4099 www.centumelectronics.com
CIN - L85110KA1983PLC013809

BorgWarner

BorgWarner India Private Limited

Technical Center India
3rd Floor, Kalyani Platina
Block I, No. 24, EPIP Zone
Phase II, No 6 +24
Kundalahalli Village K R
Bengaluru (Bangalore)

Registered Office
Kh. No 127/2, Lower Ground
Floor village Kapashera
Near Deep Plaza New Delhi
- 110037 India

Tel +91 080 37133455

BorgWarner

February 4, 2022

To whom so ever it may concern

This is to certify that **Rakesh B** who is associated with **BorgWarner India Pvt Ltd** have successfully completed **4 months** out of internship duration of 1 year (2021-2022)

He is working as Intern with us from **06th Oct 2021**. During this tenure the trainee has worked on project "**Developing a User guide for Vector CAST Target Based Unit Testing and Vector CAST Target Based Unit Testing for HD ECM Program**"

The above project intern is being mentored by **Rathna Paramesh** under the guidance of **Sundar B T Engineering Manager**, BorgWarner India Pvt Ltd

Sincerely,

Shikha Agarwal
Human Resources Leader

CIN: U74999DL2017FTC324593

M

OFFER OF INTERNSHIP

Vishnu Kumar S R <vishnukumar.sr@aldfi.co.in>

Tue, 7 Sept 2021 at 09:10

To: Abhishek <abhishek@xxxxxx.ac.in>

Cc: Usha <usha.xxx@xxxxxx.ac.in>, Shivkumar K N (HR) <shivkumar@aldfi.co.in>, Mrinali Amol Kumar <xxxxxx@aldfi.co.in>, Sophia S N <xxxxxx.ps@aldfi.co.in>, Pavithra J B <pavithra.jr@aldfi.co.in>, Rakesh Sundar <rakesh.s@aldfi.co.in>, Monica Dey <monica.d@aldfi.co.in>, Aruna Devi S <aruna@aldfi.co.in>

Dear Sir/ma'am,

1) The following documents / details are required on your reporting date at 09:00 AM on Wednesday, 15th September 2021 at the below mentioned address:

Alpha Design Technologies Pvt. Ltd.,

"Vishwastha"

27/1, Bellevue Colony,

4th Main, 100 Feet Road,

Indiranagar,

Bangalore – 560 038.

Land Mark: Close to SSB International School, Next to Udupi Park Restaurant

Contact Person - Ms. Aruna – 080-42556503 / 953 / 956

a) All original testimonials / certificates pertaining to your education (for verification & return)

b) Certificate from your College pertaining to Internship

c) Original AADHAAR card, mandatory (for verification & return)

d) Photocopies of the above (a),(b) & (c)

e) 02 Passport size photographs of self

f) Certificate for COVID-19 Vaccination

2. Kindly acknowledge receipt.

BorgWarner India Private Limited

Technical Centre India
3rd Floor, Kalyani Platina
Block I, No. 24, EPIP Zone
Phase II, No 5 +24
Kundalahalli, Village K R
Bengaluru (Bangalore)

Registered Office
KH. No 127/1, Lower Ground
Palam Village Rajokhiriya
Near Deep Place New Delhi
110037 India

Tel +91 080 31123455

BorgWarner

February 5, 2022

To whom so ever it may concern

This is to certify that **Mr. Sagarkumar G S** who is associated with **BorgWarner India Pvt Ltd** have successfully completed **4 Months** out of internship duration of **1 year (2021-2022)**

He is working as **Intern** with us from **06th Oct 2021**. During this tenure the trainee has worked on project "**Functional Testing and Validation of OBD**"

The above project intern is being mentored by **Mr. Raghunandan Kuram** under the guidance of **Mr. Raghavendra Kulkarni**, Engineering Group Manager BorgWarner India Pvt Ltd

Sincerely,

Shikha Agarwal
Human Resources Leader

CENTUM

Mr Shamanth Y

BMS College of Engineering

Bull Temple Road

Bangalore-560019

22nd December 2015

Dear Shamanth Y,

Sub: Permission for Internship

We hereby to inform you that Mr Shamanth Y is granted permission to undertake Internship with Centum Electronics Limited which is located in Bangalore.

We request you to maintain the organization dignity and follow the rules and regulations of the company during your tenure with us. You needs to maintain the confidentiality of information gathered during the Fieldwork and use only for academic purpose. Needs to make own stay and transport arrangement and you will not be eligible for any benefits from the company.

Thanks and Regards,

For Centum Electronics Limited

Authorized Signatory

Centum Electronics Limited
#44, KIAB Industrial Area, Malleshpalya New Town, Bangalore - 560 075, Karnataka, India.
Tel +91-(080)-4141-4000 **Fax** +91-(080)-4141-4007 www.centumelectronics.com
CIN - U85110KA1985PLC213853

Assignment	Internship
Start Date	16 Nov 2021
End Date	17 June 2022
Stipend Amount	INR 35,000 p.m.
Location	#88, Sahasrashree ,EPIP ZONE, Whitefield Road, Bangalore - 560066

For TE Connectivity India Pvt Ltd
Sushmitha Kundala.
Manager Engineering

STRICTLY CONFIDENTIAL

·APTIV·

Technical Center India

Suman CK

9th Dec 2022

Dear Suman,

Project Intern

This has reference to your application and subsequent interview.

Aptiv Components India Pvt Ltd is pleases to offer you an Internship opportunity as a project Intern from 25th Aug 2021 to 30th Jun 2022. During the period of your training you will receive a scholarship of INR Rs. 25,000/-pm.

We hope that this internship opportunity will help you for your future higher studies.

Further, you may be required to sign a Non-Disclosure Agreement or any other document in regards to protection of company's Intellectual Property/Trade Mark, etc.

Sincerely

Sujatha Subramanian

ASUX India Site HR Lead

Aptiv Components India Private Limited (formerly known as Delphi Automotive Systems Private Limited)
Technical Center India
Kalyani Platina, Block I, No. 24, EPIP Zone Phase II, Whitefield, Bangalore - 560066, INDIA
Tel: (91) 80 3802 9000 Fax : (91) 80 3077 7803
Registered Office : P – 24 Green Park Ext., New Delhi 110 016 INDIA
CIN: U74899DL1995PTC067296

BMSCE

Tushar S Borkar <tushar.epe20@bmsce.ac.in>

OFFER OF INTERNSHIP

2 messages

Kishore Kumar S R <kishorekumar.sr@adtl.co.in> Wed, Aug 25, 2021 at 3:53 PM
To: "tushar.epe20@bmsce.ac.in" <tushar.epe20@bmsce.ac.in>
Cc: "usha.eee@bmsce.ac.in" <usha.eee@bmsce.ac.in>, "Shivkumar A N (HR)" <shivkumar@adtl.co.in>, Mrinali Amit Kumar <mrinali@adtl.co.in>, "Rashmi P.K" <rashmi.pk@adtl.co.in>, "Pavithra J.R." <pavithra.jr@adtl.co.in>, Rukesh Surpur <rukesh.s@adtl.co.in>, Monica Dey <monica.d@adtl.co.in>, Aruna Devi S <aruna@adtl.co.in>

Dear Tushar,

1. The following documents / details are required on your reporting date at **09:00 AM on Wednesday, 15th September 2021** at the below mentioned address.

Alpha Design Technologies Pvt. Ltd.,

"Vishwastha"

271, Defence Colony,

6th Main, 100 Feet Road,

Indiranagar,

Bangalore – 560 038.

Land Mark:- Close to SSB International School, Next to Udupi Park Restaurant

Contact Person:- Ms. Aruna – 080-42536503 / 953 / 956

a) All original testimonials / certificates pertaining to your education (for verification & return).

b) Certificate from your College pertaining to Internship.

c) Original AADHAAR card, mandatory (for verification & return).

d) Photocopies of the above (a) (b) & (c).

e) 02 Passport size photographs of self.

f) Certificate for COVID-19 Vaccination.

2. Kindly acknowledge receipt.

Thanks & Regards,

Kishore Kumar

Executive (Human Resources)

ALPHA DESIGN TECHNOLOGIES PVT LTD

TEXTRON

September 9, 2021

Mr Vishal HJ
BVD Jayasheela
Vill. TP cross
Tumkur Karnataka India

SUBJECT: LETTER OF APPOINTMENT AS "STUDENT INTERN"

Dear Vishal HJ

Further to your enquiry to undergo internship with Textron India Private Limited (hereinafter referred as "Company") as part of your curriculum, we are happy to inform you that you can undergo the internship with us on the following terms and conditions:

Internship Commencement Date:	September 13, 2021
Internship End Date	June 30 , 2022
Location of Internship:	Bangalore
Business Unit	Textron Aviation
Internship Stipend	Rs 20,000 per month

OTHER TERMS & CONDITIONS

1. This opportunity and its continuation is subject to your submission of certificate/letter from the institute sponsoring /authorizing you to undergo internship in our Company, as a part of your partial fulfilment of the academic requirement.

2. You shall follow the internship schedule (days and timings) based on the internship project requirement, the consent given by your colleague and the project mentor. The company standard working hours are from 9 AM to 6 PM on all working days. Saturday and Sundays are holidays. Company also declares the annual statutory and festival holidays in the beginning of the calendar year. You shall observe the rules and regulations, workplace discipline and general conduct as explained to you during your internship induction program in the Company, and any changes from time to time.

JEF TECHNO SOLUTIONS PVT. LTD.

Registered Office:
No 2, First Floor,8th Street,
Nandanam Extension,
Chennai - 600035
Phone : 044-24312188,
24313032, 48571115

Corporate Office:
No 107,K.R.Square,
15th Cross, 10th main,
Banashankari 2nd Stage,
Bangalore-560070
Phone : (080)37569000 to 9099

CIN - U31908TN1994PTC034786
An ISO 9001 : 2015 Certified Company

Date: 04-12-2021

Shreekrishnadevaraya
USN 1BM20LPE14
M. Tech 2nd yr Power Electronics
in the Department of
Electrical & Electronics Engineering
BMS College of Engineering
Bangalore

Offer for Internship

Dear Mr. Shreekrishnadevaraya,

We are pleased to extend an offer to you for a paid internship position with JEF Techno Solutions Pvt Ltd. This position is located in Bangalore.

During your internship here, you will be working on the below mentioned broad area

"Real Time Field Investigations and Simulation for Understanding Power Quality Issues in Industrial Power Systems"

The internship is scheduled to begin from 06th December 2021 and will be a Eight-month paid internship opportunity with a consolidated stipend of Rs.10,000 per month. You will be required to come to our Bangalore office 5 days a week (Monday to Friday) from 9:30 AM to 6:30 PM.

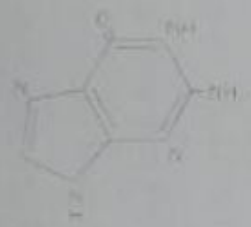
JEF TECHNO SOLUTIONS PVT. LTD. BANGALORE

During your internship with our organisation, you may have access to our trade secrets and confidential or proprietary business information. By accepting this offer, you acknowledge that this information must remain confidential and agree to refrain from using it for your own purposes or disclosing it to anyone outside of our organisation.

MSKdrays

Manoj Kumar
BMS College of Engineering, Bengaluru

Development of a Novel, cost effective Wind/PV micro grid for Tribal Community Living





Deepak Sagar
BMS College of Engineering, Bengaluru



Development of a Novel, cost effective
Wind/PV micro grid for Tribal Community Living





Regd. Office:
Intel Technology India Pvt. Ltd.
number 23-56P, Outer Ring Road
Devarabeesanahalli, Varthur Hobli
Bellandur Post
Bangalore 560 103, India
CIN: U85110KA1997PTC021606
Tel: +91-80-2605 3000
Fax: +91-80-2605 6190
www.intel.com

22 September 2021

Ratnamala S
B.M.S College of Engineering Banglore
India

Dear Ratnamala

Intel Internship

Congratulations! Intel is pleased to offer you an Intern position as a part of our internship program.

At Intel we are committed to providing a supportive environment to learn and grow; as such we hope you will find your internship enjoyable and rewarding.

This letter and its enclosures are really important as it contains all the information about your internship and, in particular, the terms and conditions of your internship, so please do read it very carefully.

Right to Work

Please note, if relevant, this offer of internship is made subject to the local immigration approving your Work Permit/Visa authorization for internship with Intel, if you are a foreign national or a non-permanent resident of **India** rules and regulations of the approved visa, and the issue of a US government export license (if required).

Internship

Your internship will take place at SRR4 - SRR4 - Sarjapur 4 with effect from 4 October 2021 to 19 August 2022. In the event that your actual start date is different to the above, the date recorded in Intel's HR System shall be regarded as final.

Your internship will be in the PSG PSE PHE BA SD-1 department

TSILICON

This has reference to your application and subsequent interview with us. We are pleased to offer you the position of Hardware Intern in our organization on the following terms and conditions:

• You are required to join us for an assignment as Hardware Intern on or 15-September-2021 beyond which, this offer would stand automatically withdrawn.

• Your assignment will terminate on 15-June-2022.

• You will receive a Monthly Stipend of INR. 8000/- (Thousand Only) per month during your assignment. Please note that during your assignment period you will not be entitled to any other service benefits.

• Information pertaining to the Company's operations shall remain secret and safeguarded by you. On joining for assignment, a formal agreement to effect non-disclosure of confidential information and intellectual property etc. shall be executed by you.

• Kindly note, this is a limited period Intern offer only and, may not be construed as an offer of permanent employment with TSilicon Design Services Inc.

• Your services shall be terminable by either party giving the other one month's written notice. Company may, however, reduce this notice period at its discretion by accepting one month's gross salary in lieu thereof.

• All other details of your assignments will be discussed by your Supervising Manager on your joining.

Kindly sign one copy as a token of your acceptance of this Intern offer and return us the same. We wish you all the best for the successful completion of your project.

Yours truly,

For TSilicon Design Services Inc.

Rama Rao Kotapally, CEO Tsilicon

T SILICON BANGALORE

Rajashekar DS

P.B. No. 1908, Bull Temple Road
Bangalore-560 019, Karnataka, India
Phone : +91-80-26622130-35
www.bmsce.ac.in

ESTD:1946

BMS COLLEGE OF ENGINEERING

Autonomous Institute Affiliated to VTU | Approved by AICTE | Accredited by NBA

DEPARTMENT OF ELECTRONICS AND COMMUNICATION ENGINEERING

Date: 05.02.2021

To Whomsoever It May Concern

This to bring to your information that Mr. Raghuram Shivram, as per our records residing at address #558(13), B. M Srikantiah Road, 1st Cross, 5th Main Hanumanthanagar, Bengalure – 560019, has been appointed as consultant "Adjunct Faculty" as of September 2016, and still associated with us in the same designation. His monthly remuneration is paid either on quarterly or half yearly basis after deducting statutory taxes against his PAN: AUMPS6435P.

Dr. Vasundhara Patel K. S
Professor (PG VLSI Design & Embedded Systems),
Department of E & C,
B.M.S. College of Engineering,
Bengaluru – 560019

Dr. Arathi R Shankar
Head of Department,
Department of E & C,
B.M.S. College of Engineering,
Bengaluru – 560019

Head of the Department
Dept. of Electronics & Communication Engg.
B.M.S. College of Engineering

BMSCE

Suma M N <suma.ece@bmsce.ac.in>

ML Projects

18 messages

Bhatt, Nikhil (Nokia - IN/Bangalore) <nikhil.bhatt@nokia.com>
To: Suma M N <suma.ece@bmsce.ac.in>

Thu, Apr 14, 2022 at 11:20 AM

Dear Prof Suma,

As discussed, we have 2 problem statements at the moment and few more which can be shared later next week. Each project will be for a group of 4-5 members and are requirements from an internal Nokia business group, so request to kindly maintain confidentiality.

Pls have a look at them, more details and data we can discuss further.

NOKIA Networks -BMSCE (University Consortium)

Problem statements-2022

Course: Machine Learning

As a part of Machine learning course two teams of VI sem are working in two projects stated below.

Faculty Mentors: Dr.Suma M N and Dr. Geetishree Mishra

Start date 25/05/2022 durations: 3 months

1.**Static Graphics Reviewer**

Students:

Prachetha P Vasishta <prachethap.ec19@bmsce.ac.in>,
Anagh Bhargava <anagh.ec19@bmsce.ac.in>,
Anusha Gopal Hanagandi <anusha.ec19@bmsce.ac.in>,
Manoj S <manoj.ec19@bmsce.ac.in>

2. **Automated review checker**

Students:

Ajay G Nayak <ajayg.ec19@bmsce.ac.in>,
sanjanavk.ec19@bmsce.ac.in
Sanath N Upadhyaya <sanathn.ec19@bmsce.ac.in>,
Goutham P Hegde <gouthamp.ec19@bmsce.ac.in>,
Shishira R <Shishirar.ec19@bmsce.ac.in>

MNS/GM :

BMSCE

ec_Office - <ec_office@bmsce.ac.in>

Fwd: FW: Aayush Sharma

1 message

Archana H R <archanahr.ece@bmsce.ac.in> Tue, Dec 6, 2022 at 4:33 PM
To: ec_Office - <ec_office@bmsce.ac.in>

PFA -UG Internship-Aayush Kumar

---------- Forwarded message ---------
From: **H, Girish** <girish.h@intel.com>
Date: Sun, Nov 27, 2022 at 11:26 PM
Subject: FW: Aayush Sharma
To: Archana H R <archanahr.ece@bmsce.ac.in>

FYI,

Thanks and Regards

Girish H

Program Manager - Datacentric Labs

9886810819

https://www.intel.in/unnati



From: Kulkarni, Anand <anand.kulkarni@intel.com>
Sent: Saturday, November 26, 2022 2:51 PM
To: H, Girish <girish.h@intel.com>
Subject: Aayush Sharma

Hi Girish,

Aayush Sharma came to us, from the Intel Unnati program referral from BMS College of Engineering.

Aayush is a very dedicated engineer. Very neat in his execution. Very committed to learning, and submits himself completely to the cause.

For the 4 weeks he has been with us, the tasks completed are:

1. Benchmarking of PostgreSQL database using HammerDB
2. Understanding Kafka
3. For a data-pipeline; he has built a custom Python job that extracts data from an RDBMS data-source having data complied to a TPCDS schema; create a CSV output, gzips it, and uploads it to an S3 MinIO bucket. The entire job audited by calling into a Audit-API implemented in Flask.
4. Ongoing investigation of Airbyte.

We will continue to explore and evolve.

Thanks

Regards

Anand

9945693822

BMSCE

LAKSHMI K P <kpl.ece@bmsce.ac.in>

Resume

7 messages

LAKSHMI K P <kpl.ece@bmsce.ac.in> Fri, Apr 29, 2022 at 11:44 AM
To: Bindushree V Vlsi Design <bindushreev.lvs21@bmsce.ac.in>, POOJADESAI479@gmail.com

One of you zip your resumes and send to me by end of today. This is for SMET.

Pooja Desai <poojadesai479@gmail.com> Fri, Apr 29, 2022 at 9:55 PM
To: LAKSHMI K P <kpl.ece@bmsce.ac.in>

RESUME
[Quoted text hidden]

Resume.zip
1182K

LAKSHMI K P <kpl.ece@bmsce.ac.in> Sat, Apr 30, 2022 at 11:24 AM
To: Somas <somas@mysmindia.com>

Good morning Sir, I am sending the resume of project students for your reference.
May 6 and 7 for training seems ok for us, I will confirm the timings by monday.

Dr. K.P.Lakshmi
Professor,
Dept. of ECE, BMSCE.
Extn: 2094
[Quoted text hidden]

Resume.zip
1182K

Somas <somas@mysmindia.com> Sat, Apr 30, 2022 at 11:30 AM
To: LAKSHMI K P <kpl.ece@bmsce.ac.in>
Cc: Soshan <soshan@mysmindia.com>, Bhaskar <bangera@mysmindia.com>, Sreenivasulu <sreenivasulu.s@mysmindia.com>

Dear Dr Lakshmi,

Thanks, please confirm training timing, we will send detailed schedule for the training. I will forward the resumes to our HR department, please ask them to contact our HR department for scheduling individual batch sessions.

Bhaskar Bangera – HR Manager PH:9916823486

Thanks & Regards,

Somashekar

Director – Technical





Board No.: +91 80 6673 4567 FAX No.: +91 80 6673 4545

DID : +91 80 6673 4584 H/P : +91 98860 17543

E-mail : somas@mysmindia.com

[Quoted text hidden]

LAKSHMI K P <kpl.ece@bmsce.ac.in> Sat, Apr 30, 2022 at 11:59 AM
To: Somas <somas@mysmindia.com>
Cc: Soshan <soshan@mysmindia.com>, Bhaskar <bangera@mysmindia.com>, Sreenivasulu <sreenivasulu.s@mysmindia.com>

Sir, if I can get the software details to install, I shall ask lab people to do it ASAP.

Dr. K.P.Lakshmi
Professor,
Dept. of ECE, BMSCE.
Extn: 2094

[Quoted text hidden]

Somas <somas@mysmindia.com> Sat, Apr 30, 2022 at 12:02 PM
To: LAKSHMI K P <kpl.ece@bmsce.ac.in>
Cc: Sreenivasulu <sreenivasulu.s@mysmindia.com>

Dear Sreenivasulu,

Please take action and send software link for installation to conduct Renesas Synergy training at BMS college next week.

Thanks & Regards,

Somashekar

Director – Technical





Board No.: +91 80 6673 4567 FAX No.: +91 80 6673 4545

DID : +91 80 6673 4584 H/P : +91 98860 17543

E-mail : somas@mysmindia.com

From: LAKSHMI K P <kpl.ece@bmsce.ac.in>
Sent: 30 April 2022 11:24
To: Somas <somas@mysmindia.com>
Subject: Fwd: Resume

[Quoted text hidden]

Sreenivasulu <sreenivasulu.s@mysmindia.com> Mon, May 2, 2022 at 11:09 AM
Reply-To: sreenivasulu.s@mysmindia.com
To: Koushik Kumar <koushik.kumar@mysmindia.com>
Cc: Somas <somas@mysmindia.com>, LAKSHMI K P <kpl.ece@bmsce.ac.in>

Dear Koushik,

Please share IDE - e2studio link for Synergy Controllers and support them on installation.

Thanks & Regards,

Sreenivasulu.S

Senior Application Manager

Innovative Edge



Board No.: +91 80 6673 4567 FAX No.: +91 80 6673 4545

DID : +91 80 6673 4583H/P : +91 99454 11996

E-mail : sreenivasulu.s@mysmindia.com

[Quoted text hidden]

8A - 002

Offer has been accepted

Mercedes-Benz

INT/HR/MER0001MTW/4462887/2020

March 8, 2022

Abhijnya K G

GH-4,BMSET Hostel Basavangudi, Bull temple road Phone number : 7259296279

Bengaluru

Karnataka - 560019

Dear Abhijnya,

Internship at Mercedes-Benz Research and Development India

We are pleased to offer you an internship program in the department of **RD/ICA** for a project at Mercedes-Benz Research and Development India Private Limited(MBRDI), Bangalore.

We take this opportunity to extend a warm welcome to you for being part of MBRDI team, which is a 100% subsidiary of Mercedes-Benz Group AG and was incorporated in November 1996. MBRDI is a reliable and trusted partner, which helps Daimler business units and partner organizations to overcome their research and development challenges.

The details of the internship program are as follows:

Duration:

The duration of your training will be from **March 28, 2022** to **July 15, 2022.**

Thanking you.

Yours Sincerely,
Mercedes-Benz Research and Development India Private Limited

Sundararajan Ramalingam
Vice President

Mahesh Medhekar
Vice President – Human Resources

Regd. Office:
Whitefield Palms, Plot No. 9 & 10
EPIP Zone Phase 1, Whitefield Road
Bangalore - 560066
Phone +91 80 6149 5025
Fax +91 80 6149 9512
mbrdi_corp@daimler.com
www.mbrdi.co.in
CIN:U74110KA1996PTC021375

Mercedes-Benz - is a registered trademarks of Mercedes-Benz Group AG, Stuttgart, Germany

Offer electronically accepted by: K G, Abhijnya
Offer electronically accepted on: Mar 8, 2022 12:51 PM
Offer electronically accepted from: 184.28.198.220

8A-003

EME Technologies™
An ISO 9001 : 2008 Certified Software Company Believe in quality

C-134,Puncom Technology Park (PCL)
Phase-8, Industrial Area Mohali
Mobile : +91-95698-06826, +91-92168-78188
E-Mail : hr@emetechnologies.com
Website : http://www.emetechnologies.com

Dated: 16-12-2021

Dear Abhinav Verma,

I am writing this letter in response to your application for the Internship/Training in our company. I am pleased to inform you that you have been selected to join as an intern/Trainee in **WEB TECHNOLOGIES** to work with our Web Development Team.

You're joining date will be **20 DEC 2021**, you are required to work for approx. six months, after which your performance will be evaluated by your supervisor.

For any queries, you can contact the HR office during regular business hours. We will be glad to assist you and clarify all your concerns.

Email Id: hr@emetechnologies.com, +91-9569806826

We all look forward to having you here.

Signature



Authorized signatory with company seal

B.O.: SCO 85-86, 4th Floor
Sector 34-A, Chandigarh

B.O.: Plot J7, FCS Building,
1st Floor, I.T. Park, Chandigarh

B.O.: SCO 71, Balaji Enclave,
Patiala Road, Zirakpur

8A-004

Piroya
Focus to Infinity

Piroya Technologies Private Limited
1st Floor, Gopala Krishna Complex,
#45/3, Residency Road,
Bengaluru - 560 025, Karnataka, India
CIN : U74999KA2018PTC118454

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Abhishikat Kr. Soni** with **USN: 1BM18CS004** affiliated to **BMS College of Engineering** is being offered an internship in 8th Semester i.e., during his final year. He will be working on the ongoing project **"Refreshable Braille Display"** under **Mr. S.Balaji Raghavendra**. This ongoing work is being carried out by **Piroya Technologies Pvt. Ltd.** During the complete course of the work he will be assigned to the Software Requirements of this project.

It is advised to ensure the confidentiality and no official information and data should be shared / presented in any forum without prior consent of our organization.

For Piroya Technologies Pvt. Ltd.

S. B 15/04/2022
S.Balaji Raghavendra
Director

Mail: contact@piroya.com
Website: www.piroya.com

8A-005

GYANPRO

LETTER OF OFFER OF EMPLOYMENT

Private and Confidential

8th April 2022

Dear **Adith Ravi Pai,**

We are pleased to offer you the position of **Mentor for Coding** with us here at GYANPRO where we hope you will enjoy your role and make a significant contribution to the success of the business.

Commencement Date
Your internship will commence on **9th April 2022.**

Location
You will be based at your Home Location (Work from Home).

Term

- *This is an Internship Position.*
- A three month duration will apply to this role.
- A training will be provided as part of the process during which you will receive guidance to help you become familiar with, and competent in, performing the work you have been appointed to do as per the organisation standards.
- The appointment is subject to the satisfactory completion of the internship position which itself is subject to termination during any stage, by either party, upon one month's notice, or by payment in lieu of notice.
- You will be assigned a minimum of 1 session per day to handle the classes based on your availability, student registrations and batches opened.

Remuneration
The Remuneration will be Paid Rs.200/- per session which will be disbursed by 10th of every month.

Code of Conduct:

a. Your individual remuneration is purely a matter between yourself and the Company and has been arrived at on the basis of your job, skills, specific background and professional merit. Accordingly your salary and any changes made to it are strictly confidential; you shall treat such matters accordingly, and any breach thereof would be viewed very seriously.
b. You shall maintain proper discipline and dignity of your office and so shall deal with all matters.
c. You shall maintain and keep in your safe custody such as Measuring instruments, Safety Equipment and other assets that may be issued to you or may come in your possession and shall return the same when required in good condition.
d. You shall inform the Company of any changes in your personal data within 3 days of the occurrence of such change.
e. Any notice required to be given to you shall be deemed to have been duly and properly given if delivered to you personally or sent by post to you at your address, as recorded in the Company.
f. You shall be solely responsible for any issues that may arise between you and your previous employer with regard to your previous employment and the Company /any of its personnel are not responsible for the same.
g. You shall not apply for any other job outside without the prior written permission from the Management.
In response to this communication of appointment you are required to confirm your acceptance by signing the duplicate copy of this order.

Hours of Work

8A-006

Walmart
Global Technology Services
India

29-Oct-2021

Ajay Mittur
BMS College of Engineering
Bangalore
Karnataka

Dear Ajay,

This is your letter for the proposed Internship ("Letter of Internship") between you and WM Global Technology Services India Pvt. Ltd. ("the Company") or its affiliate. The Company provides interns with a supportive environment and the Company hopes that you will find your internship rewarding and enjoyable.

1. Internship

Your start date of internship will be 11-Jan-2022 and the duration of internship shall be 6 (Six) months ("Internship Period") at our Bengaluru, Karnataka, India office.

The purpose of this internship is to inculcate a sense of team work, discipline, develop a sense of leadership and expose you to real-life problem solving methods.

2. Induction and Training

We will provide an induction explaining what the Company does and provide training to assist you to meet the standards we expect from interns.

3. Stipend

Your internship stipend is INR 85,000 (Eighty Five Thousand Only)/-per month. The Company will deduct taxes at source as required under the Income Tax Act, 1961.

4. Supervision and Support

VP Engineering, US Tech, IDC ("Intern Host") will be your main point of contact during the period of internship. The Intern Host will be your buddy during the course of your internship. You will have regular interactions with the Intern Host for discussing your learning objectives as well as any problems which you may face during the course of your internship.

5. Hours of Internship and Leave

You are required to come for your internship from 9 a.m. to 5.30 p.m. - Monday to Friday. In the event you are unable to attend to your internship, please inform the Intern Host in advance.
Further, you will be entitled to a paid leave of 1 day per month in addition to Saturdays and Sundays and the other public holidays on which the Company is closed for operations.

6. Non-Disclosure of Confidential Information and Product Assignment
You will not at any time, without the consent of the Intern Host disclose or divulge or make public, except under legal obligation, any information regarding the Company's affairs or administration or service carried out, whether the same be confided to you or become known to you during the course of your internship or otherwise.
Your obligations not to disclose Company confidential information are described in more detail in the Non-Disclosure and Product Assignment Agreement ("Agreement"). You understand your internship is conditioned upon your understanding and accepting the terms of that Agreement. Further, you understand the terms of that Agreement continue throughout your internship and beyond, as described in the Agreement.

8A - 00

Walmart
Global Technology Services
India

27-Oct-2021

Akanksha Laddha
BMS College of Engineering
Bangalore
Karnataka

Dear Akanksha,

This is your letter for the proposed Internship ("Letter of Internship") between you and WM Global Technology Services India Pvt. Ltd. ("the Company") or its affiliate. The Company provides interns with a supportive environment and the Company hopes that you will find your internship rewarding and enjoyable.

1. Internship

Your start date of internship will be 11-Jan-2022 and the duration of internship shall be 6 (Six) months ("Internship Period") at our Bengaluru, Karnataka, India office.

The purpose of this internship is to inculcate a sense of team work, discipline, develop a sense of leadership and expose you to real-life problem solving methods.

2. Induction and Training

We will provide an induction explaining what the Company does and provide training to assist you to meet the standards we expect from interns.

3. Stipend

Your internship stipend is INR 85,000 (Eighty Five Thousand Only)/-per month. The Company will deduct taxes at source as required under the Income Tax Act, 1961.

4. Supervision and Support

Vice President, Engineering ("Intern Host") will be your main point of contact during the period of internship. The Intern Host will be your buddy during the course of your internship. You will have regular interactions with the Intern Host for discussing your learning objectives as well as any problems which you may face during the course of your internship.

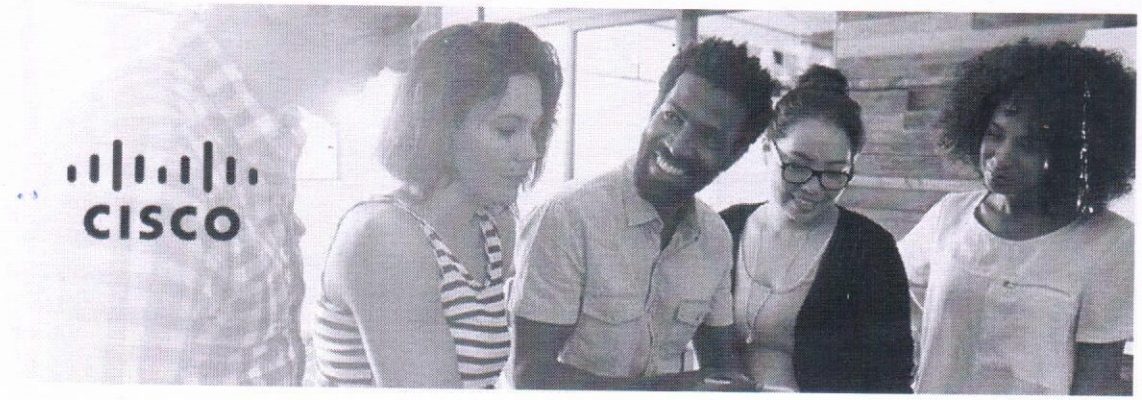
5. Hours of Internship and Leave

You are required to come for your internship from 9 a.m. to 5.30 p.m. - Monday to Friday. In the event you are unable to attend to your internship, please inform the Intern Host in advance.
Further, you will be entitled to a paid leave of 1 day per month in addition to Saturdays and Sundays and the other public holidays on which the Company is closed for operations.

6. Non-Disclosure of Confidential Information and Product Assignment
You will not at any time, without the consent of the Intern Host disclose or divulge or make public, except under legal obligation, any information regarding the Company's affairs or administration or service carried out, whether the same be confided to you or become known to you during the course of your internship or otherwise.
Your obligations not to disclose Company confidential information are described in more detail in the Non-Disclosure and Product Assignment Agreement ("Agreement"). You understand your internship is conditioned upon your understanding and accepting the terms of that Agreement. Further, you understand the terms of that Agreement continue throughout your internship and beyond, as described in the Agreement.

DocuSign Envelope ID: 54ACE47B-5854-4144-9042-17360D0B87C8

SA-010



CISCO

Cisco Systems (India) Private Limited
SEZ Unit, Cessna Business Park,
Kadubeesanahalli Village
Varthur Hobli, Sarjapur Marathalli Outer Ring Road
Bangalore, Karnataka 560103
CIN: U31909KA1995PTC019505
India

Dear **Akshay**

Congratulations on your offer to join Cisco.

At Cisco, our commitment is to drive the most trusted customer experience in the industry, through our innovation, choice, and extraordinary people. We have a unique opportunity to build a better, more equitable, and inclusive future for everyone.

Day to day, we make a meaningful difference for our people, our customers, and the world around us. We support each other and work together to create shared success that will benefit everyone. As we bring our talents and ideas together, we hope you will join us as we work to empower an inclusive future for all.

We're offering you a position as a **Technical Undergraduate Intern**, Grade **99** in **123 - Cisco Systems (India) Private Limited**. You'll report to me, **Ishan Mehta |imehta@cisco.com** and you'll start in our **IND-BANGALORE.NON-REMOTE** office.

When you'll start

We're planning for you to start on **02-Feb-2022** (Start Date). If this date won't work for you, please email me (**Ishan Mehta |imehta@cisco.com**) with the date you prefer and we can discuss options. You just need to make sure it is at least two weeks after we received all your signed documents.

What Happens Next?

Please let us know your response to this offer by **19-Nov-2021** by either accepting this offer or contacting your recruiter or me to discuss.

If you accept the offer, you'll get access to our hiring portal, "My Documents Space" where you'll find more about what you need to get started on your Cisco career journey, including an overview of the benefits that are offered to our employees in India.

Get in touch if you have any questions. Reach out to me personally, or your recruiter, who is also a great source of information. It's been a pleasure getting to know you, **Akshay**. I look forward to having you on our team!

Welcome to Cisco!

Ishan Mehta |imehta@cisco.com
Leader, Technical Systems Engineering

SA-11

Qualcomm

Qualcomm India Private Limited
Corporate Identity Number(CIN): U64202DL1996PTC076991
Registered Office:
Unit No. 201, 2nd Floor, Tolstoy House
15, Tolstoy Marg, New Delhi -110001,
Tel:+91-11-43083550, Fax: +91-11-43083550

December 15, 2021

Akshay S Bharadwaj
, India

Re : Internship Programme at Qualcomm India Private Limited

Dear Akshay S,

We are pleased to extend an offer for internship with Qualcomm India Private Limited ("Qualcomm") as a/an Interim Intern.

Your internship will commence in the month of February, 2022 at any of Qualcomm India locations as intimated to you by the company.

Your internship will end approximately 21 weeks from your Start Date ("End Date").

Such internship at Qualcomm does not entitle you to claim or claim preference to employment at Qualcomm.

You will be eligible to receive a monthly stipend of INR ₹45,000.00during your internship subject to proper performance and conduct, which shall be as assessed by Qualcomm in its sole discretion.

Benefits Program

Qualcomm is committed to providing its Interns, comprehensive and competitive levels of stipends and benefits. Please refer to the India Intern Benefits Summary for a description of eligible benefits.

Qualcomm will provide you with the attached relocation package.

Confidentiality

You must always maintain the highest degree of secrecy and keep as confidential the records, documents and such other information relating to the business of Qualcomm which may be known to you or confided in you by any means in the course of your internship with Qualcomm. You will be required to sign the Inventions Disclosure, Confidentiality and Proprietary Rights Agreement with Qualcomm at the time of commencing your internship with Qualcomm.

India Taxes

Taxes will be withheld in accordance with India tax laws you shall be responsible for filing your personal returns and comply with other requirements under the India tax laws.

8A-013

REF: AKAM/CON/CONSULTANT/HR/2021 February 03, 2021

Mr. Amber Mishra
BMSCE Main Hostel,
2nd Cross, Banashankari,
Bangalore- 560004

Dear **Amber,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **23rd June 2021.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Two Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

Start - Jan 10 2022 Stipend - 40,000
Duration - 6 months (extended) BA - 014

Internship & Full Time Employee Offer Letter

Date: 26.10.2021

To,
Amogh Karhadkar
BMSCE, Bangalore.

Dear Amogh Karhadkar,

On behalf of **Sixt Research & Development Pvt Ltd**, I am pleased to extend to you this offer as an Intern & Full Time Employee.

Internship:

It is our pleasure to inform you that upon assessment we have found your skills and competencies matching our requirements. Accordingly, we offer you this opportunity to team with Sixt Research & Development Pvt Ltd for a period of **03 months**. During this period, you will be designated as "**Intern - Software Development Engineer**".

You will be paid **Rs. 40,000/- (Rupees Forty Thousand only)** as stipend every month during this period.

Details and scope of your project will be provided to you on your first day of your internship at the company. Upon successful completion of your internship, you will be issued a certificate by Sixt Research & Development Pvt Ltd.

You will be required to submit a copy of the detailed project report before completion of your internship. Your internship period with our Company will entail dealing with important and sensitive information, records and such other matters of the company. You will, therefore, be required to sign a "NDA" of our company on the first day.

Scanned with CamScanner

VERZEO

24/03/2022

To,

The Head of the Department
Computer Science & Engineering
BMS College of Engineering

Dear Sir/Ma'am,
Subject : Confirmation letter from Verzeo

Aniruddh NS is a student from Computer Science & Engineering, BMS College of Engineering, who will work as Artificial Intelligence Intern with Verzeo Edutech Pvt Ltd starting from 28/03/2022 to 31/05/2022.

VERZEO EDUTECH PVT. LTD.

Ranjitha K P
V.P of Human Resources
Verzeo Eductech Pvt. Ltd

support@verzeo.com +91-8047166564

3rd Floor, 14th Cross Rd, Sector 6, HSR Layout, Bengaluru, Karnataka-560102.
CIN : U80900KA2018PTC109500, GSTN : 29AAGCV2536B1ZG, PAN : AAGCV2536B.

8A-016

Qualcomm

Qualcomm India Private Limited

Corporate Identity Number(CIN): U64202DL1996PTC076991

Registered Office:
Unit No. 201, 2nd Floor, Tolstoy House
15, Tolstoy Marg, New Delhi -110001,
Tel:+91-11-43083550, Fax: +91-11-43083550

December 16, 2021

Ankitha LNU
, India

Re : Internship Programme at Qualcomm India Private Limited

Dear Ankitha,

We are pleased to extend an offer for internship with Qualcomm India Private Limited ("Qualcomm") as a/an Interim Intern.

Your internship will commence in the month of January, 2022 at any of Qualcomm India locations as intimated to you by the company.

Your internship will end approximately 25 weeks from your Start Date ("End Date").

Such internship at Qualcomm does not entitle you to claim or claim preference to employment at Qualcomm.

You will be eligible to receive a monthly stipend of INR ₹45,000.00during your internship subject to proper performance and conduct, which shall be as assessed by Qualcomm in its sole discretion.

Benefits Program

Qualcomm is committed to providing its Interns, comprehensive and competitive levels of stipends and benefits. Please refer to the India Intern Benefits Summary for a description of eligible benefits.

Qualcomm will provide you with the attached relocation package.

Confidentiality

You must always maintain the highest degree of secrecy and keep as confidential the records, documents and such other information relating to the business of Qualcomm which may be known to you or confided in you by any means in the course of your internship with Qualcomm. You will be required to sign the Inventions Disclosure, Confidentiality and Proprietary Rights Agreement with Qualcomm at the time of commencing your internship with Qualcomm.

India Taxes

Taxes will be withheld in accordance with India tax laws you shall be responsible for filing your personal returns and comply with other requirements under the India tax laws.

8A-017

Hewlett Packard
Enterprise

04-February-2022

Dear Anusree,

This is with respect to offer letter dated 18th October 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of Aruba Intern.

Your date of joining agreed between us was **8th February 2022**

Your revised date of joining is **8th March 2022**

Your revised Internship end date is **2nd September 2022**

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining, the above-mentioned offer letter shall stand revoked and cancelled.

With best regards,

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

**This is an electronically generated letter and hence does not require a signature.*

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: _____

Name Anusree Manoj K

Date: 04-02-2022

Place: *Bengaluru, Karnataka, India*

8A -

SANDVINE

SANDVINE

PRIVATE AND CONFIDENTIAL

1/3/2022

TRAINING CONTRACT

This Training Contract ("Contract") dated as of 1/3/2022 is entered into by and between

Company: Sandvine Technologies (India) Private Limited ("Sandvine"), being a direct or indirect subsidiary of Sandvine Corporation, which together with its various direct and indirect subsidiary companies is collectively referred to in this contract as the "Sandvine Group",

and

Trainee: Arjun A S ("you" or "your") residing at

Melinanavarekallu, Agalagandi Village, Koppa Taluk, Chikkamagaluru District
Chikkamagaluru, KA 577139

WHEREAS, Sandvine wishes to offer you an opportunity to undergo training with Sandvine as part of your academic requirement and you desire to be trained by Sandvine, upon and subject to the terms set forth in this Contract.

NOW, THEREFORE, in consideration (a) of the mutual promises set forth herein, (b) the expense, time and effort involved in providing you with specialized and unique training, (c) the access Sandvine is and will be providing you to certain trade secrets, and confidential and proprietary information related to the business of Sandvine, and (d) other consideration, and intending to be legally bound, Sandvine and you covenant and agree as set forth below.

1. Training. Upon the terms and conditions set forth herein, Sandvine agrees to train you as per the details as set out in Schedule A hereto and you hereby accept such training. Sandvine agrees to train you on terms and conditions as provided herein and may be indicated to you by Sandvine from time to time. Subject to any academic requirements, while being trained by Sandvine, you shall devote substantially all of your time and best efforts to your training, shall train to the best of your ability, and shall act in conformity with and be bound by Sandvine's policies as applicable to you as a trainee.

2. Term of Training. Your training with Sandvine will commence on or about the start date as set out in Schedule A and, subject to any statutory or legal obligations to the contrary, and shall end on the date set out in Schedule A. Sandvine is not obligated by this Contract or by separate arrangements to continue your training for any particular time period or under any specific terms or conditions.

3. No Conflict. You represent and warrant to Sandvine that (i) you are undergoing training as part of your academic requirements and (ii) you are not a party to or bound by any contract or other obligation that may

8A-02

EME Technologies™
An ISO 9001 : 2008 Certified Software Company *Believe in quality*

C-134,Puncom Technology Park (PCL)
Phase-8, Industrial Area Mohali
Mobile : +91-95698-06826, +91-92168-78188
E-Mail : hr@emetechnologies.com
Website : http://www.emetechnologies.com

Dated: 16-12-2021

Dear Atharv Arya,

I am writing this letter in response to your application for the Internship/Training in our company. I am pleased to inform you that you have been selected to join as an intern/Trainee in **WEB TECHNOLOGIES** to work with our Web Development Team.

You're joining date will be **20 DEC 2021**, you are required to work for approx. six months, after which your performance will be evaluated by your supervisor.

For any queries, you can contact the HR office during regular business hours. We will be glad to assist you and clarify all your concerns.

Email Id: hr@emetechnologies.com, +91-9569806826

We all look forward to having you here.

Signature



Authorized signatory with company seal

B.O.: SCO 85-86, 4th Floor
Sector 34-A, Chandigarh

B.O.: Plot J7, FCS Building,
1st Floor, I.T. Park, Chandigarh

B.O.: SCO 71, Balaji Enclave,
Patiala Road, Zirakpur

Name → AYAN DAS
USN → 1BM18CS022
Sec → 8-A
Start dt → 01/06/2021
End dt → 31/08/2021

8A-22

ZILA (Giscle Systems Pvt. Ltd.)
Community Commerce Platform.

Stipend → 25,000
months → 3

Date: 25/05/2021

Name: Suman Kumar Jha
Address: 34, OM Apartment, Ejipura, VGS Layout, 27th Main, 4th Cross, Bangalore, Karnataka, 560047

Dear ***Ayan Das***,

I am pleased to confirm our verbal offer of employment to you for a ***part-time*** position with ***ZILA*** (***Giscle Systems Pvt. Ltd.)*** as a *Web Developer Intern,* effective ***01/06/2021***.

Internship Position: Full stack Web Developer
Internship Duration: 3 months
Internship Stipend: INR 25,000 + Incentive
Work timing: 6 to 7 hours per day during lockdown. Fixed hours 10 AM to 11: AM [Meeting] (Six days a week).
Mode of Communication: Zoom, Skype, Email, WhatsApp.

Ayan, we look forward to welcoming you to the ***ZILA*** as a team and wish you a successful and rewarding career with us.

Sincerely,

Suman Kumar Jha
Founder

I, AYAN DAS, acknowledge that I have read, understood and accept this offer and the terms and conditions contained in the attached Schedule(s), and agree to be bound by the terms and conditions of employment as outlined therein.

@ayan... 01/06/2021

Signature Date

H No 46, VPO Dasaut, Bhramantola, Singhia, Samastipur, Bihar, 848209
info@giscle.com
https://www.giscle.com

SA—2

NI SYSTEMS INDIA PRIVATE LIMITED

R&D Office
Subramanya Arcade
Tower B, 5th Floor,
No.12, Bannerghatta Road
Bangalore 560029 India.

Internship Offer

Aug 19, 2021

Praneeth Bhogaraju (Praneeth)

Dear Praneeth Bhogaraju,

On behalf of **NI Systems (India) Private Limited** (**"NI"** or **"the Company"**), we are delighted to extend this **offer of Internship** and invite you to become a member of the NI team.

Please review the terms and conditions summarized below and indicate your acceptance of those terms and conditions.

(1) **Job Title:** Software Engineering Intern

(2) **Mode of Internship:** Fulltime-Intern

(3) **Department:** RF Driver Domain

(4) **Internship Mentor:** Sindhura Kasamsetty

(5) **Location:** No 12, Tower B, Subramanya Arcade, Banerghatta Road, Bangalore-560029, India.

(6) **Start date:** You are required to join the company by **03/Jan/2022.**
If this presents any concern(s), please let us know at your earliest convenience.

(7) **Term:**
The **Internship** shall be for a fixed period, subject to the right of both the parties to terminate the same in accordance with provisions of this agreement. The term may be extended for further period by mutual consent. The last date of **Internship** is **31/July/2022.**

(8) **Working Hours:**
The working hours will be **9 hours per day** including **1-hour break** as per the current company policy. The company observes a 5-day work week.

(9) **Internship Stipend:**

8A-024

REF: AKAM/CON/CONSULTANT/HR/2021

Jan 24, 2022

Mr. Bhushith Gagan Neralekere Venkatesh Bangaru
No. 81/1, 8th main, BDA Layout,
Avalahalli, BSK 3rd stage,
Bangalore 560085

Dear **Bhushith,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **9th Feb 2022.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Six Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

8A-25

Offer has been accepted

DAIMLER

Daimler Truck
Innovation Center India

INT/HR/DAI0000O4Q/4306015

January 26, 2022

Chandan A M

SF-1, 3rd Floor, Parvi Golden Nest, No. 109, 3rd Main Road, 2nd Cross Road, 2nd Stage Gruh

Bangalore

Karnataka - 560079

Dear Chandan,

Internship at Daimler Truck Innovation Center India Private Limited

We are pleased to offer you an internship program in the department of **TT/SIP - DTICI - Powertrain & E-Drive Engineering** for a project at Daimler Truck Innovation Center India Private Limited(DTICI), Bangalore.

The details of the internship program are as follows:

Duration:

The duration of your training will be from **February 7, 2022** to **July 31, 2022.**

C ation:

SA - 026

Fidelity INVESTMENTS

#FID-2652092
Date: Nov 16, 2021

Chandan C Bagan
BMSCE Bangalore

PRIVATE, PRIVILEGED & CONFIDENTIAL

Dear **Chandan,**

SUB: OFFER OF STUDENT'S INTERNSHIP

This has reference to your application dated **Oct 14, 2020,** requesting for permitting you to undergo Internship in Fidelity Business Services India Private Limited (herein after referred to as "company") at Bangalore to fulfill the requirement of the course you are pursuing. The Company reserves the right to transfer you to any of its locations which will be communicated to you.

We are pleased to inform you that you have been selected for undergoing Internship in our Organization as an Intern on the following terms and conditions:

1. **NATURE OF INTERNSHIP:**

You will undergo on the job training in our establishment which would give you adequate exposure to undertake projects and would enhance your knowledge and ability to analyze and evaluate the different aspect of the Project. You will be assigned a mentor who will guide you through your Internship at Fidelity Business Services India Private Limited. Your mentor will assign projects and/or responsibilities and you are expected to work closely with your mentor during the period of Internship.

2. **DURATION OF INTERNSHIP:**

The duration of Internship will be for a period of **5 months** from the date of commencement of the Internship at the Organization. Unless the Company extends the period of your Internship, in writing, your Internship shall automatically stand terminated at the expiry of the Internship period of **5 months** or extended period of Internship.

3. **SCHOLARSHIP:**

You will be paid a scholarship of **Rs. 35,000/-** per month. You will receive your scholarship amount at the end of every month, pro-rated for the time served in a calendar month.

4. **DATE OF COMMENCEMENT OF INTERNSHIP:**

In case the above terms and conditions are acceptable to you, you are required to return the duplicate copy of this letter of engagement duly signed not later than **Dec 10, 2021** and report for Internship on **Jan 24, 2022.**

Digitally signed by Eswara, Aiyappa
Date: 2021.11.23 18:40:06 IST

8A-027

PHILIPS

Mr. Dhanraj K
7th cross, Vishweshwaraiah
Chitradurga, Karnataka, 577599
India
Mobile: 9686425245
Email: dhanraj.cs18@bmsce.ac.in

Strictly Confidential

Dear Dhanraj K,

This has reference to our appointment letter no. **20220131//**dated **20 January 2022** offering you employment in our Organization as **Intern/Apprentice - Other** in our **Philips India Limited** with effect from **20 January 2022.**

As a special case, based on our discussions we hereby extend the date of your joining up to **8 February 2022.** All other terms and conditions remain unchanged.

For Philips India Limited ,

{{Sig_es_:signer1:signature}} {{userstamp1_es_:signer1:stamp}}
{{N_es_:signer1:fullname}}
{{*Ttl1_es_:signer1:string(maxlen=50)}}
Philips India Limited

Signed:
{{Sig_es_:signer2:signature}} {{userstamp2_es_:signer2:stamp}}
{{N_es_:signer2:fullname}}

SA-028

BOSCH

*** Private & Confidential ***

Mr.Dhruv Agrawal
BMSCE, Bangalore

Bosch Global Software
Technologies Private Limited
(CIN:
U72400KA1997PTC023164)
123, Industrial Layout,
Hosur Road, Koramangala
Bengaluru 560095 INDIA
Tel +91 80 6657-5757
Fax +91 80 6657-1404
www.boschsoftwaretechnologies.com

Our Reference

TN/44672/2022/B.E/B.Tech

Dear Mr.Dhruv Agrawal

Date:14.02.2022

SUB: LETTER OF ENGAGEMENT AS 'PROJECT TRAINEE'

With reference to your application and the interview you had with us, we are pleased to inform you that you have been selected as a "**Project Trainee**" in our organization on the following terms and conditions:

1. **Nature of Engagement:**

You will be engaged as a Project Trainee in our establishment in the area of **"SX/EDC"** and during the course of Engagement, you shall be under the guidance of **Ankem Venkata Lokesh Chaitanya (SX/EDC3).**You may be required to undergo training in different shifts if necessary to enable you to get adequate exposure of the functioning of the different departments. Your hours of engagement will be as per the project requirements. You will observe weekly holiday and other holidays at par with regular employees.You shall follow rules and regulations of the work place during the period of engagement.

2. **Duration of Engagement:**

The engagement period will be 22.02.2022 to 31.05.2022 unless the company extends the period of your engagement in writing, your engagement shall automatically stand terminated on the end date.

3. **Scholarship:**

You will be paid a scholarship of Rs. 25000 per month (Rupees Twenty Five Thousand Only), during the period of engagement. Other than the above, you will not be entitled to receive any other payment/allowance.

pki, BOSCH, APAC, B, E, Bellur.Mohan Digitally signed by pki, BOSCH, APAC, B, E, Bellur.Mohan Date: 2022.02.16 07:00:04 +05'30'

pki, BOSCH, APAC, K, A, Karthik.Rajapaul Digitally signed by pki, BOSCH, APAC, K, A, Karthik.Rajapaul Date: 2022.02.15 21:34:49 +05'30'

Registered Office: Bosch Global Software Technologies Private Limited - (CIN: U72400KA1997PTC023164)
(Formerly known as Robert Bosch Engineering and Business Solutions Pvt. Ltd.)
123, Industrial Layout, Hosur Road, Koramangala, Bengaluru - 560095, India
Managing Director: Mr. Dattatri Salagame
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Contact: connect@in.bosch.com

SA-29

itDose
Taking You Beyond The Limits

Internship Letter

Date: 10th March,

2022 To,
Miss Divyakriti Masaun

Dear Miss. Divyakriti,

Sub: Internship training

Further to your request letter dated 10.03.2022, We are happy to inform you that, you have been selected for two-months' internship training in our company. This internship training will facilitate you to learn the process of web Development.

You shall report from 10th March 2022 and you will be reporting at head office Noida.

Please note that you will not be paid any stipend for conducting internship.

We wish you all the Best.

Yours truly,
For ITDOSE INFOSYSTEMS PVT. LTD.

ITDOSE INFOSYSTEMS PVT. LTD. DELHI-92

Anita Yadav
Manager – HUMAN RESOURCE

8A-30

MathWorks

December 6, 2021

Divyank Gupta
12-A, Saheli Nagar, New Pologround,
Road No.-2, Udaipur, Rajasthan

Dear Divyank,

We are pleased to confirm our verbal offer for the position of Intern in Engineering Development Group.

Due to the emergency actions taken as a result of the COVID-19 pandemic, you will be required to work remotely. Should normal operations be reinstated at The MathWorks, and you are comfortable relocating at any time during your internship, you will receive a one-time relocation bonus of Rs. 10,000 (gross) to cover your travel. This will be paid at the time of your first paycheck once you move to Bangalore area. In addition, we also provide two weeks of temporary living.

In the event your internship ends before the agreed date, you will be required to repay all relocation bonus paid to you. You authorize The MathWorks to withhold all or part of the repayment amount from any salary payments owed to you at the time of termination.

During the weeks prior to your start date, you will receive two emails from Workday (our Human Resource system), with your user name and temporary password. Please login and follow the instructions under "Getting Started at MathWorks", to complete a number of essential steps prior to your first day.

We look forward to welcoming you to The MathWorks and trust that you will find your internship both challenging and rewarding. We anticipate that you will start on February 07, 2022. Please respond by December 8, 2021 and indicate your acceptance by signing this Cover Letter, the Contract of Employment and Annexure, using Adobe sign.

Sincerely,

Kumar Bakthavatchalu,
Director - Finance and Operations, India

Written Signature for the Company	Date
Electronic Signature by the Employee	Dec 6, 2021 Date
Written Signature by the Employee	

MathWorks India Private Limited
7th, 8th & 9th Floor Trillium Building,
Blocks I&J, Embassy Tech Village,
Outer Ring Road,
Bangalore 560103
India

Tel: +91 80 6632 6000
Fax: +91 80 6632 6010
www.mathworks.in

CIN: U72200KA2008FTC045050

Fourth Floor, Statesman House
Barakhamba Road
New Delhi – 110001
India

Vatika Business Center
Level 5, C - Wing
Panchshil Tech Park One
Airport Road, Yerwada
Pune – 411006
India

DocuSign Envelope ID: 9AC5D650-E822-47E0-9012-F9E5B250299F

8A-031



CISCO

Cisco Systems (India) Private Limited
SEZ Unit, Cessna Business Park,
Kadubeesanahalli Village
Varthur Hobli, Sarjapur Marathalli Outer Ring Road
Bangalore, Karnataka 560103
CIN: U31909KA1995PTC019505
India

Dear **Guru Nanma**

Congratulations on your offer to join Cisco.

At Cisco, our commitment is to drive the most trusted customer experience in the industry, through our innovation, choice, and extraordinary people. We have a unique opportunity to build a better, more equitable, and inclusive future for everyone.

Day to day, we make a meaningful difference for our people, our customers, and the world around us. We support each other and work together to create shared success that will benefit everyone. As we bring our talents and ideas together, we hope you will join us as we work to empower an inclusive future for all.

We're offering you a position as a **Technical Undergraduate Intern**, Grade **99** in **123 - Cisco Systems (India) Private Limited**. You'll report to me, **Ajay Sharma |ajsharma@cisco.com** and you'll start in our **IND-BANGALORE.NON-REMOTE** office.

When you'll start

We're planning for you to start on **02-Feb-2022** (Start Date). If this date won't work for you, please email me (**Ajay Sharma |ajsharma@cisco.com**) with the date you prefer and we can discuss options. You just need to make sure it is at least two weeks after we received all your signed documents.

What Happens Next?

Please let us know your response to this offer by **19-Nov-2021** by either accepting this offer or contacting your recruiter or me to discuss.

If you accept the offer, you'll get access to our hiring portal, "My Documents Space" where you'll find more about what you need to get started on your Cisco career journey, including an overview of the benefits that are offered to our employees in India.

Get in touch if you have any questions. Reach out to me personally, or your recruiter, who is also a great source of information. It's been a pleasure getting to know you, **Guru Nanma**. I look forward to having you on our team!

Welcome to Cisco!

Ajay Sharma |ajsharma@cisco.com
Leader, Technical Systems Engineering

8A - 32

REF: AKAM/CON/CONSULTANT/HR/2021 Jan 24, 2022

Mr. Harsh Shankar Rao
5C 522 HRBR Layout,
2nd Block, Kalyan Nagar,
Bangalore 560043

Dear **Harsh,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **9th Feb 2022.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Six Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

8A-34

Hewlett Packard
Enterprise

14/10/2021

Harsha R
No.283, 4th main, Srigandhadakavalu, D group layout, Nagarabhavi 2nd stage, Bangalore

Dear Harsha,

We are pleased to inform you that you have been selected for training with Hewlett Packard India Software Operation Pvt. Ltd. ("HPE" or the "Company") from 18/01/2022 to 15/07/2022 for a period of **6 months** under the guidance and supervision of Anand Aluru. Your location would be Bangalore, Karnataka, India.

1. During the tenure of the project, you will be paid a **stipend of** Rs.30,000 **per month.** The payment of stipend shall depend on your unconditional presence at any location that may be stipulated herein above.
2. It is clearly understood that you are not in any manner providing any service to HPE and that the payment of stipend shall not in any manner be construed or deemed to be consideration for services rendered by you.
3. You will not be entitled to any statutory benefits of otherwise to which a regular employee of the company is entitled.
4. You will be entitled for 12 days leave per annum, weekly holidays and such other holidays declared by the Company.
5. During your training with the company you shall be bound by the company's rules and regulation applicable from time to time and any violation to this will result in immediate termination of your training.
6. During your training with the company you may come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances.
7. You shall not publish your research / project report and about the company in any form in mass media and the same is to be treated strictly for academic purpose only.
8. You shall maintain utmost confidentiality on any information that you acquire during the project and sign the enclosed confidentiality agreement on or before the start of training period.
9. You shall not, during the period of your project study at HPE, copy, duplicate, decompile or translate any intellectual property of HPE without appropriate authorization. You shall not take out any intellectual property belonging to HPE, outside the work place or HPE's premises, without appropriate authorization from the supervisor.
10. You shall be obligated to compensate HPE appropriately, in the event you cause any loss or damage to any property that is owned or leased by HPE, during the training period.
11. It is expressly understood and agreed by and between us that the company shall in no way be

FOR Company

Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____



Dear **Harsha Vardhana,**

Congratulations on your selection at Accolite Digital, a best-in-class digital transformation services provider. I am delighted to extend this offer of employment to you.

At Accolite Digital, our mission is to solve our client's most complex digital challenges by engaging the brightest of technical minds, such as you. We believe in creating a work environment that enables our people to pursue their careers and balance their personal and professional goals so that we can achieve extraordinary results by winning together.

As a workplace, our culture is about openness, inclusion, and the willingness to take on the toughest challenges while doing the right thing every time. Being certified as a 'Great Place to Work' recognizes our robust value systems and reinforces our focus on creating a happy, healthy, and safe workplace.

With a team comprising the best & brightest technical minds, we believe in having a proactive and client-centric approach to deliver positive business outcomes.

We count on your abilities and believe that you will be a valuable addition to our team. I look forward to having you onboard soon and together achieve our vision to scale to a $1B+ organization.

Wishing you a long and rewarding career at Accolite!

Best regards,
Leela Kaza
Founder & CEO

Name: Harshit Hiremath
USN: 1BM18CS036
Section: 8A
₹85000/month

Walmart
Global Technology Services
India

03-Nov-2021

Start: 11/01/2022
End: 11/07/2022

Harshit Hiremath
BMS College of Engineering
Bangalore
Karnataka

Dear Harshit,

This is your letter for the proposed Internship ("Letter of Internship") between you and WM Global Technology Services India Pvt. Ltd. ("the Company") or its affiliate. The Company provides interns with a supportive environment and the Company hopes that you will find your internship rewarding and enjoyable.

1. Internship

Your start date of internship will be 11-Jan-2022 and the duration of internship shall be 6 (Six) months ("Internship Period") at our Bengaluru, Karnataka, India office.

The purpose of this internship is to inculcate a sense of team work, discipline, develop a sense of leadership and expose you to real-life problem solving methods.

2. Induction and Training

We will provide an induction explaining what the Company does and provide training to assist you to meet the standards we expect from interns.

3. Stipend

Your internship stipend is INR 85,000 (Eighty Five Thousand Only)/-per month. The Company will deduct taxes at source as required under the Income Tax Act, 1961.

4. Supervision and Support

VP International Tech ("Intern Host") will be your main point of contact during the period of internship. The Intern Host will be your buddy during the course of your internship. You will have regular interactions with the Intern Host for discussing your learning objectives as well as any problems which you may face during the course of your internship.

5. Hours of Internship and Leave

You are required to come for your internship from 9 a.m. to 5.30 p.m. - Monday to Friday. In the event you are unable to attend to your internship, please inform the Intern Host in advance.
Further, you will be entitled to a paid leave of 1 day per month in addition to Saturdays and Sundays and the other public holidays on which the Company is closed for operations.

6. Non-Disclosure of Confidential Information and Product Assignment
You will not at any time, without the consent of the Intern Host disclose or divulge or make public, except under legal obligation, any information regarding the Company's affairs or administration or service carried out, whether the same be confided to you or become known to you during the course of your internship or otherwise.
Your obligations not to disclose Company confidential information are described in more detail in the Non-Disclosure and Product Assignment Agreement ("Agreement"). You understand your internship is conditioned upon your understanding and accepting the terms of that Agreement. Further, you understand the terms of that Agreement continue throughout your internship and beyond, as described in the Agreement.

8A – 37



SHUKLA ENTERPRISE

Office No - 105, First
floor ARV Park
Noida sector 63
PIN - 201306

Date- 25/03/2022

INTERNSHIP OFFER LETTER

Dear **Hemanth Kumar V C,**

GOOD DAY..!

I am delighted & excited to Welcome you at SHUKLA ENTERPRISES as a PYTHON DEVELOPER. We believe that our team is our biggest strength and we take pride in hiring you as we found the zeal to work with us. We are confident that you would play a significant role in the overall success in the internship and we wish you the most to enjoy the work.

You will learn many things from your day to day work given to you and enjoy too.
What you get- We will provide you perk such as Completion certificate, LOR.
As you know in this pandemic it's your remote work and you don't have to maintain working time, you will work in your flexible hours,

So! Learn and Intern

We will provide you the stipend of Rs. 2000 per month and incentive will be add on basis on your performance. Your daily working hours will be 5 to 6 hour. Your internship will be of 2 months and will start from 26 March 2022.You will be reporting to your Head. During the full tenure, we look forward to you joining us. Please do not hesitate to mail us for any information you may need.
Congratulations.

Regards,
IRANE PATRA

For any query
Email us at-
support@iniestawebtech.com/
shuklasuresh234@gmail.com

8A-38

5th & 6th Floor, 2A East Tower, Embassy Tech Village - SEZ
(Formerly Known as Vrindavan Tech Village)
Marathahalli Outer Ring Road, Devarabisanahalli
Bangalore - 560 103, India.
Phone : +91 80 4640 5000
www.softwareag.com
CIN#: U72200KA2004FTC034618

software AG

Software AG Bangalore Technologies Private Limited

10 January 2022

Mr. Anukesh Jaladi
Room No 51, BMS Main Hostel, 1st Cross Road,
Opp. BMS Collage Back Gate, Basavangudi,
Bangalore - 560019

Letter of Offer - Internship

Dear Anukesh,

We are pleased to offer you the position of **Intern** with **Software AG Bangalore Technologies Private Limited.**

Role

As a **Intern** in our Bangalore Development Centre you will be assigned to **R&D** team and reporting to **Sanjan Bora** You will be located at our facility in **Bangalore.**

Starting Date

This internship will be for a period commencing from **1st February 2022** to **30th June 2022**. If necessary this date can be changed by mutual agreement.

Stipend

During your internship you will be paid a stipend of **INR 20000/- per month** to assist you with your living expenses. Accommodation and travel will be your own responsibility.

Other Terms and Conditions

It is a stated objective of the company to demonstrate the highest levels of professionalism and integrity in every aspect of the business. This applies to all dealings with staff, customers, and partners. All employees are expected to uphold this objective; ethical breaches are grounds for termination.

You will be required to sign a standard nondisclosure and proprietary invention agreement at your commencement of internship with Software AG, Bangalore. These documents set out certain rights and obligations of both Software AG or its subsidiaries and its employees, ensures that you are aware of them at the time you commence your internship with us, provide your covenant not to disclose confidential, proprietary or trade secret information of Software AG and its subsidiaries or their customers, prospects and business partners, and provide that your performance of services as an employee will not violate any duty, covenant, agreement or understanding to which you are subject. We can provide a copy of these agreements for review upon your request.

Software AG, Bangalore is offering you this internship in reliance on the accuracy of your resume and other information you provided in the application process and based upon your general experience and knowledge, and not due to specialized knowledge of your current or previous employer and their confidential information or trade secrets or any desire to cause any ethical breach concerning these companies. As a condition of your internship you have told us, and hereby represent and warrant, that your performance as an intern of Software AG, Bangalore does not and will not breach any agreement to keep in confidence proprietary information, knowledge or data acquired by you prior to your commencing with Software AG, Bangalore.

You hereby represent that if you obtained any information during your prior employment that your employer indicated was considered confidential and proprietary or that was disclosed to you in a manner that should

039-A

ORIENT EXCHANGE

DATE: 21/03/2022

OEFSPL/HR/LETTER/802/2021-2022

To,
Ms. Meghana J S

Dear Meghana,

Sub: Internship training.

Further to your request letter dated 21.03.2022, we are happy to inform you that, you have been selected for Two-months' internship training in our Company. This internship training will facilitate you to learn the process of Web Development.

You shall report from 21st March 2022 and you will be reporting at Head Office Bangalore (Address: No.70, Kanakapura Road, Near Vasavi Circle, Basavanagudi, Bangalore – 560004)

Please note that you will not be paid any stipend for conducting internship.

If there is a need for any change in the date you may please inform the same.

We wish you all the Best.

For **Orient Exchange & Financial Services (P) Ltd.,**

Vijaya Lakshmi S C

Manager - HR & Admin

8A-40

Internship & Full Time Employee Offer Letter

Date: 26.10.2021

To,
Jai Jain
BMSCE, Bangalore.

Dear Jai Jain,

On behalf of **Sixt Research & Development Pvt Ltd**, I am pleased to extend to you this offer as an Intern & Full Time Employee.

Internship:

It is our pleasure to inform you that upon assessment we have found your skills and competencies matching our requirements. Accordingly, we offer you this opportunity to team with Sixt Research & Development Pvt Ltd for a period of **03 months**. During this period, you will be designated as "**Intern - Software Development Engineer**".

You will be paid **Rs. 40,000/- (Rupees Forty Thousand only)** as stipend every month during this period.

Details and scope of your project will be provided to you on your first day of your internship at the company. Upon successful completion of your internship, you will be issued a certificate by Sixt Research & Development Pvt Ltd.

You will be required to submit a copy of the detailed project report before completion of your internship. Your internship period with our Company will entail dealing with important and sensitive information, records and such other matters of the company. You will, therefore, be required to sign a "NDA" of our company on the first day.

Jai Jain

SA-041

SANDVINE

SANDVINE

PRIVATE AND CONFIDENTIAL

9/8/2021

TRAINING CONTRACT

This Training Contract ("Contract") dated as of 9/8/2021 is entered into by and between

Company: Sandvine Technologies (India) Private Limited ("Sandvine"), being a direct or indirect subsidiary of Sandvine Corporation, which together with its various direct and indirect subsidiary companies is collectively referred to in this contract as the "Sandvine Group",

and

Trainee: Kamisetti Arun Teja ("you" or "your") residing at

Flat No. 506, MK Signature Apartments
Gandhipuram-3
Rajahmundry, AP 533103

WHEREAS, Sandvine wishes to offer you an opportunity to undergo training with Sandvine as part of your academic requirement and you desire to be trained by Sandvine, upon and subject to the terms set forth in this Contract.

NOW, THEREFORE, in consideration (a) of the mutual promises set forth herein, (b) the expense, time and effort involved in providing you with specialized and unique training, (c) the access Sandvine is and will be providing you to certain trade secrets, and confidential and proprietary information related to the business of Sandvine, and (d) other consideration, and intending to be legally bound, Sandvine and you covenant and agree as set forth below.

1. Training. Upon the terms and conditions set forth herein, Sandvine agrees to train you as per the details as set out in Schedule A hereto and you hereby accept such training. Sandvine agrees to train you on terms and conditions as provided herein and may be indicated to you by Sandvine from time to time. Subject to any academic requirements, while being trained by Sandvine, you shall devote substantially all of your time and best efforts to your training, shall train to the best of your ability, and shall act in conformity with and be bound by Sandvine's policies as applicable to you as a trainee.

2. Term of Training. Your training with Sandvine will commence on or about the start date as set out in Schedule A and, subject to any statutory or legal obligations to the contrary, and shall end on the date set out in Schedule A. Sandvine is not obligated by this Contract or by separate arrangements to continue your training for any particular time period or under any specific terms or conditions.

3. No Conflict. You represent and warrant to Sandvine that (i) you are undergoing training as part of your

8A-042

October 30, 2021

Certificate of Completion
Awarded to Karan Naidu C

Dear Karan,

Congratulations for successfully completing your internship with us for 6 months. Your work with us has been recognized and well appreciated.

Wish you well for your future endeavors.

Best Regards,

ZenEquity Technologies LLP • Bangalore

Sharat Khurana
CEO, ZenEquity

8A - 42

October 30, 2021

Certificate of Completion
Awarded to Karan Naidu C

Dear Karan,

Congratulations for successfully completing your internship with us for 6 months. Your work with us has been recognized and well appreciated.

Wish you well for your future endeavors.

Best Regards,

ZenEquity Technologies LLP Bangalore

Sharat Khurana
CEO, ZenEquity

8A-043

REF: AKAM/CON/CONSULTANT/HR/2021 Jan 24, 2022

Mr. Karthik Venugopal
#375, 5th Block,
K. H. B Colony, Koramangala,
Bengaluru 560095

Dear **Karthik,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **9th Feb 2022.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Six Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

SA-043

REF: AKAM/CON/CONSULTANT/HR/2021

Jan 24, 2022

Mr. Karthik Venugopal
#375, 5th Block,
K. H. B Colony, Koramangala,
Bengaluru 560095

Dear **Karthik,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **9th Feb 2022.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Six Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

SA-44

Hewlett Packard
Enterprise

19/10/2021

Kattirisetty Venkata Sravya

Flat no. SF3, Dhanush Classic apartments, nyanapanahalli main road, begur post, btm layout, hulimavu, bangalore - 560068, Bangalore

Dear Kattirisetty Venkata Sravya,

We are pleased to inform you that you have been selected for training with Hewlett Packard India Software Operation Pvt. Ltd. ("HPE" or the "Company") from 18/01/2022 to 15/07/2022 for a period of **6 months** under the guidance and supervision of Anand Prahlad. Your location would be Bangalore, Karnataka, India.

1. During the tenure of the project, you will be paid a **stipend of** Rs.30,000 **per month.** The payment of stipend shall depend on your unconditional presence at any location that may be stipulated herein above.
2. It is clearly understood that you are not in any manner providing any service to HPE and that the payment of stipend shall not in any manner be construed or deemed to be consideration for services rendered by you.
3. You will not be entitled to any statutory benefits of otherwise to which a regular employee of the company is entitled.
4. You will be entitled for 12 days leave per annum, weekly holidays and such other holidays declared by the Company.
5. During your training with the company you shall be bound by the company's rules and regulation applicable from time to time and any violation to this will result in immediate termination of your training.
6. During your training with the company you may come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances.
7. You shall not publish your research / project report and about the company in any form in mass media and the same is to be treated strictly for academic purpose only.
8. You shall maintain utmost confidentiality on any information that you acquire during the project and sign the enclosed confidentiality agreement on or before the start of training period.
9. You shall not, during the period of your project study at HPE, copy, duplicate, decompile or translate any intellectual property of HPE without appropriate authorization. You shall not take out any intellectual property belonging to HPE, outside the work place or HPE's premises, without appropriate authorization from the supervisor.
10. You shall be obligated to compensate HPE appropriately, in the event you cause any loss or damage to any property that is owned or leased by HPE, during the training period.

FOR Company

Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

8A-45

REF: AKAM/CON/CONSULTANT/HR/2021 May 13, 2021

Mr. Kenish R
G 958 4th cross, Central town ship,
HAL , old airport road, Borewell stop, Marathahalli,
Bangalore - 560037

Dear **Kenish,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **26th May 2021.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Two Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

8A-046

PROPRIETARY INFORMATION AND INVENTIONS AGREEMENT
Sling Media Pvt. Ltd. (India)

The following confirms and memorializes an agreement that Sling Media Private Limited (the "Company") and I, (Khrithik S Anand), have had since the commencement of my employment with the Company in any capacity and that is and has been a material part of the consideration for my employment by Company:

1. I have not entered into, and I agree I will not enter into, any agreement either written or oral in conflict with this Agreement or my employment with Company. I will not violate any agreement with or rights of any third party or, except as expressly authorized by Company in writing hereafter, use or disclose my own or any third party's confidential information or intellectual property when acting within the scope of my employment or otherwise on behalf of Company. Further, I have not retained anything containing any confidential information of a prior employer or other third party, whether or not created by me.

2. Company shall own on a perpetual basis all right, title and interest (including patent rights, copyrights, trade secret rights, mask work rights, *sui generis* database rights and all other intellectual and industrial property rights of any sort throughout the world) relating to any and all inventions (whether or not patentable), works of authorship, mask works, designs, know-how, ideas and information made or conceived or reduced to practice, in whole or in part, by me during the term of my employment with Company (collectively "Inventions") and I will promptly disclose all Inventions to Company. I hereby make all assignments necessary to accomplish the foregoing. I shall further assist Company, at Company's expense, to further evidence, record and perfect such assignments, and to perfect, obtain, maintain, enforce, and defend any rights specified to be so owned or assigned. This assignment shall not lapse in any circumstance including on the failure of the Company to exercise the rights assigned hereunder for any period of time. I hereby irrevocably designate and appoint Company as my agent and attorney-in-fact, coupled with an interest and with full power of substitution, to act for and in my behalf to execute and file any document and to do all other lawfully permitted acts to further the purposes of the foregoing with the same legal force and effect as if executed by me. If anything created by me prior to my employment relates in any way to Company's actual or proposed business, I have listed it on Appendix A in a manner that does not violate any third party rights. Without limiting Section 1 or Company's other rights and remedies, if, when acting within the scope of my employment or otherwise on behalf of Company, I use or (except pursuant to this Section 2) disclose my own or any third party's confidential information or intellectual property (or if any Invention cannot be fully made, used, reproduced, distributed and otherwise exploited without using or violating the foregoing), Company will have and I hereby grant Company a perpetual, irrevocable, worldwide royalty-free, non-exclusive, sublicensable right and license to exploit and exercise all such confidential information and intellectual property rights. This license shall not lapse in any circumstances including for non-exercise of such license by the Company for any period of time.

8A-04

Walmart
Global Technology Services
India

26-Oct-2021

Krishnaprasad V
BMS College of Engineering
Bangalore
Karnataka

Dear Krishnaprasad,

This is your letter for the proposed Internship ("Letter of Internship") between you and WM Global Technology Services India Pvt. Ltd. ("the Company") or its affiliate. The Company provides interns with a supportive environment and the Company hopes that you will find your internship rewarding and enjoyable.

1. Internship

Your start date of internship will be 11-Jan-2022 and the duration of internship shall be 6 (Six) months ("Internship Period") at our Bengaluru, Karnataka, India office.

The purpose of this internship is to inculcate a sense of team work, discipline, develop a sense of leadership and expose you to real-life problem solving methods.

2. Induction and Training

We will provide an induction explaining what the Company does and provide training to assist you to meet the standards we expect from interns.

3. Stipend

Your internship stipend is INR 85,000 (Eighty Five Thousand Only)/-per month. The Company will deduct taxes at source as required under the Income Tax Act, 1961.

4. Supervision and Support

Vice President- Engineering ("Intern Host") will be your main point of contact during the period of internship. The Intern Host will be your buddy during the course of your internship. You will have regular interactions with the Intern Host for discussing your learning objectives as well as any problems which you may face during the course of your internship.

5. Hours of Internship and Leave

You are required to come for your internship from 9 a.m. to 5.30 p.m. - Monday to Friday. In the event you are unable to attend to your internship, please inform the Intern Host in advance.
Further, you will be entitled to a paid leave of 1 day per month in addition to Saturdays and Sundays and the other public holidays on which the Company is closed for operations.

6. Non-Disclosure of Confidential Information and Product Assignment
You will not at any time, without the consent of the Intern Host disclose or divulge or make public, except under legal obligation, any information regarding the Company's affairs or administration or service carried out, whether the same be confided to you or become known to you during the course of your internship or otherwise.
Your obligations not to disclose Company confidential information are described in more detail in the Non-Disclosure and Product Assignment Agreement ("Agreement"). You understand your internship is conditioned upon your understanding and accepting the terms of that Agreement. Further, you understand the terms of that Agreement continue throughout your internship and beyond, as described in the Agreement.

SA-048

GIGSKY
WORLD MOBILE DATA

17th December 2021

Mr. Kshitij R,
Parimalarya house,
Bolwar Bailu, Puttur Taluk,
D.K District - 574201

Subject: Offer for Internship

Dear Kshitij,

GigSky India Private Limited is pleased to offer you an opportunity as Intern with following terms and conditions from **1st February 2022**. Your internship will be in the area of 'Design and Development of Cloud Based Connectivity Platforms / Services'. Your internship will end on **30th June 2022**. You will be reporting to Mr. Jagadish Dande - Senior Director.

1. You will be paid a monthly stipend of INR 40000 per month.
2. You are expected to undergo training and internship as outlined by your supervisor (manager) and carry out other applications that may be assigned to you time to time.
3. You are required to report for work as per schedule, and as instructed by your supervisor.
4. You are entitled for 1 day of paid leave per month
5. You are directed to refrain from making public statements, either written or spoken, that may be detrimental to company policies and decisions.
6. You are not permitted to circulate any statements, whether written by you or another party, relating to matters concerning the company
7. Your internship at GigSky India will be on the basis that the information supplied to us in the course of your application is legitimate and correct.
8. Your internship may be terminated by either party by giving you two (2) weeks' notice in writing or two (2) weeks' allowance in lieu of notice.

Any false information provided in support of your application for employment will result in termination of employment without any compensation.

Congratulation and welcome to the team!

For GigSky India Private Limited

Manoj Dighe
General Manager - India

Agreed to and accepted by:

Kshitij. R

verzeo
learn here lead anywhere

INTERNSHIP CERTIFICATION

This is to certify that

B.SAI HITHESH

has successfully completed an Internship Program Cyber Security

from 01-07-2021 to 01-09-2021.

During the Internship, the student was found to be

dedicated, hardworking, and diligent.

12-01-2022

DATE

UID : 436131173

VICE PRESIDENT - HR

034

CIN Number U74900KA2012FTC064201

Allstate | Solutions Private Limited

To:

Ms. Avashya K

Date: **20th February 2022**

597, Hanumanth Nagar, 4th Cross,
Bangalore 560050

SUBJECT: OFFER OF INTERNSHIP

1. We take pleasure in informing you that you are permitted to undergo **Internship** in our company for a period **Two** months subject to the terms and conditions stipulated hereunder.

   1.1 You will undergo **Internship** under the guidance of **Senthil Basuva Raj S,**

   1.2 Your **Internship** will commence on the date on which you report and shall come to an end on the expiry of **Two** months from the date of reporting.

   1.3 You will be paid a monthly stipend of **Rs. 20,000/- (Twenty Thousand only)**. The stipend is intended to meet your personal expenses during the period of **Internship**, The amount may be drawn by you either on monthly basis or at the end of period of Internship.

   1.4 Your Internship would be confirmed subject to successful completion of Background checks, including education and reference check as required by ASPL

   1.5 Your **Internship** timings shall be as per the working hours of the employees of the company and you will observe the weekly holiday and other holidays at par with other employees.

   1.6 You will be governed by the workplace policies as laid down by the company from time to time and you should conform to the said policies and guidelines.

   1.7 You shall keep all the information which you may come across during the period of your **Internship** about the affairs of the company, and its business confidential and shall not divulge the same to anyone who is not authorized to receive such information.

8 A-62

SHUKLA ENTERPRISE

Office No - 105, First
floor ARV Park
Noida sector 63
PIN - 201306

Date- 25/03/2022

INTERNSHIP OFFER LETTER

Dear Prajwal Patil N,

GOOD DAY..!

I am delighted & excited to Welcome you at SHUKLA ENTERPRISES as a PYTHON DEVELOPER. We believe that our team is our biggest strength and we take pride in hiring you as we found the zeal to work with us. We are confident that you would play a significant role in the overall success in the internship and we wish you the most to enjoy the work.

You will learn many things from your day to day work given to you and enjoy too.
What you get- We will provide you perk such as Completion certificate, LOR.
As you know in this pandemic it's your remote work and you don't have to maintain working time, you will work in your flexible hours,

So! Learn and Intern

We will provide you the stipend of Rs. 2000 per month and incentive will be add on basis on your performance. Your daily working hours will be 5 to 6 hour. Your internship will be of 2 months and will start from 26 March 2022.You will be reporting to your Head. During the full tenure, we look forward to you joining us. Please do not hesitate to mail us for any information you may need.
Congratulations.

Regards,
IRANE PATRA

For any query
Email us at-
support@iniestawebtech.com/
shuklasuresh234@gmail.com

400 - A

DocuSign Envelope ID: AFB9FF8E-29E7-4BC6-9898-E1998D71560F

ivanti

29th September 2021

Abhishek R
Hirandahalli, Virgonagar , Bangalore, Karnataka 560049

Private & Confidential

Dear Abhishek R,

We are pleased to offer you an internship with Ivanti Technology India Private Limited (previously known as Mobile Iron India Software Private Limited), hereinafter referred to as "**Company**" or "**Ivanti**" which will commence beginning **10th January 2022** and shall be for a duration of **6 months** ending on **10th July 2022** ("**Term**").

Set out below are the specific terms and conditions of your internship:

1. Your training will be conducted during the Company's regular business hours on Monday through Friday. Once we are open you should be able to start reporting to our office which is in **Bangalore**.

2. Your trainer will be communicated to you when you start your internship.

3. You shall ensure that you abide by and confirm with all the rules, regulations, and policies of the Company or of such other company where you may be sent as a part of your internship.

4. Each month, the Company shall pay you an all-inclusive stipend of **INR 40,000** subject to necessary contributions and tax deductions as required under applicable laws.

5. The Company will provide you a one-time payment of **INR 15,000** payable along with the first stipend as according to the Company's standard payroll process and is subject to standard withholding and deductions

6. Should you need to be away from office due to personal or medical reasons, you will be required to inform your trainer in advance.

7. You agree and understand that your relationship with the Company shall not be construed as an employer - employee relationship and that you are not entitled to any employee benefits, statutory or otherwise, including but not limited to bonus, insurance, etc.

8. You understand and acknowledge that nothing contained in this letter shall be construed as a confirmation or guarantee of employment with the Company.

9. The Term of internship may be reduced or extended or otherwise modified at the sole discretion of the Company, without assigning any reason whatsoever. The Company also reserves the right to discontinue the internship for any reason whatsoever, without serving you any notice, intimation and/or assigning any reason whatsoever. In all other cases, the arrangement shall automatically expire upon completion of the Term.

10. You understand that this internship is being extended to you under very strict confidence. By signing below, you agree not to disclose the details of the internship or the terms of this letter, except as may be required by applicable law.

4A-401

Fidelity INVESTMENTS

#FID-2653728
Date: Nov 16, 2021

Arbaz Ahmed
BMSCE Bangalore

PRIVATE, PRIVILEGED & CONFIDENTIAL

Dear **Arbaz,**

SUB: OFFER OF STUDENT'S INTERNSHIP

This has reference to your application dated **Oct 14, 2020,** requesting for permitting you to undergo Internship in Fidelity Business Services India Private Limited (herein after referred to as "company") at Bangalore to fulfill the requirement of the course you are pursuing. The Company reserves the right to transfer you to any of its locations which will be communicated to you.

We are pleased to inform you that you have been selected for undergoing Internship in our Organization as an Intern on the following terms and conditions:

1. **NATURE OF INTERNSHIP:**

You will undergo on the job training in our establishment which would give you adequate exposure to undertake projects and would enhance your knowledge and ability to analyze and evaluate the different aspect of the Project. You will be assigned a mentor who will guide you through your Internship at Fidelity Business Services India Private Limited. Your mentor will assign projects and/or responsibilities and you are expected to work closely with your mentor during the period of Internship.

2. **DURATION OF INTERNSHIP:**

The duration of Internship will be for a period of **5 months** from the date of commencement of the Internship at the Organization. Unless the Company extends the period of your Internship, in writing, your Internship shall automatically stand terminated at the expiry of the Internship period of **5 months** or extended period of Internship.

3. **SCHOLARSHIP:**

You will be paid a scholarship of **Rs. 35,000/-** per month. You will receive your scholarship amount at the end of every month, pro-rated for the time served in a calendar month.

4. **DATE OF COMMENCEMENT OF INTERNSHIP:**

In case the above terms and conditions are acceptable to you, you are required to return the duplicate copy of this letter of engagement duly signed not later than **Dec 10, 2021** and report for Internship on **Jan 24, 2022.**

Digitally signed by Eswara, Aiyappa
Date: 2021.11.23 18:39:54 IST

8 A

SHUKLA ENTERPRISE

Date- 25/03/2022

Office No - 105, First
floor ARV Park
Noida sector 63
PIN - 201306

INTERNSHIP OFFER LETTER

Dear Chirag Swamy,

GOOD DAY..!

I am delighted & excited to Welcome you at SHUKLA ENTERPRISES as a PYTHON DEVELOPER. We believe that our team is our biggest strength and we take pride in hiring you as we found the zeal to work with us. We are confident that you would play a significant role in the overall success in the internship and we wish you the most to enjoy the work.

You will learn many things from your day to day work given to you and enjoy too.
What you get- We will provide you perk such as Completion certificate, LOR.
As you know in this pandemic it's your remote work and you don't have to maintain working time, you will work in your flexible hours,

So! Learn and Intern

We will provide you the stipend of Rs. 2000 per month and incentive will be add on basis on your performance. Your daily working hours will be 5 to 6 hour. Your internship will be of 2 months and will start from 26 March 2022.You will be reporting to your Head. During the full tenure, we look forward to you joining us. Please do not hesitate to mail us for any information you may need.
Congratulations.

Regards,
IRANE PATRA

For any query
Email us at-
support@iniestawebtech.com/
shuklasuresh234@gmail.com

SA-403

rubrik

RUBRIK INDIA PRIVATE LIMITED

October 8, 2021

Chiranjeevi
chiranjeevi.cs19@bmsce.ac.in

Dear Chiranjeevi,

We are pleased to offer you a position of **Customer Success Engineer Intern** with Rubrik India Private Limited (hereinafter referred as "**RUBRIK INDIA**"). You will initially report to the Company's Director of Customer Support, **Antony Ashwin**. This offer of employment is for an Internship Role based in Bangalore.

Please note that the terms of employment detailed in this document and annexure are confidential. These contents should not be disclosed to third parties without prior approval from the Company.

1. Compensation

Salary/Stipend: Your monthly stipend will be **INR 58,333(Fifty eight thousand three hundred and thirty three).** During the term of your employment, you will be eligible to participate in all of the Company's employee benefit programs available to employees at your position. Subject to applicable law, the Company reserves the right to terminate, or substitute another scheme(s)/program for the benefits due at its sole and absolute discretion.

2. Terms and Conditions of Employment

Your employment with us will be governed by the specific terms and conditions referred to in Annexure - A.

3. Commencement of Employment

You are required to commence employment on or before **February 7, 2022**.

4. Document Submission Requirements

You are requested to report on your date of commencement of employment (as mentioned in clause 3 above) to complete the joining formalities. At the time of joining, you are requested to submit the documents as per Annexure - B.

5. Employment Invention Assignment, Non-competition and Confidentiality Agreement

You will be required to execute and be bound by an Employment Invention Assignment, Non-competition and Confidentiality Agreement given to you as in Annexure - C. The Employment Invention Assignment Agreement shall be an integral part of and coexist with this Employment Agreement.

6. Work Permit and Background Check

Notwithstanding anything stated herein, the parties hereto agree and acknowledge that offer of employment made under this agreement is subject to the following conditions:

8A-145

Akamai
Experience the Edge

July 21, 2021

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Aravindh R Shankar** was working with us from **May 26, 2021** to **July 21, 2021** as **Intern.**

During this tenure, he conducted himself well and was found to be very sincere. We wish him the very best in his future endeavors.

He worked on the project **"System Tracker".**

for **Akamai Technologies India Pvt Ltd.**

M.B

Sunil Nanaiah MB

Manager - HR Operations

UPAY
Underprivileged's Advancement by Youth

उपाय

कोशिश एक बेहतर कल की...



Under Privileged Advancement by Youth
Registered under the Bombay Public Trusts Act, 1950 (Reg No: F-14212) & Societies Registration Act, 1860 (Reg No: MAHARASHTRA/268/2011/BHANDARA)
NITI AYOG Registration ID: MH/2011/0046244

Confirmation of Internship

Date: 07th October, 2021

Dear Kaushal,

Greetings from UPAY and welcome onboard as an Intern at UPAY!

This letter confirms your selection at Underprivileged Advancement by Youth NGO as an intern starting from 10th October, 2021 for the period of two months.

This is an unpaid internship, meaning you will not receive any monetary compensenation or stipend.

We wish you luck for your projects and hope your association adds value to our organization and provides a great learning experience for you.

Good luck!

Regards,

Deboshree Bhattacharya
UPAY

UPAY Head Office – 201, Gandhi Nagar, Ambajhari road, Nagpur- 440010, Maharashtra
Contact: +91-9403964879/+91-7030735531 | info@upay.org.in | http://www.upay.org.in

8A – 147

Hewlett Packard
Enterprise

04-February-2022

Dear Arpana M Ramaswamy,

This is with respect to offer letter dated 17th October 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of R&D Intern.

Your date of joining agreed between us was **8th February 2022**

Your revised date of joining is **8th March 2022**

Your revised Internship end date is **2nd September 2022**

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining, the above-mentioned offer letter shall stand revoked and cancelled.

With best regards,

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

*This is an electronically generated letter and hence does not require a signature.

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: Arpana

Name Arpana M Ramaswamy

Date: 04/02/2022

Place: Bangalore

A-149

Hewlett Packard
Enterprise

04-February-2022

Dear Shikha N,

This is with respect to offer letter dated 15th November 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of R&D Intern.

Your date of joining agreed between us was 8th February 2022

Your revised date of joining is 8th March 2022

Your revised Internship end date is 2nd September 2022

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining. the above-mentioned offer letter shall stand revoked and cancelled.

With best regards,

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

*This is an electronically generated letter and hence does not require a signature.

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: Shikha

Name Shikha N

Date: 04-02-22

Place: Bangalore

8B-49

channelpro
energize the business

B-111 Titanium City Center,
100 Feet Anand Nagar Road
Satellite, Ahmedabad 380015
GST No. : 24ABHFM2765J1Z2
+91-79-48997049 , info@channelpro.in

Offer Letter & Agreement

Dear **M K Gagan Roshan,**

ChannelPro Communications is pleased to offer you **Work from Home Internship** as **Website Management- Intern**. We trust that your experience and skills will be a valuable asset to our company. If you are to accept this offer, you must abide by our company's policies:

1. **Duration & Timing:** Total duration of internship will be **02 months**

2. **Confidentiality of Proprietary Information:** Employee agrees, during or after the term of this employment, not to reveal confidential information, or trade secrets to any person, firm, corporation, or entity. Should Employee reveal or threaten to reveal this information, the Company shall be entitled to an injunction restraining the Employee from disclosing same, or from rendering any services to any entity to whom said information has been or is threatened to be disclosed, the right to secure an injunction is not exclusive, and the Company may pursue any other remedies it has against the Employee for a breach or threatened breach of this condition, including the recovery of damages from the Employee

3. **Termination of Agreement:** Company may terminate this agreement at any time upon 7 days' written notice to the Employee

4. **Holidays & Leave:** The employee is entitled to **one holiday in a month**. If require extra leave in that month than 7 days prior employee has to take permission. If not followed the process, warning will be given. Such 03 warnings may lead to termination

5. **Task:** You have to dedicate your **part time** on daily basis and report to your reporting manager on daily task

6. **Salary:** This is unpaid intern

If you accept this offer, your hire date will be **07th March 2022.** Please note, this offer letter holds no value without internship certificate which will be provided on the last day of internship.

Sincerely,
Neeraj Kumar
Digital Marketing Head

Applicant Sign & Date
MKgagan
03/06/2022

049 – 8R

InternshipOfferWithNGO

Date: 1st March 2022

M K Gagan Roshan
gagan.cs18@bmsce.ac.in
9380417069

Dear M K Gagan Roshan,

I am delighted & excited to welcome you to NGO as an **App Developer** Intern. At BADLAV SEVA SAMITI, we believe that our team is our biggest strength and we take pride in hiring ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with us.

Your appointment will be governed by the terms and conditions presented in Annexure A.

We look forward to you joining us. Please do not hesitate to call us for any information you may need. Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

Dr Sumit Singh

General Secretary, Uttar Pradesh

Badlav Seva Samiti (NGO)

LMARKS

ESTD. 1995

LMARKS AUTOMATION ESTD 1995

8B-50

March 12th 2022

To,

M S Sathwick Kiran

#29, NHCS Layout,

Water tank road,

Basaveshwaranagar,

Bangalore -560079

Sub: Internship Offer Letter

Dear Sathwick,

We are pleased to offer you an internship at **Lmarks Automation, Bangalore.**

This will be a two-month internship. Your internship will start from 14th March 2022 to 15th May 2022.

For the duration of your internship, you will be given a stipend of INR 8,000 per month.

During this time frame you will interact and report to Sagar Bharadwaj- Sr Manager.

Welcome to Lmarks!

For Lmarks Automation,

LMARKS Bengaluru

Authorized Signatory

REGD. OFFICE:
LMARKS
171 12TH CROSS 2ND STAGE
WEST OF CHORD ROAD MAHALAKSHMIPURAM
BENGALURU 560086

PHONE: +91 80 2359 2115
+91 80 2359 2116

MOBILE: +91 9845020519
+91 9845750519

EMAIL: info@lmarksautomation.com
info@lmarksshades.com

WEBSITE: www.lmarksautomation.com
www.lmarksshades.com

8B-51

Hewlett Packard
Enterprise

04-February-2022

Dear Madhukesh Bhat M,

This is with respect to offer letter dated 26th October 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of R&D Intern.

Your date of joining agreed between us was **8th February 2022**

Your revised date of joining is **8th March 2022**

Your revised Internship end date is **2nd September 2022**

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining, the above-mentioned offer letter shall stand revoked and cancelled.

With best regards,

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

This is an electronically generated letter and hence does not require a signature.

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: 

Name MADHUKESH BHAT M

Date: 04/02/2022

Place: BENGALURU

88-052

REF: AKAM/CON/CONSULTANT/HR/2021 May 13, 2021

Mr. Manas Agarwal
305, Sapthagiri Residency VII,
Kathriguppe,
Bangalore-560085

Dear **Manas,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **26th May 2021.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Two Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

8B 1BM18CS053

5th & 6th Floor, 2A East Tower, Embassy Tech Village - SEZ
(Formerly Known as Vrindavan Tech Village)
Marathahalli Outer Ring Road, Devarabisanahalli
Bangalore - 560 103, India.
Phone : +91 80 4640 5000
www.softwareag.com
CIN#: U72200KA2004FTC034618

software AG

Software AG Bangalore Technologies Private Limited

10 January 2022

Mr. Manu Narayan Yadahalli
NH-3 Hostel, BMS Collage of Engineering,
Bull Temple Road, Basavangudi,
Bangalore - 560019

Letter of Offer - Internship

Dear Manu,

We are pleased to offer you the position of **Intern** with **Software AG Bangalore Technologies Private Limited.**

Role

As a **Intern** in our Bangalore Development Centre you will be assigned to **R&D** team and reporting to **Sanjan Bora** You will be located at our facility in **Bangalore.**

Starting Date

This internship will be for a period commencing from **1st February 2022** to **30th June 2022**. If necessary this date can be changed by mutual agreement.

Stipend

During your internship you will be paid a stipend of **INR 20000/- per month** to assist you with your living expenses. Accommodation and travel will be your own responsibility.

Other Terms and Conditions

It is a stated objective of the company to demonstrate the highest levels of professionalism and integrity in every aspect of the business. This applies to all dealings with staff, customers, and partners. All employees are expected to uphold this objective; ethical breaches are grounds for termination.

You will be required to sign a standard nondisclosure and proprietary invention agreement at your commencement of internship with Software AG, Bangalore. These documents set out certain rights and obligations of both Software AG or its subsidiaries and its employees, ensures that you are aware of them at the time you commence your internship with us, provide your covenant not to disclose confidential, proprietary or trade secret information of Software AG and its subsidiaries or their customers, prospects and business partners, and provide that your performance of services as an employee will not violate any duty, covenant, agreement or understanding to which you are subject. We can provide a copy of these agreements for review upon your request.

Software AG, Bangalore is offering you this internship in reliance on the accuracy of your resume and other information you provided in the application process and based upon your general experience and knowledge, and not due to specialized knowledge of your current or previous employer and their confidential information or trade secrets or any desire to cause any ethical breach concerning these companies. As a condition of your internship you have told us, and hereby represent and warrant, that your performance as an intern of Software AG, Bangalore does not and will not breach any agreement to keep in confidence proprietary information, knowledge or data acquired by you prior to your commencing with Software AG, Bangalore.

You hereby represent that if you obtained any information during your prior employment that your employer indicated was considered confidential and proprietary or that was disclosed to you in a manner that should

8B-54

5th & 6th Floor, 2A East Tower, Embassy Tech Village - SEZ
(Formerly Known as Vrindavan Tech Village)
Marathahalli Outer Ring Road, Devarabisanahalli
Bangalore - 560 103, India.
Phone : +91 80 4640 5000
www.softwareag.com
CIN#: U72200KA2004FTC034618

software AG

Software AG Bangalore Technologies Private Limited

10 January 2022

Mr. Mohammad Tanwir Shaik
Maple, Golden Grand Apartments,
Tumukur Road, Yeshwantpur,
Bangalore - 560022

Letter of Offer - Internship

Dear Mohammad,

We are pleased to offer you the position of **Intern** with **Software AG Bangalore Technologies Private Limited.**

Role

As a **Intern** in our Bangalore Development Centre you will be assigned to **R&D** team and reporting to **Sanjan Bora** You will be located at our facility in **Bangalore.**

Starting Date

This internship will be for a period commencing from **1st February 2022** to **30th June 2022**. If necessary this date can be changed by mutual agreement.

Stipend

During your internship you will be paid a stipend of **INR 20000/- per month** to assist you with your living expenses. Accommodation and travel will be your own responsibility.

Other Terms and Conditions

It is a stated objective of the company to demonstrate the highest levels of professionalism and integrity in every aspect of the business. This applies to all dealings with staff, customers, and partners. All employees are expected to uphold this objective; ethical breaches are grounds for termination.

You will be required to sign a standard nondisclosure and proprietary invention agreement at your commencement of internship with Software AG, Bangalore. These documents set out certain rights and obligations of both Software AG or its subsidiaries and its employees, ensures that you are aware of them at the time you commence your internship with us, provide your covenant not to disclose confidential, proprietary or trade secret information of Software AG and its subsidiaries or their customers, prospects and business partners, and provide that your performance of services as an employee will not violate any duty, covenant, agreement or understanding to which you are subject. We can provide a copy of these agreements for review upon your request.

Software AG, Bangalore is offering you this internship in reliance on the accuracy of your resume and other information you provided in the application process and based upon your general experience and knowledge, and not due to specialized knowledge of your current or previous employer and their confidential information or trade secrets or any desire to cause any ethical breach concerning these companies. As a condition of your internship you have told us, and hereby represent and warrant, that your performance as an intern of Software AG, Bangalore does not and will not breach any agreement to keep in confidence proprietary information, knowledge or data acquired by you prior to your commencing with Software AG, Bangalore.

You hereby represent that if you obtained any information during your prior employment that your employer indicated was considered confidential and proprietary or that was disclosed to you in a manner that should

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8B-055



CISCO

24-Nov-2021

Mokshith D V
#212, 6th cross, Karnashree layout,
Medahalli, Bengaluru 560049

Re: Appointment as **Technical Undergraduate Intern**, grade 99 with Cisco Systems (India) Private Limited.

This is with reference to your request for training. We are pleased to inform you that we will offer you an internship as a **Technical Undergraduate Intern**, grade 99 in **123 - Cisco Systems (India) Private Limited ("the Company")** on the following terms and conditions:

1. Commencement of Internship

Your Internship will commence on **02-Feb-2022** and will be for a fixed term of 5 months ("Term") which means, subject to the right of termination set out in this letter, it will terminate no later than **01-Jul-2022**. You will be based at **123 - Cisco Systems (India) Private Limited, IND-BANGALORE, KARNATAKA, INDIA**.

2. Whole time Internship

During the Term you, being in the whole time Internship of the Company, shall not engage or associate yourself directly/indirectly or in any other manner, whatsoever, in any other post or work part time or pursue any course of study without the prior permission of the Company. You shall devote your whole time, attention and skill to the best of your ability for the business of the Company and shall not undertake any work other than what has been assigned to you. You shall not directly or indirectly be connected with, concerned, employed or engaged in any other business or activities whatsoever, without the prior permission of the Company and shall not accept any emoluments, commission or honoraria whatsoever from anyone.

3. Place of posting and assignment

Your place of posting is **IND-BANGALORE, KARNATAKA, INDIA**. You are liable to be transferred to any place of business of the Company as existing/operating presently or acquired or set up later in any part of India or abroad at any time. You are also liable to be deputized to any work or assigned the works of any Associate/Sister Concerns, Subsidiaries or any other Companies/Concerns/Organizations/Firms with whom the Company may make such arrangement or agreement.

Due to the global COVID-19 crisis, Cisco globally is limiting its employee presence in its offices. Hence your place of work could be either your assigned primary work location (Cisco office) or home office based on your permanent address. Once the Company determines that it is appropriate, having regard to its operational needs, to have its employees return to its office, your place of work will transition to the primary work location. The Company will give you as much notice as practical of the date of your transition.
If you do not change working from the remote location to your primary work location within 30 days after being requested to do so by Cisco, then Cisco reserves the right to terminate your Internship.

4. Office Hours

You are expected to work during the Company's normal business hours. The normal working days will be five days a week. However, you may be required to work in excess of the Business Hours or outside normal working days as necessary to perform your duties and responsibilities.

5. Termination

In the event of gross misconduct or commission of a serious breach of the terms of your Internship by you, the Company is entitled to terminate your Internship with immediate effect without prior notice or payment in lieu.

Qualcomm

Qualcomm India Private Limited
Corporate Identity Number(CIN): U64202DL1996PTC076991
Registered Office:
Unit No. 201, 2nd Floor, Tolstoy House
15, Tolstoy Marg, New Delhi -110001,
Tel:+91-11-43083550, Fax: +91-11-43083550

December 14, 2021

Naman Agarwal
Bengaluru, India

Re : Internship Programme at Qualcomm India Private Limited

Dear Naman,

We are pleased to extend an offer for internship with Qualcomm India Private Limited ("Qualcomm") as a/an Interim Intern.

Your internship will commence in the month of January, 2022 at any of Qualcomm India locations as intimated to you by the company.

Your internship will end approximately 25 weeks from your Start Date ("End Date").

Such internship at Qualcomm does not entitle you to claim or claim preference to employment at Qualcomm.

You will be eligible to receive a monthly stipend of INR ₹45,000.00during your internship subject to proper performance and conduct, which shall be as assessed by Qualcomm in its sole discretion.

Benefits Program

Qualcomm is committed to providing its Interns, comprehensive and competitive levels of stipends and benefits. Please refer to the India Intern Benefits Summary for a description of eligible benefits.

Qualcomm will provide you with the attached relocation package.

Confidentiality

You must always maintain the highest degree of secrecy and keep as confidential the records, documents and such other information relating to the business of Qualcomm which may be known to you or confided in you by any means in the course of your internship with Qualcomm. You will be required to sign the Inventions Disclosure, Confidentiality and Proprietary Rights Agreement with Qualcomm at the time of commencing your internship with Qualcomm.

India Taxes

Taxes will be withheld in accordance with India tax laws you shall be responsible for filing your personal returns and comply with other requirements under the India tax laws.

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Scanned by TapScanner

30-Apr-2022

SB-058

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rubrik

RUBRIK INDIA PRIVATE LIMITED

October 8, 2021

Neelesh gangopadhyay
neeleshg.cs18@bmsce.ac.in

Dear Neelesh,

We are pleased to offer you a position of **Customer Success Engineer Intern** with Rubrik India Private Limited (hereinafter referred as "**RUBRIK INDIA**"). You will initially report to the Company's Director of Customer Support, **Amit Suri**. This offer of employment is for an Internship Role based in Bangalore.

Please note that the terms of employment detailed in this document and annexure are confidential. These contents should not be disclosed to third parties without prior approval from the Company.

1. Compensation

Salary/Stipend: Your monthly stipend will be **INR 58,333 (Fifty eight thousand three hundred and thirty three).** During the term of your employment, you will be eligible to participate in all of the Company's employee benefit programs available to employees at your position. Subject to applicable law, the Company reserves the right to terminate, or substitute another scheme(s)/program for the benefits due at its sole and absolute discretion.

2. Terms and Conditions of Employment

Your employment with us will be governed by the specific terms and conditions referred to in Annexure - A.

3. Commencement of Employment

You are required to commence employment on or before **February 7, 2022**.

4. Document Submission Requirements

You are requested to report on your date of commencement of employment (as mentioned in clause 3 above) to complete the joining formalities. At the time of joining, you are requested to submit the documents as per Annexure - B.

5. Employment Invention Assignment, Non-competition and Confidentiality Agreement

You will be required to execute and be bound by an Employment Invention Assignment, Non-competition and Confidentiality Agreement given to you as in Annexure - C. The Employment Invention Assignment Agreement shall be an integral part of and coexist with this Employment Agreement.

6. Work Permit and Background Check

Notwithstanding anything stated herein, the parties hereto agree and acknowledge that offer of employment made under this agreement is subject to the following conditions:

a. You are able to provide evidence of your right to work and remain in India in accordance with applicable law or you will be issued the relevant work visa or work permits.

S1 8B

PRISM
PREPARING AND INSPIRING STUDENT MINDS

SAMSUNG

CERTIFICATE

of Excellence

PROUDLY PRESENTED TO

NIDHISH LAKHINANA

of

BMS College of Engineering

for successful completion of virtual internship as part of SAMSUNG PRISM

from ***May '21*** to ***Nov '21*** in work-let

Certificate ID: 21BMSCE21

(NLP) Text generation model for a given text

Dipesh

Dipesh A Shah
Corp SVP, MD

60 - B

Hewlett Packard
Enterprise

04-February-2022

Dear Niha,

This is with respect to offer letter dated 18th November 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of R&D Intern.

Your date of joining agreed between us was **8th February 2022**

Your revised date of joining is **8th March 2022**

Your revised Internship end date is **2nd September 2022**

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining, the above-mentioned offer letter shall stand revoked and cancelled.

With best regards,

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

*This is an electronically generated letter and hence does not require a signature.

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: Niha

Name Niha

Date: 04/02/2022

Place: Bengaluru

SB-06

LOUNGE INNOVATIVE EDUCATIONS

ROHAN LEHER I, MOHAN NAGAR CO OP SOCIETY,BANER, PUNE MH, 411021123
email: support@examlounge.com
UDYAM: MH-26-002954
Phone: +916261754824

EXAM LOUNGE

Date: 21st May 2021

Name: Nilanshu Ranjan

Dear Nilanshu Ranjan,

It was a pleasure interacting with you and we are pleased to offer you an Internship in **Data Science** domain with Lounge Innovative Educations. Your internship is scheduled to start effective **23rd May 2021** for a period of 2 months. The mode of the internship will be online. Perks will include the Recommendation letter, the Internship Certificate and a chance to attend Seminars and Events by IIT/IIM Graduates.

As such, your internship will focus primarily on learning and developing new skills and gaining a deeper understanding of concepts through hands-on application of the knowledge you learned in class.

The project details and technology platform will be shared with you on the commencement of your internship. We trust that this exposure will be beneficial to you in your career and will be a great learning experience.

Again, congratulations and we look forward to working with you.

Yours sincerely,
Lounge Innovative Educations

Dimple Choudhary
Owner

I have read and accept this employment offer

Nilanshu Ranjan

Confidential

B-063

Piroya
Focus to Infinity

Piroya Technologies Private Limited
1st Floor, Gopala Krishna Complex,
#45/3, Residency Road,
Bengaluru - 560 025, Karnataka, India
CIN : U74999KA2018PTC118454

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Nimit Sajal** with **USN: 1BM18CS063** affiliated to **BMS College of Engineering** is being offered an internship in 8th Semester i.e., during his final year. He will be working on the ongoing project **"Refreshable Braille Display"** under **Mr. S.Balaji Raghavendra**. This ongoing work is being carried out by **Piroya Technologies Pvt. Ltd.** During the complete course of the work he will be assigned to the Software Requirements of this project.

It is advised to ensure the confidentiality and no official information and data should be shared / presented in any forum without prior consent of our organization.

For Piroya Technologies Pvt. Ltd.

15/04/2022
S.Balaji Raghavendra
Director

Mail: contact@piroya.com
Website: www.piroya.com

8B-54

ORACLE

Oracle Financial Services Software Limited

Oracle Park
Off Western Express Highway
Goregaon (East)
Mumbai, Maharashtra 400063
India
CIN: L72200MH1989PLC053666

phone +91 22 6718 3000
fax +91 22 6718 3001
oracle.com/financialservices

Name → Nitesh garg
USN → 1BM18CS064
Sec → 8-B
Start date → 08/07/2021
End date → 01/09/2021
Stipend → 30,000
months → 2

Private & Confidential

Reference: OFSS/Project Trainee/FCC/Bangalore

Dated: 13 April 2021

Nitesh Garg

Dear Nitesh,

It is our pleasure to offer you student internship to work on a project with Oracle Financial Services Software Ltd (the **Company**) by way of this internship letter.

Appointment

Your project location would be Bangalore.

The duration of your internship will be from 08-Jul-2021 to 01-Sep-2021. Any changes to the start and/or end date will be as agreed between the Company and you, and any extension of the internship will be based on mutual agreement.

Upon joining, you will be assigned a mentor from the Company who will brief you about the project and you will be required to carry out the project work under the guidance of a mentor.

Stipend

Under this internship, you will be paid a stipend of INR 30000 per month, subject to applicable tax deduction. You will however, not be entitled to any other allowances or benefits given to the regular employees of the Company, other than what is set out in this letter.

You will arrange to take care of your tax related responsibilities as may be applicable to the aforesaid stipend payments or any other tax related matters in connection with your internship and the Company will not be liable for the same.

Termination

During your internship, you or the Company may terminate this internship by giving 10 calendar days' notice in writing or by Company making payment in lieu thereof.

The Company shall be entitled to terminate this internship with immediate effect (but

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8B-065

Walmart
Global Technology Services
India

25-Oct-2021

Nitish N Banakar
BMS College of Engineering
Bangalore
Karnataka

Dear Nitish N,

This is your letter for the proposed Internship ("Letter of Internship") between you and WM Global Technology Services India Pvt. Ltd. ("the Company") or its affiliate. The Company provides interns with a supportive environment and the Company hopes that you will find your internship rewarding and enjoyable.

1. Internship

Your start date of internship will be 11-Jan-2022 and the duration of internship shall be 6 (Six) months ("Internship Period") at our Bengaluru, Karnataka, India office.

The purpose of this internship is to inculcate a sense of team work, discipline, develop a sense of leadership and expose you to real-life problem solving methods.

2. Induction and Training

We will provide an induction explaining what the Company does and provide training to assist you to meet the standards we expect from interns.

3. Stipend

Your internship stipend is INR 85,000 (Eighty Five Thousand Only)/-per month. The Company will deduct taxes at source as required under the Income Tax Act, 1961.

4. Supervision and Support

VP, Technology Center and Head, Chennai ("Intern Host") will be your main point of contact during the period of internship. The Intern Host will be your buddy during the course of your internship. You will have regular interactions with the Intern Host for discussing your learning objectives as well as any problems which you may face during the course of your internship.

5. Hours of Internship and Leave

You are required to come for your internship from 9 a.m. to 5.30 p.m. - Monday to Friday. In the event you are unable to attend to your internship, please inform the Intern Host in advance.
Further, you will be entitled to a paid leave of 1 day per month in addition to Saturdays and Sundays and the other public holidays on which the Company is closed for operations.

6. Non-Disclosure of Confidential Information and Product Assignment
You will not at any time, without the consent of the Intern Host disclose or divulge or make public, except under legal obligation, any information regarding the Company's affairs or administration or service carried out, whether the same be confided to you or become known to you during the course of your internship or otherwise.
Your obligations not to disclose Company confidential information are described in more detail in the Non-Disclosure and Product Assignment Agreement ("Agreement"). You understand your internship is conditioned upon your understanding and accepting the terms of that Agreement. Further, you understand the terms of that Agreement continue throughout your internship and beyond, as described in the Agreement.

67-8B

Olcademy

Internship Offer Letter

Ref : AP7112021141ST

more information is available on
www.olcademy.com
Email: careers@olcademy.com

Date: - 6 December 2021

Parag Gattani
BMS College of Engineering
parag.cs18@bmsce.ac.in

Dear Parag Gattani,

I am delighted & excited to welcome you to OLCADEMY as a **Software Testing INTERN.** At OLCADEMY, we believe that our team is our biggest strength and we take pride in providing internship to ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with OLCADEMY.

Internship Start date: 9 December 2021

Your appointment will be governed by the terms and conditions presented in the **Annexure A.**

We look forward to you joining us. Please do not hesitate to call us for any information you may need. Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature: Parag Gattani

Name: Parag Gattani
Date: 7th December, 2021

Strictly Private and Confidential

69 - B

TATA

Internship Offer Letter

Ref: TCSL/AIP 2021-22/Winter/DT20229591266

Date: 24-Jan-2022

Pooja Srinivasan
BMS College of Engineering
poojasrinivasan18@gmail.com

Dear **Pooja Srinivasan ,**

Sub: Internship Offer

We are pleased to offer you internship in Tata Consultancy Services (TCS) with the following terms and conditions:

1. The tentative start date is 1-Feb-2022 and end date is 31-May-2022. These dates can be changed in discussion with the Project Guide
2. You will be assigned a Project Guide under whose supervision you will work on the project assigned to you.
3. You shall complete your project in accordance with the requirements and guidance of the TCS Project Guide, and maintain qualitative standards as required. You will maintain the discipline, dignity, honor and goodwill of TCS.
4. The arrangement is not that of an employer and an employee and as such you shall not be eligible to any allowances or other benefits as may be available to the employees of TCS.
5. You will observe the rules & regulations and discipline of TCS, and also maintain complete confidentiality and secrecy of the matters pertaining to TCS and/or any data that has been provided to you in the course of your project work. The detailed terms of Confidentiality, Data and Intellectual Property Protection are enclosed as Annexure A. You will be permitted to attend any classes in the college / university at the discretion of the Project Guide if so called for during the period of your project assignment.
6. On completion of your internship you will be required to submit a copy of your project report, which will be the sole property of TCS.
7. You shall not undertake any internship in parallel with this internship
8. In the event of any misconduct or breach of terms of this internship on the part of the Intern during the internship period, TCS reserves the right to terminate internship without any notice.
9. This offer of Internship will be governed as per the Laws of India.

Pooja Srinivasan

8B-70

DAIMLER

Offer has been accepted

Mercedes-Benz

INT/HR/MER0001L6Z/4392203/2020

February 15, 2022

Pramod B Hosmani

House no.:977,8th main Road, 7th cross Ashok Nagar BSK 1st stage near Donkan field

Bengaluru

Karnataka - 560050

Dear Pramod B,

Internship at Mercedes-Benz Research and Development India

We are pleased to offer you an internship program in the department of **RD/ICI** for a project at Mercedes-Benz Research and Development India Private Limited(MBRDI), Bangalore.

We take this opportunity to extend a warm welcome to you for being part of MBRDI team, which is a 100% subsidiary of Mercedes-Benz Group AG and was incorporated in November 1996. MBRDI is a reliable and trusted partner, which helps Daimler business units and partner organizations to overcome their research and development challenges.

The details of the internship program are as follows:

Duration:

Th[redacted]on of your training will be from **March 7, 2022** to **June 15 , 2022.**

JAAS TECHNOLOGIES

IT CONSULTING | TRAINING | OUTSOURCING | TECHNOLOGY

Date: March 28,2022

Offer Letter

To
Name: Pranav Jagadeesh
Address : #80,20th Main, 2nd Cross
BTM Layout 1st Stage ,1st Phase,
Bengaluru-560068

Dear Pranav

Welcome to **Jaas IT Technologies Pvt. Ltd.**

We are pleased to offer you an internship at our company at our **JAASIT Technologies, Sri Raghavendra Complex, 20th main road, BTM layout 1st stage, Bangalore 560068** office.
The terms and conditions of your internship with the Company are set forth below:

1.Your internship shall commence on **30th March 2022** and shall end on **31st May 2022** ("2 Month Term") and will be reviewed based on the policy of the company as and when it is applicable.

2. You will be required to work at the Company's Office in Bangalore and you have to report by 9:00am.

3. It is expected that you will discharge your assigned responsibilities with high standard of performance, quality, integrity, and discipline.

4. You will be initially located at JaasIT Technologies Pvt Ltd. BTM layout 1st stage, Bangalore 560068 office. However, your services are transferable to any of our offices in Bangalore.

5. You will be initially at **JaasIT Technologies Pvt Ltd**. However, your services are transferable to any Section/Department, Location, Office, Associate or Sister Concern or Subsidiary at any place in India or abroad, whether existing today or which may come up in future, at any time at the sole discretion of Management. In such case, you will be governed by the terms and conditions of the services applicable to new placement/location.

6. You shall, while in the services of the company, devote your full time and attention exclusively for the Company's work and responsibilities assigned to you. You shall not engage in any other commercial/business pursuit, either part time or otherwise, for any monetary gains.

7. Your appointment is subject to your being medically sound and remaining medically fit.

8. If any information furnished or declaration given by you in regard to your employment to the Company is found to be false or any material information will fully be suppressed, your appointment would be liable for termination without any notice or compensation.

Yours Faithful,
For **JaasIT Technologies Pvt. Ltd.,**

JAAS TECHNOLOGIES PVT. LTD. Bangalore 560068

Sahana S
Manager -Human Resources

SB-072

Project Tinker

EMPLOYEE AGREEMENT

October 3, 2021

Pranav Arora

ADDRESS

Dear Pranav,

We are delighted to offer you an internship with Project Tinker Services Private Limited ("**PTSPL**") for a period of 3 months commencing on **October 4, 2021,** as a **Software Developer Intern** (the "**Intern**") in Bangalore (the "**Internship**").

The enclosed Statement of Terms and Conditions of Internship (the "**Terms**") sets out the particulars of your Internship with PTSPL, which will apply to you during your internship terms.

During your Internship, you shall comply with all applicable PTSPL's rules, regulations, and policies including such matters as working hours, holidays, and PTSPL's security measures.

Offer

Your offer of Internship as set forth herein, and any extension of your Internship with PTSPL is conditional upon:

- Satisfactory results of background checks, reference, criminal, credit, education checks, and other necessary checks;
- Your eligibility to work in India. Under Indian Immigration Laws, foreign nationals must have appropriate employment visas before their Internship commences.

SB- 73

Honeywell

Strictly Confidential

Honeywell Technology Solutions Lab Pvt. Ltd.
CIN: U72200KA1994FTC016379
Survey no. 19/2, Devarabisanahalli village,
Vathur Hobli, Bengaluru East Taluk
Bengaluru-560 103, INDIA.
Tel: +91-80-26588360/41197222
Fax: +91-80-26584750,
Email: HTSL-Communication@honeywell.com
Website: www.honeywell.com

24 February 2022
"The Placement Office"
B.M.S. Institute of Technology and Management
Doddaballapur Main Road, Avalahalli,
Yelahanka, Bengaluru,
Karnataka 560064

Dear Placement Officer,

Subject: Project Work

We are pleased to inform that **Pranjal Sinha** from your institute has been selected for pursuing project work with us.

The project would begin from **28th February 2022 to 26th August 2022**. The intern is expected to complete the project within the duration. Project completion certificate will be issued only on completion of the project.

The letter is only valid for the said duration and does not guarantee employment with **Honeywell Technology Solutions Lab Pvt. Ltd.** The trainee may be deputed to any part of India, as we deem appropriate. During this period the trainee would be paid stipend for an amount of INR 30000/- per month (Rupees Thirty Thousand Only), to take care of all incidental expenses. We will pay this amount by cheque/online Transfer.

During this time frame the trainee would interact with **Srihari Narayanaiah – Sr Software Eng Manager** from our Bangalore office.

Yours Sincerely,

Honeywell Technology Solutions Lab Pvt. Ltd

DocuSigned by:
Priya Subramani
2AAEC5DCE8CA4B5...

16-Mar-2022

Priya Subramani
Director HR

8B – 1BM18CS074

Goldman Sachs Services Private Limited
Helios Business Park | 150 Outer Ring Road | Kadubeesanahalli | Bengaluru - 560103 | India
Tel: +91 80 4127 1600 | Fax: +91 80 4127 1601
CIN: U72400KA2003PTC032606

January 18, 2022

Prathibha R

B.M.S College of Engineering
Bull Temple Road, Basavanagudi
Bengaluru
Karnataka
India
560019

Dear Prathibha,

We are delighted to offer you an internship with Goldman Sachs Services Private Limited ("GSSPL") for a period of 21 weeks as an "Intern" in the Asset Management Division in Bengaluru (the "**Internship**"). We understand that such internship is a component/requirement of your academic curriculum.

The enclosed Statement of Terms and Conditions of Internship (the "**Terms**") sets out the particulars of your internship with GSSPL, which will apply to you during your Internship term.

During your Internship, you shall comply with all applicable GSSPL's rules, regulations and policies including such matters as GSSPL's security measures.

Offer

Your offer of Internship as set forth herein, and any extension of your Internship with GSSPL is conditional upon:

- your Internship start date with GSSPL will be communicated to you in writing by the firm. The start date shall not be later than February 28, 2022
- satisfactory results of background checks, reference, criminal, credit, education checks and other necessary checks; including providing accurate and complete information for the same
- you not being subject to any obligation, whether under a contract of employment or otherwise, which would in any way restrict your ability to undertake the internship with GSSPL; and
- your eligibility to undertake the internship and work in India. Under Indian Immigration laws, foreign nationals must have appropriate employment visas before their Internship commences

Immigration

When you accept this offer, please confirm whether you will need to obtain an employment visa for your internship. If you are an Indian national, for administrative purposes it would be useful if you could provide a copy of the first page of your passport and any other relevant stamped pages with the signed copy of this letter.

We will assist you in applying for an employment visa, although we cannot guarantee the outcome of the application.

Accepting this offer

We hope that you will accept our internship offer, in which case please do the following:

USN: 1BM18CS075

BB

DocuSign Envelope ID: 1114D71C-1E8F-4D56-8FDD-52B084A0C964

rubrik

RUBRIK INDIA PRIVATE LIMITED

October 8, 2021

Raghav Mittal
raghav.cs18@bmsce.ac.in

Dear Raghav,

We are pleased to offer you a position of **Customer Success Engineer Intern** with Rubrik India Private Limited (hereinafter referred as "**RUBRIK INDIA**"). You will initially report to the Company's Director of Customer Support, **Amit Suri**. This offer of employment is for an Internship Role based in Bangalore.

Please note that the terms of employment detailed in this document and annexure are confidential. These contents should not be disclosed to third parties without prior approval from the Company.

1. Compensation

Salary/Stipend: Your monthly stipend will be **INR 58,333 (Fifty eight thousand three hundred and thirty three).** During the term of your employment, you will be eligible to participate in all of the Company's employee benefit programs available to employees at your position. Subject to applicable law, the Company reserves the right to terminate, or substitute another scheme(s)/program for the benefits due at its sole and absolute discretion.

2. Terms and Conditions of Employment

Your employment with us will be governed by the specific terms and conditions referred to in Annexure - A.

3. Commencement of Employment

You are required to commence employment on or before **February 7, 2022**.

4. Document Submission Requirements

You are requested to report on your date of commencement of employment (as mentioned in clause 3 above) to complete the joining formalities. At the time of joining, you are requested to submit the documents as per Annexure - B.

5. Employment Invention Assignment, Non-competition and Confidentiality Agreement

You will be required to execute and be bound by an Employment Invention Assignment, Non-competition and Confidentiality Agreement given to you as in Annexure - C. The Employment Invention Assignment Agreement shall be an integral part of and coexist with this Employment Agreement.

6. Work Permit and Background Check

Notwithstanding anything stated herein, the parties hereto agree and acknowledge that offer of employment made under this agreement is subject to the following conditions:

a. You are able to provide evidence of your right to work and remain in India in accordance with applicable law or you will be issued the relevant work visa or work permits.

8B-077

Hi,

In reference to your e-mail dated 19/01/2022,
I Rahul Patil acknowledge and confirm my acceptance to the offer letter for the position of summer intern/new analyst at your company.

Please find the required details:-

1. College name:BMS COLLEGE OF ENGINEERING
2. Contact number:9380652903
3. Division:Consumer Wealth and Asset Management

Regards,
Rahul Patil

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Letter of offer for a Student Internship

1 message

Bhargava, Sanyogita <Sanyogita_Bhargava@bmc.com> Mon, Jan 10, 2022 at 22:23
Reply-to: InternshipOffers <InternshipOffers@bmc.com>
To: rajath.cs18@bmsce.ac.in <rajath.cs18@bmsce.ac.in>

Rajath Kotyal

BMSCE Main Hostel, Basavanagudi, Bengaluru,

Karnataka 560019

Dear Rajath,

Congratulations on your selection for Student Internship assignment with **BMC Software India Private Limited** ("BMC') !

We are pleased to inform you that you have been selected by us in the process conducted in your institution. Based on the selection process you are being provided with an Internship assignment with BMC Software India Private Limited for a period of Six months with a total stipend amounting to INR 1,20,000/- (Rupees One Lakh and Twenty Thousand) payable in equal installments per month over the Internship assignment period. The details of the assignment are as given below:

Internship Period	6 Months
Internship Start Date	15/12/2021
Internship End Date	17/06/2022
Stipend	As per above, payable equally INR 20,000/- Per month
Location of Assignment	Bangalore

1.The team you would be assigned for Internship will be communicated on the day you report for the assignment. You would be available on all working days at the company working location communicated to you except for the weekly off days i,e, Saturday and Sunday. The assignment will consist of you being available for BMC assignment full time for not less than 9 working hours per day for 6 months. The overall internship assignment hours will not be less than 1080 hours.

2. **Confidentiality:** The Confidentiality & Intellectual Property Assignment Agreement is an integral part of this letter and all terms thereof are deemed to have been incorporated herein and this letter shall be read, understood and construed accordingly. Your signature on the offer letter signifies that you have received, read and understood the Confidentiality & Intellectual Property Assignment Agreement and agree to abide by the rules and policies stated within it.

3. **Professional Conduct Policy and Code of Ethics**: You have been provided with a copy of the BMC Professional Conduct Policy and Code of Ethics. The same will be applicable to you as a Student Intern. Your signature on the Internship Letter signifies that you have received, read and understood the Professional Conduct Policy and Code of Ethics and agree to abide by the rules and policies stated within it including any modification and alteration thereof. In case BMC deems that any other Policy or code of conduct, shall be applicable to you, BMC shall intimate you regarding the same and you hereby provide consent to be bound by the same.

4. You acknowledge and agree that for the purpose of security, internal coordination, statutory or regulatory compliances, including order/direction of any court of law or any other adjudicatory authority, and its business, BMC is required to transfer personal information of its employee(s) / Contract worker / Intern to its parent company in US and/or its other subsidiaries in different countries, and do hereby unequivocally consent to such transfer and use of your personal information in the manner required for such purpose in the interest of BMC.

080 – B

KOCH

KOCH BUSINESS SOLUTIONS INDIA PRIVATE LIMITED

Date: 09-November-2021

INTERNSHIP CONFIRMATION LETTER

Dear Rashmi Dhaduti,
BMS College of Engineering - Bangalore

Congratulations on your selection ...!

We are delighted to offer you an internship opportunity at our organization. Your internship will start from **Monday, March 14, 2022 and end on Thursday, September 15, 2022.**

As per company's internship policy, you will be paid a stipend of **INR 40,000 (Rupees Forty Thousand Only)** per month paid on **pro-rata basis** of actual attendance record of the month. You would be eligible to use our subsidized canteen facility during your internship by paying the applicable charges. You would not be entitled for any other benefit as part of your internship assignment.

Please be informed that this letter does not constitute a contract of employment or guarantee you any employment with Koch Business Solutions India Pvt Ltd. Based on your performance during the internship period, the company may offer you a permanent employment at the end of the internship period.

During your internship with our organization, you shall follow all the rules and regulations of the organization. **Your standard working hours will be 12:00 – 9:00 pm on all working days**. Failure to adhere to the rules and regulations may result in termination of your internship assignment.

Please review, sign, and return the letter to confirm acceptance, no later than close of business on **November 12, 2021**.

Sincerely,
For Koch Business Solutions India Pvt Ltd.

Manish Sinha
HR Leader

I accept the above terms & conditions:

R Dhaduti / 14/3/2022
Signature Date

USN: 1BM18CS081
8B

NI SYSTEMS INDIA PRIVATE LIMITED

R&D Office
Subramanya Arcade
Tower B, 5th Floor,
No.12, Bannerghatta Road
Bangalore 560029 India.

Internship Offer

Aug 20, 2021

Revanth N M (Revanth)

Dear Revanth,

On behalf of **NI Systems (India) Private Limited** (**"NI"** or **"the Company"**), we are delighted to extend this **offer of Internship** and invite you to become a member of the NI team.

Please review the terms and conditions summarized below and indicate your acceptance of those terms and conditions.

(1) **Job Title:** Software Engineering Intern

(2) **Mode of Internship:** Fulltime-Intern

(3) **Department:** Delivery Pipeline Services

(4) **Internship Mentor:** Sachin Bashani

(5) **Location:** No 12, Tower B, Subramanya Arcade, Banerghatta Road, Bangalore-560029, India.

(6) **Start date:** You are required to join the company by **03/Jan/2022.**
If this presents any concern(s), please let us know at your earliest convenience.

(7) **Term:**
The **Internship** shall be for a fixed period, subject to the right of both the parties to terminate the same in accordance with provisions of this agreement. The term may be extended for further period by mutual consent. The last date of **Internship** is **30/June/2022.**

(8) **Working Hours:**
The working hours will be **9 hours per day** including **1-hour break** as per the current company policy. The company observes a 5-day work week.

(9) **Internship Stipend:**

PHILIPS

17 Jan 2022

Mr.Revanth R

Dear Revanth,

Subject: Engagement as an Intern in Philips India Limited

We have the pleasure to offer you a internship with Philips India Limited as per the following terms of reference:

Terms and Conditions:

1. Your internship duration shall be from 20 January 2022 to 15 July 2022.

2. During this period, you will be paid a consolidated stipend of Rs. 30,000 per month.

3. Your initial reporting location at Philips is at our Philips India Limited, Bangalore - M0 office. However, you may be liable to be posted at any of the establishments of the Company in India.

4. You shall be governed by the rules and regulations of Philips as applicable, enforced, amended or altered from time to time during the course of your internship.

5. In the course of your internship with Philips, you may acquire information, technical or otherwise, including any computer software, projects assigned to you during the period which is confidential or proprietary to Philips or to its subsidiaries or affiliates, its customers, subcontractors or any other individuals or companies having association or relationship with the Philips, and/or its affiliates or subsidiaries. You will not, use or disclose during and after completion of your internship , any of such information except for the purpose of your internship and with prior written consent of Philips. Anything possessed by you, which discloses or embodies such information etc will be delivered to Philips forthwith on demand at the end of your internship.

6. All intellectual property rights in any work or material developed by you during the course of your internship shall belong to and be the property of Philips and you confirm that you shall not be entitled to claim any rights over such intellectual property.

7. Any business related expenses incurred as part of your internship, approved in advance by your project manager, will be duly reimbursed to you on actual.

8. Philips shall not be liable to pay any amount over and above as mentioned in clause 2 and 7 above. You will have to bear all other expenses concerning your internship with Philips including but not limited to 1) any local conveyance expenses, 2) your accommodation expenses, 3) your daily travel from residence location to Philips Office(s) etc.

Philips Innovation Campus
Philips Software Centre

Manyata Tech Park, Nagavara
Bangalore - 560045, INDIA
CIN No: U51900WB1996PTC076...
Tel: +91 80 41840000
Fax: +91 80 41892600

Registered Office:
3rd floor, Tower A, DLF IT Park, 08
Major Arterial Road, ... (E.M. Bypass),
Kolkata - 700105
www.philips.com
www.bangalore.philips.com

athenahealth

athenahealth Technology Private Limited
#40, Module No. 3&4, 9th Floor, A-Block,
Global Infocity Park, Chennai, M.G.R. Road,
Kandanchavadi, Perungudi,
Chennai - 600 096, Tamil Nadu, India
Phone: 044-4227 8600
CIN Number. U72200TN2005PTC057276
www.athenahealth.com

Strictly Private and Confidential

November 22, 2021

Rohit Kudache
No 76 SBN Hall, Opposite to Domino's Bull temple road, Basavangudi Bnagluru - 19
Bengaluru,Karnataka 560019

Subject : Letter of Internship

Dear Rohit,

We are pleased to offer you a short term services contract, hereinafter referred to as "Internship", commencing from January [illegible] 2022 your Internship with athenahealth Technology Private Limited (the "Company") is subject to the following terms and conditions.

1. The Internship shall commence on January [illegible] 2022 and shall be valid until July 03, 2022("Internship Period") at Chennai, India. Thereafter the Internship automatically terminates without any action either from us or yourself.

2. During the Internship Period, you will be entitled to a stipend amount of **INR 35,000** per month (inclusive of Rs.1000 of lunch allowance), on a cost to Company basis.

3. As you shall be privy to the confidential Information of the Company, you shall sign a non-disclosure agreement ("NDA") with the Company which is enclosed with this letter of Internship. The Internship shall not commence until you sign such NDA.

4. During the Internship, you shall adhere to all rules and regulations which are applicable to all the employees of the Company, and you shall faithfully observe, comply and adhere to the same. The rules include the various company policies on hours of work, leave, process for handling assignments that are given to you from time to time, network usage, use of company materials and the like and these rules, regulations, instructions, policies, etc. will form an integral part of this letter of Internship. These policies may be modified by the Company from time to time.

5. You will be entitled to 1 (One) day of Privileged Leave per month, starting from the month of joining. You can avail the leave with prior approvals of your reporting manager. The unutilized privilege leave balance, at the end of internship, will lapse and not liable of encashment.

6. You are obliged to take care of all company property given to you and return the same to the company either upon demand or upon the termination of the Internship.

Cashfree Payments

4th Floor, 512/1 Lotus Building,
80 Feet Rd, Koramangala 4th Block
Bengaluru, Karnataka 560034

Ref. No.: CF-485-ENGI-21

30 October 2021

To,

Mr. G M Rudramuni

H No. 20, Lingayatara Oni, Guttiganur, Oruvai

Hagaribommanahalli, Bellary - 583113

Subject: Intent Letter of Appointment

Dear Mr. G M Rudramuni,

It has been a pleasure meeting the possibility of your association with us and we are happy to offer you a full-time position as **SDET-1** at Cashfree. A brief synopsis of the offer is as follows:

	SDET-1
	Bangalore, India
	1098400.-
	04 July 2022

Please refer to Annexure A for a detailed breakup of the CTC offered and benefits extended. This appointment is subject to your satisfactory employment verification report and submission of documents which are summarized in Annexure B.

We are excited to have you onboard with us in our journey of making payments easy for India. Do let us know if you have any questions or if we can provide any additional information.

Yours faithfully,

For **Cashfree Payments India Pvt Limited**

Sapna Sukumar, VP Human Resources

Enclosures: Annexure A: CTC Breakup & Benefits, Annexure B: Offer Terms & Conditions

hr@cashfree.com

This material is strictly confidential and is the sole property of Cashfree Pvt Ltd. All rights reserved

16 May 2021

Rushali Shetty

#82, 2nd main, 8th cross, Chamrajpete

BENGALURU 560018

India

Private & Confidential

Dear Rushali,

INTERNSHIP AGREEMENT

As part of the course curriculum in pursuance of your degree at your College, you had represented that you are required to complete a project assignment with Dell International Services India Pvt Ltd (7450) (Dell or "the Company").

You have been approached to do the said Project with Dell in Bangalore, India and Dell is pleased to offer you an Internship with effect from 12 July 2021 **to** 10 September 2021.

The Terms and conditions of your Internship shall be as follows:

a) You will be assigned a Project Guide during your internship with Dell. The details about your project will be provided to you upon you joining the Internship with Dell. You are expected to apply your best degree of professional, technical and administrative skills and experience, work diligently and evidence care and economy in the use of office equipment and supplies. Your progress will be reviewed from time to time by your Project Guide.

b) The deliverables of your Project shall be as detailed in Annexure to this Agreement

SURYA

SURYA SOFTWARE SYSTEMS PRIVATE LTD
502/A, 1st Main Road, Jayanagar 8th Block, Bengaluru, Karnataka
P : 080 4225 6000 E : info@surya-soft.com W : www.surya-soft.com
GSTIN : 29AADCS6239F1Z6 CIN : U72200KA1998PTC025

April 6th 2022

To,
Mr. S R Puneeth
#250, Raghu Nilaya,
Anjanyappa Colony,
Near Chikkabasandra,
10th cross, Bangalore -560075

Sub: Internship Offer Letter

Dear Puneeth,

We are pleased to offer you an Internship at **Surya Software Systems, Bangalore**.

This is a six month internship. Your internship will start on 11th April 2022.

During the period of your internship, you will be given a stipend of INR 10,000 per

For Surya Software Systems,

Authorized Signatory

amazon | Development Centre India

INTERNSHIP LETTER

Saakshi Navale
F 105, Raheja Park, Agrahara Dasarahalli, Magadi main road
Bangalore – 560 079
KA
IN

Dear Saakshi,

On behalf of **Amazon Development Centre (India) Private Limited**, a company incorporated under the laws of India, having its registered office at # 26/1, Brigade Gateway, World Trade Centre, 10th Floor, Dr Rajkumar Road, Malleshwaram (W) Bangalore - 560 055, Karnataka India (hereinafter the "Company" or "Amazon India"), we are very pleased to issue this Internship Letter for the position of an **Intern** at **Hyderabad** India.

Your internship with the Company will be subject to your acceptance of this Internship Letter and the terms and conditions set forth hereinbelow on or before 10 business days in the manner provided for by the Company.

Upon your acceptance of this Internship Letter, the same shall form a valid and binding agreement between Amazon India and you, and you shall be bound by the terms and conditions stipulated herein below.

1. **Date of Commencement**

Your internship with Amazon India will commence on **07-Feb-2022** and shall end as per the provisions contained in Section 12 herein below. The said duration of internship shall hereinafter be referred to as the "Term".

2. **Duties**

2.1 You will be engaged in the position of **Software Dev Engineer Intern**. Your manager will advise you about your duties and responsibilities after your joining with us. You will be expected to perform your duties to the best of your ability at all times as per the

REGISTERED OFFICE : # 26/1, Brigade Gateway, World Trade Centre, 10th Floor, Dr. Rajkumar Road, Malleshwaram (W) Bangalore - 560 055. Karnataka India

Tel. : +91 - 80 - 5787 3000, Fax : +91 - 80 - 3007 1031 / 33 CIN : U72200KA2004PTC034233

Hewlett Packard
Enterprise

04-February-2022

Dear Sahana L.

This is with respect to offer letter dated 18th October 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of R&D Intern.

Your date of joining agreed between us was **8th February 2022**

Your revised date of joining is **8th March 2022**

Your revised Internship end date is **2nd September 2022**

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining, the above-mentioned offer letter shall stand revoked and cancelled.

With best regards

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

*This is an electronically generated letter and hence does not require a signature.

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: _____

Name: Sahana L

Date: 04/02/2022

Place: Bangalore

Olcademy

Ref : AP2332022368T
more information is available on
www.olcademy.com
Email: careers@olcademy.com

Date: - 10 April 2022

Sakshi Srivastava
BMS College of Engineering
sakshi.cs18@bmsce.ac.in

Dear Sakshi Srivastava,

I am delighted & excited to welcome you to OLCADEMY as a **Software Testing INTERN.** At OLCADEMY, we believe that our team is our biggest strength and we take pride in providing internship to ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with OLCADEMY.

Internship Start date: 12 April 2022

Your appointment will be governed by the terms and conditions presented in the **Annexure A.**

We look forward to you joining us. Please do not hesitate to call us for any information you may need. Also please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature:

Name:
Date:

Strictly Private and Confidential

SB - 091

Suven Consultants & Technology Pvt. Ltd.

Official member to

HackerRank shine. ERA Executive Recruiters Association www.era.org.in

CERTIFICATE OF INTERNSHIP

This is to certify that SAMIR KUMAR has successfully completed 10 weeks (or 260 hrs) Java Coding Internship.

1) Consumer Loan Assistant Project
2) Home Inventory Manager Project

The projects were assessed by AI Engine trained by mentors as listed on **https://mentor.suvenconsultants.com**

Your performance was **Noteworthy** - in the Online Internship. Wishing you all the best for more internships and a great career.

Your Internship Profile can be viewed on https://internship.suvenconsultants.com/user?u=c2FtaXJrdW1hcjc4Nzk2QHNjdHBs

Date of Issue: 31-03-2022

This is auto generated by our ai engine

Domain Expert: Rocky Jagtiani
Technical Head - SCTPL
https://suvenconsultants.com

Domain Expert: Niraj Sharma
UI/UX expert and Software Engineer
NeoSOFT Technologies

Domain Expert: Tarik Sheth
MCP,HP(AIS),CSTE,CSQA,CSTM
VP(in Investment Banking MNC)

Companies Recruiting

qtech · Kingston Technology · Sportz · It's Thoughtful, It's Rustomjee · Graand Prix Bespoke Luxury · Ken Blanchard Companies · iksula · Tech Mahindra · Deloitte. ... & Many More

SB-94

ACCOLITE DIGITAL
Transforming The future. Now

CONFIDENTIAL

1st February 2022

Saswat Singh

Subject: Offer of Internship

Dear **Saswat Singh,**

Based on our recent discussions, we are pleased to offer you an Internship with Accolite Digital India Pvt. Ltd. The internship is a significant experience in the course of your developing into a qualified professional. Therefore, we do hope you will use this opportunity to add value mutually to and from the organization.

The details of your internship extension with us are as follows: -

1. Date of Joining: **15th February 2022**
2. Internship Duration: **15th February 2022 – 12th August 2022**
3. Location: **Bangalore**
4. Stipend: **INR 20,000 per month**

Probation:

You shall initially be under probation for a 30-day period from the date of joining our service. The Company reserves the right to terminate your internship at any time during your probation. You will be required to give 15 days' notice in writing to Accolite in case you wish to resign / leave the services. In the event of your failing to give notice as stated herein above, Accolite may deduct from the dues payable to you. The decision of Accolite Management in this regard will be final and binding on you. On satisfactory completion of your probation, your Appointment to Internship will be deemed confirmed. Accolite reserves the right to confirm your appointment to internship and terminate this even before the expiry of the said 30-day period.

Separation at the instance of the employee:

1) You agree that if you resign from Accolite before completion of your internship program or decline a full-time offer from Accolite, in the event that Accolite extends the same to you; or resign from full-time position within one (1) year of joining Accolite thereafter, you are liable to pay as below:

a) You agree that you shall return the stipend amount owed to you during the internship period duration.

b) The expenditure incurred by Accolite on account of your Accolite University program, training, and development, capped at **INR 1,50,000**. Although the said investment in terms of your training, leadership time and the emotional and professional investment from senior employees and peers is unquantifiable, it has been capped to your advantage for the purposes of this agreement.

8B-96

Fidelity INVESTMENTS

#FID-2651602
Date: Nov 16, 2021

Shaan Subbaiah B C
BMSCE Bangalore

PRIVATE, PRIVILEGED & CONFIDENTIAL

Dear **Shaan,**

SUB: OFFER OF STUDENT'S INTERNSHIP

This has reference to your application dated **Oct 14, 2020,** requesting for permitting you to undergo Internship in Fidelity Business Services India Private Limited (herein after referred to as "company") at Bangalore to fulfill the requirement of the course you are pursuing. The Company reserves the right to transfer you to any of its locations which will be communicated to you.

We are pleased to inform you that you have been selected for undergoing Internship in our Organization as an Intern on the following terms and conditions:

1. **NATURE OF INTERNSHIP:**

You will undergo on the job training in our establishment which would give you adequate exposure to undertake projects and would enhance your knowledge and ability to analyze and evaluate the different aspect of the Project. You will be assigned a mentor who will guide you through your Internship at Fidelity Business Services India Private Limited. Your mentor will assign projects and/or responsibilities and you are expected to work closely with your mentor during the period of Internship.

2. **DURATION OF INTERNSHIP:**

The duration of Internship will be for a period of **5 months** from the date of commencement of the Internship at the Organization. Unless the Company extends the period of your Internship, in writing, your Internship shall automatically stand terminated at the expiry of the Internship period of **5 months** or extended period of Internship.

3. **SCHOLARSHIP:**

You will be paid a scholarship of **Rs. 35,000/-** per month. You will receive your scholarship amount at the end of every month, pro-rated for the time served in a calendar month.

4. **DATE OF COMMENCEMENT OF INTERNSHIP:**

In case the above terms and conditions are acceptable to you, you are required to return the duplicate copy of this letter of engagement duly signed not later than **Dec 10, 2021** and report for Internship on **Jan 24, 2022.**

Digitally signed by Eswara, Aiyappa
Date: 2021.11.23 18:41:41 IST

8B-405

SHUKLA ENTERPRISE

Date- 25/03/2022

Office No - 105, First
floor ARV Park
Noida sector 63
PIN - 201306

INTERNSHIP OFFER LETTER

Dear Pramod D Y,

GOOD DAY..!

I am delighted & excited to Welcome you at SHUKLA ENTERPRISES as a PHYTHON DEVELOPER. We believe that our team is our biggest strength and we take pride in hiring you as we found thezeal to work with us. We are confident that you would play a significant role in the overall success in the internship and we wish you the most to enjoy the work.

You will learn many things from your day to day work given to you and enjoy too.
What you get- We will provide you perk such as Completion certificate, LOR.
As you know in this pandemic it's your remote work and you don't have to maintain working time, you will work in your flexible hours,

So! Learn and Intern

We will provide you the stipend of Rs 2000 per month and incentive will be add on basis on your performance. Your daily working hours will be 5 to 6 hour.
Your internship will be of 2 months and will start from 26 March 2022.You will be Reporting to the Your Head. During the full tenure, we look forward to you joining us.
Please do not hesitate to mail us for any information you may need.
Congratulations.

Regards,
IRANE PATRA

For any query
Phone Number- 8182818101/96500398182
Email us at-
support@injestawebtech.com/
shuklasuresh234@gmail.com

406-B

Deloitte.

Deloitte Touche Tohmatsu India LLP
Bengaluru
Prestige Trade Tower, Level 19
46, Palace Road, High Grounds
560001
Tel: +91 8061886000
Fax: 918066276011
www.deloitte.com

February 9, 2022

Ms Shalini P
#1/4, 1st A main, 1st cross, P.F.Compond, J.C.layout, Devasandra, K.R.Puram, Bangalore - 560036
Bangalore
Karnataka,560036- India

Contact No.: 9880475925

Dear Shalini P

Placement as Intern

With reference to your application for a project work assignment as a part of your graduation study, we are pleased to inform you that you are being allotted a project work assignment in the **SA&MA: Analytics & Cognitive** Department of **Consulting** Function of our Organization in **Bengaluru** location from **February 28, 2022** to **July 27, 2022** on the following terms and conditions:

1. You will be assigned a Manager under whose supervision you will work on the project assigned to you.
2. You will be paid a monthly stipend as described in Annexure A. Please note that the tax will be deducted on the stipend amount.
3. You shall complete your project in accordance with the requirements and guidance of the Manager of the Organization, and maintain qualitative standards as required.
4. Notwithstanding the fact that your engagement is internship, for your study purpose. It is expected of you to maintain the discipline, dignity, honor and goodwill of the Organization.
5. The arrangement is not that of an employer and an employee and as such you shall not be eligible to any allowances or other benefits as may be available to the employees of the Organization.
6. You will observe the rules & regulations and discipline of our office, and also maintain complete confidentiality and secrecy of the matters pertaining to our Office and/or any data that has been provided to you in the course of your project work. You will be permitted to attend any classes in the college at the discretion of the Manager, if so called for during the period of your project assignment.

Regd. Office: Indiabulls Finance Centre, Tower 3, 27th-32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai - 400 013, Maharashtra India. (LLP Identification No. AAE-8458)

8B-408

29 December 2021

Sowmya D U

778, B block, Mahalakshmi Layout near Shanimahathma temple

Bangalore 96

India

Private & Confidential

Dear Sowmya,

INTERNSHIP AGREEMENT

As part of the course curriculum in pursuance of your degree at your College, you had represented that you are required to complete a project assignment with Dell International Services India Pvt Ltd (7450) (Dell or "the Company").

You have been approached to do the said Project with Dell in Bangalore, India and Dell is pleased to offer you an Internship with effect from 31 January 2022 **to** 30 June 2022.

The Terms and conditions of your Internship shall be as follows:

a) You will be assigned a Project Guide during your internship with Dell. The details about your project will be provided to you upon you joining the Internship with Dell. You are expected to apply your best degree of professional, technical and administrative skills and experience, work diligently and evidence care and economy in the use of office equipment and supplies. Your progress will be reviewed from time to time by your Project Guide.

Internal Use - Confidential

4.01 – B

Honeywell Technology Solutions Lab Pvt. Ltd.
CIN: U72200KA1994FTC016379
Survey no. 19/2, Devarabisanahalli village,
Vathur Hobli, Bengaluru East Taluk
Bengaluru-560 103, INDIA.
Tel: +91-80-26588360/41197222
Fax: +91-80-26584750,
Email: HTSL-Communication@honeywell.com
Website: www.honeywell.com

23 February 2022
"The Placement Office"
BMS College,
Bull Temple Rd, Basavanagudi,
Bengaluru, Karnataka 560019.

Dear Placement Officer,

Subject: Project Work

We are pleased to inform that **Sumalata Shanke** from your institute has been selected for pursuing project work with us.

The project would begin from **28th Feb 2022 to 26th Aug 2022.** The intern is expected to complete the project within the duration. Project completion certificate will be issued only on completion of the project.

The letter is only valid for the said duration and does not guarantee employment with **Honeywell Technology Solutions Lab Pvt. Ltd.** The trainee may be deputed to any part of India, as we deem appropriate. During this period the trainee would be paid stipend for an amount of INR 30,000/- per month (Rupees Thirty Thousand Only), to take care of all incidental expenses. We will pay this amount by cheque/online Transfer.

During this time frame the trainee would interact with **Hemant Agarwal– Software Eng Manager** from our Bangalore office.

Yours Sincerely,

Honeywell Technology Solutions Lab Pvt. Ltd

DocuSigned by:
Priya Subramani
2AAEC5DCE8CA4B5...

Priya Subramani
Director HR

27-Mar-2022

 SB-150

BMSCE

Ankit Kesar <ankit.cs18@bmsce.ac.in>

Letter of offer for a Student Internship

Bhargava, Sanyogita <Sanyogita_Bhargava@bmc.com>
Reply-To: InternshipOffers <InternshipOffers@bmc.com>
To: "ankit.cs18@bmsce.ac.in" <ankit.cs18@bmsce.ac.in>

Mon, Jan 10, 2022 at 10:37 PM

Ankit Kesar

No. 56 Ground Floor ,3rd Cross,

R.K Block ,Thyagaraja Nagar

Bangalore 560028

Dear Ankit,

Congratulations on your selection for Student Internship assignment with **BMC Software India Private Limited** ("BMC') !

We are pleased to inform you that you have been selected by us in the process conducted in your institution. Based on the selection process you are being provided with an Internship assignment with BMC Software India Private Limited for a period of Six months with a total stipend amounting to INR 1,20,000/- (Rupees One Lakh and Twenty Thousand) payable in equal installments per month over the Internship assignment period. The details of the assignment are as given below:

Internship Period	6 Months
Internship Start Date	15/12/2021
Internship End Date	17/06/2022
Stipend	As per above, payable equally INR 20,000/- Per month
Location of Assignment	Bangalore

1.The team you would be assigned for Internship will be communicated on the day you report for the assignment. You would be available on all working days at the company working location communicated to you except for the weekly off days i,e, Saturday and Sunday. The assignment will consist of you being available for BMC assignment full time for not less than 9 working hours per day for 6 months. The overall internship assignment hours will not be less than 1080 hours.

2. **Confidentiality:** The Confidentiality & Intellectual Property Assignment Agreement is an integral part of this letter and all terms thereof are deemed to have been incorporated herein and this letter shall be read, understood and construed accordingly. Your signature on the offer letter signifies that you have received, read and understood the Confidentiality & Intellectual Property Assignment Agreement and agree to abide by the rules and policies stated within it.

3. **Professional Conduct Policy and Code of Ethics**: You have been provided with a copy of the BMC Professional Conduct Policy and Code of Ethics. The same will be applicable to you as a Student Intern. Your signature on the Internship Letter signifies that you have received, read and understood the Professional Conduct Policy and Code of Ethics and agree to abide by the rules and policies stated within it including any modification and alteration thereof. In case BMC deems that any other Policy or code of conduct, shall be applicable to you, BMC shall intimate you regarding the same and you hereby provide consent to be bound by the same.

4. You acknowledge and agree that for the purpose of security, internal coordination, statutory or regulatory compliances, including order/direction of any court of law or any other adjudicatory authority, and its business, BMC is required to transfer personal information of its employee(s) / Contract worker / Intern to its parent company in US

8B-151

Ernst & Young LLP
6th, 12th & 13th floor,
"UB City"Canberra Block,
No.24,Vittal Mallya Road,
Bengaluru-560 001 India.
Phone: +91 80 4027 5000
Fax: +91 80 2210 6000

09 February 2022

Mr. Rutazeet Ritik Rout
Room number 147,MH BMSCE Main
hostel,,Hanumanthanagar, Bhanashankri Stage 1,
Bengaluru, 560019

Dear *Rutazeet Ritik,*

Sub: Project Training

We are pleased to offer you Project training in **Technology Consulting** so as to facilitate you to acquire requisite degree of proficiency, competency and work knowledge.

Duration	:	28 February 2022 - 30 June 2022
Service Line	:	Technology Consulting
Stipend	:	21,200 per month
Project Location	:	Bengaluru
Project Mentor	:	Ajay Kamat

Your Project Mentor will brief you on your Project when you join.

At the Project Location city, you are expected to make your own accommodation and travel arrangements, to and from your place of work.

Your working hours will be as per those of the client or as per the office as the case may be. You will not be entitled to any benefits and allowances as applicable to the employees of the Company/Firm. However, the period of training may further be extended if deemed necessary at the sole discretion of the Company/Firm. Your current engagement is only in the capacity of a trainee and shall not be construed to be an employment. Moreover, the current training shall not entitle you to claim permanent employment with either ***Ernst & Young LLP,*** or the client.

Looking forward to having you with us, and hope you have a rewarding and challenging experience with Ernst & Young LLP.

Please sign and return to us the duplicate copy of this letter in token of your acceptance.

Yours faithfully
For ***Ernst & Young LLP,***

Anshula Verma
Authorised Signatory

Signed Rutazeet Date: 25th Feb 2022

Rutazeet Ritik Rout

Ernst & Young LLP, a Limited Liability Partnership with LLP Identity No. AAB-4343
A member firm of Ernst & Young Global Limited. Regd. Office: 22, Camac Street, Block C 3rd Floor, Kolkata - 700 016
EY refer to the global organization, and/or one or more of the independent member firms of Ernst & Young Global Limited

8B - 15

JUSTVEND PRIVATE LIMITED

#86, Main Road, Hosakerehalli,
B.S.K 3rd Stage, Bengaluru,
Karnataka, 560085

CIN: U52190KA2021PTC143927
Mob: +91 9569992107
info@justvend.in | justvend.in

Dear Shivam Vaish,

JUSTVEND PRIVATE LIMITED is delighted to offer you the internship position of Member of Technical Staff with an anticipated start date of 01 March 2022, contingent upon a background check, drug screening, etc.

As the member of technical staff, you will be responsible for writing the production ready code for the development of Android and iOS App. Working hours are from 10:00 AM to 6:00 PM. The stipend for this internship position is Rs.80,000 per month. Payment will be made on a monthly basis by direct bank deposit, starting from 18th November 2021. In addition, you will be eligible to receive travel expenses and performance bonus.

Your employment with Justvend Private Limited will be on an at-will basis, which means you and the company are free to terminate employment after giving 1 month of the notice period. This letter is not a contract indicating employment terms or duration.

Please confirm your acceptance of this offer by signing and returning this letter by 15th February 2022.

Sincerely,
Shivam Vaish
Chief Executive Office

Candidate Signature:

Candidate Name: Shivam Vaish

Date: 03.02.22

SB – 153

REF: AKAM/CON/CONSULTANT/HR/2021 May 13, 2021

Mr. Vinay Kumar
BMSCE Main Hostel,
2nd Cross, Banashankari,
Bangalore- 560004

Dear **Vinay,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **26th May 2021.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Two Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

8B-154

भारत सरकार, रक्षा मंत्रालय
रक्षा अनुसंधान तथा विकास संगठन
गैस टरबाइन अनुसंधान स्थापन
सी.वी.रामन नगर
पत्र पेटी सं. 9302, बेंगलूरु - 560093
संदर्भसं. Ref No: GTRE/HRD/028

Government of India, Ministry of Defence
Defence Research & Development Organization
GAS TURBINE RESEARCH ESTABLISHMENT
C.V. Raman Nagar
Post Box No. 9302, Bangalore - 560 093

दिनांक Date : 04th April 2022

आईएसओ ISO 9001:2015,
रजि.सं. Reg. No. IR/M/ BQ91/10108

Dr. Jyothi S Nayak,
Head of the Department,
Dept. of Computer Science & Engineering,
BMS College of Engineering,
Bengaluru- 560 019.

Sir / Madam,

विषय/Sub: Internship – B.E (Computer Science & Engineering)

संदर्भसं./ Ref: Your letter No. Nil dt.16/03/2022.

With reference to your letter cited above, permission has been granted by the Director, GTRE in respect of the following ***B.E Student(s) of BMS College of Engineering, Bangalore*** to carry out **Internship / Project Work through on-line/ off-line for a period of *03 Months during April 2022 –June 2022 at GTRE*;**

(a) Mr Yashaswi R - 1BM18CS154

2. The above student(s) is / are requested to report for training / confirm his / her / their acceptance within **15 days** from the date of issue of this letter, failing which the permission for training at GTRE will be cancelled.

3. The following points may kindly be noted, if opt for off-line training:

(a) The individual(s) is / are required to bring one **Stamp-size & two Passport size** photos, **Police Verification Certificate** and **copy of Aadhar Card** at the time of reporting**(Two sets)**.

(b) On completion of the Project work, Project Completion Report is to be submitted to HRD of GTRE for scrutiny and the Certificate be obtained only from HRD.

(c) On arrival, the student has to report to HRD Division at GTRE for further guidance.

(d) A set of documents to be completed by students is attached.

Thanking you

Encls : (a) Forms to be completed

किरन धनखड़, वैज्ञानिक-एफ
Kiran Dhankhar, Scientist - 'F'
स.नि. (मा.सं.वि.)
Group Director (HRD)
कृते निदेशक /For DIRECTOR

दूरभाष TELE:080-25040900 फैक्स FAX: 080 2524 1507 ई-मेल email: hrd.gtre@gov.in

भारत सरकार, रक्षा मंत्रालय
रक्षा अनुसंधान तथा विकास संगठन
गैस टरबाइन अनुसंधान स्थापन
सी.वी.रामन नगर
पत्र पेटी सं. 9302, बेंगलूरु - 560093
संदर्भसं. Ref No: GTRE/HRD/028

Government of India, Ministry of Defence
Defence Research & Development Organization
GAS TURBINE RESEARCH ESTABLISHMENT
C.V. Raman Nagar
Post Box No. 9302, Bangalore - 560 093
दिनांक Date :17th June 2022

CERTIFICATE

This is to certify that ***Mr R Yashaswi (USN : 1BM18CS154)*** studying ***B.E (CSE)*** from ***BMS College of Engineering, Bengaluru*** has undergone Project titled "***Networking and Web Application.***" in ***Information Technology Group (ITG)*** of this Establishment for a duration of ***three months*** during ***April – June 2022*** as a part of his B.E Programme.

The performance, conduct and character ***Mr R Yashaswi*** have been very good to the best of our knowledge during the period of his Project Work.

S Shylaja 17/6/2022

शैलजा एस, वैज्ञानिक-एफ
Shylaja S, Scientist - 'F'
स.नि. (मा.सं.वि.)
Group Director (HRD)
कृते निदेशक /**For DIRECTOR**

दूरभाष TELE 080 25040900 फैक्स FAX 080 2524 1507 ई-मेल email hrd gtre@gov in

KOCH

KOCH BUSINESS SOLUTIONS INDIA PRIVATE LIMITED

Date: 09-November-2021

INTERNSHIP CONFIRMATION LETTER

Dear Sharan Ram D B,
BMS College of Engineering - Bangalore

Congratulations on your selection ...!

We are delighted to offer you an internship opportunity at our organization. Your internship will start from **Monday, March 14, 2022 and end on Thursday, September 15, 2022.**

As per company's internship policy, you will be paid a stipend of **INR 40,000 (Rupees Forty Thousand Only)** per month paid on **pro-rata basis** of actual attendance record of the month. You would be eligible to use our subsidized canteen facility during your internship by paying the applicable charges. You would not be entitled for any other benefit as part of your internship assignment.

Please be informed that this letter does not constitute a contract of employment or guarantee you any employment with Koch Business Solutions India Pvt Ltd. Based on your performance during the internship period, the company may offer you a permanent employment at the end of the internship period.

During your internship with our organization, you shall follow all the rules and regulations of the organization. **Your standard working hours will be 12:00 – 9:00 pm on all working days**. Failure to adhere to the rules and regulations may result in termination of your internship assignment.

Please review, sign, and return the letter to confirm acceptance, no later than close of business on **November 12, 2021**.

Sincerely,
For Koch Business Solutions India Pvt Ltd.

Manish Sinha
HR Leader

I accept the above terms & conditions:

Sharan Ram D.B , 14/03/22

Signature Date

athenahealth

athenahealth Technology Private Limited
#9/1 SKAV Lavelle, 17th/18th/19th Floor
Residency Road, Richmond Circle
Bengaluru - 560 001, Karnataka, India
Phone: 080-46357200
CIN Number: U72200TN2005PTC057276
www.athenahealth.com

Strictly Private and Confidential

November 18, 2021

Shashank Kumar
168/2 Officers Quarters
Bangalore,Karnataka 560014

Subject : Letter of Internship

Dear Shashank,

We are pleased to offer you a short term services contract, hereinafter referred to as "Internship", commencing from January 03, 2022 . Your Internship with athenahealth Technology Private Limited (the "Company") is subject to the following terms and conditions.

1. The Internship shall commence on January 03, 2022 and shall be valid until July 03, 2022("Internship Period") at Bangalore - Whitefield India. Thereafter the Internship automatically terminates without any action either from us or yourself.

2. During the Internship Period, you will be entitled to a stipend amount of **INR 35,000** per month (inclusive of Rs.1000 of lunch allowance), on a cost to Company basis.

3. As you shall be privy to the confidential Information of the Company, you shall sign a non-disclosure agreement ("NDA") with the Company which is enclosed with this letter of Internship. The Internship shall not commence until you sign such NDA.

4. During the Internship, you shall adhere to all rules and regulations which are applicable to all the employees of the Company, and you shall faithfully observe, comply and adhere to the same. The rules include the various company policies on hours of work, leave, process for handling assignments that are given to you from time to time, network usage, use of company materials and the like and these rules, regulations, instructions, policies, etc. will form an integral part of this letter of Internship. These policies may be modified by the Company from time to time.

5. You will be entitled to 1 (One) day of Privileged Leave per month, starting from the month of joining. You can avail the leave with prior approvals of your reporting manager. The unutilized privilege leave balance, at the end of internship, will lapse and not liable of encashment.

6. You are obliged to take care of all company property given to you and return the same to the company either upon demand or upon the termination of the Internship.

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Quicko Technosoft Labs Private Limited
No.- 443, Ground, 2nd and 3rd Floor, 14th Main, 17th Cross, Sector - 4,
HSR Layout, Bangalore - 560102, Karnataka, India

02 September 2021

OFFER LETTER

Dear **Shashidhar,**

With reference to your application and subsequent discussions, we are pleased to offer you a **'Full Stack Engineer'** position in our organization. The position will be based out of Bangalore, India Your employment is subject to a probationary period of **6 (Six) months** beginning on your start date of **03 January 2022.** However, this period can be cut short or extended based on the individual's performance and at the sole discretion of the management.

Based on your performance you can be converted into a full-time employee. Your pay during the probation period will be **INR 40,000** per month. Your schedule will be approximately **45 hours per week** beginning **03 January 2022**.

Please review, sign and return via email to confirm acceptance, no later than close of business on **04 September 2021.**

Non Disclosure & & **Internship Agreement** to be signed on the date of joining.

We look forward to your long and prosperous career with **Quicko Technosoft Labs Private Ltd.**

Yours sincerely,
For Quicko Technosoft Labs Private Ltd

DocuSigned by:
Khadim Batti
F1E6D4F3518942C...

Khadim Batti
CEO
For Quicko Technosoft Labs Private Ltd

CIN: U72200KA2010PTC055487

8C-100

dish | sling

Date: 2-March-2022

To,
Mr. Shiva Praneeth Kodali
BMS Bangalore

Dear Shiva,

Welcome to Sling (Dish) Family!

This is in reference to the discussion you had with us we are pleased to extend to you an Internship at **Sling Media Pvt Ltd.** Please accept our heartiest congratulations. We welcome you to the Sling Media Team.

We would like to share with you some company practices and policies, to familiarize you with our organization.

1. **Emoluments & Perquisites**

Your stipend during the internship period will be **INR 25,000/- (Rupees Twenty Five Thousand Only)** per month.

2. **Working Hours**

Being a result oriented company, we believe in flexible timings. The official timings are from 9.00 a.m. to 6.00 p.m. with a lunch break of 1 hour which is 8 hours of productive work per day However, you can adhere to adjustable timings keeping into mind your commitments and deliverables.

3. **Leave benefits**

During the duration of your internship period you will be eligible for 1 Casual / Sick Leave per month in addition to general office and/or public holidays as per the Human Resources Policy of the Company in force at that particular time and as may be amended from time to time.

4. **What we expect from you**

We hope that you will devote your full time and attention in carrying out the assigned work activities honestly, faithfully and diligently keeping in mind at all times the Company's interest and progress. We expect that you will not engage in or do any other business or render any professional service either on full time or part time basis.

SC-101

Mindsoft

Ref.: MS/2022/IN1/21 Date: 07/03/2022

To,
Shivam Tayal
1843
10th main,34th cross
Banashankari

Subject: Internship Offer Letter

Dear Shivam,

We are pleased to offer you an internship at Mindsoft, Bangalore.

This will be a 2 month internship. Your internship will start from 7th March 2022 and end on 13th May 2022.

Below is the related information for your reference

1. Name of the Guide allotted : Eswaran K
2. Experience of the Guide : Ten years
3. Designation of the Guide : Project Manager
4. Contact details of the Guide : 9902752525, Email : Mindsoftblore@gmail.com

Regards

SANJEEV KUMAR
Manager Mindsoft.

Mindsoft
Phone
23409481
Bangalore-40

1019, Sri Venkateshwara Complex, 3rd floor, 2nd Main, Service Road (Next to New Shanti Sagar)
Vijayanagar, Bangalore - 560 040. Ph: 080-23409481, Mob: +91-9844641410

Fly Goldfinch

Your Journey Has Just Begun...

30 June 2021

Shivam Vardhaman

Phone: +91 9315748934

On behalf of Trawish Private Limited (Fly Goldfinch), we would like to express our enthusiasm for having you join us as Software Developer Intern. All who have interacted with you feel that you have the potential for a successful stint with our company. This letter formally confirms our offer to you. Please find below details of the internship:

- **Location:** The internship would be a virtual internship i.e. Work from Home and thus no travel to Fly Goldfinch's office would be required
- **Duration:** The official starting date would be 1 July and the length of the internship would be mutually agreed
- **Consideration:** At the end of the internship, you would be eligible for an internship certificate, and performance linked variable stipend

Intellectual Property

You agree & undertake that ownership of, and all right, title, and interest in, all work product, improvements, developments, discoveries, inventions, proprietary information and all other intellectual property developed or created by you from time to time by or for the company, whether before or after commencement of your service with the company shall vest in the company, and shall be regarded as having been made under a contract of service. In consideration of your agreed service fee, you agree that you herby transfer & assign in favor of the company, on a perpetual, worldwide & royalty free basis, all rights, title and interest in and to all such intellectual property, together with the rights to sublicense or transfer any and all rights assigned hereunder to third parties. Not withstanding the provisions of section 19(4) of the Copyright Act, 1957, such assignment in so far as it relates to copyrightable material shall not lapse nor the rights transferred therein revert to you, even if the company does not exercise the rights under the assignment within a period of 1 year from the date of assignment.

By accepting this offer, you agree to work solely for Trawish Private Limited during the internship offer. And during the internship period, if, for whatsoever reason, you decide to not continue with the internship, you shall provide the company with a notice period of 7 days.

103-C

AT&T Communication Services India Pvt. Ltd.
13th Floor, Mohan Dev House 13 Tolstoy Marg, New Delhi 110001, India

Tel: 91.80.43546000
Fax: 91.80.41649560
91.80.41649561
www.ap.att.com

CIN: U64203DL1996PTO78375

To,

Shreya Laddha
B.M Sreenivasaiah College of Engineering

REF: INTERNSHIP AND PRE-PLACEMENT OFFER WITH AT&T COMMUNICATION SERVICES INDIA PVT LTD.

Dear Shreya,

With reference to the interview that you have had with us, it gives us great pleasure to offer you an **Internship** at **AT&T Communication Service India Pvt Ltd.** (the "Company"). In addition to confirming the offer, this letter will describe the terms and conditions of your Pre-placement offer. We hope that this opportunity will provide you with exposure to technology and corporate work culture besides helping you to fulfill the criteria for your academic course.

Title: Your title will be **'Intern Technical'**. You will be informed about your manager by the Company at the time of joining and subsequently whenever there is a change in manager.

Terms and Conditions:

Effective Date: Your internship duration will be **Six Months** from **Mar 07, 2022** or other mutually agreed date and may be extended by mutual consent based on performance appraisals and progress of learning.

Timings: The work hours during the internship will be 8 hours per day besides a meal break of one hour as per the company policy, which may include shift timings.

Payment Terms: This internship is for the purpose of training only and will not be deemed to be employment. You will receive a stipend of **Rs. 42,731** per month during your period of internship, less all applicable taxes. This stipend is assuming attendance on all the company working days during the month; stipend will be paid pro-rata in the event of absence on any grounds. Payment of stipend will be as per the Company's prevailing practice, in arrears, for the completed month.

Job Confirmation: On successful completion of 3 months from the start date, your performance will be evaluated and based on the feedback you may be eligible for a permanent position with AT&T subject to the terms and conditions of the company. You will receive a confirmation letter from the Company, if selected for the permanent position. Your internship will be continued till the end of your academics course.

Salary for Permanent Position: You will be eligible for an Annual Compensation of **minimum INR 8,00,000 Per Annum** on Cost to Company basis, as a regular employee of the Company.

Student Verification: The internship offer is subject to your providing a letter from your college/training institution certifying your registration as a student at the college/training institution for the duration of the internship. Student internship will be terminated if the intern is no longer a student in the college/training institute.

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8C – 105

PackBagBuddy

Date: 01/04/2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr**. / Ms. **Shreyas M** of Bachelor of Engineering from **BMS College of Engineering , Bangalore** has successfully completed two months Internship as **Web Development Intern** with PackBagBuddy LLP from **01/02/2022** to **01/04/2022**

As per our assessment and reporting structure , we found **him**/ her hard working and excellent performer during the training programme.

We wish **him**/ her all the success for **his**/ her future.

Signature

PackBagBuddy LLP

Sagar Shukla

Marketing Manager

PackBagBuddy LLP

Hunny Bansal

Founder

8C-1BM18CS106
SHREYASH ADHIKARI
TECHNICAL SEMINA

dish | sling

Date: 2-March-2022

To,
Mr. Shreyash Adhikari
BMS Bangalore

Dear Shreyash,

Welcome to Sling (Dish) Family!

This is in reference to the discussion you had with us we are pleased to extend to you an Internship at **Sling Media Pvt Ltd.** Please accept our heartiest congratulations. We welcome you to the Sling Media Team.

We would like to share with you some company practices and policies, to familiarize you with our organization.

1. **Emoluments & Perquisites**

Your stipend during the internship period will be **INR 25,000/-** (**Rupees Twenty Five Thousand Only**) per month.

2. **Working Hours**

Being a result oriented company, we believe in flexible timings. The official timings are from 9.00 a.m. to 6.00 p.m. with a lunch break of 1 hour which is 8 hours of productive work per day However, you can adhere to adjustable timings keeping into mind your commitments and deliverables.

3. **Leave benefits**

During the duration of your internship period you will be eligible for 1 Casual / Sick Leave per month in addition to general office and/or public holidays as per the Human Resources Policy of the Company in force at that particular time and as may be amended from time to time.

4. **What we expect from you**

We hope that you will devote your full time and attention in carrying out the assigned work activities honestly, faithfully and diligently keeping in mind at all times the Company's interest and progress. We expect that you will not engage in or do any other business or render any professional service either on full time or part time basis.

SC-108

Quicko Technosoft Labs Private Limited
No.- 443, Ground, 2nd and 3rd Floor, 14th Main, 17th Cross, Sector - 4,
HSR Layout, Bangalore - 560102, Karnataka, India

QUICKO LABS

02 September 2021

OFFER LETTER

Dear **Siddhartha,**

With reference to your application and subsequent discussions, we are pleased to offer you a **'Full Stack Engineer'** position in our organization. The position will be based out of Bangalore, India Your employment is subject to a probationary period of **6 (Six) months** beginning on your start date of **03 January 2022.** However, this period can be cut short or extended based on the individual's performance and at the sole discretion of the management.

Based on your performance you can be converted into a full-time employee. Your pay during the probation period will be **INR 40,000** per month. Your schedule will be approximately **45 hours per week** beginning **03 January 2022**.

Please review, sign and return via email to confirm acceptance, no later than close of business on **04 September 2021.**

Non Disclosure & Internship Agreement to be signed on the date of joining.

We look forward to your long and prosperous career with **Quicko Technosoft Labs Private Ltd.**

Yours sincerely,
For Quicko Technosoft Labs Private Ltd

DocuSigned by:
Khadim Batti
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Khadim Batti
CEO
For Quicko Technosoft Labs Private Ltd

DocuSign Envelope ID: 0D1B5BDF-850D-41F7-8E88-C218621ADD34

Quicko Technosoft Labs Private Limited
No.- 443, Ground, 2nd and 3rd Floor, 14th Main, 17th Cross, Sector - 4,
HSR Layout, Bangalore - 560102, Karnataka, India

QUICKO LABS

Candidate Acknowledgement:

I Siddhartha Ghosh accept the above offer, and will begin on 03-January-2022

DocuSigned by:
[redacted]
Signature

9/2/2021
Date

8C-109

amazon | Development Centre India

INTERNSHIP LETTER

Snehita I
A2-604,SVS PATEL'S CALLISTO,TALACAUVERY LAYOUT, AMRUTHAHALLI, BANGALORE - 560092
Bengaluru – 560092
KA
IN

Dear Snehita,

On behalf of **Amazon Development Centre (India) Private Limited**, a company incorporated under the laws of India, having its registered office at # 26/1, Brigade Gateway, World Trade Centre, 10th Floor, Dr. Rajkumar Road, Malleshwaram (W) Bangalore - 560 055. Karnataka India (hereinafter the "Company" or "Amazon India"), we are very pleased to issue this Internship Letter for the position of an **Intern** at **Bengaluru**, India.

Your internship with the Company will be subject to your acceptance of this Internship Letter and the terms and conditions set forth hereinbelow on or before 10 business days in the manner provided for by the Company.

Upon your acceptance of this Internship Letter, the same shall form a valid and binding agreement between Amazon India and you, and you shall be bound by the terms and conditions stipulated herein below.

1. **Date of Commencement**

Your internship with Amazon India will commence on **07-Feb-2022** and shall end as per the provisions contained in Section 12 herein below. The said duration of internship shall hereinafter be referred to as the "Term".

2. **Duties**

2.1 You will be engaged in the position of **Software Dev Engineer Intern**. Your manager will advise you about your duties and responsibilities after your joining with us. You will be expected to perform your duties to the best of your ability at all times as per the

REGISTERED OFFICE : # 26/1, Brigade Gateway, World Trade Centre, 10th Floor, Dr. Rajkumar Road, Malleshwaram (W) Bangalore - 560 055. Karnataka India

Tel. : + 91 - 80 - 6787 3000, Fax : +91 - 80 - 3007 1031 / 33 CIN : U72200KA2004FTC034233

8C- 111

TATA

Internship Offer Letter

Ref: TCSL/AIP 2021-22/Summer/CT20213632143

Date: 13-Feb-2022

Suman Kumar Pal
BMS College of Engineering, Bangalore
sumanpal1352@gmail.com

Dear Suman Kumar Pal ,

Sub: Internship Offer

We are pleased to offer you internship in Tata Consultancy Services (TCS) with the following terms and conditions:

1. The tentative start date is 01-mar-2022 and end date is 30-Jun-2022. These dates can be changed in discussion with the Project Guide
2. You will be assigned a Project Guide under whose supervision you will work on the project assigned to you.
3. You shall complete your project in accordance with the requirements and guidance of the TCS Project Guide, and maintain qualitative standards as required. You will maintain the discipline, dignity, honor and goodwill of TCS.
4. The arrangement is not that of an employer and an employee and as such you shall not be eligible to any allowances or other benefits as may be available to the employees of TCS.
5. You will observe the rules & regulations and discipline of TCS, and also maintain complete confidentiality and secrecy of the matters pertaining to TCS and/or any data that has been provided to you in the course of your project work. The detailed terms of Confidentiality, Data and Intellectual Property Protection are enclosed as Annexure A. You will be permitted to attend any classes in the college / university at the discretion of the Project Guide if so called for during the period of your project assignment.
6. On completion of your internship you will be required to submit a copy of your project report, which will be the sole property of TCS.
7. You shall not undertake any internship in parallel with this internship
8. In the event of any misconduct or breach of terms of this internship on the part of the Intern during the internship period, TCS reserves the right to terminate internship without any notice.
9. This offer of Internship will be governed as per the Laws of India.

8C-117

Sabre

Sabre Travel Technologies Pvt. Ltd.
Units 1 & 2, Level 2, Navigator Building, ITPB
Whitefield Main Road, Bangalore – 560066
India
CIN: U72900KA2004PTC035134

Tel: +91 8041888888
Fax: +91 80 41888980
Email: sabre.blr@sabre.com
WWW.sabre.com

INTENT OF OFFER

27th September 2021

Sumanth K V

BMS College of Engineering

Dear Sumanth

With reference to your application and the subsequent discussion(s) that we had, we are pleased to offer you **Associate Software Development** with Sabre Travel Technologies Private Limited.
Please note that this offer does not give you the employee status of the Company. Your appointment as **Associate Software Development** comes into effect only after completing the joining formalities with the Company and subject to the below Terms and Conditions.
This communication does not confer you with any right of employment against the company until you join for induction and provide the required documentations per our communications.
Please note that the offer of appointment and continuation of employment thereof is subject to successful completion of qualifying exams, no pending arrears on completion of course and having minimum of 7 CGPA.
Your total compensation inclusive of all benefits will be **INR 12,51,588** and the same will be subject to a deduction of applicable tax at source in accordance with the prevailing laws.
You are eligible for Joining Bonus of **INR 1,50,000**, subject to background verification clearance. Joining Bonus will be refunded by the employee to Sabre if the employee leaves within 1 year of receiving the bonus

A formal letter communicating your location (anywhere in India and can include Company's affiliate offices across India) and date of joining will be sent to you at a later period. We will endeavor to give you adequate notice so that you can make necessary arrangements and plan your travel accordingly. On your acceptance, a detailed formal letter of appointment will be issued to you at the time of joining.

Yours sincerely,
FOR SABRE TRAVEL TECHNOLOGIES



Aloysius Vijay
Sr Manager Talent Acquisition

We request you to please read and sign the enclosed copy of this letter and return it by **4th Oct 2021** to indicate your acceptance of this Offer

Signature: Sumanth.K.V _____ Date: 28/09/2021

(Name of the candidate)

8C-113

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Quicko Technosoft Labs Private Limited
No.- 443, Ground, 2nd and 3rd Floor, 14th Main, 17th Cross, Sector - 4,
HSR Layout, Bangalore - 560102, Karnataka, India

02 September 2021

OFFER LETTER

Dear **Sumanth,**

With reference to your application and subsequent discussions, we are pleased to offer you a **'Full Stack Engineer'** position in our organization. The position will be based out of Bangalore, India Your employment is subject to a probationary period of **6 (Six) months** beginning on your start date of **03 January 2022.** However, this period can be cut short or extended based on the individual's performance and at the sole discretion of the management.

Based on your performance you can be converted into a full-time employee. Your pay during the probation period will be **INR 40,000** per month. Your schedule will be approximately **45 hours per week** beginning **03 January 2022**.

Please review, sign and return via email to confirm acceptance, no later than close of business on **04 September 2021.**

Non Disclosure & Internship Agreement to be signed on the date of joining.

We look forward to your long and prosperous career with **Quicko Technosoft Labs Private Ltd.**

Yours sincerely,
For Quicko Technosoft Labs Private Ltd

DocuSigned by:
Khadim Batti
F1E6D4F3518942C...

Khadim Batti
CEO
For Quicko Technosoft Labs Private Ltd

8C-114

ASSURED PROJECTS [1446971-T] **Sdn. Bhd.**

33-17-3, Villa Scott, Jalan Scott
50470 Kuala Lumpur
Malaysia
Tel: 03-92055369 Fax : 03-92056369
Email : ravisjyothi@yahoo.com

We exceed your expectations on Project Management in Information Technology Arena

November 15, 2021

Mr. Suraj Perdoor
1404, 14th floor, Tower 8, Salarpuria Sattva Divinity,
Nayandahalli, Bangalore, 560026

Sub: Offer letter for internship

Dear Suraj,

We are very pleased to offer you the position of Intern this year with Assured Projects Sdn Bhd. Please find the following confirmation of the specifics of your internship:

Position Title:
Intern

Internship Period:
6 Months

Start Date:
December 15, 2021

End Date:
June 17, 2022

Salary/Stipend:
Not Applicable (any work-related expenses incurred will be reimbursed at actuals)

Location of Assignment:
Bangalore

Office Location:

Work from Home due to the Corona Virus Pandemic

Sincerely,

Ravichandra Perdoor,
Executive Director

C-117

REF: AKAM/CON/CONSULTANT/HR/2021

Jan 24, 2022

Ms. Tanya Mishra
G23 103 AWHO Sandeep Vihar,
Whitefield, Kannamangala,
Bangalore - 560067

Dear **Tanya,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **9th Feb 2022.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Six Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

PURPLEFRAME
Learning • Media • Technology

July 27th 2021
Bangalore

LETTER OF OFFER

Dear Trishala,

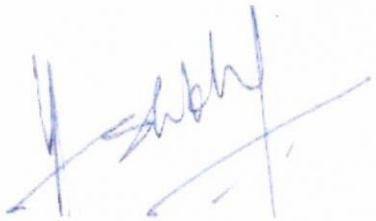
We are pleased to offer you an internship with the **Purpleframe Technology** as a **Junior Programmer**.

This is an educational internship. As we discussed, your internship is expected to last from to August 3rd to September 30th, 40 hours per week.

As an intern, you will not be a Company employee. Therefore, you will not receive a salary, wages, or other compensation. In addition, you will not be eligible for any benefits that the Company offers its employees, including, but not limited to, health benefits, holiday pay, vacation pay, sick leave, retirement benefits, or participation in the Company's 401(k) plan. You understand that participation in the internship program is not an offer of employment, and successful completion of the internship does not entitle you to employment with the Company.

During your internship, you may have access to confidential, proprietary, and/or trade secret information belonging to the Company. You agree that you will keep all of this information strictly confidential and refrain from using it for your own purposes or from disclosing it to anyone outside the Company. In addition, you agree that, upon conclusion of the internship, you will immediately return to the Company all of its property, equipment, and documents.

Sincerely,



Yogish Shanbhag
CEO

8C-18CS-121

CERTIFICATE OF INTERNSHIP

This is to certify that

Vaishnav S

is hereby awarded this certificate in recognition for their work as an intern
at "PROMOTIVE ELECTRONICS & SYSTEMS" as a
"Digital Marketing consultant"
for the term 1/11/21 – 1/1/22.

For Promotive Electronics & Systems

Proprietor

8C-122

KEYSIGHT TECHNOLOGIES

Keysight Technologies India Private Limited
Regd. Off: Unit No. 404-A
Corporate One,
Plot No. 5, Non Hierarchical Commercial Centre,
Jasola, New Delhi - 110025
Tel: (011)-23753793; 23753794
CIN No.U51505DL2014FTC264929

May 25, 2022

Varad Vithal Kj
H.No 40 , Ward No 18, SN Pet 5th Cross
Bellary , Karnataka (KA) 583101

Dear Varad,

TEMPORARY CONTRACT OF SERVICE (INTERNSHIP)

Keysight Technologies India Private Limited ("Company") is pleased to offer you the position of **Keysight Intern** in the Communications Solutions Group - Wireless Devices & Operators Organization located at **Bengaluru.**

Your training period will be from Mar 30, 2022 to July 31, 2022 . Your working week is from Monday to Friday, 8.00am to 4.30pm, or as specified by your organization.

You will be paid a training allowance of **INR 22,000** per month. You will be reporting to Kanagaraj Kadambarkulam . The company may reassign you to any other operations and/or locations, if required.

We are positive that you will find Keysight Technologies an exciting place to acquire knowledge and gain valuable on job experience in an industrial work environment during your training. We look forward to a pleasant and meaningful association with you and are glad to have you with us. Should you have any questions about our offer, please feel free to call us at any time.

Please indicate your acceptance of the above terms and conditions by signing below and returning a copy of our letter.

Yours sincerely,

Keysight Technologies International India Private Limited
Manager – Human Resources
Rishi Singla

I, Varad Vithal KJ hereby accept the offer as a Keysight Intern. I will commence my internship on May 30, 2022.

_____ _____

Signature Date

8C-123

AGNEYAS LABS

28-03-2022

To,
Krishna Koneru,
Student, Final Year B E,
Dept of Computer Science,
BMS College Of Engineering,
Bangalore.

Subject: Internship@AgneyasLabs

Dear Krishna,

In reference to your application we would like to congratulate you on being selected for internship with Agneyas Labs, Bangalore. Your internship is scheduled to start effective **1st April 2022** for a period of 4 months. All of us at Agneyas Labs are excited that you will be joining our team!

Your internship will focus primarily on developing new skills and gaining a deeper understanding of concepts through hands-on involvement in some of the actual client projects and proof-of-concepts that Agneyas Labs is working on as well as building experimental prototypes.

The project details will be shared with you on commencement of internship. You will be paid a monthly stipend of INR 10,000/- during the internship.

You should report at the address mentioned below.

Again, congratulations and we look forward to working with you.

Yours sincerely,
for Agneyas Labs

AGNEYAS LABS PVT LTD * BANGALORE

Chandrasekhar Budugur
Founder & CTO
Phone: 9845691805

Agneyas Labs Pvt. Ltd.
No. 581, 3rd Floor, 23rd A Main, 21st Cross,
Sector 2, HSR Layout, Bangalore - 560 102

SC-124

Hewlett Packard
Enterprise

17/10/2021

Venkatesha Prasada CH
Chalethadka (H), Kuntikana (PO), Neerchal, Kasaragod

Dear Venkatesha,

We are pleased to inform you that you have been selected for training with Hewlett Packard India Software Operation Pvt. Ltd. ("HPE" or the "Company") from 25/01/2022 to 22/07/2022 for a period of **6 months** under the guidance and supervision of Harikrishna Manchal. Your location would be Bangalore, Karnataka, India.

1. During the tenure of the project, you will be paid a **stipend of** Rs.30,000 **per month.** The payment of stipend shall depend on your unconditional presence at any location that may be stipulated herein above.
2. It is clearly understood that you are not in any manner providing any service to HPE and that the payment of stipend shall not in any manner be construed or deemed to be consideration for services rendered by you.
3. You will not be entitled to any statutory benefits of otherwise to which a regular employee of the company is entitled.
4. You will be entitled for 12 days leave per annum, weekly holidays and such other holidays declared by the Company.
5. During your training with the company you shall be bound by the company's rules and regulation applicable from time to time and any violation to this will result in immediate termination of your training.
6. During your training with the company you may come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances.
7. You shall not publish your research / project report and about the company in any form in mass media and the same is to be treated strictly for academic purpose only.
8. You shall maintain utmost confidentiality on any information that you acquire during the project and sign the enclosed confidentiality agreement on or before the start of training period.
9. You shall not, during the period of your project study at HPE, copy, duplicate, decompile or translate any intellectual property of HPE without appropriate authorization. You shall not take out any intellectual property belonging to HPE, outside the work place or HPE's premises, without appropriate authorization from the supervisor.
10. You shall be obligated to compensate HPE appropriately, in the event you cause any loss or damage to any property that is owned or leased by HPE, during the training period.
11. It is expressly understood and agreed by and between us that the company shall in no way be

FOR Company

Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

8C-125

Letter of offer for a Student Internship

1 message

Bhargava, Sanyogita <Sanyogita_Bhargava@bmc.com> Mon, Jan 10, 2022 at 9:37 PM
Reply-to: InternshipOffers <InternshipOffers@bmc.com>
To: vyshnavi.cs18@bmsce.ac.in <vyshnavi.cs18@bmsce.ac.in>

Vyshnavi MN

Address : No 4,19th main, Uttarahalli,

Bangalore 560061

Dear Vyshnavi,

Congratulations on your selection for Student Internship assignment with **BMC Software India Private Limited** ("BMC') !

We are pleased to inform you that you have been selected by us in the process conducted in your institution. Based on the selection process you are being provided with an Internship assignment with BMC Software India Private Limited for a period of Six months with a total stipend amounting to INR 1,20,000/- (Rupees One Lakh and Twenty Thousand) payable in equal installments per month over the Internship assignment period. The details of the assignment are as given below:

Internship Period	6 Months
Internship Start Date	15/12/2021
Internship End Date	17/06/2022
Stipend	As per above, payable equally INR 20,000/- Per month
Location of Assignment	Bangalore

1.The team you would be assigned for Internship will be communicated on the day you report for the assignment. You would be available on all working days at the company working location communicated to you except for the weekly off days i,e, Saturday and Sunday. The assignment will consist of you being available for BMC assignment full time for not less than 9 working hours per day for 6 months. The overall internship assignment hours will not be less than 1080 hours.

2. **Confidentiality:** The Confidentiality & Intellectual Property Assignment Agreement is an integral part of this letter and all terms thereof are deemed to have been incorporated herein and this letter shall be read, understood and construed accordingly. Your signature on the offer letter signifies that you have received, read and understood the Confidentiality & Intellectual Property Assignment Agreement and agree to abide by the rules and policies stated within it.

3. **Professional Conduct Policy and Code of Ethics**: You have been provided with a copy of the BMC Professional Conduct Policy and Code of Ethics. The same will be applicable to you as a Student Intern. Your signature on the Internship Letter signifies that you have received, read and understood the Professional Conduct Policy and Code of Ethics and agree to abide by the rules and policies stated within it including any modification and alteration thereof. In case BMC deems that any other Policy or code of conduct, shall be applicable to you, BMC shall intimate you regarding the same and you hereby provide consent to be bound by the same.

4. You acknowledge and agree that for the purpose of security, internal coordination, statutory or regulatory compliances, including order/direction of any court of law or any other adjudicatory authority, and its business, BMC is required to transfer personal information of its employee(s) / Contract worker / Intern to its parent company in US and/or its other subsidiaries in different countries, and do hereby unequivocally consent to such transfer and use of your personal information in the manner required for such purpose in the interest of BMC.

5. **Background Verification:** BMC reserves the right to carry out reference verifications or background checks during the course of your assignment with us, either ourselves or through third party agencies engaged by us. Such background verifications and reference checks, amongst others, would include past employment(s) and salary details, criminal records, across countries resided in or worked in etc. and other details provided by you in the application form to

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SPRINKLR OFFER

sprinklr

Yuvraj Singh
Bangalore

20 January 2022

Dear Yuvraj,

This letter confirms our previous conversations regarding the internship opportunity available to you with Sprinklr, India Pvt Ltd. (the "Company") and sets forth the terms and conditions of that internship.

1. The Company hereby offers you short-term employment as an Intern for Sprinklr commencing on or about **14 Feb 2022** (the "Start Date"). Hours worked to be agreed upon by you and your manager prior to your start date and are subject to change in Sprinklr's sole discretion.

2. Your internship remuneration will be at the rate of **Rs. 40,000/- per month (Forty Thousand only)** payable in cash in accordance with the Company's standard payroll schedule for salaried Interns (currently once a month), subject to standard withholding and taxes.

3. You will work from **Bangalore**, subject to your attendance of meetings at other Company offices and/or at other locations.

4. By executing this letter below, you agree that during the course of your internship and thereafter that you shall not use or disclose, in whole or in part, any of the Company's or its clients' trade secrets, confidential and proprietary information, including client lists and information, to any person, firm, corporation, or other entity for any reason or purpose whatsoever other than in the course of your employment with the Company or with the prior written permission of the Company's Chief Executive Officer. You also will be required to execute the Company's Non-Disclosure and Invention Assignment Agreement annexed to this letter (the "NDA"), the terms of which are in addition to the terms of this offer letter. By executing this letter below, you represent and warrant to the Company that you have no agreement with, or duty to, any previous employer or other person or entity that would prohibit, prevent, inhibit, limit, or conflict with the performance of your duties to the Company.

5. This offer of an internship with the Company is contingent upon (a) our satisfactory completion of reference and background checks, (b) proof of your authorization to work in the Republic of India, (to be provided by you within your first 3 days of employment), and (c) your execution and delivery of the NDA. If, based upon a unique circumstance, you commence work before the Company has completed its inquiry in clause (a) or receive proof under clause (b), you will be deemed to be a conditional employee.

6. Although we hope that your internship with us is mutually satisfactory, employment at the Company is "at will." This means that, just as you may resign from the Company at any time with or without cause, the Company has the right to terminate your employment relationship at any time with or without cause or notice. Neither this letter nor any other communication, either written or oral, should be construed as a

Tel: +1707 – 276 – 6362
Email: info@sprinklr.com
Twitter: @sprinklr
Website: www.sprinklr.com

3rd Floor, East Wing, Building No.3
Block B, 77^{0} Town Centre
Off HAL Airport Road, Yamlur PO
Bangalore – 560 037

9th Floor, 901A
Block A, IRIS Tech Park
Sector 48, Sohna Road
Gurgaon – 122 002

sprinklr

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8C-127

COHESITY
India Pvt Ltd
Salarpuria Touchstone, A Block - Third Floor, Outer Ring Road, Kadubeesanahalli,
Bangalore - 560103 CIN: U72200KA2014PTC077143

December 8, 2021

Gottumukkala Abhiram
B-3, Samhita Homes,
1st Cross, Kaggadasapura,
Bangalore 560093
Karnataka.

Email: abhiramgo807@gmail.com

Dear Gottumukkala,

On behalf of Cohesity India Private Limited ("Cohesity India" or the "Company"), we are pleased to offer you an Internship on our SRE team. This letter sets forth the terms and conditions of your employment with the Company. Your employment is contingent upon your assent to the terms and conditions set forth in this letter and your execution of the Inventions and Proprietary Information Agreement attached hereto (the "Proprietary Information Agreement").

1. Internship Start Date and End Date. Your internship at Cohesity will start on **January 3, 2022** and tentatively end on **July 31, 2022** (the end date may be subject to change based on your school schedule and business need). You will work remotely from home until such time that Cohesity reopens its Bangalore offices.

2. Compensation. Your monthly stipend will be **INR 60,000.00**, less payroll deductions and all required withholdings. You will be paid monthly on the Company's regularly scheduled pay dates. As an intern you will be on "temporary employment" status. As a temporary employee, you will not receive any of the employee benefits that regular Company employees receive, including, but not limited to, health insurance, vacation or sick pay, or paid holidays.

3. Job Duties. During your internship, you will be working with other SRE team members to ensure that Cohesity customers receive the highest level of support possible. You will report to Vijaya Kumar B K, Director, Customer Support.

4. Company Rules. As an intern at the Company, you will be expected to abide by the Company's rules and regulations. You will be required to sign an acknowledgment that you have read and understand the Company rules of conduct as provided in the Company's Employee Handbook, which the Company will provide upon your start date.

5. Confidentiality. As addressed more fully in the Proprietary Information Agreement, during your internship, you may have access to confidential business information belonging to the Company. By accepting this offer, you acknowledge that you must keep all of this information strictly confidential, and refrain from using it for your own purposes or from disclosing it to anyone outside the Company. In addition, you agree that, upon conclusion of your internship, you will immediately return to the Company all of its property, equipment, and documents, including electronically stored information.

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COGKNIT

Mr. Adithya Narasimhan

February 19th, 2022

C3/Chartered Ambaprasad
Bangalore
Karnataka-560018

Dear **Mr. Adithya**,

We are pleased to inform that your internship will be sponsored by Cogknit Semantics PVT LTD, Bangalore. Please find the following confirmation of your sponsorship:

Internship start date:	**1st March, 2022**
Internship End Date:	**31st July, 2022**
Monthly stipend:	**Your stipend for the internship will be paid Rs. 50,000/- (Rupees Fifty thousand only) per month.**
Point of contact:	**We will confirm your reporting manager at the time of joining.**

Terms and Conditions:

1. Your internship period shall be for a period of five months, beginning from 1st March 2022.
2. This is a full-time role and you are expected to give your 100% into making the KRAs a success. While the company may not frown on any other commitments, a full disclosure of them is expected of you. They must be non-interfering, non-conflicting with your primary responsibilities.
3. You will be paid Rs. 50,000/- (Fifty Thousand only) as consultancy fees per month. The amount will be paid to you after deduction of necessary tax.
4. Before, or at the end of the internship, on a mutually agreeable basis, Cogknit will make an offer for a full-time employment. Terms of the same will be communicated via an employment offer letter.
5. You can operate out of your current location. However, you may have to travel to our Bangalore office from time to time as and when necessary.
6. You will not (except in the normal course of the Company's business) publish any article or statement, deliver any lecture or broadcast or make any communication to the press, including magazine publication relating to the Company's products or to any matter with which the Company may be concerned, unless you have previously applied to and obtained the written permission from the Company.
7. You will be required to maintain utmost secrecy in respect of Project documents, commercial offer, design documents, Project cost & Estimation, Technology, Software packages license, company's polices, Company's patents & Trade Mark and company's Human assets profile.
8. You will be required to comply with all such rules and regulations as the Company may frame from time to time. Any of our technical or other important information which might come into your possession during the continuance of your assignment with us shall not be disclosed, divulged or made public by you even thereafter.

SC-129

Level 16 Tower C EPITOME Building No 5
DLF Cyber City Phase III
Gurgaon 122 002 Haryana
tel +91 124 460 5000 fax +91 124 460 5001

www.joneslanglasalle.co.in

Anshul Sudhir Shetty
Bangalore

December 02, 2021

Dear Anshul,

We are pleased to inform you that you have been selected as "Intern" with Jones Lang LaSalle Property Consultants (India) Pvt. Ltd. in the "**JLL Technologies Team**" on the following terms and conditions: -

1. The Internship is for a period from **January 18, 2022** to **July 18, 2022.**
2. Your Internship will be subject to your acceptance of the Statement of Principal terms and conditions of employment (which are attached hereto).
3. The statement of principal terms and conditions will together with this letter constitute your selection for internship.
4. If the above terms and conditions are acceptable to you, please sign the attached document in token of your acceptance.

Yours Sincerely,
For & on behalf of
Jones Lang LaSalle Property Consultants (India) Pvt. Ltd.,

Touseef Ahmed

Touseef Ahmed
Talent Acquisition Leader
JLL Property Consultants (India) Pvt Ltd

Registered Office
Jones Lang LaSalle Property Consultants
(India) Pvt Ltd
1108-1110 Ashoka Estate Barakhamba Road
Connaught Place New Delhi 110 001
Company CIN No. U74140DL1997PTC091209

SC-130

شركة نظم الأمان
SECURITY SYSTEMS Co.
For Information Tech للاتصالات وتقنية المعلومات

05th April, 2022

Arfath Kabir
Kingdom of Saudi Arabia

Dear **Arfath,**

Sub: Employment offer

With reference to your job application and subsequent interview with us, we are pleased to confirm your offer of employment as an Intern with Security Systems Company for Communications and Information Technology. We are excited about the potential that you would bring to the company. By joining our organization, you will become a part of a fast paced and dedicated team that works together to help achieve the company's goals and vision.

The following points outline the terms and conditions of the offer.

Job details:

Job Title: Sales Intern

Place of Work: Kingdom of Saudi Arabia

Work Hours & Timings:
Office hours are from 09:00 am to 6:00 pm from Sunday to Thursday with half an hour for lunch.

Appointment Date:
Your date of appointment is effective from **06th April 2022**

Stipend:
Your Stipend would be **SAR 1000**/- per month

Contract Term:
The employment of the employee shall commence on the date of joining and continue for a period of 2 months until **05th June 2022**.

Confidentiality:
During the employment with our client, you will not disclose any company or trade secrets, or any information related to the business or its employees, or its clients, any time during the employment or after termination of the agreement.

AmiViz
Enterprise Market Place
Al Olaya - Al Oruba Street
Po Box - 12333, Riyadh - 8509 KSA

Security Systems Company for Communications and Information Technology is solely authorized representative office of AmiViz DMCC in Saudi Arabia. Security Systems Company for Communications and Information Technology is registered with Kingdom of Saudi Arabia Ministry of Economy. AmiViz DMCC is regulated by the Dubai Multi Commodities Centre Free Zone Authority, United Arab Emirates.

8C-134

Olcademy

Internship Offer Letter

Ref : AP2812022213ST
more information is available on
www.olcademy.com
Email: careers@olcademy.com

Date: - 5 February 2022

Hrithik Aggarwal
BMS College of Engineering
hrithik.cs18@bmsce.ac.in

Dear Hrithik Aggarwal,

I am delighted & excited to welcome you to OLCADEMY as a **Software Testing INTERN.** At OLCADEMY, we believe that our team is our biggest strength and we take pride in providing internship to ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with OLCADEMY.

Internship Start date: 7 February 2022

Your appointment will be governed by the terms and conditions presented in the **Annexure A.**

We look forward to you joining us. Please do not hesitate to call us for any information you may need. Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature: Hrithik.

Name: Hrithik Agrawal
Date: 7th Feb., 2022

Strictly Private and Confidential

FORNAX

Internship Offer with Fornax

Date: - March 17th, 2022

Dear Ali,

I am delighted & excited to welcome you to Fornax as a **Data Engineer Intern**. At Fornax, we believe that our team is our biggest strength and we take pride in hiring ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with Fornax.

Your appointment will be governed by the terms and conditions presented in the **Annexure A.**

We look forward to you joining us. Please do not hesitate to call us for any information you may need. Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

SC-136

CLOUDERA

Cloudera Data Platform India Pvt Ltd.

Formerly knowns as Hortonworks Data Platform India Pvt Ltd

Personal & Confidential

18 November 2021

Name: Arafat Mohammad Khan
Address:
Flat No 202, SMR Sunrise Nagamma Apart,
Opps. Ramamurthy Nagar New Police Station,
ITI Layout, Bengaluru - 560016, India.

Dear Mohammad

Internship Agreement ("**Agreement**")

This letter confirms your internship with **Cloudera Data Platform India Private Limited [formerly known as Hortonworks Data Platform India Pvt. Ltd.] ("Cloudera India"), an indirect subsidiary company of Cloudera, Inc.** Cloudera India is committed to providing interns with a supportive environment. We hope that you will find your internship enjoyable, rewarding and a fruitful learning experience.

1. INTERNSHIP

1.1 Your internship will take place at Vaishnavi Summit, No: 6/B, 7th Main, 80 Feet Road, 3rd Block, Koramangala Industrial Layout, Corporation Ward No. 68, Koramangala, Bangalore – 560034, India from **10 January 2022 to 08 July 2022** ("Internship Term"). Your hours of attendance will be **9:00 a.m. to 6:00 p.m.**, **Monday through Friday** (normal office hours).

1.2 Cloudera expects you to perform the work plan and achieve the learning objectives to the best of your ability. Cloudera also expects you to follow Cloudera's instructions, rules, procedures and standards, including health and safety and equal opportunities, and to comply with our Code of Conduct to the extent applicable to interns.

2. INDUCTION AND TRAINING

Cloudera will provide an induction explaining what Cloudera does and provide training to assist you to meet the standards Cloudera expect from you and to ensure your health and safety.

3. SUPERVISION AND SUPPORT

3.1. Your main point of contact is Mukul Kumar Singh ("**Supervisor**"). You will have regular meetings with the Supervisor to discuss your learning objectives and any problems or complaints that you may have.

8C-137

Yusuf A. Alghanim & Sons w.l.l. (Kuwait)

Yusuf A. Alghanim & Sons Group of Companies

INTERNSHIP CONTRACT

The purpose of this contract is to list the rights and obligations of each party in relation to the AI Internship Program. This is a legally binding document, so ***please read this contract carefully***, fill out the required fields and sign where indicated below.

PART I: STUDENT INFORMATION

Name:	Mohammed Izhan Mehkri	University:	BMS College of Engineering
Tel	+91636289743	Major:	Computer Science
email:	izhanmehkri1@gmail.com	Graduation Date:	2022

PART II: INTERNSHIP DETAILS

Type of Internship (*check one*): ___Introductory ___✓___ Advanced

If you are participating in the Advanced Internship Program, please provide the following information:

Supervisor Name:	Dhaval Thakkar	Start Date	17th March 2022
Business Unit:	Automotive IT	End Date	19th May 2022
Working Days:	Sunday - Thursday	Working Hours:	8:00 AM – 5:00 PM

PART III: TERMS AND CONDITIONS

- You will perform your duties in a responsible and professional manner. Your internship at Alghanim Industries is a privilege and not a right. Alghanim Industries may terminate your internship at any time if you violate any of the terms.
- Your Internship is not considered employment. No compensation will be payable to you unless indicated above. The provisions of Kuwait labor law are specifically excluded. No guarantee of future employment is made or implied.
- All aspects of Alghanim Industries and its employees and business partners (including, but not limited to, information and documents) that come to your knowledge or into your possession during your internship are strictly confidential. You will observe total confidentiality at all times, even once your internship has come to an end, and you will not use or disclose any confidential information except for authorized internal business purposes as needed for your internship. You will not make any derogatory or disparaging comments about Alghanim Industries in any form (including, but not limited to, social media).
- You must observe and obey Alghanim Industries company policies throughout your internship. These include, but are not limited to, the Alghanim Industries Code of Conduct. No exceptions will be made for any reason.
- You may only use Alghanim Industries property in connection with your internship and in accordance with company policies. This includes, but not limited to, intellectual property. All intellectual property (even if developed by you during the course of your internship) is and will remain at all times property of Alghanim Industries. You will return all company property to ALghanim Industries prior to the last day of your internship.
- You must observe all applicable safety precautions during your time at Alghanim Industries. You must inform Alghanim Industries immediately of any potentially relevant medical conditions you may have.
- You may not be tardy or absent at anytime without prior written authorization from Alghanim industries. In case of illness, you must present a medical note. You will not be entitled to any vacation days except for public holidays.
- You will be responsible for ensuring that you are covered by appropriate insurance throughout your internship.

By your signature below, you certify that: (1) you have read, understood, and agree with the entirety of this contract, (2) the information you have provided is truthful and accurate; (3) you agree to be legally bound by this contract; and (4) you promise to fulfill all your obligations without exception.

INTERN	ALGHANIM INDUSTRIES
Mohammed Izhan Mehkri H Mehkri	(signature)
(signature)	Jassem Al Hasawi
Parent's signature (if intern is under 18)	Sr. HR Manager
Date:	Date:

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Li2-Technologies
Lead · Innovate · Implement

BRAHMA3

7 March 2022

INTERNSHIP LETTER

Dear Ms . Ojaswee Rai,

With reference to your application and the subsequent interview you had with us, we have pleasure in informing you that you have been selected to the position of **Technical Intern** in a part-time temporary role at Li2-Innovations Private Limited. Your internship appointment will be valid for **two months**.

Your role will be to assist the R&D team in developing courseware and hardware / software modules in the area of AI, IoT,Embedded Systems, 3D Printing and Robotics. Additionally, you will be required to build courseware and detailed documentation of the work. Please note that this is an educational internship and you will not be offered any remuneration. However, any incidental expenses incurred for the purpose of office duty shall be reviewed and approved on a case basis.

Your appointment will be governed by the terms and conditions of internship that are in vogue as per company policy. You will also be governed by other rules and regulations in vogue and those may change from time to time.

Your working hours will be 9:30 am to 6:30 pm (Monday to Friday)
The work done by you shall solely belong to the company and shall be deemed confidential business data. No sharing or dissemination of this work shall be permitted.

At the time of accepting this offer, please submit the following documents:

⇒ Photocopy of your certificates and mark sheets in support of your educational qualifications, any valid ID proof (Passport, Voters ID, Driving License) and your residing and permanent address proof
⇒ Originals of the above documents for HR verification

You shall report to duty on or before March 10, 2022. We welcome you to our organization and trust that your association with us will be a happy and mutually rewarding one.

Wishing you the very best!
Yours sincerely,
For LI2-TECHNOLOGIES PRIVATE LIMITED

digital s/d

Arvind Nadig
Managing Director

SC-139

Mindsoft

Ref.: MS 2022/INT/21 Date: 07.03.2022

To,
Prathik Karanth
601, 11th Cross,
JP Nagar 3rd Phase,
Bangalore

Subject: Internship Offer Letter

Dear Prathik,

We are pleased to offer you an internship at Mindsoft, Bangalore.

This will be a 2 month internship. Your internship will start from 7th March 2022 and end on 13th May 2022.

Below is the related information for your reference

1. Name of the Guide allotted : Eswaran K
2. Experience of the Guide : Ten years
3. Designation of the Guide : Project Manager
4. Contact details of the Guide : 9902752525, Email : Mindsoftblore@gmail.com

Regards

SANJEEV KUMAR
Manager Mindsoft.

MINDSOFT phone 23409481 Bangalore-40

#1019, Sri Venkateshwara Complex, 3rd floor, 2nd Main, Service Road (Next to New Shanti Sagar)
Vijayanagar, Bangalore - 560 040. Ph : 080-23409481, Mob : 91-9844641410.

Name:- Sai Sriram.V
USN No:- 1BM18CS140
Section:- 8-'C'.
Sem:- 8th.

MOTOROLA SOLUTIONS

Date: December 06, 2021

Sai Sriram Vemparala
BMS College of Engineering, Bangalore
India

Dear Sai,

SUB: STUDENT INTERN

We are pleased to offer you the position of **"Internship Trainee"** with effect from **01/02/2022** up to **31/07/2022** and subject to the following terms and conditions:

1. **STIPEND**
   You will be paid an overall stipend of Rs 30,000/- (Rupees Thirty Thousand only) per month.

2. **CODE OF CONDUCT**
   Motorola prides itself as a Company with the highest order of ethical conduct in its dealings with customers, suppliers, agents and governments. As part of your internship, it is important that you fully understand this philosophy and the policies governing it.

3. **PROOF OF AGE & EDUCATIONAL QUALIFICATION**
   You will be required to produce satisfactory proof of age and your educational qualification.

4. **ON SEPARATION**
   On termination of internship, you will immediately give up to the Company all the tools, accessories, formulae, documents, specifications, books, etc., of whatsoever nature in your custody, care of charge and production of which alone your dues, if any will be settled by the Company.

   This contract is terminable by one month's notice on either side or on payment of one month's stipend in lieu of notice. The Company has no obligation to offer you regular employment on completion of the training period.

5. **PAST RECORD**
   If any declaration given or information furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your traineeship will cease immediately without any notice or compensation whatsoever.

V. Sai Sriram

8c 1BM18CS142
VIVEK RAJEEV
TECHNICAL SEMINAR

REF: AKAM/CON/CONSULTANT/HR/2021

Jan 24, 2022

Mr. Vivek Rajeev
National Hostel - 3, BMSCET Hostels,
1st Cross Road, Banashankari,
Bangalore 560019

Dear **Vivek,**

With reference to our recent discussions, we are pleased to offer you an opportunity to work with Akamai Technologies India Pvt. Ltd ("Company") as an Intern, under following terms and conditions:

1. You will start providing your services to the Company from **9th Feb 2022.** The Company may require you to provide services to various location/s, department, establishment, or branch, or any subsidiary, associate, or affiliate of the Company, and in such capacity as the Company may from time to time determine.

2. The term of this internship arrangement will be **Six Months** ("Term") from the date mentioned in paragraph # 1 above unless terminated prior to the end of the Term.

3. For the services rendered during the Term, you will receive a consolidated all-inclusive stipend **INR 35,000/- (Rupees Thirty-Five Thousand only)** per month, subject to tax to be deducted at source by the Company.

4. Your internship fee is purely a matter between yourself and the Company and has been arrived at on the basis of your specific background, professional merit and the services that you will be providing to the Company. We expect you to maintain this information as personal and strictly confidential.

5. As an intern, you are expected to work required number of hours/shift as scheduled by your Supervisor including night shift.

6. You will be required to produce satisfactory proof pertaining to your educational qualifications and work experience to the HR Department.

7. The Company prides itself on maintaining the highest order of ethical conduct in its dealings with customers, suppliers, agents, and governments. As part of your internship arrangement with the Company, it is important that you fully understand this philosophy and the Company's policies as may be applicable to you.

8. If any declaration given or furnished by you to the Company proves to be false or if you are found to have willfully suppressed any material information, your services may be terminated at the Company's sole option.

8C-14

Ref : AP7112021173ST

Olcademy

Internship Offer Letter

Date: - 8 January 2022

more information is available on
www.olcademy.com
Email: careers@olcademy.com

RISHAV AGRAWAL
BMS College of Engineering
rishav.cs18@bmsce.ac.in

Dear Rishav Agrawal,

I am delighted & excited to welcome you to OLCADEMY as a **Software Testing INTERN.** At OLCADEMY, we believe that our team is our biggest strength and we take pride in providing internship to ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with OLCADEMY.

Internship Start date: 10 January 2022

Your appointment will be governed by the terms and conditions presented in the **Annexure A.**

We look forward to you joining us. Please do not hesitate to call us for any information you may need.

Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature: Rishav

Name: Rishav Agrawal
Date: 09/01/2022.

Annexure A

You shall be governed by the following terms and condition of service during your internship with OLCADEMY (referred as organization or company hereafter), and those may be amended from time to time.

Strictly Private and Confidential

8C-143

Ref : AP7112021173ST

Olcademy

Internship Offer Letter

Date: - 8 January 2022

more information is available on
www.olcademy.com
Email: careers@olcademy.com

RISHAV AGRAWAL
BMS College of Engineering
rishav.cs18@bmsce.ac.in

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We look forward to you joining us. Please do not hesitate to call us for any information you may need.

Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!

Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature: Rishav

Name: Rishav Agrawal
Date: 09/01/2022.

Annexure A

You shall be governed by the following terms and condition of service during your internship with OLCADEMY (referred as organization or company hereafter), and those may be amended from time to time.

Strictly Private and Confidential

SC-144

CERTIFICATE OF INTERNSHIP

This is to certify that

Sarveshmurthy A

is hereby awarded this certificate in recognition for their work as an intern
at "PROMOTIVE ELECTRONICS & SYSTEMS" as a
"Digital Marketing consultant"
for the term 1/11/21 – 1/1/22.

For Promotive Electronics & Systems

Proprietor

SC - 404

Telstra

2 March 2022

MD Yaseen Ahmed

4th Main, BTM Layout 1st Stage,
Bengaluru,
Bengaluru- 560029,
Karnataka India

MD Yaseen Ahmed

Welcome to an internship at Telstra

Congratulations on being awarded an internship in the team Software Engineering Team at Telstra Global Business Services LLP (**Telstra**). We're so excited that you're joining us on our journey to create a brilliant connected future for everyone!

You can learn more about us from our online site

Before starting with us, we recommend taking a look at our website at www.telstra.com.au. Here you can find information on our purpose, our values and our strategy. A good place to start is the page about Our Company, which looks at our past, present and the future. As you're joining our international business, we suggest you also check out the Telstra Global page, which can provide you with information about what it is we're doing in the international market – particularly in Asia.

We are a values led organisation

At Telstra, we place a lot of importance on values. The values at the heart of our business are:

- Make the complex simple
- Trust each other to deliver
- Show you care
- Find your courage
- Better together

Although you'll hear more about our values once you start with us, we thought it was important to share our values with you because they underpin how we run our business.

To us, they are more than just words – they are the things that we stand for and they guide our thoughts and actions. Being values-led means we are working hard to build a culture where we actively encourage positive patterns of behaviour and discourage others.

We really hope that these values resonate with you personally!

8C - 407

BMSCE

Soundarya Lakshmi Anand <soundaryalakshmi.cs19@bmsce.ac.in>

Letter of offer for a Student Internship

Bhargava, Sanyogita <Sanyogita_Bhargava@bmc.com>
Reply-To: InternshipOffers <InternshipOffers@bmc.com>
To: "soundaryalakshmi.cs19@bmsce.ac.in" <soundaryalakshmi.cs19@bmsce.ac.in>
Mon, Jan 10, 2022 at 10:09 PM

Soundarya Lakshmi Anand

 # 2079, BCCHS Layout,Raghuvanahalli,

Kanakapura Road,Bangalore-560062

Dear Soundarya,

Congratulations on your selection for Student Internship assignment with **BMC Software India Private Limited** ("BMC') !

We are pleased to inform you that you have been selected by us in the process conducted in your institution. Based on the selection process you are being provided with an Internship assignment with BMC Software India Private Limited for a period of Six months with a total stipend amounting to INR 1,20,000/- (Rupees One Lakh and Twenty Thousand) payable in equal installments per month over the Internship assignment period. The details of the assignment are as given below:

Internship Period	6 Months
Internship Start Date	15/12/2021
Internship End Date	17/06/2022
Stipend	As per above, payable equally INR 20,000/- Per month
Location of Assignment	Bangalore

1.The team you would be assigned for Internship will be communicated on the day you report for the assignment. You would be available on all working days at the company working location communicated to you except for the weekly off days i,e, Saturday and Sunday. The assignment will consist of you being available for BMC assignment full time for not less than 9 working hours day for 6 months. The overall internship assignment hours will not be less than 1080 hours.

2. **Confidentiality:** The Confidentiality & Intellectual Property Assignment Agreement is an integral part of this letter and all terms thereof are deemed to have been incorporated herein and this letter shall be read, understood and construed accordingly. Your signature on the offer letter signifies that you have received, read and understood the Confidentiality & Intellectual Property Assignment Agreement and agree to abide by the rules and policies stated within it.

3. **Professional Conduct Policy and Code of Ethics**: You have been provided with a copy of the BMC Professional Conduct Policy and Code of Ethics. The same will be applicable to you as a Student Intern. Your signature on the Internship Letter signifies that you have received, read and understood the Professional Conduct Policy and Code of Ethics and agree to abide by the rules and policies stated within it including any modification and alteration thereof. In case BMC deems that any other Policy or code of conduct, shall be applicable to you, BMC shall intimate you regarding the same and you hereby provide consent to be bound by the same.

4. You acknowledge and agree that for the purpose of security, internal coordination, statutory or regulatory compliances, including order/direction of any court of law or any other adjudicatory authority, and its business, BMC is required to transfer personal information of its employee(s) / Contract worker / Intern to its parent company in US and/or its other subsidiaries in different countries, and do hereby unequivocally consent to such transfer and use of your personal information in the manner required for such purpose in the interest of BMC.

5. **Background Verification:** BMC reserves the right to carry out reference verifications or background checks during the course of your assignment with us, either ourselves or through third party agencies engaged by us. Such background

8C- 410

BlueYonder
Fulfill your potential™

Date: Dec 30, 2021

To: Student name: Swathi V
Address: [illegible]

Subject: Internship Offer Letter

Dear Student Name: Swathi V

With reference to your application and the subsequent interview you had with us, we would like to congratulate you on being selected as an intern ("Intern") with Blue Yonder India Private Ltd. ("Blue Yonder") under Blue Yonder's Internship Program. Your internship is scheduled to commence on the effective date stated below ("Effective Date"), and for the duration also stated below ("Internship Term"). Upon your signature of the acknowledgement section of this letter, you agree that the terms of this letter shall form the binding agreement of internship between you and Blue Yonder ("Internship Agreement" or "Agreement"). You further acknowledge and agree that you have executed Blue Yonder's Confidentiality, Non-Competition and Inventions Assignment Agreement with the effective date as set out below ("NDA").

Effective Date: February 14, 2022

Internship Term: Six (6) months from the Effective Date

Effective Date of NDA: February 14, 2022

1. ROLES AND RESPONSIBILITIES:

1.1 As an Intern, your job responsibilities will include but not be limited to assist Blue Yonder in carrying out the following tasks:

a) Installation and configuration of Blue Yonder product suite including Reporting, Trouble Shoot and resolve batch and data load issues

C-411

BOSCH

*** Private & Confidential ***

Ms.Triveni Y
BMSCE, Bangalore

Our Reference

TN/42466/2022/B.E/B.Tech

Bosch Global Software
Technologies Private Limited
(CIN:
U72400KA1997PTC023164)
123, Industrial Layout,
Hosur Road, Koramangala
Bengaluru 560095 INDIA
Tel +91 80 6657-5757
Fax +91 80 6657-1404
www.boschsoftwaretechnologies.com

Dear Ms.Triveni Y

Date:16.01.2022

SUB: LETTER OF ENGAGEMENT AS 'PROJECT TRAINEE'

With reference to your application and the interview you had with us, we are pleased to inform you that you have been selected as a "**Project Trainee**" in our organization on the following terms and conditions:

1. **Nature of Engagement:**

You will be engaged as a Project Trainee in our establishment in the area of **"MS/EBB-XC"** and during the course of Engagement, you shall be under the guidance of **Shruthi Shivaswamy (MS/EBB2-XC).** You may be required to undergo training in different shifts if necessary to enable you to get adequate exposure of the functioning of the different departments. Your hours of engagement will be as per the project requirements. You will observe weekly holiday and other holidays at par with regular employees. You shall follow rules and regulations of the work place during the period of engagement.

2. **Duration of Engagement:**

The engagement period will be 24.01.2022 to 31.05.2022 unless the company extends the period of your engagement in writing, your engagement shall automatically stand terminated on the end date.

3. **Scholarship:**

You will be paid a scholarship of Rs. 25000 per month (Rupees Twenty Five Thousand Only), during the period of engagement. Other than the above, you will not be entitled to receive any other payment/allowance.

pki, BOSCH, APAC, B, E, Bellur.Mohan
Digitally signed by pki, BOSCH, APAC, B, E, Bellur.Mohan
Date: 2022.01.19 07:35:23 +05'30'

pki, BOSCH, APAC, K, A, Karthik.Rajapaul
Digitally signed by pki, BOSCH, APAC, K, A, Karthik.Rajapaul
Date: 2022.01.17 17:51:01 +05'30'

Registered Office: Bosch Global Software Technologies Private Limited (CIN: U72400KA1997PTC023164)
(Formerly known as Robert Bosch Engineering and Business Solutions Pvt. Ltd.)
123, Industrial Layout, Hosur Road, Koramangala, Bengaluru - 560095, India
Managing Director: Mr. Dattatri Salagame
© Bosch Global Software Technologies Private Limited 2022. All rights reserved, also regarding any disposal, exploitation, reproduction, editing, distribution, as well as in the event of applications for industrial property rights.
Contact: connect@in.bosch.com

8C-155

Internship Offer Letter

Inbox ×

Priyanka TN <11ven.priyanka@gmail.com>
to me

Thu, 31 Mar, 10:30

31/03/2022

Sadhan Gowda
#184, 12th B Main Road
6th Block Rajajinagar, Bangalore.
Karnataka - 560010

9945216424

Eleven Enterprises Software Developer Internship

Dear Sadhan,

On behalf of Eleven Enterprises , I am excited to extend an offer to you for an internship position within our IT Department. This position is located in Bangalore. The position is for a Software Developer Internship.

This position is scheduled to begin 07/03/2022 and will be a six-month paid internship opportunity ending on 07/09/2022. The schedule for this position is weekdays 9:30AM to 6:30PM. This position will pay a stipend of Rs. 8000/- Excluding the conditional performance incentive. In this role, you will report directly to **Priyanka T N (Managing Partner), Eleven Enterprises.** Please be sure to provide us with the necessary documents requested to complete your profile.

During your temporary employment with Eleven Enterprises, you may have access to trade secrets and confidential or proprietary business information belonging to Eleven Enterprises. By accepting this offer, you acknowledge that this information must remain confidential and agree to refrain from using it for your own purposes or disclosing it to anyone outside of Eleven Enterprises. Also, you agree that upon completion of your internship, you will promptly return any company-issued property, assets, codebase and equipment along with information and documents belonging to the company. By accepting this offer, you acknowledge that you understand participation in this program is not an offer of employment, and successful completion of the program does not entitle you to an employment offer from Eleven Enterprises.

This offer letter represents the full extent of the internship offer and supersedes any prior conversations about the position. Changes to this agreement may only be made in writing. If you have any questions about this offer please contact Priyanka T N [9731606599]. Please review this letter in full, and reply to this Email to confirm your acceptance of the position no later than close of business on 31/03/2022. We look forward to having you begin your career at Eleven Enterprises and wish you a successful internship. Welcome to team Eleven!

Sincerely,

Priyanka T N
Managing Partner

eleven

www.elevententerprises.in

8C-156

PRIVATE AND CONFIDENTIAL

January 7, 2022

Mr. Sagar Reddy S N
11, Mopurahalli,
Gowribidanur,
Chikkaballapur,
Karnataka - 561228

Dear Sagar Reddy,

APPOINTMENT LETTER

We are pleased to offer you an appointment to the position of **Software developer Intern** at Wylo Networks Private Limited ("the Company").

The said appointment shall commence effective the actual date of your joining, which in any case needs to be no later than January 8, 2022, per details provided in clause 5 below.

1. TITLE

Your appointment bears the title Software developer intern in accordance with internal grade hierarchy / policy of the Company.

2. COMPENSATION DETAILS

You will be paid a monthly gross stipend of **Rs. 10,000/- (Rupees ten thousand Only)** per month. The package is governed by applicable policies, rules and regulations as stipulated / revised by the Company from time to time.

OFFER LETTER

Ref No: PTIPL.TC.1221.A034 **Date:** 01.12.2021

Dear **Ms. Archana K A**

Greetings from **Pincore Technologies India Pvt. Ltd.!!**

We are pleased to offer you the position of **Research Analyst - Intern** in our company based at **Bangalore.**

Your immediate supervisor will be informed to you at the time of joining**.** We trust that your knowledge, skills and experience will be among our most valuable assets.

This offer letter is valid till **3rd December, 2021** and also will be considered as your joining date. Please send a signed copy of this letter indicating your **acceptance to join** and resignation acceptance letter from your current employer to our HR (if applicable).

The joining formalities and induction will be carried out at our office. Please submit a copy of following documents to HR at the time of your joining:

(1) Photocopies of your degree certificates

(2) Certifications, if any

(3) Experience/ relieving letters (if applicable)

(4) Two colour passport-size photos

(5) Latest salary slips from your previous organization (if applicable)

(6) Proof of Address

We look forward to welcome you aboard. Best Wishes!

Sincerely,

For **Pincore Technologies India Pvt. Ltd.**

Chaitra

(Manager – Human Resource Dept.

Employee/Intern Signature
(With Full name and date)

TechCiti Software Consulting Private Limited.

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email**: info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2021-2022/HRD/INT3570

Date: 08th November, 2021

Internship Offer Letter

Dear Bhavyashree H.L,

It's our great pleasure to inform you that you have successfully qualified the interview session conducted by our company. Hence, you have been offered for the position of **"Machine Learning-Intern"**. Your position is located in Bangalore, Karnataka.

In addition to the offer, you will not receive any kind of company employment benefits, as per our company policy, while you are working as an intern.

You need to submit below mentioned documents for receiving your appointment letter.

- **a.** Two passport size photo
- **b.** Photo ID proof (1 photocopy)
- **c.** Copy of offer letter (1 photocopy)
- **d.** Photo copies of mark sheets – Matriculation /Intermediate /UG/PG
- **e.** College Proposal Letter

Sincerely,

TECHCITI SOFTWARE CONSULTING PRIVATE LIMITED ★ BANGALORE

Manager
Human Resources Department
TechCiti Software Consulting Private Limited.

PHILIPS

3 Aug 2021

Ms.DEEPTHI A R (DEEPTHI)

Dear DEEPTHI A R,

Subject: Engagement as an Intern in Philips India Limited

We have the pleasure to offer you a internship with Philips India Limited as per the following terms of reference:

Terms and Conditions:

1. Your internship duration shall be from 7 September 2021 to 15 July 2022.

2. During this period, you will be paid a consolidated stipend of Rs. 35,000 per month.

3. Your initial reporting location at Philips is at our Philips India Limited, Pune - Devi Gaurav Techn. Park office. However, you may be liable to be posted at any of the establishments of the Company in India.

4. You will be governed by the rules and regulations of Philips as applicable, enforced, amended or altered from time to time during the course of your internship.

5. In the course of your internship with Philips, you may acquire information, technical or otherwise, including any computer software, projects assigned to you during the period which is confidential or proprietary to Philips or to its subsidiaries or affiliates, its customers, subcontractors or any other individuals or companies having association or relationship with the Philips, and/or its affiliates or subsidiaries. You will not, use or disclose during and after completion of your internship , any of such information except for the purpose of your internship and with prior written consent of Philips. Anything possessed by you, which discloses or embodies such information etc will be delivered to Philips forthwith on demand at the end of your internship.

6. All intellectual property rights in any work or material developed by you during the course of your internship shall belong to and be the property of Philips and you confirm that you shall not be entitled to claim any rights over such intellectual property.

7. Any business related expenses incurred as part of your internship, approved in advance by your project manager, will be duly reimbursed to you on actual.

8. Philips shall not be liable to pay any amount over and above as mentioned in clause 2 and 7 above. You will have to bear all other expenses concerning your internship with Philips including but not limited to 1) any local conveyance expenses, 2) your accommodation expenses, 3) your daily travel from residence location to Philips Office(s) etc.

PHILIPS

9. You are welcome to use facilities available at Philips office location as per Philips policy and guidelines applicable.

10. You will be entitled to leaves of 2.33 days a month, post your project manager's approval on the tool. Any absence from the office should be with prior approval of your project manager. If you are absent from the designated office beyond a period of 8 working days without adequate authorization as per Philips policies, you shall be deemed to have abandoned the Internship on your own will.

11. Completion of the Internship does not in any way bind the Company to offer you an employment at the end of the Internship period. However based on your performance during the internship period you will be considered for employment as per company policy.

12. You are requested to produce all your credentials and educational qualifications certificates for verification and the same will be returned to you after verification. Your candidature is subject to the fulfillment of all the terms and conditions as per the Internship.

13. In the event of gross misconduct, breach of confidentiality/ non-disclosure, refusal to carry out reasonable instructions, dis-satisfactory performance of duties and the like, your assignment with Philips will be subject to immediate termination and Philips shall not be liable to pay any stipend or compensation. Philips further reserves the right to other legal recourse as it deems fit to protect its legitimate interests.

14. Travel: Travel in the following scenarios shall be reimbursed by Philips in the manner set out hereunder:

- Travel to joining location at the beginning of the Internship and back upon end of the Internship within India only.
- Travel between Philips locations during the course of the Internship
- Travel by Train in First Class AC or Second AC If more than 6 hour journey, then travel by Air Economy, through a low cost carrier and tickets to be booked at least 21 days in advance by the respective joinee
- You will be entitled for reimbursement of your travel post joining as per the travel reimbursement policy

15. Philips Provided Temporary Accommodation

- Accommodation for a max of 10 days is provided at a Philips guest house or Philips approved hotel.
- Intern joining needs to inform the respective recruiter on the accommodation request 21 days prior to the joining date.

Kindly return a copy of this letter duly signed by you in acceptance of terms and conditions set out therein.

Sincerely,

For Philips India Limited,

{{Sig_es_:signer1:signature}} {{userstamp1_es_:signer1:stamp}}

{{N_es_:signer1:fullname}}

{{*Ttl1_es_:signer1:string(maxlen=50)}}

Philips India Limited

Philips India Limited

(formerly "Philips Electronics India Limited") CIN No.:U31902WB1930PLC006663
8th Floor, DLF 9-B, DLF Phase-3, Gurgaon – 122 002 (INDIA)
Tel: +91 124 4606000 Fax: +91 124 4606666 www.philips.com

Registered Office: Unit 402, 4th Floor, Tower 3, Worldmark,
Maidawas Road, Sector - 65,
Gurugram, Haryana, 122018
LLPIN: AAH-2565

PHILIPS

I have carefully read and fully understood the above letter and the terms and conditions. I hereby accept these terms and conditions.

SIGNATURE **{{Sig_es_:signer2:signature}}** DATE **{{Dte_es_:signer2:date}}**

{{N_es_:signer2:fullname}}

{{userstamp2_es_:signer2:stamp}}

Philips India Limited

(formerly "Philips Electronics India Limited") CIN No.:U31902WB1930PLC006663
8th Floor, DLF 9-B, DLF Phase-3, Gurgaon – 122 002 (INDIA)
Tel: +91 124 4606000 Fax: +91 124 4606666 www.philips.com

Registered Office: Unit 402, 4th Floor, Tower 3, Worldmark,
Maidawas Road, Sector - 65,
Gurugram, Haryana, 122018
LLPIN: AAH-2565

01st Oct 2021 HR/Project/21

Ms. Divya I B
Bengaluru

Sub: Internship with Continental Automotive (India)

Dear **Divya I B**,

Thank you for your interest in discussing an internship opportunity with us, we have pleasure in Offering you internship facility with us for starting from 04th Oct 2021 to 03rd Aug 2022, as per the following condition

1. You will be working with **AMS PSS** business unit as a Support for a **new Concept Prototype development**, in the area of PSS team project under the guidance of Mr. Prashanth Puri.

2 You will be paid a stipend of **INR.15,000/-** (Rupees Fifteen Thousand Only) per month by 7th of the following month. Please submit a cancelled cheque for the same to be deposited to your account.

3 You are not allowed to take any other internship assignment or employment without our written permission during this period.

4 You will not divulge to any person, firm or company any secrets or information, which you may come into possession in the course of your internship, concerning the business affairs of the Company.

5 No optical /magnetic media such as floppy disks, magnetic tape cartridge, digital audio tapes, magnetic tapes, hard disks, optical disks, CD-ROMs etc. shall be allowed to be brought into or taken out by you from Continental premises.

6 You will receive an internship completion certificate upon successful fulfillment of the assignment

Kindly return the duplicate copy of this letter, duly countersigned by you, in token of your acceptance of the terms & conditions stipulated herein and enclosed.

We wish you a successful association with Continental Automotive

Sincerely,

Sudeepth Puthumana
Head- BU PSS R&D India

Mamta Bakshi
Head HR – Technical Center,India

Continental Automotive Components (India) Private Limited
Technical Center India,Sattva South Gate Tech Park,
Plot No 01,Veerasandra Industrial Area,Sy No. 17, 18, 19 & 20
Hosur Main Road,Attibele Hobli,Anekal Taluk
Bangalore 560 100

Phone +91 80 6679 6000 Fax +91 80 6611 5115
Corporate Identity No.U72900KA2007PTC043146
www.continental-corporation.com

Regd. Office:Plot No.53B, Bommasandra Industrial Area, Hosur Road, Attibele Hobli, Anekal Taluk,Bangalore -560099, India

L&T Technology Services

INTERNSHIP OFFER LETTER

Ref: LTTS/HR/PGET/2022-23/052 **25th January 2022**

To
Rakesh S
BMS College of Engineering Bangalore

Sub- Project Training / Industrial Training / Vocational Training

Dear **Rakesh S,**

Congratulations!!

We are pleased to offer you an Internship at **L&T Technology Services ("the Company")**. This internship, Genesis Program, will comprise of around a month long training program followed by project work. The successful completion of this program will augment your onboarding as ***Engineer (Trainee)*** with the Company.

Your internship onboarding will be virtual.

Your internship period will start from **28th January 2022** and end on **31st July 2022**. During this period, you will be eligible for stipend amount of **Rs. 20,000/- per month.**

Please also note that on successful completion of your Internship and Post Graduate Degree, you will be onboarded as Engineer (Trainee) and paid a Total Compensation of **INR 5,50,000/- per annum**. In addition to the above you will be paid a Deferred Retention Pay (DRP) of INR 2,50,000/- on your completion of 3 years of continuous service with the Company. In the event, you resign prior to your three-years completion, or/and serving notice period, the entire amount of DRP will not be paid. A detailed compensation sheet will be shared along with your Offer letter.

The Company reserves the right to terminate the internship immediately for any reason whatsoever which may jeopardize the company's business interests or for any reason not prohibited by law.

As an intern, you will not receive any of the employee benefits that regular company employees are entitled to, including, but not limited to, health insurance, vacation or sick pay, paid holidays, or participation in the any of company's retirement plan.

During your internship, you may come across confidential business information. By accepting this internship employment offer, you acknowledge that you must adhere to the company's confidentiality and information security policy. You are responsible for the security of all information including prevention of misuse of information / information processing facilities, relevant to the Company affairs and its customers of which you may be cognizant and treat as strictly confidential, in particular the drawings, quotations, specifications and other manufacturing information. You shall also be responsiblefor

Ref: LTTS/HR/PGET/2022-23/052 **25th January 2022**

maintaining the confidentiality and prevent unauthorized dissemination, in case you are engaged bythe Company in the development and use of any product including computer programs.

In addition, upon conclusion of your internship, you must return all company-owned property, equipment, and documents, including electronic mail or other information.

Further you hereby give your consent that the Company will be the legal owner of any right(s) in the Intellectual Property including Patents, Design, Copyright, Trademarks, Topography of Integrated Circuits, etc. generated as a result of your work during your tenure with the Company. By virtue of signing this document, you assign all the rights in said intellectual property to the Company. You also agree that you will cooperate in processing any relevant document related to assignment of said Intellectual Property Right during your internship or even after it in the intellectual property generated during your internship with the company."

Please sign the duplicate copy of this agreement and return it to the undersign as a token of acceptance.
Yours faithfully,

For L&T Technology Services Limited



Prakash Krishnamoorthy
Head – Leadership Hiring and Strategic Talent Initiatives

Full Name:- **Rakesh S**

Signature:-
Date:-

July 17th , 2021

Dear Rutuparna N,

This has reference to your application and subsequent interview with us. We are pleased to offer you the position of **Software Intern** in our organization on the following terms and conditions:

- You are required to join us for an assignment as **Software Intern** on or **1-September-2021** beyond which, this offer would stand automatically withdrawn.
- Your assignment will terminate on **30-June-2022**.
- You will receive a Monthly Stipend of **INR. 35,000**/- (Thirty Five Thousand Only) per month during your assignment. Please note that during your assignment period you will not be entitled to any other service benefits.
- Information pertaining to the Company's operations shall remain secret and safeguarded by you. On joining for assignment, a formal agreement to effect non-disclosure of confidential information and intellectual property etc. shall be executed by you.
- Kindly note, this is a limited period Intern offer only and, may not be construed as an offer of permanent employment with NXP India Pvt. Ltd.
- Your services shall be terminable by either party giving the other one month's written notice. Company may, however, reduce this notice period at its discretion by accepting one month's gross salary in lieu thereof.
- All other details of your assignments will be discussed by your Supervising Manager on your joining.

Kindly sign one copy as a token of your acceptance of this Intern offer and return us the same. We wish you all the best for the successful completion of your project.

Yours truly,
For NXP India Pvt. Ltd
Authorized Signatory



Sanjeev Sharma

I understand and accept the terms of Internship as set out above by NXP India Pvt. Ltd.

Rutuparna N
---------- (Signature)

NXP India Private Limited
CIN: U72900KA2004PTC101034
Plot: No. 2 & 3, Sector-16-A, Noida —201301, U.P., India
Tel: +91 120 395 0000, Fax: +91 120 395 5199
Email: Contact.India@nxp.com Website: http://www.nxp.com
Regd. Office: Ground Floor, Manyata Tech Park,, Greenheart Phase-III,Nagawara,
Bengaluru, Karnataka, India, 560045

July 17th , 2021

Dear Madhapura Ravikumar Madhan Kumar,

This has reference to your application and subsequent interview with us. We are pleased to offer you the position of **Software Intern** in our organization on the following terms and conditions:

- You are required to join us for an assignment as **Software Intern** on or **6-September-2021** beyond which, this offer would stand automatically withdrawn.
- Your assignment will terminate on **30-June-2022**.
- You will receive a Monthly Stipend of **INR. 35,000**/- (Thirty Five Thousand Only) per month during your assignment. Please note that during your assignment period you will not be entitled to any other service benefits.
- Information pertaining to the Company's operations shall remain secret and safeguarded by you. On joining for assignment, a formal agreement to effect non-disclosure of confidential information and intellectual property etc. shall be executed by you.
- Kindly note, this is a limited period Intern offer only and, may not be construed as an offer of permanent employment with NXP India Pvt. Ltd.
- Your services shall be terminable by either party giving the other one month's written notice. Company may, however, reduce this notice period at its discretion by accepting one month's gross salary in lieu thereof.
- All other details of your assignments will be discussed by your Supervising Manager on your joining.

Kindly sign one copy as a token of your acceptance of this Intern offer and return us the same. We wish you all the best for the successful completion of your project.

Yours truly,
For NXP India Pvt. Ltd
Authorized Signatory

Sanjeev Sharma

I understand and accept the terms of Internship as set out above by NXP India Pvt. Ltd.

Madhapura Ravikumar Madhan Kumar

---------- (Signature)

NXP India Private Limited
CIN: U72900KA2004PTC101034
Plot: No. 2 & 3, Sector-16-A, Noida —201301, U.P., India
Tel: +91 120 395 0000, Fax: +91 120 395 5199
Email: Contact.India@nxp.com Website: http://www.nxp.com
Regd. Office: Ground Floor, Manyata Tech Park,, Greenheart Phase-III,Nagawara,
Bengaluru, Karnataka, India, 560045

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PHILIPS

Subject: Employment Confirmation

Date: 7 Feb 2022

This is to certify that Ms Sowmya K is employed with Philips India Limited, Bangalore since 07 Sep 2021. The current designation is Intern.

This letter has been issued at the request of the employee to obtain a company reference letter.

Thanking you.

For Philips India Limited.



HR Authorized Signatory

Philips India Limited
Philips Innovation Campus, Manyata Tech Park, Nagavara, Bangalore - 560 045, India,
Registered Office: 3rd Floor, Tower A, DLF IT Park, 08 Block AF, Major Arterial Road, New Town (Rajarhat), Kolkata – 700156, West Bengal, India, www.philips.com, Tel +91 80 4189 0000, Fax +9I 80 4189 1000, CIN No:U3I902WBI930PLC006663.

2nd Aug 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Lalitha Srinivasa**, student of B.M.S. College of Engineering is working with us as an Intern since **August 23rd 2021** on a project titled **CS Seller Apps** at SAP Labs India Pvt. Ltd., Bangalore under the guidance of **Siddharth Jain** and will be completing the project by **June 24th 2022**.

Documentation of the application in the project report is not feasible due to its confidential nature. The interns can share the application to the college along with their project report verified by the hiring manager.

for **SAP Labs India Pvt. Ltd.,**

Sabish Kovath Bhaskar
Senior Consultant - HR

TechCiti Software Consulting Private Limited.

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email**: info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2021-2022/HRD/INT3569

Date: 08th November, 2021

Internship Offer Letter

Dear Israa Bint Rahman Salman,

It's our great pleasure to inform you that you have successfully qualified the interview session conducted by our company. Hence, you have been offered for the position of **"Machine Learning-Intern"**. Your position is located in Bangalore, Karnataka.

In addition to the offer, you will not receive any kind of company employment benefits, as per our company policy, while you are working as an intern.

You need to submit below mentioned documents for receiving your appointment letter.

- **a.** Two passport size photo
- **b.** Photo ID proof (1 photocopy)
- **c.** Copy of offer letter (1 photocopy)
- **d.** Photo copies of mark sheets – Matriculation /Intermediate /UG/PG
- **e.** College Proposal Letter

Sincerely,

TECHCITI SOFTWARE CONSULTING PRIVATE LIMITED ★ BANGALORE

Manager
Human Resources Department
TechCiti Software Consulting Private Limited.

Oracle India Private Limited
India Development Center
Oracle Technology Park
3, Bannerghatta Road
Bangalore - 560 029, India
Phone +91 80 4107 6000
Fax +91 80 2552 6124

Registered office address:
F-01/02, First Floor,
Salcon Rasvilas Plot no. D-1,
District Centre, Saket,
New Delhi – 110 017
Phone: 91-11- 46509000
Fax: 91-11-40574722
CIN: U74899DL1993PTC051764

Private & Confidential

Reference: 114214

Dated: 08 September 2021
K, Mamtha

Dear Mamtha,

It is our pleasure to offer you student internship to work on a project with Oracle India Private Limited, IDC (the **Company**) by way of this internship letter.

Appointment
Your project location would be BENGALURU.

The duration of your internship will be from **15 September 2021** to **11 March 2022**. Any changes to the start and/or end date will be as agreed between the Company and you, and any extension of the internship will be based on mutual agreement.

Upon joining, you will be assigned a mentor from the Company who will brief you about the project and you will be required to carry out the project work under the guidance of a mentor.

Stipend
Under this internship, you will be paid a stipend of INR **30,000.00** per month, subject to applicable tax deduction. You will however, not be entitled to any other allowances or benefits given to the regular employees of the Company, other than what is set out in this letter.

You will arrange to take care of your tax related responsibilities as may be applicable to the aforesaid stipend payments or any other tax related matters in connection with your internship and the Company will not be liable for the same.

Termination
During your internship, you or the Company may terminate this internship by giving 10 calendar days' notice in writing or by Company making payment in lieu thereof.

The Company shall be entitled to terminate this internship with immediate effect (but without prejudice to the rights and remedies of the Company for any breach of this offer letter and to your continuing obligations under this offer letter) if you are guilty of dishonesty, serious or persistent misconduct, or without reasonable cause of neglect, or refusal to attend to your duties, or failure to perform any of your obligations, hereunder, or fail to observe the Company's disciplinary rules or any other applicable regulations of the Company.

Oracle India Private Limited
India Development Center
Oracle Technology Park
3, Bannerghatta Road
Bangalore - 560 029, India
Phone +91 80 4107 6000
Fax +91 80 2552 6124

Registered office address:
F-01/02, First Floor,
Salcon Rasvilas Plot no. D-1,
District Centre, Saket,
New Delhi – 110 017
Phone: 91-11- 46509000
Fax: 91-11-40574722
CIN: U74899DL1993PTC051764

You will be responsible for the safe return of all properties of the Company, including any drawings, software, employee data, notebooks, manuals, documents, computerization of technical data, customer lists, specifications, files, memoranda, or other records of any nature belonging to the Company, or any reproduction thereof which may have been provided to you during the course of your internship with the Company, or which may be in your use, custody, care, or charge. For the loss of any property of the Company in your possession, the Company will have a right to assess the value of the loss on its own basis and recover the damages as it deems proper in the event of your failure to account for such material or property to its satisfaction.

On expiry or earlier termination of this internship, you shall immediately hand over all papers, documents, and other properties of the Company and the group companies as may be in your possession, custody, control, or power, including but not limited to any computers, computing equipment, computing devices, etc. as provided by the Company.

We are aware that as part of your education curriculum, you have to work on a project report and submit it to your college. We wish to inform you that the projects done at the Company would be the sole property of the Company. Consequently, all rights to such projects will remain solely the property of the Company. You will be required to prepare a project report under the guidance and review of the mentor; a copy of which will be retained by the Company for our records and the other copy can be submitted to your college.

You must also ensure that you have submitted the request/recommendation letter from your college for your internship at the Company with our Campus Team before you can commence on your internship.

On your successful completion of the internship, you will be provided with an internship certificate by the Company.

This internship letter shall be governed by and construed in accordance with the laws of India.

This internship letter is subject to the acceptance of the enclosed guidelines which are applicable during your project period.

Yours Sincerely,
For and on behalf of **Oracle India Private Limited, IDC**

Srihari Beldona
Vice President - Human Resources, India

Acknowledgement:

Oracle India Private Limited
India Development Center
Oracle Technology Park
3, Bannerghatta Road
Bangalore - 560 029, India
Phone +91 80 4107 6000
Fax +91 80 2552 6124

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District Centre, Saket,
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Phone: 91-11- 46509000
Fax: 91-11-40574722
CIN: U74899DL1993PTC051764

I acknowledge that I have read and understood the terms of this offer letter. I understand that as a pre-condition of my employment by Oracle, I will also be required to review and accept

- An Employment Agreement which, together with this offer letter, will constitute my formal contract of employment; and
- A separate Proprietary Information Agreement.

In addition to the terms and conditions stated in the above documents, there are other company policies and procedures which I agree to observe and follow during my employment with Oracle. These company policies and procedures may be varied from time to time at Oracle's discretion.

Guidelines For Interns

- To enable us to equip you with some of the skills that you may require in your future professional career, you would be required to be available for eight hours each working day at the Company, excluding breaks, during the course of your internship. Your mentor will communicate to you the specific timings that you need to maintain at the Company.
- You will be eligible to take leave of up to 2.25 days per month subject to prior notification and approval from your mentor, and you will be governed by the public/Government holidays as applicable to the Company's location where you are interning.
- You will have to sign our standard "Internship Non-Disclosure Agreement".
- You will be required to comply with the Company's background check process as applicable to interns prior to commencement of the internship. As part of your background check, as well as during the course of your internship, the Company may collect personal information, including but not limited to, your bank details, credit history, medical records and history, and such other personal data or information, as it may deem necessary, from time to time, as necessary for the purpose of your internship. You hereby acknowledge and grant your consent to the Company collecting, using, processing, storing, disposing off, and transferring, whether to any other group company, or to third party service providers, within or outside India, any such personal information relating to you.
- Access card for entry into Oracle office will be provided for the duration of the project, after which, you are required to return the access card.
- Any project carried out at the Company will remain the property of the Company and you will not be allowed to keep with you in any format or mode & any part thereof without the Company's express consent. All rights to such project will remain solely with the Company.

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India Development Center
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CIN: U74899DL1993PTC051764

- You need to abide by all relevant company policies, including the policies concerning physical security, information security, discipline, confidentiality, conduct & ethics at workplace, etc.
- You shall be required to prepare a project report and a copy of the report shall be retained by the Company.
- If the project requires generation of source code, the same shall not be included in the project report, nor can you remove a copy of the source code from the office in any format or mode.
- In any work output/product resulting from this internship shall be disclosed by you that you were doing internship assignment for and on the Company's behalf and that the Company owns copyright of the reports/output you created.
- You shall not acquire the status of an employee nor a right to claim employment with the Company by virtue of your participation in this project/internship.

BLUE PLANET
INFOSOLUTIONS INDIA PVT. LTD.

CERTIFICATE
OF INTERNSHIP

This certifies that

Lavanya S

has completed Internship as

Php Developer

During her tenure, from **2021-11-24** *to* **2022-05-24** *,*
we found her sincere, hardworking, dedicated & result oriented. She worked well as a part of the team.
We take this opportunity to thank her & wish her all the very best for her future endeavours.

BLUE PLANET
INFOSOLUTIONS INDIA PVT. LTD.

BPSI100158

13-Jul-2022
DATE

BPSI

Avinash Kulkarni
FOUNDER & CEO

Authenticity of this certificate can be verified at **https://certificate.startupworld.in**

PINCORE TECHNOLOGIES INDIA PVT. LTD.

OFFER LETTER

Ref No: PTIPL.TC.1221.A033 **Date:** 01.12.2021

Dear **Ms Megha MC**

Greetings from **Pincore Technologies India Pvt. Ltd.!!**

We are pleased to offer you the position of **Research Analyst - Intern** in our company based at **Bangalore.**

Your immediate supervisor will be informed to you at the time of joining. We trust that your knowledge, skills and experience will be among our most valuable assets.

This offer letter is valid till **3rd December, 2021** and also will be considered as your joining date. Please send a signed copy of this letter indicating your **acceptance to join** and resignation acceptance letter from your current employer to our HR (if applicable).

The joining formalities and induction will be carried out at our office. Please submit a copy of following documents to HR at the time of your joining:

(1) Photocopies of your degree certificates

(2) Certifications, if any

(3) Experience/ relieving letters (if applicable)

(4) Two colour passport-size photos

(5) Latest salary slips from your previous organization (if applicable)

(6) Proof of Address

We look forward to welcome you aboard. Best Wishes!

Sincerely,

For Pincore Technologies India Pvt. Ltd.

Charitra

(Manager – Human Resource Dept.

Megha C.K. (3/12/21)

Employee/Intern Signature
(With Full name and date)

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PRIVATE AND CONFIDENTIAL

Mr. Nishanth P
#1999 2nd Floor, 8th Main Road,
Vikram Nagar Kumaraswamy Layout,
Bengaluru - 560078
Ph: +91 6360953548

Dear Nishanth P,

Subject: Letter of Intent to offer you Student internship / Project work at our Bangalore Facility.

Based on your application and subsequent interviews with us, we are happy to express our intention to offer you student internship/ Project work starting **September 06, 2021.** for a period of **52 weeks.** A formal offer letter with all terms will be issued after you submit the following documents.

1) Letter (Original) issued by your Principal/Head of Department addressed to Unisys India Private Limited authorizing you to do the internship/ project work with us

2) Photocopies of all education certificates/ transcripts/ degrees starting from your schooling. You are requested to bring your originals along with photocopies. Unisys representative will scrutinize them and return to you the same day

3) Please note that we will be issuing you an offer of Student internship to undertake project with us and not an offer of employment

Pursuant to your accepting our offer, you will be required to sign with Unisys India Private Limited, a contract of Apprenticeship, enumerating the terms and conditions, your duties and responsibilities as an Apprentice.

During your student internship/ project work you will be eligible for a stipend of **INR 25,000 /- (Twenty Five Thousand Rupees only)** per month based on attendance and satisfactory report from Unisys Project Manager supervising your work. Professional and other applicable tax deductions and if you wish to avail our canteen facility all applicable deductions will be made from your stipend.

We thank you for your interest in Unisys and look forward towards a mutually beneficial association soon.

Yours Sincerely,

Signature:

Seema Rani
Director - Recruiting
Unisys India Private Limited
Date: September 02, 2021

ACCEPTED

Student Name: Nishanth P

Signature:

Date: Signed2

CONTRACT OF APPRENTICESHIP

This contract of Apprenticeship (the "**Contract**") is entered into **September 06, 2021.**

Between

Unisys India Private Limited, a Company registered under the Companies Act, 1956 and having its registered office **at Bengaluru** (herein after referred to as the "**Company**") of the first part;

And

Nishanth P S/o **Prasad G**, residing at **#1999 2nd Floor, 8th Main Road, Vikram Nagar Kumaraswamy Layout, Bengaluru - 560078** (Herein after referred to as the "**Apprentice**") of the second part.

WHEREAS:

The Apprentice has requested the Company to take him/her as a graduate apprentice to train in the technical field currently engaged in by the Company The Company has agreed to engage the Apprentice as a graduate apprentice in the Company under the terms and conditions specified herein below.

NOW THIS CONTRACT WITNESSES AND IS MUTUALLY AGREED TO BETWEEN THE PARTIES AS FOLLOWS:

1. Scope of Apprenticeship

The Company has agreed to engage the Apprentice as a graduate apprentice and train him/her in the field of Information Technology and the Apprentice has agreed to serve the Company as such graduate apprentice.

2. Period of Apprenticeship

The period of Apprenticeship training will commence from the **6th day of September 2021** and continue for a period of **52 weeks** up to **5th day of September 2022.** On request by the Apprentice, the Company may choose to extend such period at its discretion for such further period/s as it deems necessary.

3. **Stipend**

The Company will pay to the Apprentice, a monthly stipend of **INR 25,000 /- (Twenty Five Thousand Rupees only)** by the 10th day of the month following the month in which the stipend falls due. Besides the Stipend, the Apprentice will not be eligible for any other statutory benefits, emoluments or remuneration as provided to the regular employees of the Company.

4. **Undertakings of Company**

4.1 The Company will make suitable arrangement for imparting the course of apprenticeship training as approved by the Regional Central Apprenticeship Advisor, where applicable and otherwise to provide good and adequate training and related facilities to the Apprentice.

4.2 The Company will provide a conducive environment for the Apprentice to carry out his/her apprenticeship and will ensure that a competent mentor or trainer is assigned to the

Apprentice.

5. **Undertakings of Apprentice**

5.1. The Apprentice hereby agrees that he/she will learn his/her trade conscientiously and diligently and Endeavour to qualify as trained person by the end of the period of apprenticeship training.

5.2 The Apprentice hereby agrees that he/she will conform to the rules and regulations as specified by the Company relating to his/her work, work conduct and work ethic as well as punctuality and dress code.

5.3 The Apprentice will also conform to the existing codes of conduct prevalent for regular employees in the Company.

6. **Hours of Work**

6.1 The hours of work of the Apprentice will be **45 hours** per week according to the normal hours of work of the department to which the Apprentice is attached.

6.2 The Apprentice will not as a matter of normal course, be required to work overtime (beyond the hours specified in Clause 6.1 above).

7. **Leave**

7.1 The Apprentice will be given 12 days of casual leave (not including intervening holidays) and 15 days of medical leave per annum (including intervening holidays) with payment of stipend.

7.2 The Company may at its discretion grant to the Apprentice an Extraordinary leave with or without pay for up to 10 days per annum.

7.3 All leave-taking should be in conformance with the Company's regular leave taking policy as prescribed for its employees.

Where medical leave either immediately precedes or follows casual leave, or vice versa, then the entire leave taken will be construed, at the discretion of the Company, as either one of these types of leave and will be counted towards the total number allowable under such type of leave.

8. **Code of conduct**

The Apprentice will at all times be governed by the rules and regulations and the code of conduct of the Company as applicable to other regular employees of the Company. The Company reserves the right to modify or change the Rules and Regulations from time to time in accordance with its policies and shall duly notify all of such changes as may be applicable to the Apprentice. Statutory laws enacted by Central or State Government or local authorities will also govern the Apprentice as may be applicable from time to time.

9. **Apprentice not Employee**

The Apprentice will in no event be construed either under law or by virtue of this Contract or the conduct of any representative of the Company, as an employee of the Company and none of the labour laws applicable to the employees, would be applicable to the Apprentice.

10. **No Employment Obligation**

The Company reserves the right to employ the Apprentice after the completion of the period of Apprenticeship training subject to the satisfactory performance of the Apprentice during the period of the training. However it will not be obligatory on the part of the Company to offer any employment to the Apprentice on the completion of the training.

11. **Confidentiality**

The Apprentice will not, during or after the term of Apprenticeship, in whole or in part, by word or otherwise, disclose any of Company's' particulars or details of systems, procedures, technical know-how, administrative, financial, marketing, business or organizational matters, trade secrets and confidential and proprietary information to any person, firm, corporation, association or other entity for any reason or purpose whatsoever.

12. **Intellectual Property**

The rights to any invention, discovery or creation of any system or method related to the Company's operations and arising out of any work done in the course of the Apprenticeship training will automatically vest with the Company. In this connection wherever required, the Company may obtain patent rights in its name (or jointly with others) based on the fact of the invention, discovery or other creative effort. The Company may require the Apprentice to sign invention assignment and such other agreements as may be necessary for it to obtain patents and/or register its intellectual property rights. The Apprentice will not, in any event be liable to any compensation apart from as aforesaid for such acts.

13. **Property**

The Apprentice should take reasonable care in maintaining and protecting the assets, properties, facilities, software and hardware, if and when provided by the Company for the Apprenticeship training. On demand by the Company, and in any event within 8 working days of cessation of this Contract, the Apprentice shall take all steps to return such assets, properties etc., back to the Company in the same condition as given, subject to normal wear and tear. Failing this, the Company will be entitled to recover such costs/ compensation as it may deem fit, keeping in view the cost of such assets, properties etc.

14. **Termination**

14.1 Subject to sub-clause 14.2, this Contract will automatically terminate on the expiry of the period of Apprenticeship training.

14.2 This Contract may be terminated by either party for failure to perform their respective obligations under this Contract with the provision of 30 days written notice.

14.3 Where the Contract is terminated for failure on the part of the Apprentice to carry out the terms and conditions of the Contract, the apprentice will refund to the Company the cost of the training of such amount as may be determined by the Apprenticeship Advisor.

14.4 Where the Contract is terminated through failure on the part of the Company to carry out any of the terms and conditions of the Contract, the Company will be liable to pay the Apprentice compensation of an amount equivalent to his/her three months last drawn stipend.

15. **Solicitation**

The Apprentice hereby agrees not to solicit or cause to be solicited, either during the currency of the Apprenticeship training and beyond, any employee in the Company or any of its affiliates or subsidiaries or any of its clients, directly or indirectly for any person or company engaged in the similar business undertaking.

16. **Dispute Resolution**

Any disagreement or dispute between the Company and the Apprentice arising out of this Contract will be referred to the Apprenticeship Advisor for decision. Any party aggrieved by the decision of the Apprenticeship Advisor may within 30 days from the date of communication to him of such decision, prefer an appeal against the decision to the Apprenticeship Council which shall be final and binding on both the parties.

In witness whereof the parties hereto have executed this contract on the day and year first above written.

Signature:

Seema Rani
Director - Recruiting
Unisys India Private Limited
Date: September 02, 2021

<u>Declaration</u>

I have read and understood the above terms and conditions of the training of Apprenticeship and agree to abide by the same.

ACCEPTED by:

Student Name: Nishanth P

Signed electronically with a Witness Name

Signature:

Date: Signed2

ANNEXURE:

DAY-ONE FORMALITIES - JOINING FORMALITIES & NEW HIRE ORIENTATION/INDUCTION

Dear Nishanth P,

Please report at 9.30 AM at the following office address on the day of joining:

Unisys India Private Limited, - **RGA SEZ - UNIT, 7th Floor Infinity Training Room, Block – 3, Wing – B Survey no# 31/1, Sarjapur Main Road, Carmelaram, Hadosiddapura, Chikkakannalli, Bangalore, 560035**.

Kindly note that it is important to be on time to complete joining formalities.

Salary Payout: If you join us on or before 10th of the month, your salary will be paid in the same month. If you join after 10th of the month, your salary will be paid in the subsequent month along with the previous month's salary.

Please **bring originals** and **1 set of photocopies** of the following documents:

- Education mark sheets (all semester / year mark sheets) & certificate from 10th standard to highest degree attained. Photocopies should include both front and back side of the mark sheets and certificates.
- Three passport size colour photographs.
- Passport (All pages with entries).
- Proof of identity. Bring one of the following documents. Passport, Driving Licence, Voter's ID card or PAN card.
- Address proof current and permanent. Bring one of the following documents. Most recent BSNL phone bill, Electricity bill, Water bill, Lease deed, Rent deed, Ration card or Passport.
- UAN/PF Number, Cancelled cheque with the name on it, Bank Passbook/Bank Statement with IFSC code
- **PAN Card and Aadhaar Card copy is a must for salary processing. If you do not have a PAN card, please apply for the same immediately.**

Please note, all of the above mentioned documents are mandatory and we will not be able to induct you without these documents.

All original documents will be returned to you on the same day after verification by **Human Resources Department** and copies will be retained for records.

Should you require any clarifications and/or on joining date, please contact the following:

Contact Person: Poovya C Ph: +91 96111 01848 (Direct),E-mail: Poovya.C@unisys.com

I have read and understood the above documents checklist and agreed to submit the same on my joining date.

Student Name: Nishanth P

Signature:

Date: Signed2

ORACLE

Oracle India Pvt. Ltd.
India Development Center

Oracle Technology Park
3, Bannerghatta Park
Bangaluru - 560 029

CIN: U74899DL1993PTC051764
Phone +91 80 4107 0000
Fax +91 80 2552 6124

Private & Confidential

Ref: Oracle-Interns- 1512430

20th July 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms.Parinitha B S**,** student of B M S College of Engineering(BMSCE), Bangalore(Pursuing Master of Technology). has completed her project with Oracle India Private Limited.

The project was undertaken from 15-Sep-2021 to 11-Mar-2022.She worked on "Test Automation for GBU JIRA & Confluence"

We wish her all the best in her future endeavours.

Yours sincerely

For Oracle India Private Limited.



Rambabu Jagatha
Director – HR Operations

Regd. Office:
Intel Technology India Pvt. Ltd.
#23-56P, Outer Ring Road
Devarabeesanahalli, Varthur Hobli
Bellandur Post, Bangalore 560 103, India
CIN: U85110KA1997PTC021606
Tel: +91-80-2605 3000, Fax: +91-80-2605 6190
www.intel.com

06-June-22

Prashant Sholapur
BMSCE, Bangalore
India

Dear Prashant,

I am delighted to offer you the role of **IOT Software/Firmware Development Engineer** at **Intel Technology India Pvt. Ltd.**.You are an outstanding applicant and we believe that your skills and experience make you an excellent addition to the team.

Below, you will find more information about the role, compensation, and some of the amazing benefits available to you when you join Intel. Please also refer to the enclosed General Terms & Conditions of Employment where you will find further information on your employment, including information on your right to work in the India and pre-employment checks.

1. Your Job:
Role: IOT Software/Firmware Development Engineer
Job grade: Grade 05, Exempt
Location: India, Bangalore, SRR3 - SRR3 - Bangalore Sarjapur 3
Start Date: 01-August-22

In the event that your actual commencement date is different from the above, the date recorded in Intel's HR System shall be regarded as final.

2. Work Hours:
Your normal hours of work are 40 hours per week, exclusive of an unpaid meal break of up to one hour a day. You will be assigned a particular attendance pattern for your role by your management team on commencement. You may be required to work such additional hours as are necessary for the proper performance of your duties.

3. Base Pay:
Your annual base pay is Rs.1,213,359 which shall be payable monthly in arrears on or about the payroll cut-off of each month directly into your nominated bank account. Attached is the detailed compensation sheet.
If your employment commencement date is on or before the payroll cut off-of the month, you will receive your first month's pay on the month payday of the month of when your employment commences. If your employment commencement date is on or after the payroll cut-off of the month, you will receive your first month's pay on the payday of the following month of when your employment commences.

4. Bonus:

Annual Performance Bonus
You will be eligible to participate in the Annual Performance Bonus (APB) with a payout goal of Rs.40,040.85. The actual APB will be calculated pursuant to criteria established by the Intel group as modified by the Company from time to time at its sole discretion.

Quarterly Profit Bonus
You will be eligible to participate in the Quarterly Profit Bonus (QPB) that will be paid in accordance with the QPB policy, as modified by the Company from time to time at its sole discretion.

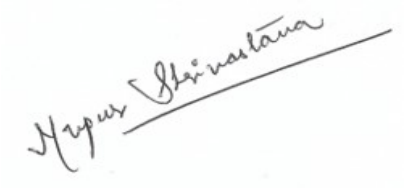
Stock:
Stock Purchase Plan (SPP):
You are eligible to participate in the Employee Stock Purchase Plan (SPP), subject to Intel's SPP qualification cycle time. Details are available in the Company's stock policies.

Notice of Termination:
Either party may terminate employment by giving two (2) months' notice in writing or two (2) months' salary in lieu of notice.

We hope you are excited by this offer but please do consider these terms carefully. You have 14 days to accept this offer, after which the offer is automatically withdrawn. To accept this offer, please sign and return the copy enclosed to us. Please note that changes can only be made to this offer with our agreement, as such please do not make any changes. Instead contact us to discuss the same.

We look forward to welcoming you to Intel, and to helping you build an amazing career here.
Yours sincerely,

For and on behalf of
Intel Technology India Pvt. Ltd.



Authorized Signatory
Nupur Shrivastava

DISCLAIMER

Wherever this document is made in both English and local language versions, in case of any discrepancies between the two versions, the English version shall prevail.

Acknowledgment

I have read and have understood the foregoing, and hereby accept the offer on the terms stated above.

By signing this letter, I confirm that all personal information provided to Intel is correct. I also understand that failure to disclose accurate information will render me liable for disciplinary action up to and including termination.

Signature: _____

Full Name (as per IC / Passport): _____

Local Identification Number (For Local Hire) or Passport Number (For Foreign Hire): _____

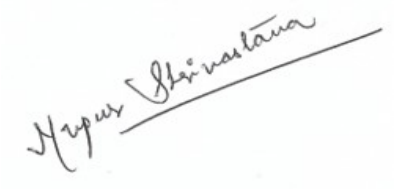
Date: _____ mm/dd/yyyy

UNDERSTANDING YOUR COMPENSATION (SPECIAL ALLOWANCE)

Dear Prashant,

A Special Allowance will be paid pro-rata to employees on a monthly basis to compensate for additional resultant tax due to the absence of certain tax saving salary components.
The Special Allowance as indicated below would be the same for all employees in a grade.
The Special Allowance amount is subject to revision on a yearly basis considering prevailing Income Tax legislation and other relevant factors. Intel reserves the right to vary, reduce, or eliminate the allowance at its discretion.
As per your Grade, the annual Special Allowance amount (INR) for the current payroll financial year (Apr-Mar) is as follows:

Grade 05 Special Allowance for Employees (INR) 22,674



Authorized Signatory
Nupur Shrivastava

Signature:

Date:

SAP Labs India Private Limited
CIN: U72200KA1995PTC018484
7th floor, RMZ Ecoworld, Plot C1,
8A Campus,
Sarjapur-Marathahalli Outer Ring road,
Bangalore 560103
Tel No. +91-80-66411400
Fax No. +91-80-4151 2576
http://www.sap.com

21.06.2022

TO WHOM IT MAY CONCERN

Dear Sir/Madam

This is to certify that **Mr. Prashant Narayan Sholapur,** student of **B M S College of Enginnering, Bengaluru** has successfully completed his project titled **Automation Scripts on Security Vulnerability** at SAP Ariba Platform Framework – Messaging Team under the guidance of **Mr. G Manjunath, Engineering Manager.**

Documentation of the application in the project report is not feasible due to its confidential nature. The interns are not allowed to share the application outside the workplace.

This project is in partial fulfillment of the requirements for the award of the degree **Computer Science Engineering in M Tech Degree** for the academic year 2021-2022. The duration of the project was from **23-Aug-2021** to **24-June-2022.**

Should you require any further information, please do not hesitate to contact +9180 66655650 or send an email to hrdirectapj@sap.com.

Thank you.

Yours faithfully

Sabish Kovath Bhaskar
Manager, Local HR Services India

TechCiti Software Consulting Private Limited.

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email**: info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2021-2022/HRD/INT3582

Date: 14th November, 2021

Internship Offer Letter

Dear Ramyashree P M,

It's our great pleasure to inform you that you have successfully qualified the interview session conducted by our company. Hence, you have been offered for the position of **"Software Developer-Intern"**. Your position is located in Bangalore, Karnataka.

In addition to the offer, you will not receive any kind of company employment benefits, as per our company policy, while you are working as an intern.

You need to submit below mentioned documents for receiving your appointment letter.

- **a.** Two passport size photo
- **b.** Photo ID proof (1 photocopy)
- **c.** Copy of offer letter (1 photocopy)
- **d.** Photo copies of mark sheets – Matriculation /Intermediate /UG/PG
- **e.** College Proposal Letter

Sincerely,

TECHCITI SOFTWARE CONSULTING PRIVATE LIMITED ★ BANGALORE

Manager
Human Resources Department
TechCiti Software Consulting Private Limited.

TechCiti Software Consulting Private Limited

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email** : info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2022-2023/HRD/INT3605

Date: 22nd April, 2022

TO WHOMSOEVER IT MAY CONCERN

We would like to inform you that Ms**. Tejashwini** has successfully completed her internship with our company, she has been working on the project title: **"Heart Disease Prediction"** from 22-10-2021 to 22-04-2022 as "Data Science-Intern".

We have found her to be a self –starter who is motivated, duty-bound and hardworking. She has worked sincerely on her assignments and her performance is at par excellence.

We wish her all the best for her future endeavors.

Sincerely,

TECHCITI SOFTWARE CONSULTING PRIVATE LIMITED ★ BANGALORE

Manager
Human Resources Department
TechCiti Software Consulting Private Limited

02/17/2022 07:02:53

HP PPS Services India Private Limited

2nd Floor, 24 Salapuria Arena, Hosur Main Road, Bangalore 560030, India, Tel. +91 80 61354320

Shashank J V

No 70,6th cross, Chowdappa Layout, Doddabylakere,, Hesarghatta Hobli, Shivakote post, Bengaluru -560089 No 70,6th cross, Chowdappa Layout, Doddabylakere,, Hesarghatta Hobli, Shivakote post, Bengaluru -560089

BENGALURU

Dear Shashank,

We are pleased to inform you that you have been selected for training with {HP PPS Services India Private Limited ("HP" or the "Company") from 10/03/2022 to 29/07/2022 for a period of 5 Months under the guidance and supervision of Henry Prakash. Your location would be ECP01 - E City Park, (ECP01).

1. During the tenure of the project, you will be paid a stipend of Rs 20,000

per month. The payment of stipend shall depend on your unconditional presence at any location that may be stipulated herein above.

2. It is clearly understood that you are not in any manner providing any service to HP and that the payment of stipend shall not in any manner be construed or deemed to be consideration for services rendered by you.

3. You will not be entitled to any statutory benefits of otherwise to which a regular employee of the company is entitled.

4. You will be entitled for 12 days leave per annum, weekly holidays and such other holidays declared by the Company.

5. During your training with the company you shall be bound by the company's rules and regulation applicable from time to time and any violation to this will result in immediate termination of your training.

6. During your training with the company you may come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances.

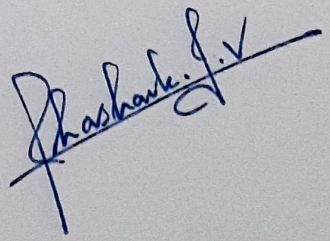
7. You shall not publish your research / project report and about the company in any form in mass media and the same is to be treated strictly for academic purpose only.

8. You shall maintain utmost confidentiality on any information that you acquire during the project and sign the enclosed confidentiality agreement on or before the start of training period.

9. You shall not, during the period of your project study at HP, copy, duplicate, decompile or translate any intellectual property of HP without appropriate authorization. You shall not take out any intellectual property belonging to HP, outside the work place or HP's premises, without appropriate authorization from the supervisor.

10. You shall be obligated to compensate HP appropriately, in the event you cause any loss or damage to any property that is owned or leased by HP, during the training period.

11. It is expressly understood and agreed by and between us that the company shall in no way be liable /responsible for any injuries/ impairment in health arising during your training period.



12. This offer of appointment is conditional upon successful background checks (which may include criminal checks, verification of previous employment, education verification, credit check and appropriate identification verification) being conducted either by HP or an appropriate third party, and the results of such background checks being favorable in HP's reasonable opinion. If this condition is not satisfied, then this offer of appointment will be void or will become void, on notice by HP.

We look forward to having you join us and wish you a fruitful training with us.

To accept the offer of employment and agree to the above, please E-sign by providing your full name and unique identifier.

With Best Regards,

Sd/-

Binu Mathew
Country Director Human Resources

* This is an electronically generated letter and hence does not require a signature

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ACCEPTANCE

I accept the above referred general terms and conditions of the company.

Signature:

Name : ShashankJ V

Date :

Place :

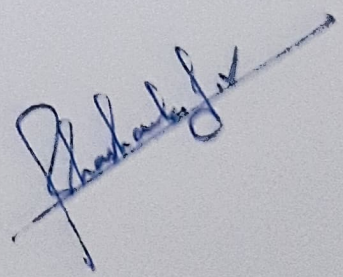
HP Employee Letter of Assurance Agreement Form

U.S. Export Controls on Technology Transfer:

I acknowledge that during my work for HP Inc. (HP) I may, directly or indirectly, receive or access software and/or technical data which HP has classified according to the US Commerce Control List (CCL) as eligible for export under license exemption "Technology and Software Under Restriction" (TSR) to all destinations except those listed below.

I agree not to export or re-export this software and/or technical data or any direct product based on this software or technical data without proper US government authorization to destinations not eligible for exports under license exemption TSR.

According to current US export regulations the following countries are not eligible for exports under license exemption TSR. This list is subject to change without notice.



Armenia
Azerbaijan
Belarus
Cambodia
China (People's Republic of China)
Cuba
Georgia
Hong Kong
Iran
Iraq
Kazakhstan
Kyrgyzstan
Laos
Libya
Macao (Macau)
Moldova
Mongolia
Myanmar (Burma)
North Korea (Democratic People's Republic of Korea)
North Sudan (Khartoum)
Russia
Syria
Tajikistan
Turkmenistan
Ukraine
Uzbekistan
Venezuela
Vietnam
Yemen

Signature required: {{Sig1_es_:signer1:signature}} **Date**: {{Dte_es_:signer:date}}

Agreement Regarding Confidential Information and Proprietary Developments
Taiwan

Name: Shashank J V (Shashank JV)
CID #: CID9119081

1. Consideration and Relationship to Internship. As a condition of my internship with HP Inc. or one of its subsidiaries, successors, assigns, or affiliates (referred to collectively as, "Company"), in return for Company's agreement that I will be provided certain confidential and proprietary information, training, and/or customer contacts to assist me in my duties in such internship, I knowingly agree to restrictions provided for below that will apply during and after my internship by Company. I understand, however, that nothing relating to this Agreement will be interpreted as a contract or commitment whereby Company is deemed to promise continuing internship for a specified duration.

2. Confidential Information. This Agreement concerns trade secrets, confidential business and technical information, and know-how not generally known to the public (hereinafter "Confidential Information") which is acquired or produced by me in connection with my internship by Company. Confidential Information may include, without limitation, information on Company organizations, staffing, finance, structure, information of employee performance, compensation of others, research and development, manufacturing and marketing, files, keys, certificates, passwords and other computer information, as well as information that Company receives from others under an obligation of confidentiality. I agree to abide by the Company Confidential Information Policy and specifically agree that with regard to Company Confidential Information:

(a) to use such information only in the performance of Company duties;
(b) to hold such information in confidence and trust; and
(c) to use all reasonable precautions to assure that such information is not disclosed to unauthorized persons or used in an unauthorized manner, both during and after my internship with Company.

I further agree that any organizational information or staffing information learned by me in connection with my internship by Company is the Confidential Information of Company, and I agree that I will not share such information with any recruiters or any other employers, either during or subsequent to my internship with Company; further, I agree that I will not use or permit use of such as a means to recruit or solicit other Company employees away from Company (either for myself or for others).

3. Proprietary Developments. This Agreement also concerns inventions and discoveries (whether or not patentable), designs, works of authorship, mask works, improvements, data, processes, computer programs and software (hereinafter called "Proprietary Developments") that are conceived or made by me alone or with others while I am interned by Company and that relate to the research and development or the business of Company, or that result from work performed by me for Company, or that are developed, in whole or in part, using Company's equipment, supplies, facilities or trade secrets information. Such Proprietary Developments are the sole property of Company, and I hereby assign and transfer all rights in such Proprietary Developments to Company. I also agree that any works of authorship created by me shall be deemed to be "works made for hire." I further agree for all Proprietary Developments:

(a) to disclose them promptly to Company;
(b) to sign any assignment document to formally perfect and confirm my assignment of title to Company;
(c) to assign any right of recovery for past damages to Company; and
(d) to execute any other documents deemed necessary by Company to obtain, record and perfect patent, copyright, mask works and/or trade secret protection in all countries, in Company's name and at Company's expense.

If, by operation of law, I am unable to assign and transfer any rights in the Proprietary Developments to Company, or such assignment and transfer are not approved or registered by the relevant governmental authority, I will grant an exclusive (even excluding myself if permitted under the relevant laws), irrevocable, perpetual, worldwide, transferable, sub-licensable and royalty-free/license-fee free license for such rights in the Proprietary Developments to Company and its successors and assigns. To the extent that

I retain any rights in relation to the Proprietary Developments under the applicable laws, I hereby ratify and consent to any action that may be taken with respect to such rights by or authorized by Company and agree not to assert any rights against Company with respect thereto. I will confirm any such ratifications, consents and agreements from time to time as requested by Company.

I agree to waive any moral rights that I have or will have as author of any part of the Proprietary Developments. I genuinely and freely consent to Company (and its representatives, including delegates, licensees and assignees of Company) doing any act, or

failing to do any act, which might otherwise infringe those moral rights. I understand that this means that Company does not have to acknowledge me as author of, and can attribute someone else as the author of, any part of the Proprietary Developments. I understand that it also means that Company can deal with any part of the Proprietary Developments in any way it chooses, even if this results in these things being treated in a way of which I do not approve.

I understand that Company may delegate these rights. I agree that, if requested, my disclosure, assignment, execution and cooperation duties will be provided to the entity designated by Company.
This Agreement does not apply to an invention for which no equipment, supplies, facility or trade secret information of the Company was used and which was developed entirely on the intern's own time, unless (a) the invention relates (i) to the business of the intern or (ii) to the intern's actual or demonstrably anticipated research or development, or (b) the invention results from any work performed by the intern for the Company.

4. Respect for Rights of Former Employers. I agree to honor any valid disclosure or use restrictions on information or intellectual property known to me and received from any former employers or any other parties prior to my internship by Company. I agree that without prior written consent of such former employers or other parties, I will not knowingly use any such information in connection with my Company work or work product, and I will not bring onto the premises of Company any such information in whatever tangible or readable form.

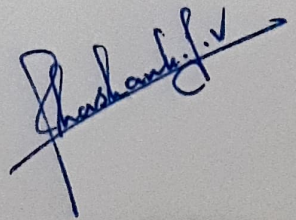
5. Work Product. The product of all work performed by me during and within the scope of my Company internship including, without limitation, any files, presentations, reports, documents, drawings, computer programs, devices and models, will be the sole property of Company. I understand that Company has the sole right to use, sell, license, publish or otherwise disseminate or transfer rights in such work product.

6. Company Property. I will not remove any Company property from Company premises without Company's permission. Upon the end of my internship with Company, I will return all Company property to Company unless Company's written permission to keep it is obtained.

7. Relief; Extension. I understand that if I violate this Agreement, Company will be entitled to (i) injunctive relief by temporary restraining order, temporary injunction, and/or permanent injunction, (ii) recovery of attorneys' fees and costs incurred by Company in obtaining such relief where allowed by law, and (iii) any other legal and equitable relief to which Company may be entitled. Injunctive relief will not exclude other remedies that might apply.

8. Severability; Authority for Revision; Assignment; Governing Law. The provisions of this Agreement will be separately construed. If any provision contained in this Agreement is determined to be void, illegal or unenforceable, in whole or in part, then the other provisions contained herein will remain in full force and effect as if the provision so determined had not been contained herein. If the restrictions provided in this Agreement are deemed unenforceable as written, the parties expressly authorize the court to revise, delete, or add to such restrictions to the extent necessary to enforce the intent of the parties and to provide Company's goodwill, Confidential Information, Proprietary Developments and other business interests with effective protection. In the event the restrictions provided in this Agreement are deemed unenforceable and cannot be reformed to make them enforceable, then any prior agreements that I have made with Company relating to confidential information or proprietary developments shall not be deemed to have been superseded or otherwise affected by this Agreement, but instead shall remain in effect. The title and paragraph headings in this Agreement are provided for convenience of reference only, and shall not be considered in determining its meaning, intent or applicability. This Agreement will inure to the benefit of the parties' heirs, successors and assigns. This Agreement, may be assigned by Company to a subsequent company, successor or assign without the need for further authorization or agreement from me.This Agreement will be governed by the laws of the country and/or state identified as my work location in which I work at the time of its enforcement.

9. Acceptance by Company. A counterpart of this Agreement has been manually executed by a duly authorized



representative to indicate Company's acceptance of the terms hereof and Company's covenant to perform its obligations hereunder (including, without limitation, Company's agreement that I will be provided certain confidential and proprietary information, training, and/or customer contacts to assist me in my duties). Such acceptance on behalf of Company is conditioned upon my reciprocal agreement to such terms. I acknowledge the sufficiency of Company's acceptance of the terms hereof to establish the mutual rights and responsibilities defined herein.

10. Acceptance by Intern. By placing my signature below, I confirm that I have read and fully understood the terms of this Agreement, and have been at liberty to seek legal advice on the same prior to my acceptance of such terms.

Signature: {{Sig1_es_:signer1:signature}}

Date: {{Dte_es_:signer:date}}

For and on behalf of the company

Binu Mathew
Country Director Human Resources

Hewlett Packard
Enterprise

17/10/2021

Shreesha Bhat
#9,10,Teacher's colony,M V Extension,Hoskote, Bangalore

Dear Shreesha**,**

We are pleased to inform you that you have been selected for training with Hewlett Packard India Software Operation Pvt. Ltd. ("HPE" or the "Company") from 18/01/2022 to 15/07/2022 for a period of **6 months** under the guidance and supervision of Gunjan Patel**.** Your location would be Bangalore, Karnataka, India.

1. During the tenure of the project, you will be paid a **stipend of** Rs.30,000 **per month.** The payment of stipend shall depend on your unconditional presence at any location that may be stipulated herein above.
2. It is clearly understood that you are not in any manner providing any service to HPE and that the payment of stipend shall not in any manner be construed or deemed to be consideration for services rendered by you.
3. You will not be entitled to any statutory benefits of otherwise to which a regular employee of the company is entitled.
4. You will be entitled for 12 days leave per annum, weekly holidays and such other holidays declared by the Company.
5. During your training with the company you shall be bound by the company's rules and regulation applicable from time to time and any violation to this will result in immediate termination of your training.
6. During your training with the company you may come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances.
7. You shall not publish your research / project report and about the company in any form in mass media and the same is to be treated strictly for academic purpose only.
8. You shall maintain utmost confidentiality on any information that you acquire during the project and sign the enclosed confidentiality agreement on or before the start of training period.
9. You shall not, during the period of your project study at HPE, copy, duplicate, decompile or translate any intellectual property of HPE without appropriate authorization. You shall not take out any intellectual property belonging to HPE, outside the work place or HPE's premises, without appropriate authorization from the supervisor.
10. You shall be obligated to compensate HPE appropriately, in the event you cause any loss or damage to any property that is owned or leased by HPE, during the training period.
11. It is expressly understood and agreed by and between us that the company shall in no way be

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

liable /responsible for any injuries/ impairment in health arising during your training period.

12. This offer of appointment is conditional upon successful background checks (which may include **criminal checks**, verification of previous employment, education verification, **credit check** and appropriate identification verification) being conducted either by HPE or an appropriate third party, and the results of such background checks being favorable in HPE's reasonable opinion. If this condition is not satisfied, then this offer of appointment will be void or will become void, on notice by HPE.

We look forward to having you join us and wish you a fruitful training with us.

HPE Employee Letter of Assurance Agreement

U.S. Export Controls on Technology Transfer:

I acknowledge that during my work for Hewlett Packard Enterprise (HPE) I may, directly or indirectly, receive or access software and/or technical data which HPE has classified according to the US Commerce Control List (CCL) as eligible for export under license exemption "Technology and Software Under Restriction" (TSR) to all destinations except those listed below.

I agree not to export or re-export this software and/or technical data or any direct product based on this software or technical data without proper US government authorization to destinations not eligible for exports under license exemption TSR.

According to current US export regulations the following countries are not eligible for exports under license exemption TSR. This list is subject to change without notice.

Armenia
Azerbaijan
Belarus
Burma (Myanmar)
Cambodia
Cuba
Georgia
Hong Kong
Iran
Iraq
Kazakhstan
Kyrgyzstan
Laos
Libya
Macao (Macau)
Moldova

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

Mongolia
North Korea (DPRK)
People's Republic of China (PRC)
Russia
Sudan (Khartoum)
Syria
Tajikistan
Turkmenistan
Ukraine
Ukraine (Crimea Region)
Uzbekistan
Venezuela
Vietnam
Yemen

Agreement Regarding Confidential Information and Proprietary Developments
India

Shreesha Bhat

1. **Consideration and Relationship to Employment.** As a condition of my employment with Hewlett Packard Enterprise or one of its subsidiaries, successors, assigns, or affiliates (referred to collectively as, "Company"), in return for Company's agreement that I will be provided certain confidential and proprietary information, training, and/or customer contacts to assist me in my duties in such employment, I knowingly agree to restrictions provided for below that will apply during and after my employment by Company. I understand, however, that nothing relating to this Agreement will be interpreted as a contract or commitment whereby Company is deemed to promise continuing employment for a specified duration.

2. **Confidential Information.** This Agreement concerns trade secrets, confidential business and technical information, and know-how not generally known to the public (hereinafter "Confidential Information") which is acquired or produced by me in connection with my employment by Company. Confidential Information may include, without limitation, information on Company organizations, staffing, finance, structure, information of employee performance, compensation of others, research and development, manufacturing and marketing, files, keys, certificates, passwords and other computer information, as well as information that Company receives from others under an obligation of confidentiality. I agree to abide by the Company Confidential Information Policy and specifically agree that with regard to Company Confidential Information:

(a) to use such information only in the performance of Company duties;

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

(b) to hold such information in confidence and trust; and

(c) to use all reasonable precautions to assure that such information is not disclosed to unauthorized persons or used in an unauthorized manner, both during and after my employment with Company.

I further agree that any organizational information or staffing information learned by me in connection with my employment by Company is the Confidential Information of Company, and I agree that I will not share such information with any recruiters or any other employers, either during or subsequent to my employment with Company; further, I agree that I will not use or permit use of such as a means to recruit or solicit other Company employees away from Company (either for myself or for others).

3. **Proprietary Developments.** This Agreement also concerns inventions and discoveries (whether or not patentable), designs, works of authorship, mask works, improvements, data, processes, computer programs and software (hereinafter called "Proprietary Developments") that are conceived or made by me alone or with others while I am employed by Company and that relate to the research and development or the business of Company, or that result from work performed by me for Company, or that are developed, in whole or in part, using Company's equipment, supplies, facilities or trade secrets information.

Such Proprietary Developments are the sole property of Company, and I hereby assign and transfer all rights in such Proprietary Developments to Company. I also agree that any works of authorship created by me shall be deemed to be "works made for hire." I further agree for all Proprietary Developments:

(a) to disclose them promptly to Company;

(b) to sign any assignment document to formally perfect and confirm my assignment of title to Company;

(c) to assign any right of recovery for past damages to Company; and

(d) to execute any other documents deemed necessary by Company to obtain, record and perfect patent, copyright, mask works and/or trade secret protection in all countries, in Company's name and at Company's expense.

I understand that Company may delegate these rights. I agree that, if requested, my disclosure, assignment, execution and cooperation duties will be provided to the entity designated by Company.

This Agreement does not apply to an invention for which no equipment, supplies, facility or trade secret information of the employer was used and which was developed entirely on the employee's own time, unless (a) the invention relates (i) to the business of the employer or (ii) to the employer's actual or demonstrably anticipated research or development, or (b) the invention results from any work performed by the employee for the employer.

4. **Respect for Rights of Former Employers.** I agree to honor any valid disclosure or use restrictions on information or intellectual property known to me and received from any former employers

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee

Name: _____

Signature: _____

Date: _____

Hewlett Packard Enterprise

or any other parties prior to my employment by Company. I agree that without prior written consent of such former employers or other parties, I will not knowingly use any such information in connection with my Company work or work product, and I will not bring onto the premises of Company any such information in whatever tangible or readable form.

5. **Work Product.** The product of all work performed by me during and within the scope of my Company employment including, without limitation, any files, presentations, reports, documents, drawings, computer programs, devices and models, will be the sole property of Company. I understand that Company has the sole right to use, sell, license, publish or otherwise disseminate or transfer rights in such work product.

6. **Company Property.** I will not remove any Company property from Company premises without Company's permission. Upon the end of my employment with Company, I will return all Company property to Company unless Company's written permission to keep it is obtained.

7. **Protective Covenants.** I acknowledge that a simple agreement not to disclose or use Company's Confidential Information or Proprietary Developments after my employment by Company ends would be inadequate, standing alone, to protect Company's legitimate business interests because some activities by a former employee who had held a position like mine would, by their nature, compromise such Confidential Information and Proprietary Developments as well as the goodwill and customer relationships that Company will pay me to develop for Company during my employment by Company.

I recognize that activities that violate Company's rights in this regard, whether or not intentional, are often undetectable by Company until it is too late to obtain any effective remedy, and that such activities will cause irreparable injury to Company. To prevent this kind of irreparable harm and to protect Company's trade secrets, I agree that during my employment and for a period of twelve months following the end of my employment with Company, I will abide by the following Protective Covenants:

(a) **No Solicitation of Customers.** I will not (in person or through assistance to others) knowingly participate in soliciting or communicating with any customer of Company in pursuit of a Competing Line of Business if I either had business-related contact with that customer or received Confidential Information about that customer in the last two years of my employment at Company;

(b) **No Solicitation of Company Employees.** I will not (in person or through assistance to others) knowingly participate in soliciting or communicating with any Company Employee for the purpose of persuading or helping the Company Employee to end or reduce his or her employment relationship with Company if I either worked with that Company Employee or received Confidential Information about that Company Employee in the last two years of my employment with Company; and

(c) **No Solicitation of Company Suppliers.** I will not (in person or through assistance to others) knowingly participate in soliciting or communicating with any Company Supplier for the purpose of persuading or helping the Company Supplier to end or modify to Company's detriment an existing business relationship with Company if I either worked with that Company Supplier or received Confidential Information about that Company Supplier in the last two years of my employment with

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee

Name: _____

Signature: _____

Date: _____

Hewlett Packard Enterprise

Company.

As used here, **"Competing Line of Business"** includes a business that involves a product or service offered or to be offered by anyone other than Company that would replace or compete with any product or service offered or to be offered by Company or its related corporations (unless Company and its related corporations are no longer engaged in or planning to engage in that line of business). **"Company Employee"** means an individual employed by or retained as a consultant to Company or its related corporations. **"Company Supplier"** means an individual, corporation, other business entity or separately operated business unit of an entity that regularly provides goods or services to Company or its related corporations, including without limitation any OEM, ODM or subcontractor.

8. **Enforcement.** I make these agreements to avoid any future dispute between myself and Company regarding specific restrictions on my post-employment conduct that will be reasonable, necessary and enforceable to protect Company's Confidential Information and Proprietary Developments and other legitimate business interests. The Protective Covenants are ancillary to the other terms of this Agreement and my employment relationship with Company. This Agreement benefits both me and Company because, among other things, it provides finality and predictability for both me and the company regarding enforceable boundaries on my future conduct. Accordingly, I agree that this Agreement and the restrictions in it should be enforced under common law rules favoring the enforcement of such agreements.

For these reasons, I agree that I will not pursue any legal action to set aside or avoid application of the Protective Covenants. This Agreement will survive the end of my employment with Company and shall, likewise, continue to apply and be valid notwithstanding any change in my duties, responsibilities, position, or title.

9. **Relief; Extension.** I understand that if I violate this Agreement (particularly the Protective Covenants), Company will be entitled to (i) injunctive relief by temporary restraining order, temporary injunction, and/or permanent injunction, (ii) recovery of attorneys' fees and costs incurred by Company in obtaining such relief where allowed by law, and (iii) any other legal and equitable relief to which Company may be entitled. Injunctive relief will not exclude other remedies that might apply. If I am found to have violated any restrictions in the Protective Covenants, then the time period for such restrictions will be extended by one day for each day that I am found to have violated them, up to a maximum extension equal to the time period originally prescribed for the restrictions.

10. **Severability; Authority for Revision; Assignment; Governing Law.** The provisions of this Agreement will be separately construed. If any provision contained in this Agreement is determined to be void, illegal or unenforceable, in whole or in part, then the other provisions contained herein will remain in full force and effect as if the provision so determined had not been contained herein. If the restrictions provided in this Agreement are deemed unenforceable as written, the parties expressly authorize the court to revise, delete, or add to such restrictions to the extent necessary to enforce the intent of the parties and to provide Company's goodwill, Confidential Information, Proprietary Developments and other business interests with effective protection. In the event the restrictions

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

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provided in this Agreement are deemed unenforceable and cannot be reformed to make them enforceable, then any prior agreements that I have made with Company relating to confidential information or proprietary developments shall not be deemed to have been superseded or otherwise affected by this Agreement, but instead shall remain in effect. The title and paragraph headings in this Agreement are provided for convenience of reference only, and shall not be considered in determining its meaning, intent or applicability. This Agreement will inure to the benefit of the parties' heirs, successors and assigns. This Agreement, including but not limited to the Protective Covenants, may be assigned by Company to a subsequent employer, successor or assign without the need for further authorization or agreement from me. This Agreement will be governed by the laws of the country and/or state identified as my work location in which I work at the time of its enforcement.

11. **Acceptance by Company.** A counterpart of this Agreement has been manually executed by a duly authorized representative to indicate Company's acceptance of the terms hereof and Company's covenant to perform its obligations hereunder (including, without limitation, Company's agreement that I will be provided certain confidential and proprietary information, training, and/or customer contacts to assist me in my duties). Such acceptance on behalf of Company is conditioned upon my reciprocal agreement to such terms. I acknowledge the sufficiency of Company's acceptance of the terms hereof to establish the mutual rights and responsibilities defined herein.

12. **Acceptance by Employee**. By placing my signature below, I confirm that I have read and fully understood the terms of this Agreement, and have been at liberty to seek legal advice on the same prior to my acceptance of such terms.

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Deloitte.

Deloitte Touche Tohmatsu India LLP
Bengaluru
Prestige Trade Tower, Level 19
46, Palace Road, High Grounds
560001
Tel: +91 8061886000
Fax: 918066276011
www.deloitte.com

February 9, 2022

Ms Shreya P
#57,Sri Anugraha, #57,Sri Anugraha
bangalore
Karnataka,560070- India

Contact No.: 9008805980

Dear Shreya P

Placement as Intern

With reference to your application for a project work assignment as a part of your graduation study, we are pleased to inform you that you are being allotted a project work assignment in the **SA&MA: Analytics & Cognitive** Department of **Consulting** Function of our Organization in **Bengaluru** location from **February 28, 2022** to **July 27, 2022** on the following terms and conditions:

1. You will be assigned a Manager under whose supervision you will work on the project assigned to you.
2. You will be paid a monthly stipend as described in Annexure A. Please note that the tax will be deducted on the stipend amount.
3. You shall complete your project in accordance with the requirements and guidance of the Manager of the Organization, and maintain qualitative standards as required.
4. Notwithstanding the fact that your engagement is internship, for your study purpose. It is expected of you to maintain the discipline, dignity, honor and goodwill of the Organization.
5. The arrangement is not that of an employer and an employee and as such you shall not be eligible to any allowances or other benefits as may be available to the employees of the Organization.
6. You will observe the rules & regulations and discipline of our office, and also maintain complete confidentiality and secrecy of the matters pertaining to our Office and/or any data that has been provided to you in the course of your project work. You will be permitted to attend any classes in the college at the discretion of the Manager, if so called for during the period of your project assignment.

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7. On completion of your internship you will be required to submit to the talent team a copy of your project, which will be the sole property of the Organization.
8. In the event of any misconduct or breach of terms of this internship on the part of the Intern during the internship period; the Organization reserves the right to terminate this internship immediately without any notice.
9. This internship engagement can be terminated by either parties subject to providing a prior written notice of at least 1 month.

Accepted,



Authorised Signatory
Badari Narayana

_____
(Please sign and date your acceptance)

Shreya P

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ANNEXURE A

Name	Shreya P
Date Of Joining	February 28, 2022
Function	Consulting
Sub Service Area	SA&MA: Analytics & Cognitive
Designation	Intern
Grade	Trainee

Components	Paid Monthly
MONTHLY GROSS	₹10,000.00
Total	₹10,000.00

Accepted,



Authorised Signatory
Badari Narayana

_____
(Please sign and date your acceptance)

Shreya P

Internship & Full Time Employee Offer Letter

Date: 26.10.2021

To,
Shreya Sharma
BMSCE, Bangalore.

Dear Shreya Sharma,

On behalf of **Sixt Research & Development Pvt Ltd**, I am pleased to extend to you this offer as an Intern & Full Time Employee.

Internship:

It is our pleasure to inform you that upon assessment we have found your skills and competencies matching our requirements. Accordingly, we offer you this opportunity to team with Sixt Research & Development Pvt Ltd for a period of **03 months**. During this period, you will be designated as "**Intern - Software Development Engineer**".

You will be paid **Rs. 40,000/- (Rupees Forty Thousand only)** as stipend every month during this period.

Details and scope of your project will be provided to you on your first day of your internship at the company. Upon successful completion of your internship, you will be issued a certificate by Sixt Research & Development Pvt Ltd.

You will be required to submit a copy of the detailed project report before completion of your internship. Your internship period with our Company will entail dealing with important and sensitive information, records and such other matters of the company. You will, therefore, be required to sign a "NDA" of our company on the first day.

Full Time:

Sixt R&D Private Limited is pleased to offer you a job as a "**Software Development Engineer I**". We trust that your knowledge and skills will be among our most valuable assets.

Your employment with our Company shall commence post successful completion of your graduation. Based on the completion date of graduation, you will receive the Final appointment letter along with the Start date.

The yearly break-up of your compensation is as per below:

Particulars	INR Per Annum
Fixed Salary	10,00,000
Yearly Bonus (10% of Fixed)	1,00,000
SIXT Loyalty Bonus (1st Year)	1,25,000
Total Gross Compensation	**12,25,000**

Warm Regards,



Pradyu GR
Senior Manager – Talent Acquisition

I accept the terms and conditions of this Agreement.

Name: **Date:**

Signature: **Place:**

Date: 18-Jan-2022

INTERNSHIP LETTER

Dear Shubhang,

Subsequent to our discussion, we are pleased to engage with you as an **Intern** with one of the Paytm Team.

You are bound by companies' code of conduct & ensure to keep all business information confidential during your association with us as an intern trainee.

Mentioned below are the details of your training tenure:

- **Start date: 14th Feb 2022**
- **End date: 29th July 2022**
- **College:** BMS College of Engineering
- **Stipend:** Rs. 25000 / month
- **Location:** Bangalore

You will be governed by the disciplinary norms of the Company.

Note: This letter should not be referred as employment or offer of employment.

Best Regards,
Nitinesh Sharma
Human Resources
For One97 Communications Ltd

Shubhang. C. S

SCALER
By InterviewBit

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(Earlier referred to as InterviewBit Software Services LLP)
CIN: U74999PN2021PTC201351
HD-005. We Work Futura, Sr No 133 (P),
CTS No 4944, Magarpatta Road, Kirtane Baugh,
Magarpatta, Hadapsar, Pune, Maharashtra - 411028.

INTERNSHIP LETTER

Sub: INTERNSHIP Letter ("Agreement")

Dear Skanda Prasad k ,

Congratulations! With reference to your application and the subsequent interview you had with us, we are pleased to offer you an internship opportunity at **InterviewBit Software Services Pvt Ltd** (the "**Company**"). You will be joining our Business Development as "Business Development Trainee"

The proposed period of your internship at InterviewBit Software Services Pvt Ltd is from 15 Mar, 2022 to 15 Jun, 2022 on the following terms and conditions. At this point in time you are required to commence your internship from Bengaluru.

1. Internship

1.1. Your internship will be effective upon your signing & acceptance of this letter.

1.2. As an intern, you will not be a full time employee. Therefore, you are only eligible for a stipend. In addition, You understand that participation in the internship program is not an offer of employment and successful completion of the internship does not entitle you to employment with the Company. However, during your course of internship, the company can extend your internship to a full time role, based on the role's availability, skillset match & mutual interest for the same.

1.3. This letter and your internship are contingent upon the satisfactory completion of background, reference checks and immigration related approval, if any. Your internship is based upon the information and declarations provided by you.

1.4. If at any time we determine that the information provided is false or misleading or that you have concealed information, the Company may withdraw its offer and/or terminate your internship immediately.

1.5. Upon signing this agreement, you represent and warrant that you have and shall comply with all applicable laws of India and are free to enter into this Agreement and that you will comply with all terms and conditions contained in this agreement and that the conditions contained herein are not in conflict with the provisions of any other contract and/or agreement to which you are a party or by which you are bound.

1.6. You have represented to us, and you will be interning with us, on the basis that, to the best of your knowledge, you have no restrictions or commitments to former employers or other entities which would in any way affect or hinder your rendering the services to the Company or that would restrict you from joining the Company.

1.7. Your job responsibilities will be assigned to you by your reporting manager from time to time. The designation, reporting and the job responsibilities are subject to review by the management from time to time. You shall perform and discharge faithfully and to the best of your ability the duties, which may be assigned to you from time to time by the Company and shall report to your manager in connection with such responsibilities. You will devote your full working time, energy and attention exclusively to the duties entrusted to you and you shall not engage

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yourself in working for any other person or Company in any capacity, whatsoever, nor do any private business without obtaining our prior permission in writing.

1.8. The Company reserves the right to make reasonable changes to any of the terms and conditions of internship and you will be notified of the changes by way of a general notice to all the employees & interns and any such change will take effect from the date of notice.

1.9. Your normal working hours shall be 9 hours of work with flexible timings, inclusive of one hour of lunch break. However, the Company reserves the right to make any changes in the work-days, hours of work and the beginning and ending times of your shifts and you will be notified by way of a general notice to all the employees and any such change will take effect from the date of notice. The Company may require that you work different or additional hours and the days of the week may also fluctuate to accommodate the needs of the business.

1.10. Your compensation details are attached in Annexure 1

2. Location

2.1. Please note our offices are based out of Bangalore, Pune and Delhi. At any time the Company regards it is necessary for the purpose of its business, the Company may require you to travel/work/transfer from your normal place of work and/or from your current department/unit to another place of work and/or department/unit either existing or to be set in future, anywhere, purely at the discretion of the Company. On such transfer you will be governed by the rules and regulations and other working/service conditions as applicable to the place of posting.

3. Joining Documents

3.1. At the time of joining you are required to submit the following documents

3.1.1. Copy of PAN Card
3.1.2. Copy of Aadhar Card
3.1.3. Copy of Address Proof (Passport/Voter ID Card/Driving License)
3.1.4. Copies of all educational certificates (10^{th}, 12^{th}, Undergraduate & Postgraduate Degrees (if any))
3.1.5. Copies of prior internship relieving and experience letter, if any
3.1.6. Signed copy of Non-Disclosure agreement
3.1.7. Signed copy of Non-Compete and Non-Solicitation Agreement
3.1.8. Signed copy of Work Product Assignment

4. Termination

4.1. Your internship is subject to termination by the Company giving 1 (one) week notice. The Company is not bound to give any reason thereof. The Company reserves the right to pay salary in lieu of the notice period. Further the Company may at its discretion relieve you from such date as it may deem fit even before the expiry of the notice period with or without compensating for the unexpired period and is not even bound to give any reason thereof. On acceptance of the separation notice, before you are relieved, you will hand over to the Company all the information and data of the company, made or compiled by you or made available to you during your internship with the Company concerning the business and/or operations of the Company shall be the Company's property and shall, if in your possession or under your control, including but not limited to correspondence, specifications, assets, formulae, books, documents,

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cost data, market data, literature, drawings and shall not use, reproduce or retain any copies of these items and obtain clearance from the relevant person and departments. The Company may decline to relieve you of your duties unless complete knowledge transfer is done as per the satisfaction of the Company.

4.2. Notwithstanding the information above or anything else to the contrary, the Company may suspend, dismiss, discharge or terminate your internship with immediate effect by a notice in writing (without salary in lieu of notice) in the event of (i) fraudulent, dishonest or undisciplined conduct by you, (ii) you commit a breach of integrity, or embezzlement, or misappropriation or misuse or causing damage to the Company's property, (iii) your insubordination or failure to comply with the directions given to you by persons so authorized, (iv) your insolvency, or any allegation or conviction for any criminal offense, (v) your breach of any terms or conditions of this offer letter or the Company's policies or other documents or directions of the Company. (vi) you going on or abetting a strike in contravention of any law for the time being in force, (vii) you conducting yourself in a manner which is regarded by the Company as prejudicial to its own interests or to the interests of its clients and/or (viii) misconduct by you as provided under the labour laws and/or in the Company's policies.

4.3. You may also terminate your internship with the Company giving 1 (one) week prior written notice to the Company. Further the Company may at its sole discretion relieve you from such date as it may deem fit even before the expiry of the notice period in lieu of you compensating the Company for the unexpired period, being payment of your full salary for such unexpired period. On acceptance of the separation notice, before you are relieved, you will hand over to the Company all the information and data of the company, made or compiled by you or made available to you during your internship with the Company concerning the business and/or operations of the Company shall be the Company's property and shall, if in your possession or under your control, including but not limited to correspondence, specifications, assets, formulae, books, documents, cost data, market data, literature, drawings and shall not use, reproduce or retain any copies of these items and obtain clearance from the relevant person and departments. The Company may decline to relieve you of your duties unless complete knowledge transfer is done as per the satisfaction of the Company.

4.4. You agree to indemnify and hold the Company harmless against any and all consequences or actions taken during your internship with the Company or at any time before or after such period.

4.5. You shall not make any representations of any third person, entity or corporation for or on behalf of the Company, including the use of the name of the Company or the logo of the Company. You shall refrain from making any adverse written or oral statement or taking any action, directly or indirectly , which you know or reasonably should know to be disparaging or negative concerning the Company publicly or otherwise, except as required by the law.

5. Confidentiality

5.1. You will not disclose to any unauthorized person, either during or after your internship with the Company, any information about the interest or business of the Company or any affiliated companies. You shall not communicate to any public papers, journals, pamphlets or leaflets or cause to be disclosed at any time, any information, data or documents, official or otherwise, relating to the Company except with prior written consent of an authorised officer of the Company.

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5.2. Any invention, development, process, adaptation or improvement in procedure or other matters or work including but not limited to any artistic, literary or other work which can be subject matter of copyrights whatsoever, made, developed or discovered by you either alone or jointly with any other person or persons while in internship of the Company, in connection with or in anyway affecting or relating to the business of the Company or capable of being used or adapted for use therein or in connection therewith shall forthwith be disclosed to the Company and shall belong to and be the absolute property of the Company.

5.3. You acknowledge and agree that, as a result of the nature of the Company's business and the nature of your services to the Company, you have been and will come into contact with and will have access to and learn various technical and non-technical information, plans, programs, customers and mailing list, trade secrets, and other confidential information which are the property of the Company. Such trade secrets, plans, programs, list and other confidential proprietary information include but are not limited to finance and sales plan, sales figure, clients, potential clients, methods, procedure, programs and other means used by the Company in the conduct of its business. You will not during your internship with the Company or anytime thereafter, divulge or make known any information in any way whatsoever relating to the Company or its business or of its customer and/or any other information, secret process, trade secrets, data and material and knowledge mentioned above, which may come to your knowledge during the course of your internship. You will maintain strict secrecy regarding any technical internship. You will not divulge any information regarding intellectual property, software process, technical knowhow, security arrangements, administrative accounts, marketing areas, organization matters pertaining to the Company whether confidential or otherwise, patented or not patented, operational, technical or financial either pertaining to the Company or its customers, vendors, or internal processes, orally, inscribed, recorded, written electronically processed wither tapes, disks, chips, floppies or any other form of communication like films, micro films, drawings etc. to anyone else without the prior written approval of the Company. It is absolutely at the discretion of the Company to decide whether any information is divulged under the normal course of business and the employee in any manner cannot challenge the same.

5.4. You hereby confirm that you have disclosed, fully to the Company, all your business, interest whether or not they are similar to or in conflict with the business or the activities of the Company and all circumstances in respect of which there is or there might be, a conflict or interest between the Company and you or any immediate relative or associate. You agree to disclose, fully to the Company any such interest or circumstances that may arise during your internship in the Company immediately upon such interest or circumstances arising.

6. Transfer of Personal Data

6.1. You hereby expressly consent to the processing, including collection, use and local and international transmission of databases within the Company's group or third party contractors managing such data on Company's behalf of your personal data provided to the Company for internship and/or business purposes. You explicitly consent that your personal data can be transferred to outside of the country. You may request and obtain access to your own personal data (where collected), and correct or delete such data (where appropriate). You hereby waive any claims arising out of transfer of your personal data and covenants that you shall not institute any action of any nature, in any administrative or judicial forum, against the Company, its officer

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or employees or any other party.

7. Severability and Non-Waiver

7.1. In the event, that any of the clauses of this Agreement shall be deemed or determined to be in breach of any law, rule or regulation or otherwise unenforceable, such determination shall not affect any of the other clauses of this agreement and such other clauses shall remain in full force and effect

7.2. Any waiver by the Company of the breach of any provision of this agreement by the Employee, or any failure of the Company to take any action against any other employees for similar breach(s) on their part, shall not operate or be construed as the waiver of any subsequent breach by the employee.

8. Code of Conduct

8.1. You will adhere to the Company's policies and Code of Conduct which may be changed or revised from time to time. The People Department will make available to you copies of these documents and you should review prior to acceptance of our offer. The Company reserves the right to terminate your internship without any reason or notice on receiving any information on your violation of the Company's policies or Code of Conduct.

8.2. Further you agree to abide by all Company rules, regulations, instructions, policies, practices and procedures which the Company may amend from time to time and to indemnify the Company for any loss suffered as a consequence of a breach by you of the Company rules, regulations, instructions, policies, practices and procedures.

9. General

9.1. All matters which are not provided for in this agreement are governed by the Company's Policies and relevant labor related laws

9.2. In case you cause any monetary damage to the Company due to your wilful misconduct or negligence, you shall be charged for it.

9.3. All notices required or permitted to be given shall be in writing and delivered personally, by e-mail or by certified or registered mail, return receipt requested, postage prepaid, or given by a nationally recognized courier service providing for proof of delivery to the following persons at the following addresses, or to such other persons at such other addresses as any party may request by notice in writing to the other party to this Agreement.

9.4. Further, the Company's policies are part of this offer of internship and you will have to sign and abide strictly by the Company's code of conduct in all business transactions, including protection of Company assets, conflict of interest, relations with vendors and other policy guidelines. A copy of such policies will be provided upon your request.

9.5. If you are absent from your duties without prior written permission or notification for 10 (ten) consecutive workdays, you will be deemed to have abandoned service voluntarily without giving due notice and your name will be struck off the rolls.

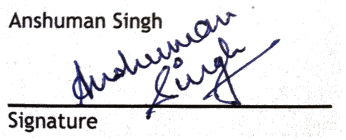
9.6. This letter shall be subject to the laws of India. Any disputes, differences or claims under or in relation to your internship or this letter and any subsequent matter shall be referred to arbitration. Arbitration proceedings shall be held in Bangalore, India, conducted by the Sole Arbitrator to be nominated by the Company. The arbitration shall be conducted in accordance with the Arbitration and Conciliation Act, 1996 or any subsequent enactment thereof. Subject to

InterviewBit Software Services Pvt. Ltd.
(Earlier referred to as InterviewBit Software Services LLP)
CIN: U74999PN2021PTC201351
HD-005. We Work Futura, Sr No 133 (P),
CTS No 4944, Magarpatta Road, Kirtane Baugh,
Magarpatta, Hadapsar, Pune, Maharashtra - 411028.

the above, only the courts in Bangalore, India, shall have jurisdiction to try any disputes in relation to this letter and any consequent matters.

Yours sincerely,

Anshuman Singh

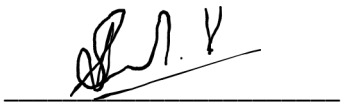


Signature

Co-founder, InterviewBit Software Services Private Limited

Confirmation and Acceptance

I Skanda Prasad k, hereby accept to be a part of **InterviewBit Software Services Private Limited** and will abide by the Code of Conduct, policies, guidelines and the terms/conditions as set forth in this letter.



Signature

Name: Skanda Prasad k

Date: Feb 11 2022

SCALER
By InterviewBit

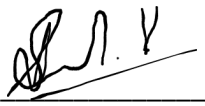
InterviewBit Software Services Pvt. Ltd.
(Earlier referred to as InterviewBit Software Services LLP)
CIN: U74999PN2021PTC201351
HD-005. We Work Futura, Sr No 133 (P),
CTS No 4944, Magarpatta Road, Kirtane Baugh,
Magarpatta, Hadapsar, Pune, Maharashtra - 411028.

ANNEXURE 1: COMPENSATION DETAILS

	Monthly (in INR)
Stipend	Rs. 30,000 /- per month

Confirmation and Acceptance

I, Skanda Prasad k, hereby accept to be a part of InterviewBit Software Services Pvt Ltd and will abide by the Code of Conduct, policies, guidelines and the terms/conditions as set forth in this letter.

Signature: 

Name: Skanda Prasad k
Date: Feb 11 2022

DAIMLER

Offer has been accepted



Mercedes-Benz

INT/HR/MER0001ILV/4374169/2020

February 10, 2022

Smrithika Sanjeev

#164,2nd Stage,2nd Main, Gruhalakshmi Layout, Basaweshwara Nagar,

Bengaluru

Karnataka - 560079

Dear Smrithika,

Internship at Mercedes-Benz Research and Development India

We are pleased to offer you an internship program in the department of **RD/ICC** for a project at Mercedes-Benz Research and Development India Private Limited(MBRDI), Bangalore.

We take this opportunity to extend a warm welcome to you for being part of MBRDI team, which is a 100% subsidiary of Mercedes-Benz Group AG and was incorporated in November 1996. MBRDI is a reliable and trusted partner, which helps Daimler business units and partner organizations to overcome their research and development challenges.

The details of the internship program are as follows:

Duration:

The duration of your training will be from **March 7, 2022** to **June 15, 2022.**

Compensation:

You will receive **Rs.25,000.00/-** on or before the 5th of every month during your training period.

You will be entitled to use the canteen and transport facilities like all other employees as per the rules,deductions for which will be charged Rs. 3000/- per month.

Joining Formalities:

At the time of joining, please bring with you the copy of the following documents for perusal, along with the certified copies, for our records;

- Age Proof (SSC/School Leaving Certificate)
- Certificate(s) of educational qualifications (A certificate of the last examination passed by you is essential)
- Two recent passport size photographs

Regd. Office:
Whitefield Palms, Plot No. 9
10
EPIP Zone Phase 1, Whitef
Road
Bangalore - 560066
Phone +91 80 6149 5025
Fax +91 80 6149 9512
mbrdi_corp@daimler.com
www.mbrdi.co.in

Mercedes-Benz - is a registered trademarks of Mercedes-Benz Group AG, Stuttgart, Germany

CIN:U74110KA1996PTC0213

KAS
Services India
Accelerating Retail Innovation

KAS Services India Private Limited
Banyan Block L-1, 5th floor
Embassy Manyata Business Park SEZ
Outer Ring Road, Bangalore, India 560045
P +91 4683 4000
CIN U72900KA2018PTC111271

PRIVILEGED AND CONFIDENTIAL

17-Dec-2021
Sristi Kumari

Dear Sristi,

We are pleased to offer you a position of **Intern, Corp Systems** at **KAS Services India Private Limited** (herein referred to as "Company") on the following terms and conditions.

Commencement of internship:	The internship will commence from **17-Jan-2022** for a period of 6 months to **16-Jul-2022.**
Monthly Stipend:	Your monthly stipend shall be **INR 25,000** (Indian Rupees Twenty Five Thousand only), which shall be subject to deductions on account of withholding taxes and contributions under applicable laws.
Working Location:	Your assigned place of work will be "Banyan, Block L-1, 5th Floor Manyata Embassy Business Park SEZ, Outer Ring Road, Bangalore 560045, Karnataka, India, ("Office") unless otherwise communicated to you. At the sole discretion of the Company, you may be transferred /deputed from one place to another place anywhere in India or abroad and/or to any offices of the Company's affiliates, associates, group companies and/or entities in which the Company may be having any interest whether existing or which may be set up in the future.
Background Verification	As a condition of your Internship with the company, you agree to a background verification check and said Internship is subject to you clearing the background verification process subject to the requirements of the company.

Your internship with the Company will require you to be bound by all rules, regulations, policies and guidelines issued by the Company from time to time, in relation to, but not limited to personal and professional conduct, non-disclosure of confidential information and discipline.

We welcome you to the Company and take this opportunity to wish you a successful internship with us.

KAS
Services India
Accelerating Retail Innovation

KAS Services India Private Limited
Banyan Block L-1, 5th floor
Embassy Manyata Business Park SEZ
Outer Ring Road, Bangalore, India 560045
P +91 4683 4000
CIN U72900KA2018PTC111271

Please sign and submit the duplicate copy of this Letter as your acceptance of the offer. If we do not receive your acceptance within the above-mentioned 2 (two) days period, this offer shall lapse and shall not be applicable for acceptance thereafter. By signing this Offer Letter, you also consent to the collection, use, transfer, disclosure, storage and retention of your Personal Data.

Thank you,

Yours sincerely,

Remona Lingham
Senior Manager, People and Capability

Accepted By:

Sristi Kumari

Sristi Kumari
17-Dec-2021

KAS Services India
Accelerating Retail Innovation

KAS Services India Private Limited
Banyan Block L-1, 5th floor
Embassy Manyata Business Park SEZ
Outer Ring Road, Bangalore, India 560045
P +91 4683 4000
CIN U72900KA2018PTC111271

Benefits	**Description**
Paid time off	
National & public/festival holidays per year	*12 days*
Casual/Sick/Exam Leave	*14 days*
Compensatory Leave	*1 day*
Health & wellness	
Accident insurance	*Covers self only: 3 times your fixed 6 months stipend salary* *a) Death by accident / Permanent Total Disability: 3 times annual fixed salary* *b) Temporary Total Disability: Weekly salary or INR 5,000 per week; Whichever is lower for maximum of 104 weeks*
EAP	*Our exhaustive EAP program will provide a holistic solution to improve overall health (physical and mental) by offering* ***Self :*** • *Annual Health check-up* ***Self + Spouse :*** • *Unlimited mental health counselling* • *Health coach program and nutrition for 3 months* ***Self + 5 Dependants:*** • *ekincare app* • *Health risk Assessment.* • *Unlimited doctor consultation (24x7) through chat* • *Home delivery of medicines (flat 20% discount)* • *Home collection of lab samples (30-50% discount on lab test)*
Retirals	
Provident Fund	*Per statutory requirements*
Gratuity	*Per statutory requirements*
ESI	*Per statutory requirements*
Others	
Cafeteria	*In house cafeteria with free Breakfast and Lunch*
Transportation	*Subsidized company provided transportation*

BALTRA
Home Appliances

27/01/2022

Subham Jain
A1/147, Inderpuri, New Delhi 110012

Dear Subham,

We are pleased to inform you that you have been selected in the team of Project Managers with BalajeeNP Pvt Ltd from 01/03/2022 to 02/08/2022 for a period of five months under the guidance and supervision of the Chief Operation Officer. Your location would be Kathmandu, Nepal.

Position: **Project Manager**
Division: **Technology Divison**
Reporting Supervisor: **Chief Operation Officer (COO)**
Job Description: **Manage the implementation of SAP Business One and Oracle Netsuite from finalising with vendor to final Go Live**
Location of Work: **Kathmandu, Nepal / Work from Home**
Stipend: **NPR 45,000/- per month**
Date of Commencement: **1st March 2022**

1. This Internship offer does not guarantee any statutory benefits.
2. Leave allowance will be entitling 14 days of paid leave per annum apart from the government holidays according to the Government of Nepal.
3. You will be under a Non-Disclosure and Non-Compete Agreement whereby in the case you come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances and for 3 years after final Go Live you are not allowed to implement the same ERP (SAP B1 or Oracle NetSuite) in any other third-party organisation which has the same business nature.
4. The company holds the right to breach the offer provided in case any information provided by you is not found true and correct.
5. The company holds the right to breach the offer provided in case your health condition is found to be under qualified at any time of the job.
6. It is expressly understood and agreed by and between us that the company shall in no way be liable /responsible for any injuries/ impairment in health arising during your recruitment period.

We look forward to having you join us and wish you a fruitful training with us!

Raghav

For Company
Raghav Bubna
Chief Operation Officer

BALAJEE NP PVT. LTD.
KATHMANDU, NEPAL

For Employee
Name: Subham Jain
Signature: Subham
Date: 28/01/2022

Scanned with CamScanner

Hewlett Packard
Enterprise

22/11/2021

Sumith Bhat
1-50A, Surajith, Behind Income Tax Office, Udupi

Dear Sumith**,**

We are pleased to inform you that you have been selected for training with Hewlett Packard India Software Operation Pvt. Ltd. ("HPE" or the "Company") from 18/01/2022 to 15/07/2022 for a period of six months under the guidance and supervision of Pragyan Mishra**.** Your location would be Bangalore, Karnataka, India.

1. During the tenure of the project, you will be paid a **stipend of** Rs.30,000 **per month.** The payment of stipend shall depend on your unconditional presence at any location that may be stipulated herein above.
2. It is clearly understood that you are not in any manner providing any service to HPE and that the payment of stipend shall not in any manner be construed or deemed to be consideration for services rendered by you.
3. You will not be entitled to any statutory benefits of otherwise to which a regular employee of the company is entitled.
4. You will be entitled for 12 days leave per annum, weekly holidays and such other holidays declared by the Company.
5. During your training with the company you shall be bound by the company's rules and regulation applicable from time to time and any violation to this will result in immediate termination of your training.
6. During your training with the company you may come across certain confidential information related to the business of the company, any such information you shall not use or disclose to others or any third party in any circumstances.
7. You shall not publish your research / project report and about the company in any form in mass media and the same is to be treated strictly for academic purpose only.
8. You shall maintain utmost confidentiality on any information that you acquire during the project and sign the enclosed confidentiality agreement on or before the start of training period.
9. You shall not, during the period of your project study at HPE, copy, duplicate, decompile or translate any intellectual property of HPE without appropriate authorization. You shall not take out any intellectual property belonging to HPE, outside the work place or HPE's premises, without appropriate authorization from the supervisor.
10. You shall be obligated to compensate HPE appropriately, in the event you cause any loss or damage to any property that is owned or leased by HPE, during the training period.
11. It is expressly understood and agreed by and between us that the company shall in no way be

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

liable /responsible for any injuries/ impairment in health arising during your training period.

12. This offer of appointment is conditional upon successful background checks (which may include **criminal checks**, verification of previous employment, education verification, **credit check** and appropriate identification verification) being conducted either by HPE or an appropriate third party, and the results of such background checks being favorable in HPE's reasonable opinion. If this condition is not satisfied, then this offer of appointment will be void or will become void, on notice by HPE.

We look forward to having you join us and wish you a fruitful training with us.

HPE Employee Letter of Assurance Agreement

U.S. Export Controls on Technology Transfer:

I acknowledge that during my work for Hewlett Packard Enterprise (HPE) I may, directly or indirectly, receive or access software and/or technical data which HPE has classified according to the US Commerce Control List (CCL) as eligible for export under license exemption "Technology and Software Under Restriction" (TSR) to all destinations except those listed below.

I agree not to export or re-export this software and/or technical data or any direct product based on this software or technical data without proper US government authorization to destinations not eligible for exports under license exemption TSR.

According to current US export regulations the following countries are not eligible for exports under license exemption TSR. This list is subject to change without notice.

Armenia
Azerbaijan
Belarus
Burma (Myanmar)
Cambodia
Cuba
Georgia
Hong Kong
Iran
Iraq
Kazakhstan
Kyrgyzstan
Laos
Libya
Macao (Macau)
Moldova

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

Mongolia
North Korea (DPRK)
People's Republic of China (PRC)
Russia
Sudan (Khartoum)
Syria
Tajikistan
Turkmenistan
Ukraine
Ukraine (Crimea Region)
Uzbekistan
Venezuela
Vietnam
Yemen

Agreement Regarding Confidential Information and Proprietary Developments
India

Sumith Bhat

1. **Consideration and Relationship to Employment.** As a condition of my employment with Hewlett Packard Enterprise or one of its subsidiaries, successors, assigns, or affiliates (referred to collectively as, "Company"), in return for Company's agreement that I will be provided certain confidential and proprietary information, training, and/or customer contacts to assist me in my duties in such employment, I knowingly agree to restrictions provided for below that will apply during and after my employment by Company. I understand, however, that nothing relating to this Agreement will be interpreted as a contract or commitment whereby Company is deemed to promise continuing employment for a specified duration.

2. **Confidential Information.** This Agreement concerns trade secrets, confidential business and technical information, and know-how not generally known to the public (hereinafter "Confidential Information") which is acquired or produced by me in connection with my employment by Company. Confidential Information may include, without limitation, information on Company organizations, staffing, finance, structure, information of employee performance, compensation of others, research and development, manufacturing and marketing, files, keys, certificates, passwords and other computer information, as well as information that Company receives from others under an obligation of confidentiality. I agree to abide by the Company Confidential Information Policy and specifically agree that with regard to Company Confidential Information:

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

(a) to use such information only in the performance of Company duties;

(b) to hold such information in confidence and trust; and

(c) to use all reasonable precautions to assure that such information is not disclosed to unauthorized persons or used in an unauthorized manner, both during and after my employment with Company.

I further agree that any organizational information or staffing information learned by me in connection with my employment by Company is the Confidential Information of Company, and I agree that I will not share such information with any recruiters or any other employers, either during or subsequent to my employment with Company; further, I agree that I will not use or permit use of such as a means to recruit or solicit other Company employees away from Company (either for myself or for others).

3. **Proprietary Developments.** This Agreement also concerns inventions and discoveries (whether or not patentable), designs, works of authorship, mask works, improvements, data, processes, computer programs and software (hereinafter called "Proprietary Developments") that are conceived or made by me alone or with others while I am employed by Company and that relate to the research and development or the business of Company, or that result from work performed by me for Company, or that are developed, in whole or in part, using Company's equipment, supplies, facilities or trade secrets information.

Such Proprietary Developments are the sole property of Company, and I hereby assign and transfer all rights in such Proprietary Developments to Company. I also agree that any works of authorship created by me shall be deemed to be "works made for hire." I further agree for all Proprietary Developments:

(a) to disclose them promptly to Company;

(b) to sign any assignment document to formally perfect and confirm my assignment of title to Company;

(c) to assign any right of recovery for past damages to Company; and

(d) to execute any other documents deemed necessary by Company to obtain, record and perfect patent, copyright, mask works and/or trade secret protection in all countries, in Company's name and at Company's expense.

I understand that Company may delegate these rights. I agree that, if requested, my disclosure, assignment, execution and cooperation duties will be provided to the entity designated by Company.

This Agreement does not apply to an invention for which no equipment, supplies, facility or trade secret information of the employer was used and which was developed entirely on the employee's own time, unless (a) the invention relates (i) to the business of the employer or (ii) to the employer's actual or demonstrably anticipated research or development, or (b) the invention results from any work performed by the employee for the employer.

4. **Respect for Rights of Former Employers.** I agree to honor any valid disclosure or use

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

restrictions on information or intellectual property known to me and received from any former employers or any other parties prior to my employment by Company. I agree that without prior written consent of such former employers or other parties, I will not knowingly use any such information in connection with my Company work or work product, and I will not bring onto the premises of Company any such information in whatever tangible or readable form.

5. **Work Product.** The product of all work performed by me during and within the scope of my Company employment including, without limitation, any files, presentations, reports, documents, drawings, computer programs, devices and models, will be the sole property of Company. I understand that Company has the sole right to use, sell, license, publish or otherwise disseminate or transfer rights in such work product.

6. **Company Property.** I will not remove any Company property from Company premises without Company's permission. Upon the end of my employment with Company, I will return all Company property to Company unless Company's written permission to keep it is obtained.

7. **Protective Covenants.** I acknowledge that a simple agreement not to disclose or use Company's Confidential Information or Proprietary Developments after my employment by Company ends would be inadequate, standing alone, to protect Company's legitimate business interests because some activities by a former employee who had held a position like mine would, by their nature, compromise such Confidential Information and Proprietary Developments as well as the goodwill and customer relationships that Company will pay me to develop for Company during my employment by Company.

I recognize that activities that violate Company's rights in this regard, whether or not intentional, are often undetectable by Company until it is too late to obtain any effective remedy, and that such activities will cause irreparable injury to Company. To prevent this kind of irreparable harm and to protect Company's trade secrets, I agree that during my employment and for a period of twelve months following the end of my employment with Company, I will abide by the following Protective Covenants:

(a) **No Solicitation of Customers.** I will not (in person or through assistance to others) knowingly participate in soliciting or communicating with any customer of Company in pursuit of a Competing Line of Business if I either had business-related contact with that customer or received Confidential Information about that customer in the last two years of my employment at Company;

(b) **No Solicitation of Company Employees.** I will not (in person or through assistance to others) knowingly participate in soliciting or communicating with any Company Employee for the purpose of persuading or helping the Company Employee to end or reduce his or her employment relationship with Company if I either worked with that Company Employee or received Confidential Information about that Company Employee in the last two years of my employment with Company; and

(c) **No Solicitation of Company Suppliers.** I will not (in person or through assistance to others) knowingly participate in soliciting or communicating with any Company Supplier for the purpose of persuading or helping the Company Supplier to end or modify to Company's detriment an existing business relationship with Company if I either worked with that Company Supplier or received

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

Hewlett Packard Enterprise

Confidential Information about that Company Supplier in the last two years of my employment with Company.

As used here, **"Competing Line of Business"** includes a business that involves a product or service offered or to be offered by anyone other than Company that would replace or compete with any product or service offered or to be offered by Company or its related corporations (unless Company and its related corporations are no longer engaged in or planning to engage in that line of business). **"Company Employee"** means an individual employed by or retained as a consultant to Company or its related corporations. **"Company Supplier"** means an individual, corporation, other business entity or separately operated business unit of an entity that regularly provides goods or services to Company or its related corporations, including without limitation any OEM, ODM or subcontractor.

8. **Enforcement.** I make these agreements to avoid any future dispute between myself and Company regarding specific restrictions on my post-employment conduct that will be reasonable, necessary and enforceable to protect Company's Confidential Information and Proprietary Developments and other legitimate business interests. The Protective Covenants are ancillary to the other terms of this Agreement and my employment relationship with Company. This Agreement benefits both me and Company because, among other things, it provides finality and predictability for both me and the company regarding enforceable boundaries on my future conduct. Accordingly, I agree that this Agreement and the restrictions in it should be enforced under common law rules favoring the enforcement of such agreements.

For these reasons, I agree that I will not pursue any legal action to set aside or avoid application of the Protective Covenants. This Agreement will survive the end of my employment with Company and shall, likewise, continue to apply and be valid notwithstanding any change in my duties, responsibilities, position, or title.

9. **Relief; Extension.** I understand that if I violate this Agreement (particularly the Protective Covenants), Company will be entitled to (i) injunctive relief by temporary restraining order, temporary injunction, and/or permanent injunction, (ii) recovery of attorneys' fees and costs incurred by Company in obtaining such relief where allowed by law, and (iii) any other legal and equitable relief to which Company may be entitled. Injunctive relief will not exclude other remedies that might apply. If I am found to have violated any restrictions in the Protective Covenants, then the time period for such restrictions will be extended by one day for each day that I am found to have violated them, up to a maximum extension equal to the time period originally prescribed for the restrictions.

10. **Severability; Authority for Revision; Assignment; Governing Law.** The provisions of this Agreement will be separately construed. If any provision contained in this Agreement is determined to be void, illegal or unenforceable, in whole or in part, then the other provisions contained herein will remain in full force and effect as if the provision so determined had not been contained herein. If the restrictions provided in this Agreement are deemed unenforceable as written, the parties expressly authorize the court to revise, delete, or add to such restrictions to the extent necessary to enforce the intent of the parties and to provide Company's goodwill, Confidential Information, Proprietary

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee

Name: _____

Signature: _____

Date: _____

Hewlett Packard Enterprise

Developments and other business interests with effective protection. In the event the restrictions provided in this Agreement are deemed unenforceable and cannot be reformed to make them enforceable, then any prior agreements that I have made with Company relating to confidential information or proprietary developments shall not be deemed to have been superseded or otherwise affected by this Agreement, but instead shall remain in effect. The title and paragraph headings in this Agreement are provided for convenience of reference only, and shall not be considered in determining its meaning, intent or applicability. This Agreement will inure to the benefit of the parties' heirs, successors and assigns. This Agreement, including but not limited to the Protective Covenants, may be assigned by Company to a subsequent employer, successor or assign without the need for further authorization or agreement from me. This Agreement will be governed by the laws of the country and/or state identified as my work location in which I work at the time of its enforcement.

11. **Acceptance by Company.** A counterpart of this Agreement has been manually executed by a duly authorized representative to indicate Company's acceptance of the terms hereof and Company's covenant to perform its obligations hereunder (including, without limitation, Company's agreement that I will be provided certain confidential and proprietary information, training, and/or customer contacts to assist me in my duties). Such acceptance on behalf of Company is conditioned upon my reciprocal agreement to such terms. I acknowledge the sufficiency of Company's acceptance of the terms hereof to establish the mutual rights and responsibilities defined herein.

12. **Acceptance by Employee**. By placing my signature below, I confirm that I have read and fully understood the terms of this Agreement, and have been at liberty to seek legal advice on the same prior to my acceptance of such terms.

FOR Company



Sailesh A J Menezes
Senior Director – Human Resources

FOR Employee
Name: _____

Signature: _____
Date: _____

DocuSign Envelope ID: F5B76171-80B0-43A2-AE78-07C693D400DF

Quicko Technosoft Labs Private Limited
No.- 443, Ground, 2nd and 3rd Floor, 14th Main, 17th Cross, Sector - 4,
HSR Layout, Bangalore - 560102, Karnataka, India

02 September 2021

OFFER LETTER

Dear **Sundar,**

With reference to your application and subsequent discussions, we are pleased to offer you a **'Full Stack Engineer'** position in our organization. The position will be based out of Bangalore, India Your employment is subject to a probationary period of **6 (Six) months** beginning on your start date of **03 January 2022.** However, this period can be cut short or extended based on the individual's performance and at the sole discretion of the management.

Based on your performance you can be converted into a full-time employee. Your pay during the probation period will be **INR 40,000** per month. Your schedule will be approximately **45 hours per week** beginning **03 January 2022**.

Please review, sign and return via email to confirm acceptance, no later than close of business on **04 September 2021.**

Non Disclosure & Internship Agreement to be signed on the date of joining.

We look forward to your long and prosperous career with **Quicko Technosoft Labs Private Ltd.**

Yours sincerely,
For Quicko Technosoft Labs Private Ltd

DocuSigned by:
Khadim Batti
F1E6D4F3518942C...

Khadim Batti
CEO
For Quicko Technosoft Labs Private Ltd

DocuSign Envelope ID: F5B76171-80B0-43A2-AE78-07C693D400DF

Quicko Technosoft Labs Private Limited
No.- 443, Ground, 2nd and 3rd Floor, 14th Main, 17th Cross, Sector - 4,
HSR Layout, Bangalore - 560102, Karnataka, India

Candidate Acknowledgement:

I Sundar U M accept the above offer, and will begin on 03-January-2022

DocuSigned by:
Sundar U M
30263152D8EB453...
/ 9/3/2021

Signature Date

DocuSign Envelope ID: E53503AA-105A-4F81-9C50-8DA34B59EF50

CLOUDERA

Cloudera Data Platform India Pvt Ltd.

Formerly knowns as Hortonworks Data Platform India Pvt Ltd

Personal & Confidential

18 November 2021

Name: Swathi DA Devatha
Address:
Venkatadri Nilaya,
Anjani Extension,
Chintamani - 563125, India.

Dear Swathi

Internship Agreement ("Agreement")

This letter confirms your internship with **Cloudera Data Platform India Private Limited [formerly known as Hortonworks Data Platform India Pvt. Ltd.] ("Cloudera India"), an indirect subsidiary company of Cloudera, Inc.** Cloudera India is committed to providing interns with a supportive environment. We hope that you will find your internship enjoyable, rewarding and a fruitful learning experience.

1. INTERNSHIP

1.1 Your internship will take place at Vaishnavi Summit, No: 6/8, 7th Main, 80 Feet Road, 3rd Block, Koramangala Industrial Layout, Corporation Ward No. 68, Koramangala, Bangalore – 560034, India from **10 January 2022 to 08 July 2022** ("Internship Term"). Your hours of attendance will be **9:00 a.m. to 6:00 p.m.**, **Monday through Friday** (normal office hours).

1.2 Cloudera expects you to perform the work plan and achieve the learning objectives to the best of your ability. Cloudera also expects you to follow Cloudera's instructions, rules, procedures and standards, including health and safety and equal opportunities, and to comply with our Code of Conduct to the extent applicable to interns.

2. INDUCTION AND TRAINING

Cloudera will provide an induction explaining what Cloudera does and provide training to assist you to meet the standards Cloudera expect from you and to ensure your health and safety.

3. SUPERVISION AND SUPPORT

3.1. Your main point of contact is Vijay Kumar ("**Supervisor**"). You will have regular meetings with the Supervisor to discuss your learning objectives and any problems or complaints that you may have.

Initials: DS SDA

DocuSign Envelope ID: E53503AA-105A-4F81-9C50-8DA34B59EF50

3.2. You shall provide the Supervisor as much notice as possible if you are unable to attend any part of the internship program.

4. STIPEND

Your internship program is a volunteer activity, and you will not be an employee of Cloudera, therefore, you will not receive salary, wages, or any other compensation. However, Cloudera, at its sole discretion and based on your performance, intends to pay you an amount **Rs. 45,000** (Rupees Forty-Five Thousand only) per month ("**Stipend**", paid in furtherance of studies). The Stipend will be paid by Cloudera at the end of the Internship Term. All payments would be subject to applicable taxes and deductions.

5. CONFIDENTIALITY INFORMATION AND INTELLECTUAL PROPERTY

5.1. In the course of your internship, you may have access to confidential information in relation to Cloudera or its clients. Cloudera expects you not to use or disclose this information to any person either during Internship Term or at any time afterwards.

5.2. You acknowledge that you will assign all rights, title and interest in any and all proprietary rights,

08-Nov-2021

Tanmay Srinath
BMS College of Engineering
Bangalore
Karnataka

Dear Tanmay,

This is your letter for the proposed Internship ("Letter of Internship") between you and WM Global Technology Services India Pvt. Ltd. ("the Company") or its affiliate. The Company provides interns with a supportive environment and the Company hopes that you will find your internship rewarding and enjoyable.

1. Internship

Your start date of internship will be 11-Jan-2022 and the duration of internship shall be 6 (Six) months ("Internship Period") at our Bengaluru, Karnataka, India office.

The purpose of this internship is to inculcate a sense of team work, discipline, develop a sense of leadership and expose you to real-life problem solving methods.

2. Induction and Training

We will provide an induction explaining what the Company does and provide training to assist you to meet the standards we expect from interns.

3. Stipend

Your internship stipend is INR 85,000 (Eighty Five Thousand Only)/-per month. The Company will deduct taxes at source as required under the Income Tax Act, 1961.

4. Supervision and Support

Vice President - CSII, IDC & Fulfillment Technology ("Intern Host") will be your main point of contact during the period of internship. The Intern Host will be your buddy during the course of your internship. You will have regular interactions with the Intern Host for discussing your learning objectives as well as any problems which you may face during the course of your internship.

5. Hours of Internship and Leave

You are required to come for your internship from 9 a.m. to 5.30 p.m. - Monday to Friday. In the event you are unable to attend to your internship, please inform the Intern Host in advance.
Further, you will be entitled to a paid leave of 1 day per month in addition to Saturdays and Sundays and the other public holidays on which the Company is closed for operations.

6. Non-Disclosure of Confidential Information and Product Assignment
You will not at any time, without the consent of the Intern Host disclose or divulge or make public, except under legal obligation, any information regarding the Company's affairs or administration or service carried out, whether the same be confided to you or become known to you during the course of your internship or otherwise.
Your obligations not to disclose Company confidential information are described in more detail in the Non-Disclosure and Product Assignment Agreement ("Agreement"). You understand your internship is conditioned upon your understanding and accepting the terms of that Agreement. Further, you understand the terms of that Agreement continue throughout your internship and beyond, as described in the Agreement.

7. Code of Conduct

We expect you to perform the work plan and achieve the learning objectives set out in the work plan to the best of your ability. During the course of the internship we expect you to be enthusiastic, sincere and diligent. In case of any questions relating to work plan, you should approach your Intern Host who will guide you and address your questions.

8. Discontinuation of Internship

The Company can discontinue your internship by informing you 2 days in advance.

9. General

Upon the discontinuation of your internship or at the end of the Internship Period you will be required to return all memoranda, notes, records or other documents made or compiled by you or made available to you during the Internship Term concerning the business and/or operations of the Company as the same will be the Company's property and shall, if in your possession or under your control, be delivered to the Company at the end of your internship. You shall not use for yourself or others, or divulge to others, any proprietary or confidential information of the Company, obtained by you as a result of your internship, unless authorized by the Company. It is hereby clarified that the Company is not hiring you as an apprentice and therefore the provisions of the Apprentices Act, 1961 and the rules framed there under will not be applicable to your internship.

Further, the Company does not intend to create any employment relationship with you pursuant to this Letter of Internship nor does this Letter of Internship create an obligation on the Company to offer you employment with the Company.

This Letter of Internship will be governed by and construed in accordance with the laws of India.

Please acknowledge receipt and acceptance of this letter by signing, dating and returning this Letter of Internship.

Yours Sincerely,
WM Global Technology Services Pvt. Ltd



Sudeep Ralhan
Vice President, People

Confirmation and Acceptance

I, **Tanmay**, hereby accept to be a part of the Company and will abide by the Code of Conduct, policies, guidelines and the terms/conditions as set forth in this letter.

_____

Name: **Tanmay**

Date:
Father's/Husband's Name:
Date of Birth:
Contact Number & Email ID:

15 February 2022

Tejasvi Shrivastava

H No: 9-94/B, Mallareddy Quarters,
Thorrur- 506163,
Telangana India

Dear Tejasvi Shrivastava

Welcome to an internship at Telstra

Congratulations on being awarded an internship in the team Software Engineering Team at Telstra Global Business Services LLP (**Telstra**). We're so excited that you're joining us on our journey to create a brilliant connected future for everyone!

You can learn more about us from our online site

Before starting with us, we recommend taking a look at our website at www.telstra.com.au. Here you can find information on our purpose, our values and our strategy. A good place to start is the page about Our Company, which looks at our past, present and the future. As you're joining our international business, we suggest you also check out the Telstra Global page, which can provide you with information about what it is we're doing in the international market – particularly in Asia.

We are a values led organisation

At Telstra, we place a lot of importance on values. The values at the heart of our business are:

- Make the complex simple
- Trust each other to deliver
- Show you care
- Find your courage
- Better together

Although you'll hear more about our values once you start with us, we thought it was important to share our values with you because they underpin how we run our business.

To us, they are more than just words – they are the things that we stand for and they guide our thoughts and actions. Being values-led means we are working hard to build a culture where we actively encourage positive patterns of behaviour and discourage others.

We really hope that these values resonate with you personally!

Now for some of the more formal stuff!

Term	Your internship will be for a fixed period commencing on 28 February 2022 and ending on 27 July 2022 (subject to the Termination clause below.)
Nature of relationship	The internship does not constitute an employment relationship, or the offer of such a relationship, between you and Telstra. **[You are not entitled to any form of payment or benefit from Telstra for completion or part completion of the internship.]**
Hours of Work	Telstra's standard hours of work are 9am to 6pm, Monday to Friday. 9 hours per day or 48 hrs per week (excludes period of rest)
Role	Business Trainee
Supervisor	Melanie Kunde in our Software Engineering Team will be looking after you while you're with us.
Location	Telstra ICC Pune Embassy Quadron Business Park Block Q3, Upper ground floor Rajiv Gandhi Infotech Park, Phase II Hinjewadi Pune- 411057 Maharashtra India
Stipend	We will pay you INR 25000 Per Month .This will be paid to you on a pro-rata calendar month basis, usually around the 25th of each month. At the time your internship ceases for whatever reason, you agree and acknowledge that we may, to the extent not prohibited by law, offset any amounts owing by you to us against any amounts otherwise payable to you at that time.
Termination	Your internship automatically terminates at the end of the working hours on the day specified in the Term above. Before the expiry of this Agreement, either party can end this internship by giving not less than one week's written notice to the other party. If either of us ends this internship, we may: • require you to remain on the internship for all or part of the notice period; • not require you to attend for the internship (at all or in part) for all or part of the notice period; or • pay you in lieu of all or part of the notice period (based on your stipend). If you materially breach this Agreement, materially breach *Telstra Policy* or any other circumstance arises which Telstra considers warrants it, we may end your internship summarily without notice or payment in lieu of notice. When your internship ends, or at any time if we ask you, you must return to us all company property in your possession or control.
Company Policies	We have a range of other company policies that will apply to you when working with Telstra. You should familiarise yourself with them when you start with us, as we will expect you to comply with them.

You may come across some confidential and personal information while you're with us

During your internship, you'll be exposed to a broad range of information, some of which may not be publicly available and can be commercially sensitive. This could include new product ideas, customer negotiations, our market intelligence and plans we might have moving forward. You may also come across information about our customers and other personal information.

We ask that you respect our confidential information and the privacy of individuals and please don't share anything you learn during your internship with anyone outside Telstra.

Agreement to assign intellectual property

While working with us, you may get the opportunity to help create documents, processes, diagrams, spreadsheets and other things that give rise to intellectual property rights.

You acknowledge that any intellectual property you develop during your internship will be owned by Telstra and you will help us do anything to give effect to a transfer of ownership.

Data Privacy

By entering into this Agreement, you consent to *Telstra* collecting, using and disclosing your personal information in accordance with the *Telstra Group* Employee and Contractor Privacy Statement, which can be requested or found on the Telstra intranet.

Some other things to keep in mind

Please wear smart casual when you come into the office.

If you're not feeling well during your internship, please make sure you rest up and don't worry about coming into the office. It's important to us that you get better. However, please make sure you let your manager know about any absences so we know why you aren't around.

We're really happy to welcome you to our team and look forward to seeing you very soon, but in the meantime stay in touch with us on LinkedIn, Facebook, and Twitter, for an insight into what we're up to, and all the latest news from Telstra.

Your time is now. Come and connect to a future created by you.

See you soon,



Alex Badenoch
Group Executive
Human Resources

I Tejasvi Shrivastava confirm acceptance of the terms and conditions set out in this Agreement.

Tejasvi Shrivastava
Tejasvi Shrivastava (Feb 16, 2022 21:19 GMT+5.5)
Tejasvi Shrivastava

16-Feb-2022
Date

ATTACHMENT 1 – CONFIDENTIALITY UNDERTAKING

As an intern of Telstra Global Business Services LLP **(Telstra)** and to assist you in providing your services to *Telstra*, we will disclose to you Confidential Information.

Confidential Information means any trade secret, technical knowledge, concepts, ideas, designs, programs, processes, procedures, innovations, inventions, data bases, data surveys, customer lists or information, sales plans or marketing plans, research, software, records or other information concerning *Telstra* or any of their respective customers or suppliers which is secret and confidential (that is, not in the public domain) of which you become aware during your internship with us.

You must keep secret, protect, and preserve the confidential nature and secrecy of, and prevent third parties from gaining access to, all Confidential Information. You must take all reasonable steps to enforce any obligation of confidence imposed by *Telstra,* and the *Telstra Group* and must immediately notify us of any information which comes to your attention regarding any actual or potential disclosure or unauthorised use of or access to the Confidential Information.

You acknowledge that the Confidential Information is the valuable property of Telstra and that you have no proprietary right in that property.

Your obligations under this undertaking continue after the termination of your internship with *Telstra*.

Telstra takes the obligations set out in this undertaking extremely seriously and breaches of these obligations could have serious consequences for you.

Your obligations set out in this undertaking are independent from and in addition to your obligations under the Confidentiality clause in your Internship Agreement or any other document.

Once you have carefully read this undertaking and if you agree to accept the terms set out therein, please sign and date in the space provided below to acknowledge your agreement to the terms of this undertaking.

I, Tejasvi Shrivastava, confirm that I have read and understood and agree to the terms of this undertaking.

Tejasvi Shrivastava
Tejasvi Shrivastava (Feb 16, 2022 21:19 GMT+5.5)

Signature

16-Feb-2022

Date:

July 21, 2021

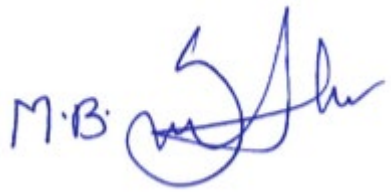
TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Vinay Pandit** was working with us from **May 26, 2021** to **July 21, 2021** as **Intern.**

During this tenure, he conducted himself well and was found to be very sincere. We wish him the very best in his future endeavors.

He worked on the project **"Builds Repository".**

for **Akamai Technologies India Pvt Ltd.**



Sunil Nanaiah MB

Manager - HR Operations

Honeywell Technology Solutions Lab Pvt. Ltd.
CIN: U72200KA1994FTC016379
Survey no. 19/2, Devarabisanahalli village,
Vathur Hobli, Bengaluru East Taluk
Bengaluru-560 103, INDIA.
Tel: +91-80-26588360/41197222
Fax: +91-80-26584750,
Email: HTSL-Communication@honeywell.com
Website: www.honeywell.com

24 February 2022
"The Placement Office"
BMS
Bull Temple Rd,
Basavanagudi, Bengaluru,
Karnataka – 560019.

Dear Placement Officer,

Subject: Project Work

We are pleased to inform that **Yashas Hirethota** from your institute has been selected for pursuing project work with us.

The project would begin from **28th February 2022 to 26th August 2022**. The intern is expected to complete the project within the duration. Project completion certificate will be issued only on completion of the project.

The letter is only valid for the said duration and does not guarantee employment with **Honeywell Technology Solutions Lab Pvt. Ltd.** The trainee may be deputed to any part of India, as we deem appropriate. During this period the trainee would be paid stipend for [redacted] care of all incidental expenses. We will pay this amount by cheque/online Transfer.

During this time frame the trainee would interact with **Kiran Bandla – Sr IT Manager** from our Bangalore office.

Yours Sincerely,

Honeywell Technology Solutions Lab Pvt. Ltd

DocuSigned by:
Neha Puri
F8198C0381B04BB...

07-Mar-2022

Neha Puri
Sr HR Manager

Internship Offer Letter

Date: - 6 December 2021

more information is available on
www.olcademy.com
Email: careers@olcademy.com

Aadesh Rijal
BMS College of Engineering
aadesh.is18@bmsce.ac.in

Dear Aadesh Rijal,

I am delighted & excited to welcome you to OLCADEMY as a **Software Testing INTERN.** At OLCADEMY, we believe that our team is our biggest strength and we take pride in providing internship to ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly *meaningful* internship experience with OLCADEMY.

Internship Start date: 9 December 2021

Your appointment will be governed by the terms and conditions presented in the **Annexure A.**

We look forward to you joining us. Please do not hesitate to call us for any information you may need.

Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!



Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature:

Name:
Date:

Annexure A

You shall be governed by the following terms and condition of service during your internship with OLCADEMY (referred as organization or company hereafter), and those may be amended from time to time.

Request you to send a signed and scanned copy of this offer letter to internships@olcademy.com and cc careers@olcademy.com

1. The roles, responsibilities and duties appropriate to your designation or your internship, will be specified by Company from time to time. Company may at any time, in its sole discretion, upon notice to you, alter or otherwise modify these roles, responsibilities and duties. Further, at any time, you may be required to provide services, directly or indirectly, to Company and its affiliates and their interns, contractors and clients.

2. Your duration of the internship would be of 3 months with 5 working hours each day. During this time, you are expected to devote your time and efforts solely to OLCADEMY work. You are also required to let your mentor know about forthcoming events (if there are any) in advance so that your work can be planned accordingly.

3. You will be working remotely for the duration of the internship. There will be catch ups scheduled with your mentor to discuss work progress and overall internship experience at regular intervals.

4. All the work that you will produce at or in relation to OLCADEMY will be the intellectual property of OLCADEMY. You are not allowed to store, copy, sell, share, and distribute it to a third party under any circumstances. Similarly, you are expected to refrain from talking about your work in public domains (both online such as blogging, social networking site and offline among your friends, college etc.) without prior discussion and approval with your mentor.

5. We take data privacy and security very seriously and to maintain confidentiality of any students, customers, clients, and companies' data and contact details that you may get access to during your internship will be your responsibility. OLCADEMY operates on **zero tolerance** principle with regard to any breach of data security guidelines. At the completion of the internship you are expected to hand over all OLCADEMY work/data stored on your Personal Computer to your mentor and delete the same from your machine.

6. During the appointment period you shall not engage yourselves directly or indirectly or in any capacity in any other organization (other than your college). In the event of breach of this condition, this appointment is liable to be terminated forthwith by the company. In addition, you shall be liable to pay liquidated damages to the Company of an extent estimated by the Company.

7. Under normal circumstances either the company or you may terminate this association by providing a notice of 30 days without assigning any reason. However, the company may terminate this agreement forthwith under situations of in-disciplinary behaviours.

8. You are expected to conduct yourself with utmost professionalism in dealing with your mentor, team members, colleagues, clients and customers and treat everyone with due respect.

9. OLCADEMY is a start-up and we love people who like to go beyond the normal call of the duty and can think out of the box. Surprise us with your passion, intelligence, creativity and hard work – and expect appreciation & rewards to follow.

10. Expect constant and continuous objective feedback from your mentor and other team members and we encourage you to ask for and provide feedback at every possible opportunity. It's your right to receive and give feedback – this is the ONLY way we all can continuously push ourselves to do better.

11. Have fun at what you do and do the right thing – both the principles are core of what OLCADEMY stands for and we expect you to imbibe them in your day to day actions and continuously challenge us if we are falling short of expectations on either of them.

12. This will be an unpaid internship.

13. This will be a work from home internship.

14. You will receive certificate of completion of internship at the end of your internship period.

15. As per the management's discretion you stand an opportunity to receive a letter of recommendation if your performance throughout the internship stays praiseworthy.

16. You stand an opportunity to receive a Pre-Placement Offer subject to your overall performance and management's discretion.

17. Olcademy reserves the right to change the policies or terms of agreement at any point in time and the decision will be binding on the candidate.

18. The Tenure of the internship can be increased or decreased upon mutual consent of both the candidate and the Olcademy management.

19. You will always abide by the company policy for throughout your tenure with the organization.

20. You will be on probation for first 15 days of the internship and your confirmation will be based on your mentor's feedback of your performance in the team.

21. You will always maintain the necessary confidentiality of all the entities related to Olcademy during or after your tenure of internship with the organization.

22. You acknowledge and agree that Company has offered you Internship based on the specific information and records furnished by you or on your behalf. You will provide or arrange to provide any information and/or grant any consent or permission required by Company and/or its agents from time to time to verify any such information and/or records and/or perform any background and/or reference checks. If, at any time, Company believes, in its sole discretion, that there is a discrepancy or inaccuracy in or with respect to any information furnished by you or on your behalf, including any information, documents or certificates provided as a proof of your qualifications and experience, or if you fail to cooperate with Company and/or its agents in conducting such verification and/or

background and/or reference checks, Company may, in its sole discretion, elect to terminate or suspend your internship immediately.

23. Olcademy's Leave policy shall apply to your internship and may be modified by Company at any time, in its sole discretion, upon notice to you.

24. Upon Company's notice to you, if you are in breach of any of the terms contained herein or any of the Company's policies and you have failed to cure such breach within thirty (30) calendar days of notice of such breach.

25. Company may terminate your internship immediately, with or without notice, on the occurrence of:

Embezzlement, intoxication or illegal drug abuse, unauthorized absence in excess of the Company leave policy, unauthorized disclosure or misuse or attempted unauthorized disclosure or misuse of the Company's Confidential Information, gross insubordination, or receipt or attempted receipt of any impermissible rebate, kickback or other similar remuneration or consideration in connection with any potential or existing opportunity for the Company and its affiliates and their interns, contractors and clients;

Engaging in misconduct (willful, intentional or otherwise) during or in connection with the performance of your obligations hereunder or being arrested, charged or convicted in a criminal proceeding or similar proceeding that involves a matter which Company believes, in its sole discretion, may affect the performance of your obligations hereunder, may affect the Company and/or its affiliates and their interns, contractors and/or clients or may otherwise bring the Company and/or its affiliates and their interns, contractors and/or clients any disrepute, whether or not such matter is directly related to the affairs of the Company and/or its affiliates and their interns, contractors or clients; and/or Involvement in any act of moral turpitude.

26. Upon termination or expiration of your internship, for any reason, or as otherwise requested by Company, you will return to the Company:

26.1 Any property belonging to the Company, that is in your possession, custody or control, including but not limited to laptop computer, software, mobile phone, identity card, access card and other devices with details of any passwords or user ids installed therein; and

26.2 All Confidential Information and any Work Product, including any documents and information, and any other documents or any written or machine readable material relating to the business and affairs of the Company or third parties that you have obtained access to by virtue of your internship with the Company, of whatever description or in whatever form, tangible or intangible, in your possession, , custody or control together with copies, notes or summaries of such documents and your own working papers which are derived of or based on such documents or work product.

26.3 After termination or expiration of your internship, you shall not make any representations to any third person, entity or corporation for or on behalf of the Company, including use of the name of the Company or the logo of the Company. You shall also inform all concerned parties, as well as update all your professional references or social media accounts, including but not limited to your LinkedIn and Facebook profile, to reflect that you are no longer associated with the Company in any capacity whatsoever

26.4 During your internship, and thereafter, you shall not make any adverse written or oral statement or take any action, directly or indirectly, which you know or reasonably should know to be disparaging or negative concerning the Company publicly (including on any form of social media) or otherwise, except as allowed or required by law. You shall also refrain from suggesting to anyone that any written or oral statements be made which you know or reasonably should know to be disparaging or negative concerning the Company, or from urging or influencing any person to make any such statement.

26.5 Upon termination or expiration of your internship, for any reason, amounts due or payable, from, or to you by the Company shall be settled in full and an acknowledgment of such settlement shall be recorded in writing.

26.6 Upon termination or expiration of your internship, for any reason, Company shall be entitled to, at its sole discretion, pursue any remedy available in law or in contract to ensure settlement of any amounts owed by you hereunder, including costs and expenses incurred towards your training.

26.7 Any termination of internship or these Terms of Internship by Company shall be without any further liability of Company and its affiliates and their interns, contractors or clients to you or to your successors-in-interest or assigns.

26.8 Company, in cases of data theft, failure to return company property and/or compromise of company confidential information, or any other violation of your obligations under this clause, non-settlement of monetary dues, by the intern, shall be entitled to, at its sole discretion, withhold the relieving letter and all other documents regarding your internship hereunder.

27. Confidentiality

27.1 You agree, as part of your internship hereunder, you will have access, directly or indirectly, to certain Confidential Information of Company and its affiliates and their interns, contractors and/or clients. At anytime during the term of your internship, you agree to execute non-disclosure or similar agreements required by the Company and its affiliates and their interns, contractors and/or

27.2 During the term of your internship and thereafter, you shall:(a) hold the Confidential Information in the strictest confidence; (b) not make known, disclose, reproduce, distribute or use or attempt to use, reproduce, distribute or disclose, the Confidential Information, except as expressly permitted by the Company and solely for the purpose of which such Confidential Information was disclosed to you and you shall also use your best endeavours to prevent any other person from doing so;(c) not disclose or divulge the Confidential Information to or for the benefit any third person or entity without the prior authorization of the Company and you shall also use your best endeavours to prevent any other person from disclosing or divulging such Confidential Information; (d) give prompt notice to Company of any actual or attempted unauthorised use or disclosure of the Confidential Information; and (e) return the Confidential Information, including any copies or reproductions, at Company request or upon termination of your internship. Your obligations under this Section shall remain in effect and survive any termination or expiration of your internship or these Terms of Internship. Company shall be entitled to immediate injunctive relief, claim damages (liquidated or unliquidated) or similar relief and/or take disciplinary action (including but not limiting to termination) upon a potential, threatened or actual breach of this Section by you, including in the event where you take up or attempt to take up internship with or act or attempt to act as consultant or contractor to, any person, who may be a competitor of Company, or take up or attempt to take up internship or contract with any person in a manner that may result in disclosure or misuse of Confidential Information. You agree that any threatened or actual breach of this Section by you is likely to cause the Company substantial and irrevocable damage that is difficult to measure and may not be remedied solely by damages, and if the Company chooses to enforce its right to obtain an injunction from a court restraining such a breach or threatened breach, or specific performance of the provisions of this Section, you hereby waive the adequacy of a remedy at law as a defence to such relief Company's right under this clause is notwithstanding any other right available to the Company under these Terms of Internship or otherwise.

27.3 “Confidential Information” means any proprietary or confidential information, work product(whether produced by

you or other resources of the Company or provided to you by Company or on Company’s and its affiliates’ and their interns’, contractors’ and/or clients’ behalf) designs, business information or plans, inventions, technical data, business strategies, trade secrets or know-

28. You agree that any rights, title and interest whatsoever, including, but not limited to, patents, copyright, trade secret and design rights, mask rights, whether registrable or not, arising or created as a result of the development of and/or

the application of any tangible or intangible work product or materials produced by you during or as a consequence of your internship, whether alone or in conjunction with others and whether during normal working hours or not, including, but not limited to, any invention, design, discovery, improvement, computer program, documentation, or other material which you conceive, discover or create during or in consequence of internship hereunder ("Work Product")shall belong exclusively to the Company. You hereby convey ownership in such rights, title and interest to Company and its affiliates upon inception or development.

29. All Work Product shall constitute a work(s) made for hire under all copyright acts. To the extent that any W ork Product does not constitute a work made for hire under the foregoing laws, you hereby irrevocably assign all worldwide right, title, and interest (including without limitation, patents, copyright, trade secret, trademarks, design rights, contract and licensing rights) in such Work Product to Company and its affiliates. You retain no rights to use the Work Product and agree not to challenge the validity of Company's and its affiliates' ownership in the Work Product. You hereby forever waive all moral rights in the Work Product and any results or proceeds there from, even if after expiration or termination of your internship hereunder. If you have any rights to the Work Product that cannot be assigned to Olcademy or its affiliates, you hereby unconditionally and irrevocably waive the enforcement of such rights and all claims and causes of action of any kind against Olcademy and its affiliates and their interns, contractors or clients with respect to such rights and grant to Olcademy

30. You and its affiliates an exclusive, irrevocable, perpetual, worldwide, sub-licensable, fully paid-up and royalty free license to such Work Product, or part thereof. On termination or expiration of your internship or these Terms of Internship, you will immediately deliver to Company all Work Product, including any parts or copies thereof completed, created and/or prepared up through the date of termination and all copies thereof. agree to, for no further consideration, either during or after the termination of internship hereunder execute any documents and take any other actions reasonably requested by Company and its affiliates and their clients and contractors to achieve the objectives of this Section (including waiver of any such rights including authors' special rights under Section 57 of the Copyright Act 1957). In the event that Company is unable for any reason, after reasonable effort, to secure your signature on any document needed to perfect the title of Company and its affiliates, you hereby irrevocably designate and appoint Company and its duly authorized officers and agents as your agent and attorney in fact to act for and on your behalf to execute, file and verify such documents and to do all other lawfully permitted acts with the same legal force and effect as if executed by you.

31. You agree that you will not violate or attempt to violate the intellectual property rights, interests or title of any third party. Your obligations under this Section shall remain in effect and survive any termination or expiration of your internship or these Terms of Internship. Company shall be entitled to immediate injunctive relief or claim damages (liquidated or unliquidated) or similar relief and/or take disciplinary action (including but not limiting to termination) upon potential or actual breach of this Section by you. Company's right under this clause is notwithstanding any other right available to the Company under these Terms of Internship or otherwise.

32. Company may, in connection with your internship, receive personal data relating to you or third parties associated with you (such as your spouse or children). Such data may be received from you, or from other sources, and some limited personal data maybe recorded directly or indirectly by internal security systems or by other means. Company may process such data for the relevant and limited purposes specified in Company's data privacy policy ("Privacy Policy"), a copy of which is available on request. Further, Company may for these purposes transfer such data to any country in which Olcademy's worldwide organization does business. By signing these Terms of Internship, you consent to the terms and conditions of the Privacy Policy, as maybe modified by Company at any time, and in its sole discretion, upon notice to, and you expressly consent to the following:

    - the processing of your personal data in accordance with the Privacy Policy;

    - the collection and processing of sensitive personal data about you to the limited extent and for the purposes described in the Privacy Policy;

- the transfer worldwide of personal data held about you by the Company to other interns and offices of the Company's worldwide organization and to third parties where disclosure to such third parties is required in the normal course of business or by law; and use of your personal images and voices in marketing material, videos, etc.; and treating any personal data to which you have access in the course of your internship strictly

  in accordance with the Privacy Policy and other Company policies and procedures and not using any such data other than in connection with and except to the extent necessary for the purposes of which it was disclosed to you.

33. The reference to information "about you" or similar references, includes references to information about third parties, such as spouse and children (if any), which are provided by you or on your behalf.

34. During the term of your internship or these Terms of Internship, you will not, directly or indirectly, either alone or jointly with or as manager, agent, consultant or intern of any person, firm or company, engage yourself in any activity or business which could result in direct or indirect competition with the business of the Company.

35. These Terms of Internship and your internship is personal to you and you cannot assign, subcontract or transfer your obligations hereunder to any other person or entity. Olcademy may assign these Terms of Internship, in part or whole, upon notice to you. No delay or failure by Olcademy to exercise any of its powers, rights or remedies under these Terms of Internship will operate as a waiver of such powers, rights or remedies. If any provision of these Terms of Internship is held by any competent authority to be invalid or unenforceable, the validity of the other provisions and the remainder of these Terms of Internship shall not be affected. You shall not make any announcement concerning Company and its affiliates and their interns, contractors or clients without Company's prior written consent and you shall not use or disclose the name, trademark, domain name, service mark, logo or any other intellectual property of Company and its affiliates and their interns, contractors or clients. These Terms of Internship will be construed in accordance with and governed by the Laws of India. These Terms of Internship, together with the offer letter (and any attachments thereto), are the exclusive and entire agreement between the parties relating to its subject matter, and supersedes all prior and contemporaneous discussions, agreements, negotiations, representations, and proposals relating to the subject matter hereof.

I have negotiated, agreed, read and understood all the terms and conditions of this Internship letter as well as Annexure hereto and affix my signature in complete acceptance of the terms of the letter.

Date: Signature:

Place: Name:

Ernst & Young LLP
6th, 12th & 13th floor,
"UB City"Canberra Block,
No.24,Vittal Mallya Road,
Bengaluru-560 001 India.
Phone: +91 80 4027 5000
Fax: +91 80 2210 6000

16 March 2022

Ms. Anjali Yogesh Devaraj
B204,Estrella Terraces,Hulimavu Gate, Bengaluru,
560076

Dear *Anjali,*

Sub: Project Training

We are pleased to offer you Project training in **Technology Consulting** so as to facilitate you to acquire requisite degree of proficiency, competency and work knowledge.

Duration	:	17 March 2022 - 30 June 2022
Service Line	:	Technology Consulting
Stipend	:	21,200 per month
Project Location	:	Bengaluru
Project Mentor	:	Ajay Kamat

Your Project Mentor will brief you on your Project when you join.

At the Project Location city, you are expected to make your own accommodation and travel arrangements, to and from your place of work.

Your working hours will be as per those of the client or as per the office as the case may be. You will not be entitled to any benefits and allowances as applicable to the employees of the Company/Firm. However, the period of training may further be extended if deemed necessary at the sole discretion of the Company/Firm. Your current engagement is only in the capacity of a trainee and shall not be construed to be an employment. Moreover, the current training shall not entitle you to claim permanent employment with either ***Ernst & Young LLP*****,** or the client.

Looking forward to having you with us, and hope you have a rewarding and challenging experience with Ernst & Young LLP.

Please sign and return to us the duplicate copy of this letter in token of your acceptance.

Yours faithfully
For ***Ernst & Young LLP*****,**

Anshula Verma
Authorised Signatory

Signed _____ Date: 16.03.2022

Anjali Yogesh Devaraj

Akamai
Experience the Edge

July 21, 2021

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Anup S Jain** was working with us from **May 26, 2021** to **July 21, 2021** as **Intern.**

During this tenure, he conducted himself well and was found to be very sincere. We wish him the very best in his future endeavors.

He worked on the project **"Project Confluence Pages" , "Jira Scripting and Structure Boards" & "Project Plan Tracking for a Delivery Project".**

for **Akamai Technologies India Pvt Ltd.**



Sunil Nanaiah MB

Manager - HR Operations

Sikshana FOUNDATION
Love of Learning
A Unit of Sivasri Charitable Trust

41, K. R. Road, Basavanagudi
Bengaluru - 560 004, Karnataka

+91 80 26629890
info@sikshana.org
www.sikshana.org

09/06/2022

INTERNSHIP COMPLETION LETTER

This is to certify that **Anusha G Krishna** pursuing 4th Year B.E in Information Science at BMS College of Engineering has completed internship from 01/03/2022 to 06/06/2022. During the internship she developed a Vendor Management Application for Sikshana Foundation using the Django Framework. She interacted with various teams that would be using the application to understand their requirements and was able to successfully fulfill them post extensive testing. She worked on the frontend and backend of the application and made sure that the web application was both mobile and desktop friendly.

She was sincere, hardworking and most of all innovative. Her association with us was very fruitful and we wish her all the best for her future endeavors.

Lt Cdr N Sunil
Chief Operating Officer

CERTIFICATE OF EMPLOYMENT

This is to certify that Mr **Divyansh Singh Rathore** is currently employed at The Cryption Network (https://www.cryption.network) and has been working at this firm since April 2, 2022. He holds the position of a Business Development and Research Intern, and as of June 13, 2022, he is an intern at this firm.



Tejas Chitnis,

CEO and Co-Founder of The Cryption Network

Email: tejas@cryption.network

Company Certificate / Letter

KARKINOS

LETTER OF INTERNSHIP

24th May 2022

Dear Harshit Aiyappa M N,

We are pleased to inform you that you are hereby appointed with us as "Intern" for Karkinos Healthcare.

You are entitled to receive a stipend of Rs. 15,000/- (Rupees Fifteen Thousand) per month.

Duration of your internship is 2 Months.

Please be informed, in case of Non-performance the company has the right to terminate the offer with a one-week notice.

Non-disclosure: All documents, plans, drawings, prints, trade secrets, technical information, Reports, Statements, Correspondence etc., Written or unwritten and also information and instructions that pass through you or come to your knowledge shall be treated as strictly confidential. You shall not utilize them for your own use or disclose to other persons during or after your employment. You will be liable for prosecution for damages for divulgence, Sharing or parting any of such information during or post- course of employment.

Your date of joining will be 1-Jun-2022

During your tenure with Karakinos Healthcare, you are required to follow Company's terms & conditions.

For Karkinos Healthcare Private Limited., Through its authorized signatory _____ __ Name: R.Venkataramanan Designation: Founder/ CEO Date: 24th May 2022	Intern: Harshit Aiyappa M N  _____ __ Intern: Harshit Aiyappa M N Designation: Intern Date: 24th May 2022

Hewlett Packard Enterprise

04-February-2022

Dear Khushi Vedagarbham,

This is with respect to offer letter dated 22nd November 2021 appointing you at Hewlett Packard Enterprise ("HPE" or the "Company") in the position of R&D Intern.

Your date of joining agreed between us was **8th February 2022**

Your revised date of joining is **8th March 2022**

Your revised Internship end date is **2nd September 2022**

Pay & Benefits and all other terms & conditions remain unchanged and shall be applicable upon your joining us.

Please sign and return the copy of the appointment letter as a token of your acceptance. In the event you do not commence your employment on the revised date of joining, the above-mentioned offer letter shall stand revoked and cancelled.

With best regards,

Sd/-
Sailesh A J Menezes
Senior Director – Human Resources

*This is an electronically generated letter and hence does not require a signature.

I accept the above referred Pay and Benefits, and the General terms and conditions of employment

Signature: Khushi Vedagarbham

Name: Khushi Vedagarbham

Date: 04/02/2022

Place: Bangalore

Required fields are marked with an asterisk.

.

PRIVATE & CONFIDENTIAL

February 12, 2022
Mohammed Yaseen Ismail Malik
No.261,12th Main,4th Cross,4th Block
Bangalore, Karnataka
560034

Dear **Mohammed Yaseen Ismail**,

Congratulations! I am thrilled to present you with this formal invitation to join Mast Global Business Services India Private Limited ("**Company**") as **Intern.** Subject to fulfillment of formalities mentioned in this letter, your start date is **February 16, 2022.**

I hope your experience with the Company through the recruitment process has made it clear how thoughtful and careful we are in choosing the right people to become part of our enterprise. Why are we so purposeful? Because it truly matters that we grow our team with people who share our values and who choose us as much as we choose them.

We take getting results seriously. But within the Victoria's Secret family we take *how* we get those results just as seriously. To us, it matters how we play the game. We believe you share that commitment - and that gives us confidence that this is a great fit and that we'll grow together.

Your total stipend would be **INR 30,000.00** per month. The attached **Annexure A** outlines the break-up of total annual remuneration. Tax will be deducted from your total annual remuneration at source in compliance with prevailing tax regulations.

This letter provides you with information you need to accept this offer and details of certain formalities required to be completed in connection with and pursuant to acceptance of this offer.

While the terms and conditions of your employment with the Company will be stated in an employment agreement to be signed by you on the February 16, 2022 **(Employment Agreement)**, for your benefit, we have stated below a summary of certain key terms and conditions. These will be further detailed in and subject to the Employment Agreement.

1. You will be entitled to receive certain amount as guaranteed annual bonus in the month of December of each calendar year.

2. You will initially be employed by the Company at its office in Bengaluru, India.

3. You will be required to comply with all employment rules, regulations, policies and guidelines issued by the Company from time to time, in relation to personal and professional conduct including, but not limited to, non-disclosure of confidential information and privacy guidelines.

4. Finally, please note that:

(i) The Company may conduct your background verification check either by itself and/or through an external agency and the information so collected for the purposes of such background verification check may be retained by the Company and/or such external agency. By signing this letter, you acknowledge and expressly consent to the Company conducting such background verification check and agree to provide all the necessary documents and information required by the Company and/or the agency engaged by the Company and provide all necessary assistance in connection therewith. In case such background verification check is conducted through an external agency, this agency may contact you after you have communicated your acceptance of this offer to us and the details of this external agency employed by the Company for conducting such background verification check will be furnished to you by the Company.

(ii) Further, the Company may also be required to transfer, store or disclose such information to other Company affiliates and/or other third parties in relation to your employment. By signing this letter, you also provide your express consent to the Company and other persons as mentioned above to collect, transfer, disclose, store and/or use the sensitive personal data or information about you.

(iii) Your employment with the Company is subject to successful completion of the background verification check to the satisfaction of the Company. In the event the results of the background verification check are not to the satisfaction of the Company, the Company shall be at liberty to terminate your employment without any notice at its absolute discretion including after acceptance of the offer of employment by you or signing of Employment Agreement.

We want reviewing your offer to be hassle-free, so we're here to answer any questions you may have. Please call our HR partner at +91 80 6674 7100, who can help clarify any part of your offer. Also, once you accept this offer, we'll support you with a comprehensive new hire orientation program, including providing you with even more specific details about benefits of and formalities to be completed for your employment.

I'm so pleased you have shown interest in joining our team. The Company is a great place to build a career, in large part because of the talented and passionate people we work with each day. I hope you'll add your skills, perspective and energy to the family, and I know you'll make a difference.

To accept this offer, please sign a copy of the original letter provided to you, and return a signed copy to the Company at DDeka@mast.com marked to the attention of Recruiters, within 3 (three) days of the date hereof. If we do not receive your acceptance within the above-mentioned 3 (three) day period, this offer shall lapse and shall not be capable of being accepted thereafter.

If you have accepted this offer within the time period mentioned above, but fail to join the Company on February 16, 2022, then notwithstanding your acceptance of this offer, this offer shall be revoked and this offer letter shall stand terminated. You waive your rights to make any claims against the Company in case this offer letter is so revoked and terminated.

This offer letter will be subject to the laws of India and the courts at Bengaluru, India shall have exclusive jurisdiction for any matter in relation to this offer letter.

We look forward to having you on the team and wish you every success in your role!

Sincerely,

Sreekumar Bahuleyan
Mast Global Business Services India Pvt Ltd

I accept this offer as of the date above.

Mohammed Yaseen Ismail Malik

Offer Letter Attachments

Mohammed Yaseen Ismail Malik.pdf

*

Provide your response below

Accept the offer

*

Please use your last name to provide your e-signature in the space provided below.

Signed by:

Signed on:

Captured from IP Address:

Sikshana FOUNDATION
Love of Learning
A Unit of Sivasri Charitable Trust

41, K. R. Road, Basavanagudi
Bengaluru - 560 004, Karnataka

+91 80 26629890
info@sikshana.org
www.sikshana.org

09/06/2022

INTERNSHIP COMPLETION LETTER

This is to certify that **Nidhi Sanjay Singh** pursuing 4th Year B.E in Information Science at BMS College of Engineering has completed internship from 01/03/2022 to 06/06/2022. During the internship she developed a Vendor Management Application for Sikshana Foundation using the Django Framework. She interacted with various teams that would be using the application to understand their requirements and was able to successfully fulfill them post extensive testing. She worked on the frontend and backend of the application and made sure that the web application was both mobile and desktop friendly.

She was sincere, hardworking and most of all innovative. Her association with us was very fruitful and we wish her all the best for her future endeavors.

Lt Cdr N Sunil
Chief Operating Officer

07 August 2021

Ref. No. 1636311

To
Raghav Jindal
House no. 8, Jindal hospital road, Model town
Near Lifeline hospital, Hisar, Haryana
Hisar 125001

Dear Raghav,

Sub: Relieving Letter cum Certificate of Internship

Please be informed that your Internship arrangement with Standard Chartered Global Business Services Private Limited comes to an end from the close of business hours of 21 July 2021.

We further confirm that the term of your Internship arrangement with Standard Chartered Global Business Services Private Limited was from 26 May 2021 to 21 July 2021 and that you have no dues to or from the organization. Your designation at the time of being relieved from the organization was Intern**.**

Please also be reminded that you are obliged under the terms of your Internship Agreement & Group Code of Conduct to maintain the confidentiality of all information which you have come across in the course of your internship with Standard Chartered Global Business Services Private Limited. This obligation will continue even after you leave the services of the organization.

We wish you the best in your future endeavors.

Yours sincerely,



Vijaya Shankar H
Manager - GPS HR Operations
Global People Services

DAIMLER

Offer Letter

Please consider this offer and respond electronically.



Mercedes-Benz

INT/HR/MER0001M24/4427456/2020

March 14, 2022

Sahil Sadik

#328, 1st Floor, 6th Main, 3rd Block

HBR Layout

Bangalore

Karnataka - 560043

Dear Sahil,

Internship at Mercedes-Benz Research and Development India

We are pleased to offer you an internship program in the department of **ITP/IS** for a project at Mercedes-Benz Research and Development India Private Limited(MBRDI), Bangalore.

We take this opportunity to extend a warm welcome to you for being part of MBRDI team, which is a 100% subsidiary of Mercedes-Benz Group AG and was incorporated in November 1996. MBRDI is a reliable and trusted partner, which helps Daimler business units and partner organizations to overcome their research and development challenges.

The details of the internship program are as follows:

Duration:

The duration of your training will be from **March 28, 2022** to **June 30, 2022.**

Compensation:

You will receive **Rs.25,000.00/-** on or before the 5th of every month during your training period.

You will be entitled to use the canteen and transport facilities like all other employees as per the rules,deductions for which will be charged Rs. 3000/- per month.

Joining Formalities:

At the time of joining, please bring with you the copy of the following documents for perusal, along with the certified copies, for our records;

- Age Proof (SSC/School Leaving Certificate)
- Certificate(s) of educational qualifications (A certificate of the last examination passed by you is essential)
- Two recent passport size photographs

Regd. Office:
Whitefield Palms, Plot No. 9
10
EPIP Zone Phase 1, Whitef
Road
Bangalore - 560066
Phone +91 80 6149 5025
Fax +91 80 6149 9512
mbrdi_corp@daimler.com
www.mbrdi.co.in

Mercedes-Benz - is a registered trademarks of Mercedes-Benz Group AG, Stuttgart, Germany

CIN:U74110KA1996PTC0213

Internship Offer Letter

Date: - 8 January 2022

more information is available on
www.olcademy.com
Email: careers@olcademy.com

SAHIL SIGDEL
BMS College of Engineering sahil.is18@bmsce.ac.in

Dear Sahil Sigdel,

I am delighted & excited to welcome you to OLCADEMY as a Software Testing INTERN. At OLCADEMY, we believe that our team is our biggest strength and we take pride in providing internship to ONLY the best and the brightest. We are confident that you would play a significant role in the overall success of the venture and wish you the most enjoyable, learning packed and truly meaningful internship experience with OLCADEMY.

Internship Start date: 10 January 2022

Your appointment will be governed by the terms and conditions presented in the Annexure A.

We look forward to you joining us. Please do not hesitate to call us for any information you may need.

Also, please sign the duplicate of this offer as your acceptance and forward the same to us.

Congratulations!



Akhil Kharbanda

Associate Vice President,
Olcademy (OPC) Pvt. Ltd.
akhilkharbanda@olcademy.com

Acknowledged and Agreed

Signature:

Name:
Date:

Strictly Private and Confidential

Annexure A

You shall be governed by the following terms and condition of service during your internship with OLCADEMY (referred as organization or company hereafter), and those may be amended from time to time.

Request you to send a signed and scanned copy of this offer letter to internships@olcademy.com and cc careers@olcademy.com

1. The roles, responsibilities and duties appropriate to your designation or your internship, will be specified by Company from time to time. Company may at any time, in its sole discretion, upon notice to you, alter or otherwise modify these roles, responsibilities and duties. Further, at any time, you may be required to provide services, directly or indirectly, to Company and its affiliates and their interns, contractors and clients.

2. Your duration of the internship would be of 3 months with 5 working hours each day. During this time, you are expected to devote your time and efforts solely to OLCADEMY work. You are also required to let your mentor know about forthcoming events (if there are any) in advance so that your work can be planned accordingly.

3. You will be working remotely for the duration of the internship. There will be catch ups scheduled with your mentor to discuss work progress and overall internship experience at regular intervals.

4. All the work that you will produce at or in relation to OLCADEMY will be the intellectual property of OLCADEMY. You are not allowed to store, copy, sell, share, and distribute it to a third party under any circumstances. Similarly, you are expected to refrain from talking about your work in public domains (both online such as blogging, social networking site and offline among your friends, college etc.) without prior discussion and approval with your mentor.

5. We take data privacy and security very seriously and to maintain confidentiality of any students, customers, clients, and companies' data and contact details that you may get access to during your internship will be your responsibility. OLCADEMY operates on zero tolerance principle with regard to any breach of data security guidelines. At the completion of the internship you are expected to hand over all OLCADEMY work/data stored on your Personal Computer to your mentor and delete the same from your machine.

6. During the appointment period you shall not engage yourselves directly or indirectly or in any capacity in any other organization (other than your college). In the event of breach of this condition, this appointment is liable to be terminated forthwith by the company. In addition, you shall be liable to pay liquidated damages to the Company of an extent estimated by the Company.

7. Under normal circumstances either the company or you may terminate this association by providing a notice of 30 days without assigning any reason. However, the company may terminate this agreement forthwith under situations of in-disciplinary behaviours.

8. You are expected to conduct yourself with utmost professionalism in dealing with your mentor, team members, colleagues, clients and customers and treat everyone with due respect.

9. OLCADEMY is a start-up and we love people who like to go beyond the normal call of the duty and can think out of the box. Surprise us with your passion, intelligence, creativity and hard work – and expect appreciation & rewards to follow.

10. Expect constant and continuous objective feedback from your mentor and other team members and we encourage you to ask for and provide feedback at every possible opportunity. It's your right to receive and give feedback – this is the ONLY way we all can continuously push ourselves to do better.

11. Have fun at what you do and do the right thing – both the principles are core of what OLCADEMY stands for and we expect you to imbibe them in your day to day actions and continuously challenge us if we are falling short of expectations on either of them.

12. This will be an unpaid internship.

13. This will be a work from home internship.

14. You will receive certificate of completion of internship at the end of your internship period.

15. As per the management's discretion you stand an opportunity to receive a letter of recommendation if your performance throughout the internship stays praiseworthy.

16. You stand an opportunity to receive a Pre-Placement Offer subject to your overall performance and management's discretion.

17. Olcademy reserves the right to change the policies or terms of agreement at any point in time and the decision will be binding on the candidate.

18. The Tenure of the internship can be increased or decreased upon mutual consent of both the candidate and the Olcademy management.

19. You will always abide by the company policy for throughout your tenure with the organization.

20. You will be on probation for first 15 days of the internship and your confirmation will be based on your mentor's feedback of your performance in the team.

21. You will always maintain the necessary confidentiality of all the entities related to Olcademy during or after your tenure of internship with the organization.

22. You acknowledge and agree that Company has offered you internship based on the specific information and records furnished by you or on your behalf. You will provide or arrange to provide any information and/or grant any consent or permission required by Company and/or its agents from time to time to verify any such information and/or records and/or perform any background and/or reference checks. If, at any time, Company believes, in its sole discretion, that there is a discrepancy or inaccuracy in or with respect to any information furnished by you or on your behalf, including any information, documents or certificates provided as a proof of your qualifications and experience, or if you fail to cooperate with Company and/or its agents in conducting such verification and/or

background and/or reference checks, Company may, in its sole discretion, elect to terminate or suspend your internship immediately.

23. Olcademy's Leave policy shall apply to your internship and may be modified by Company at any time, in its sole discretion, upon notice to you.

24. Upon Company's notice to you, if you are in breach of any of the terms contained herein or any of the Company's policies and you have failed to cure such breach within thirty (30) calendar days of notice of such breach.

25. Company may terminate your internship immediately, with or without notice, on the occurrence of:

Embezzlement, intoxication or illegal drug abuse, unauthorized absence in excess of the Company leave policy, unauthorized disclosure or misuse or attempted unauthorized disclosure or misuse of the Company's Confidential Information, gross insubordination, or receipt or attempted receipt of any impermissible rebate, kickback or other similar remuneration or consideration in connection with any potential or existing opportunity for the Company and its affiliates and their interns, contractors and clients;

Engaging in misconduct (willful, intentional or otherwise) during or in connection with the performance of your obligations hereunder or being arrested, charged or convicted in a criminal proceeding or similar proceeding that involves a matter which Company believes, in its sole discretion, may affect the performance of your obligations hereunder, may affect the Company and/or its affiliates and their interns, contractors and/or clients or may otherwise bring the Company and/or its affiliates and their interns, contractors and/or clients any disrepute, whether or not such matter is directly related to the affairs of the Company and/or its affiliates and their interns, contractors or clients; and/or Involvement in any act of moral turpitude.

26. Upon termination or expiration of your internship, for any reason, or as otherwise requested by Company, you will return to the Company:

26.1 Any property belonging to the Company, that is in your possession, custody or control, including but not limited to laptop computer, software, mobile phone, identity card, access card and other devices with details of any passwords or user ids installed therein; and

26.2 All Confidential Information and any Work Product, including any documents and information, and any other documents or any written or machine readable material relating to the business and affairs of the Company or third parties that you have obtained access to by virtue of your internship with the Company, of whatever description or in whatever form, tangible or intangible, in your possession, , custody or control together with copies, notes or summaries of such documents and your own working papers which are derived of or based on such documents or work product.

26.3 After termination or expiration of your internship, you shall not make any representations to any third person, entity or corporation for or on behalf of the Company, including use of the name of the Company or the logo of the Company. You shall also inform all concerned parties, as well as update all your professional references or social media accounts, including but not limited to your LinkedIn and Facebook profile, to reflect that you are no longer associated with the Company in any capacity whatsoever

26.4 During your internship, and thereafter, you shall not make any adverse written or oral statement or take any action, directly or indirectly, which you know or reasonably should know to be disparaging or negative

required by law. You shall also refrain from suggesting to anyone that any written or oral statements be made which you know or reasonably should know to be disparaging or negative concerning the Company, or from urging or influencing any person to make any such statement.

26.5 Upon termination or expiration of your internship, for any reason, amounts due or payable, from, or to you by the Company shall be settled in full and an acknowledgment of such settlement shall be recorded in writing.

26.6 Upon termination or expiration of your internship, for any reason, Company shall be entitled to, at its sole discretion, pursue any remedy available in law or in contract to ensure settlement of any amounts owed by you hereunder, including costs and expenses incurred towards your training.

26.7 Any termination of internship or these Terms of Internship by Company shall be without any further liability of Company and its affiliates and their interns, contractors or clients to you or to your successors-in-interest or assigns.

26.8 Company, in cases of data theft, failure to return company property and/or compromise of company confidential information, or any other violation of your obligations under this clause, non-settlement of monetary dues, by the intern, shall be entitled to, at its sole discretion, withhold the relieving letter and all other documents regarding your internship hereunder.

27. Confidentiality

27.1 You agree, as part of your internship hereunder, you will have access, directly or indirectly, to certain Confidential Information of Company and its affiliates and their interns, contractors and/or clients. At anytime during the term of your internship, you agree to execute non-disclosure or similar agreements required by the Company and its affiliates and their interns, contractors and/or

27.2 During the term of your internship and thereafter, you shall:(a) hold the Confidential Information in the strictest confidence; (b) not make known, disclose, reproduce, distribute or use or attempt to use, reproduce, distribute or disclose, the Confidential Information, except as expressly permitted by the Company and solely for the purpose of which such Confidential Information was disclosed to you and you shall also use your best endeavours to prevent any other person from doing so;(c) not disclose or divulge the Confidential Information to or for the benefit any third person or entity without the prior authorization of the Company and you shall also use your best endeavours to prevent any other person from disclosing or divulging such Confidential Information; (d) give prompt notice to Company of any actual or attempted unauthorised use or disclosure of the Confidential Information; and (e) return the Confidential Information, including any copies or reproductions, at Company request or upon termination of your internship. Your obligations under this Section shall remain in effect and survive any termination or expiration of your internship or these Terms of Internship. Company shall be entitled to immediate injunctive relief, claim damages (liquidated or unliquidated) or similar relief and/or take disciplinary action (including but not limiting to termination) upon a potential, threatened or actual breach of this Section by you, including in the event where you take up or attempt to take up internship with or act or attempt to act as consultant or contractor to, any person, who may be a competitor of Company, or take up or attempt to take up internship or contract with any person in a manner that may result in disclosure or misuse of Confidential Information. You agree that any threatened or actual breach of this Section by you is likely to cause the Company substantial and irrevocable damage that is difficult to measure and may not be remedied solely by damages, and if the Company chooses to enforce its right to obtain an injunction from a court restraining such a breach or threatened breach, or specific performance of the provisions of this Section, you hereby waive the adequacy of a remedy at law as a defence to such relief Company's right under this clause is notwithstanding any other right available to the Company under these Terms of Internship or otherwise.

27.3 “Confidential Information” means any proprietary or confidential information, work product(whether produced by

you or other resources of the Company or provided to you by Company or on Company’s and its affiliates’ and their interns’, contractors’ and/or clients’ behalf) designs, business information or plans, inventions, technical data, business strategies, trade secrets or know-

28. You agree that any Rights, title and interest whatsoever, including, but not limited to, patents, copyright, trade secret and design rights, mask rights, whether registrable or not, arising or created as a result of the development of and/or

the application of any tangible or intangible work product or materials produced by you during or as a consequence of your internship, whether alone or in conjunction with others and whether during normal working hours or not, including, but not limited to, any invention, design, discovery, improvement, computer program, documentation, or other material which you conceive, discover or create during or in consequence of internship hereunder ("Work Product")shall belong exclusively to the Company. You hereby convey ownership in such rights, title and interest to Company and its affiliates upon inception or development.

29. All Work Product shall constitute a work(s) made for hire under all copyright acts. To the extent that any W ork Product does not constitute a work made for hire under the foregoing laws, you hereby irrevocably assign all worldwide right, title, and interest (including without limitation, patents, copyright, trade secret, trademarks, design rights, contract and licensing rights) in such Work Product to Company and its affiliates. You retain no rights to use the Work Product and agree not to challenge the validity of Company's and its affiliates' ownership in the Work Product. You hereby forever waive all moral rights in the Work Product and any results or proceeds there from, even if after expiration or termination of your internship hereunder. If you have any rights to the Work Product that cannot be assigned to Olcademy or its affiliates, you hereby unconditionally and irrevocably waive the enforcement of such rights and all claims and causes of action of any kind against Olcademy and its affiliates and their interns, contractors or clients with respect to such rights and grant to Olcademy

30. You and its affiliates an exclusive, irrevocable, perpetual, worldwide, sub-licensable, fully paid-up and royalty free license to such Work Product, or part thereof. On termination or expiration of your internship or these Terms of Internship, you will immediately deliver to Company all Work Product, including any parts or copies thereof completed, created and/or prepared up through the date of termination and all copies thereof. agree to, for no further consideration, either during or after the termination of internship hereunder execute any documents and take any other actions reasonably requested by Company and its affiliates and their clients and contractors to achieve the objectives of this Section (including waiver of any such rights including authors' special rights under Section 57 of the Copyright Act 1957). In the event that Company is unable for any reason, after reasonable effort, to secure your signature on any document needed to perfect the title of Company and its affiliates, you hereby irrevocably designate and appoint Company and its duly authorized officers and agents as your agent and attorney in fact to act for and on your behalf to execute, file and verify such documents and to do all other lawfully permitted acts with the same legal force and effect as if executed by you.

31. You agree that you will not violate or attempt to violate the intellectual property rights, interests or title of any third party. Your obligations under this Section shall remain in effect and survive any termination or expiration of your internship or these Terms of Internship. Company shall be entitled to immediate injunctive relief or claim damages (liquidated or unliquidated) or similar relief and/or take disciplinary action (including but not limiting to termination) upon potential or actual breach of this Section by you. Company's right under this clause is notwithstanding any other right available to the Company under these Terms of Internship or otherwise.

32. Company may, in connection with your internship, receive personal data relating to you or third parties associated with you (such as your spouse or children). Such data may be received from you, or from other sources, and some limited personal data maybe recorded directly or indirectly by internal security systems or by other means. Company may process such data for the relevant and limited purposes specified in Company's data privacy policy ("Privacy Policy"), a copy of which is available on request. Further, Company may for these purposes transfer such data to any country in which Olcademy's worldwide organization does business. By signing these Terms of Internship, you consent to the terms and conditions of the Privacy Policy, as maybe modified by Company at any time, and in its sole discretion, upon notice to, and you expressly consent to the following:

- the processing of your personal data in accordance with the Privacy Policy;

described in the Privacy Policy;

- the transfer worldwide of personal data held about you by the Company to other interns and offices of the Company's worldwide organization and to third parties where disclosure to such third parties is required in the normal course of business or by law; and use of your personal images and voices in marketing material, videos, etc.; and treating any personal data to which you have access in the course of your internship strictly

  in accordance with the Privacy Policy and other Company policies and procedures and not using any such data other than in connection with and except to the extent necessary for the purposes of which it was disclosed to you.

33. The reference to information "about you" or similar references, includes references to information about third parties, such as spouse and children (if any), which are provided by you or on your behalf.

34. During the term of your internship or these Terms of Internship, you will not, directly or indirectly, either alone or jointly with or as manager, agent, consultant or intern of any person, firm or company, engage yourself in any activity or business which could result in direct or indirect competition with the business of the Company.

35. These Terms of Internship and your internship is personal to you and you cannot assign, subcontract or transfer your obligations hereunder to any other person or entity. Olcademy may assign these Terms of Internship, in part or whole, upon notice to you. No delay or failure by Olcademy to exercise any of its powers, rights or remedies under these Terms of Internship will operate as a waiver of such powers, rights or remedies. If any provision of these Terms of Internship is held by any competent authority to be invalid or unenforceable, the validity of the other provisions and the remainder of these Terms of Internship shall not be affected. You shall not make any announcement concerning Company and its affiliates and their interns, contractors or clients without Company's prior written consent and you shall not use or disclose the name, trademark, domain name, service mark, logo or any other intellectual property of Company and its affiliates and their interns, contractors or clients. These Terms of Internship will be construed in accordance with and governed by the Laws of India. These Terms of Internship, together with the offer letter (and any attachments thereto), are the exclusive and entire agreement between the parties relating to its subject matter, and supersedes all prior and contemporaneous discussions, agreements, negotiations, representations, and proposals relating to the subject matter hereof.

I have negotiated, agreed, read and understood all the terms and conditions of this Internship letter as well as Annexure hereto and affix my signature in complete acceptance of the terms of the letter.

Date: Signature:

Place: Name:

telio

India, 24th January, 2022

Dear **Ms Sangeetha Jayachandran,**

It is my pleasure to extend the following contract offer of employment to you on behalf of Telio R&D India Private Limited.

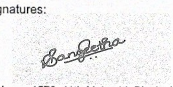
Position	Software Development Engineer Intern
Unit	Technology Division
Reporting Relationship	Report directly to Director of Engineering
Job Description	As per JD regulated by Company with the KPIs will be fixed by Chief Technology Officer after joining
Place of work	Bangalore, India
Hours of work	8 hours/ per day; 40 hours/per week from Monday to Friday
Contract	Internship contract with term 6 months
Commencement date of employment	28th February, 2022
Remuneration package	
- Monthly gross salary	INR 20,000 (INR Twenty Thousand Only)
- Other benefits	Following the regulation and company's policy
- Taxes	You will be responsible for settling all the taxes due to the Government of India.

This offer will be automatically expired in case:

- *The information provided by included but not limited to education, diploma, certificates, relevant working experiences… is not found true and correct*
- *Health condition is under qualified as conclusion by Hospital /Clinics*

We are willing to clarify and provide you sufficient information regarding the terms & conditions proposed in this Letter. Please kindly sign and send it back to us.

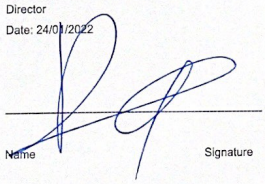
On behalf of Telio, I wish you great success in your career with us!
Signatures:



Address: 1578, 11th Main, 4th Block, Jayanagar, Bangalore, Karnataka, 560011, India

telio

Telio R&D India Private Limited
Bui Sy Phong
Director
Date: 24/01/2022



Name Signature

Date:

Note: Individual documents to be completed & supplied
1. Educational Documents
2. Identity Proof (PAN Card, Passport, Driving License, Voter ID)
3. Proof of Residential Address (Aadhar Card)
4. Passport Size Photograph
5. Canceled cheque (for bank account details)
6. Double vaccination certificate (if any)

Address: 1578, 11th Main, 4th Block, Jayanagar, Bangalore, Karnataka, 560011, India

India, 24th January, 2022

Dear **Mr Syed Mahmood Nabeel Anwar,**

It is my pleasure to extend the following contract offer of employment to you on behalf of Telio R&D India Private Limited.

Position	Software Development Engineer Intern
Unit	Technology Division
Reporting Relationship	Report directly to Director of Engineering
Job Description	As per JD regulated by Company with the KPIs will be fixed by Chief Technology Officer after joining
Place of work	Bangalore, India
Hours of work	8 hours/ per day; 40 hours/per week from Monday to Friday
Contract	Internship contract with term 6 months
Commencement date of employment	28th February, 2022
Remuneration package	
- Monthly gross salary	
- Other benefits	Following the regulation and company's policy
- Taxes	You will be responsible for settling all the taxes due to the Government of India.

This offer will be automatically expired in case:

- *The information provided by included but not limited to education, diploma, certificates, relevant working experiences… is not found true and correct*
- *Health condition is under qualified as conclusion by Hospital /Clinics*

We are willing to clarify and provide you sufficient information regarding the terms & conditions proposed in this Letter. Please kindly sign and send it back to us.

On behalf of Telio, I wish you great success in your career with us!

Signatures:

JNP TRADING W.L.L
جي . ان . بي للتجارة ذ.م.م

INTERNSHIP CERTIFICATE

01st May 2022 **JNP/HR/2022/170**

TO WHOM IT MY CONCERN

This is to certify that **Mr. Wasiullah Khalid** has done his internship as an **IT Consultant** at **JNP Trading W.L.L** , from **01/03/2022 to 30/04/2022.**

We found him sincere, hardworking, technically sound and result oriented.

He worked well as part of a team during his tenure. We take this opportunity to thank him and wish him all the best for his future.

HR Manager
Shakeer Ashraf

JNP TRADING W.L.L
جي . ان . بي للتجارة ذ.م.م
ص . ب ٢٠٤٣٧ - الدوحة - قطر
P.O. Box : 20437- Doha - Qatar

Decemeber 6, 2021

Yukta Maurya
Okni, Raja Bangla Road,
Hazaribagh, Jharkhand – 825301

Dear Yukta,

We are pleased to confirm our verbal offer for the position of Intern in Engineering Development Group.

Due to the emergency actions taken as a result of the COVID-19 pandemic, you will be required to work remotely. Should normal operations be reinstated at The MathWorks, and you are comfortable relocating at any time during your internship, you will receive a one-time relocation bonus of Rs. 10,000 (gross) to cover your travel. This will be paid at the time of your first paycheck once you move to Bangalore area. In addition, we also provide two weeks of temporary living.

In the event your internship ends before the agreed date, you will be required to repay all relocation bonus paid to you. You authorize The MathWorks to withhold all or part of the repayment amount from any salary payments owed to you at the time of termination.

During the weeks prior to your start date, you will receive two emails from Workday (our Human Resource system), with your user name and temporary password. Please login and follow the instructions under "Getting Started at MathWorks", to complete a number of essential steps prior to your first day.

We look forward to welcoming you to The MathWorks and trust that you will find your internship both challenging and rewarding. We anticipate that you will start on February 07, 2022. Please respond by December 8, 2021 and indicate your acceptance by signing this Cover Letter, the Contract of Employment and Annexure, using Adobe sign.

Sincerely,

Kumar Bakthavatchalu,
Director - Finance and Operations, India

Written Signature for the Company	Date
yukta maurya	Dec 6, 2021
Electronic Signature by the Employee	Date
Written Signature by the Employee	

MathWorks India Private Limited
7th, 8th & 9th Floor Trillium Building,
Blocks I&J, Embassy Tech Village,
Outer Ring Road,
Bangalore 560103
IIndia

Tel: +91 80 6632 6000
Fax: +91 80 6632 6010
www.mathworks.in

CIN: U72200KA2008FTC045050

Fourth Floor, Statesman House
Barakhamba Road
New Delhi – 110001
India

Vatika Business Center
Level 5, C - Wing
Panchshil Tech Park One
Airport Road, Yerwada
Pune – 411006
India

#FID-2651660
Date: Nov 16, 2021

Shreyanshi Srivastava
BMSCE Bangalore

PRIVATE, PRIVILEGED & CONFIDENTIAL

Dear **Shreyanshi,**

SUB: OFFER OF STUDENT'S INTERNSHIP

This has reference to your application dated **Oct 14, 2020,** requesting for permitting you to undergo Internship in Fidelity Business Services India Private Limited (herein after referred to as "company") at Bangalore to fulfill the requirement of the course you are pursuing. The Company reserves the right to transfer you to any of its locations which will be communicated to you.

We are pleased to inform you that you have been selected for undergoing Internship in our Organization as an Intern on the following terms and conditions:

1. **NATURE OF INTERNSHIP:**

You will undergo on the job training in our establishment which would give you adequate exposure to undertake projects and would enhance your knowledge and ability to analyze and evaluate the different aspect of the Project. You will be assigned a mentor who will guide you through your Internship at Fidelity Business Services India Private Limited. Your mentor will assign projects and/or responsibilities and you are expected to work closely with your mentor during the period of Internship.

2. **DURATION OF INTERNSHIP:**

The duration of Internship will be for a period of **5 months** from the date of commencement of the Internship at the Organization. Unless the Company extends the period of your Internship, in writing, your Internship shall automatically stand terminated at the expiry of the Internship period of **5 months** or extended period of Internship.

3. **SCHOLARSHIP:**

You will be paid a scholarship of **Rs. 35,000/-** per month. You will receive your scholarship amount at the end of every month, pro-rated for the time served in a calendar month.

4. **DATE OF COMMENCEMENT OF INTERNSHIP:**

In case the above terms and conditions are acceptable to you, you are required to return the duplicate copy of this letter of engagement duly signed not later than **Dec 10, 2021** and report for Internship on **Jan 24, 2022.**

Digitally signed by Eswara, Aiyappa
Date: 2021.11.23 18:41:39 IST

5. OTHER TERMS & CONDITIONS:

5.1 The program may be extended to enable you to enhance your functional skill, at the discretion of the company.

5.2 During the Internship or after completion of thereof you shall not divulge, disclose or impart to any person/any organization, any trade secret or any information whatsoever concerning the business, finances or any dealings, transactions or affairs of the company which may come to your knowledge during the course of Internship.

5.3 You will be subject to the rules and regulations of the company in force from time to time.

5.4 The offer of student's Internship is on the understanding that all the information given by you in your application form is correct, true and complete. If it is found that at any time the information given by you in the application form is not correct and true and or you have knowingly suppressed any information, the company will have right to discontinue your Internship at any time and without any notice or compensation.

Please note that this offer is contingent upon the successful completion of the background investigation process.

If the above terms and conditions are acceptable to you, please return the duplicate copy of this letter after affixing your signature at the appropriate place in token of your acceptance of the above terms and conditions.

Yours faithfully,

For **Fidelity Business Services India Private Limited**

Authorized Signatory

Digita
by Es
Aiyap
Date:
2021.
18:41

#FID-2651660
Date: Nov 16, 2021

Shreyanshi Srivastava
BMSCE Bangalore

PRIVATE, PRIVILEGED & CONFIDENTIAL

Dear **Shreyanshi,**

SUB: OFFER OF STUDENT'S INTERNSHIP

This has reference to your application dated **Oct 14, 2020,** requesting for permitting you to undergo Internship in Fidelity Business Services India Private Limited (herein after referred to as "company") at Bangalore to fulfill the requirement of the course you are pursuing. The Company reserves the right to transfer you to any of its locations which will be communicated to you.

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Digital
by Esv
Aiyapp
Date:
2021.1
18:41:

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If the above terms and conditions are acceptable to you, please return the duplicate copy of this letter after affixing your signature at the appropriate place in token of your acceptance of the above terms and conditions.

Yours faithfully,

For **Fidelity Business Services India Private Limited**

Authorized Signatory

ENDORSEMENT

I, accept the terms and conditions stipulated in the above letter of engagement.

I shall report for undergoing Internship on…….

PLACE:

DATE: **(Signature)**

Digitall
by Esw
Aiyapp
Date:
2021.1
18:41:

Rohan Dave, you are signed in.
My Account Options

Sign Out

JOB SEARCH

MY JOBPAGE

OFFERS

Offer has been accepted

Printable Format

STRICTLY PRIVATE & CONFIDENTIAL

February 18, 2022
Rohan Jitendra Dave
GF 1A, Sabari Nest Apartment,
Opp. Vinayaka Vidyalaya, Sri Guru Raghavendra
Nagar, J P Nagar
Bangalore

SUBJECT: Internship Letter

Dear Rohan,

Thank you for investing your time to pursue an opportunity with Schneider Electric. We are delighted in offering you an internship with

Schneider as an "**Intern**".Following are the terms and conditions connected with your Internship:

1. **Compensation & Benefits:**

During the period of internship, you will receive a stipend of Rs. **300,000.00**/- per annum. Stipend would be monthly credited to your bank account on pro rata basis for the duration of your internship.You will not be entitled to any other allowances or benefits during this period.

2. **Internship Conditions:**

Your internship will be governed by general service conditions as below:

a) **Internship Period:** The internship shall be for a period of **6 Months** starting **March 14, 2022**. During the internship, you will be under the Guidance of **Prajakta Kulkarni** at Schneider Electric.

b) **Working Hours:** The regular working hours will be from Monday to Friday starting from 8:00 a.m. to 5:00 p.m.

c) **Leave:** You will be entitled for one day leave, each month during the period of internship. Leave can be availed based on the approval of the concerned Manager.

d) **Code of Conduct:** You are expected to operate with the highest degree of initiative, economy, efficiency and responsibility. You will at all time act bearing in mind the best interests of the company.

e) **Termination:** During the internship period, however, the company has the sole right to terminate your services without giving any

TechCiti Software Consulting Private Limited

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email**: info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2022-2023/HRD/INT3914

Date: 04th July, 2022

TO WHOMSOEVER IT MAY CONCERN

We would like to inform you that Mr. **Prajwal H V** has successfully completed his internship with our company, he has been working on the project title: **"Fuel Economy Prediction"** from 01-04-2022 to 31-05-2022 as "Machine Learning-Intern".

We have found him to be a self –starter who is motivated, duty-bound and hardworking. He has worked sincerely on his assignments and his performance is at par excellence.

We wish him all the best for his future endeavors.

Sincerely,

TECHCITI SOFTWARE CONSULTING PRIVATE LIMITED ★ BANGALORE

Manager
Human Resources Department
TechCiti Software Consulting Private Limited

Nokia Networks

Date: **24-02-2022**

Ref: **22000002NQ**

Prasanna H
Bangalore

Telephone: +91 (124) 4504 000
Direct fax: +91 (124) 4504 999

Nokia Solutions and Networks
India Pvt. Ltd.
(Formerly known as Nokia
Siemens Networks Pvt. Ltd.)

7th Floor, Tower A, Building No.
9A
DLF Cyber City, Phase - III
Gurgaon - 122002
Haryana (India)

Corp Identity No.
U72900DL2006PTC155149

Dear Prasanna H,

With reference to your application and the subsequent interview, we have pleasure in offering you an appointment as **Student Trainee** in **Job Grade- 5** on a fixed term contract till **30-06-2022** in Nokia Solutions and Networks India Private Limited ("Company"), India. The terms and conditions of your appointment are as follows:

1 Enrollment and Reporting

1.1 You are required to join us on **09-03-2022**. The fixed term contract will automatically come to an end at the close of working hours on **30-06-2022**. The terms and conditions of your appointment shall be effective from your date of joining.

1.2 This offer is valid for 7 calendar days from the date of offer or your date of joining in the organization whichever is latest. Please indicate your acceptance of this offer and the said terms & conditions by signing and returning the duplicate copy of this letter upon receipt of the letter.

1.3 You will initially report to **Prakash Goyal,** however your reporting is liable to change at the sole discretion of the company.

1.4 Your training period is subject to your being found medically fit by a Doctor designated by the Company. The Management has the right to get you medically examined by any Certified Medical Practitioner during the period of your service with us. In case you are found medically unfit to continue with the training period, you will lose your lien on the training period. Further details for the same are included in Annexure 5.

1.5 This offer is subject to and conditioned upon the truthfulness of the representations you have made to the company during the recruitment process. Company reserves the right to initiate background verification posts your acceptance of this offer. If from the results of this background verification, or at any time during your training period, it emerges that the particulars furnished by you are false/incorrect or if any material or relevant information has been suppressed or concealed, this appointment will be considered ineffective and irregular and would be liable to be terminated by the management forthwith without notice. This will be without prejudice to the right of the management to take disciplinary action against you for the same.

Regd. Address:
Nokia Solutions and Networks
India Pvt. Ltd.
1507, Regus Business Center,
Eros Corporate Tower Level 15,
Nehru Place, New Delhi-110019
India

© Nokia Solutions and Networks 2021

1.6 We are also enclosing a personal data form which you need to fill and send back with the signed copy of this offer contract. Upon receiving this letter, please get in touch with us in case you need any clarification and confirm your date of joining. Also, bring with you the documents detailed in Annexure 4, supporting your credentials for this training period with the company.

2 Initial posting and transfer

2.1 Your initial place of posting will be in **Bangalore.** However, at the sole discretion of the management of the Company ("Management"), you will be liable to be transferred /deputed from one place to another anywhere in India or abroad and/or from one department to another or from one establishment to another and/or to any other concern including to any of Company's affiliates, associates, group companies and/or entities in which the Company may be having any interest whether existing or which may be set up infuture.

3 Training Period

3.1 You shall be on training for the period as mentioned above in clause 1.1. This training will automatically come to an end on the expiry of the stated period.

4 Emoluments and Taxes

4.1 Your Total Target Cash (TTC) will be **Rs. 300,018.00 /-** per annum. A detail of your remuneration is provided in Annexure 2 & 3 annexed hereto.

4.2 You shall be solely responsible for paying any taxes, direct or indirect, state or local, whether payable in Indiaor elsewhere, which may result from your remuneration. The Company shall be entitled to deduct from your remuneration, income-tax, other taxes and levies which it is liable to deduct at source.

5 Benefits entitlements

5.1 The details of your current benefits and compensation details are annexed to this offer contract.

5.2 You will be eligible for Medical and life insurance and related benefits as per company rules and regulations as prevalent from time to time.

5.3 As a Trainee, you will not be covered under any of the Labor legislations concerning welfare of the workmen / employees except legislation concerning Employee State Insurance Act and Provident Fund, as applicable to the establishment.

5.4 Your "Training hours" will be in shifts with half an hour break during the day for lunch. However, it may be necessary to extend these hours, or require your attendance at different times or week days depending on work demands; the same will be communicated to you by your manager from time to time.

5.5 Company will have twelve (12) days of declared holidays in a calendar year. The complete list of holidays for each calendar year is announced in December of the previous year.

6 Termination

6.1 During the training period, either party is free to terminate this contract without assigning any reason therefore by giving notice of such intent for a period of 15 days written notice. Ordinarily, the Company requires that you serve the full 15 days notice prior to leaving the services of the Company failing which the Company shall deduct 15 days salary from the final settlement amount. Based on satisfactory handover, however, the Management at its sole discretion may relieve you in advance of the full notice period.

6.2 Notwithstanding the above, the Company may terminate this Contract in any of the following events:

© Nokia Solutions and Networks 2021

6.2.1 You are guilty of serious misconduct including but not limited to moral turpitude;

6.2.2 You neglect your duties;

6.2.3 If you absent yourself without leave or remain absent beyond the period of leave originally granted or subsequently extended, you shall be considered as having voluntarily abandoned your training period without giving any notice unless you return to work within eight (8) days from the commencement of such absence and give an explanation to the satisfaction of the Management regarding such absence including submission of medical certificates as required;

6.2.4 You are in breach of your obligations of confidentiality to the Company; or

6.2.5 You do not comply with instructions or regulations imposed by the Company or any of the terms and conditions of your contract with the Company.

6.2.6 Any other reason as mentioned in the disciplinary policy of the Company in force from time to time.

6.3 Upon termination of your training period, you shall immediately return to the Company, any and all documents, manuals, documented confidential information (without making any copies thereof and/ or extracts there from), kits and other property belonging to the Company that may be entrusted to and/ or placed in your possession by virtue of and/ or during the course of your employment with the Company. You shall also deliver to the Company immediately all notes, analyses, summaries and working papers relating thereto.

6.4 You shall also be required to clear all dues and formalities in respect any Company facility such as leased accommodation, leased car, loan, joining bonus and other amounts that you may be required to refund as per Company policy prior to leaving the services of the Company. In the event you fail to settle accounts, complete necessary formalities or otherwise clear your dues, the Company reserves the right to initiate appropriate legal action for recovery of dues at your risk and cost.

7 General employment obligations

7.1 During your training period with us, you shall not be engaged, concerned or interested directly or indirectly in any other occupation, business or employment whatsoever (either for remuneration or on a honorary basis), and shall devote your whole time, attention and abilities exclusively to the performance of your duties and shall faithfully serve the Company and use your best endeavor to promote the interest and business thereof.

7.2 During the period of training the performance of the trainee will be periodically assessed and for such purpose the trainee may be required to appear for tests from time to time.

7.3 You shall be governed by the service rules and regulations of the Company, as amended by the Management, from time to time including the Code of Conduct, the terms of which are hereby incorporated by reference. You shall abide by and carry out operational instructions/procedures as contained in the Company's guidelines and other administrative instructions as may be issued by the Management from time to time.

7.4 You will be responsible for the safe custody of all documents, manuals and kits and other property belonging to the Company that may be entrusted to and/ or placed in your possession by virtue of and/ or during the course of your training period with the Company.

7.5 You shall ensure successful and timely completion of any job / work assigned to you. You would adhere to the norms of office discipline including working hours, systems and procedures.

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7.6 You shall keep the Management informed of your latest postal address at all times and intimate in writing in case of change of address. Any communication sent to you by the Management on your last known address (as intimated by you) shall be deemed to have been duly served notwithstanding the fact that you have changed your address.

7.7 Non-Solicitation: You agree that for a period of three (3) months after termination or expiration of your training period with the Company, regardless of the reason for termination, you shall not directly or indirectly, solicit for training, or advise or recommend to any other person that you employ or solicit for training, any person employed at that time by the Company, or by any related corporations in any business thereof in which you have been engaged in this training scheme.

7.8 Non-Compete: It is the Company's policies to conduct its affairs in strict compliance with the letter and spirit of the law and to adhere to the highest principles of business ethics and encourage all employees to avoid all conflict of interest in any form or manner. Accordingly all employees must avoid activities that are in conflict, or give the appearance of being in conflict, with these principles and with the interests of the Company.

7.8.1 During the training period and for a period of three (3) months following termination of training period, you will not, directly, or indirectly, work for, own, invest in, direct, or aid any company or person engaged in competition with the Company. A company or person is in competition with the Company if it solicits business, performs services, or delivers goods that are competitive to the Company, its customers, or its prospective customers.

7.8.2 The above clause pertaining to non-competition shall be enforced to the fullest extent permissible under the applicable law.

7.9 Non-Disclosure: You acknowledge that the Company owns an exclusive proprietary interest in certain confidential information and that such confidential information constitutes valuable commercial and industrial secrets of the Company. You acknowledge and agree that the misuse or unauthorized disclosure of any confidential information would constitute an act injurious to Company and that the unauthorized disclosure or use of any confidential information may adversely affect the Company's business, competitive position and goodwill.

7.9.1 Your confidentiality obligations extend to all information of a confidential nature obtained or derived from the Company's customers or prospective customers.

7.9.2 In view of the Company's business relationship with different competing customers, you hereby covenant not to discuss any customer-related information nor share any customer data or techniques with other employees working on projects or accounts of another competing customer. You will take all necessary measures to protect the confidentiality of all information relating to the customer account for which you are responsible or to which your work relates, as well as any and all relevant data in your custody.

7.9.3 You hereby covenant not to mention anything about any competitors of the customer when communicating with the customer. You agree to keep all discussions on matters relating to the specific account within the account team, and that this applies for all communication between all levels of the Company organization.

7.9.4 You also agree not to take or remove from the premises without prior authorization in writing any original or copied material including any document, specification, drawing, diagram, plan, list, magnetic medium or any article relating to the Company's interests, secrets, or products, past, present or future, except where by virtue of the nature of your duties you are acting in the Company's interest and consent for such action would not reasonably have been expected to be withheld.

7.9.5 Under any or all circumstances, you agree not to make any public statements nor press releases about the customer account or project you are assigned to work on or are working on or about any competitors of that customer, without written authorization from the Company.

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7.9.6 If, during the term of training, you breach or violate any of the terms set out in this clause, you agree that this shall be sufficient cause for the Company to terminate this Contract. You acknowledge and agree that the termination of this Contract shall be without prejudice to any other legal remedies that the Company may have against you.

7.9.7 You agree that upon the termination of your training period with the Company for any reason whatsoever, whether such termination was made voluntarily or involuntarily by you, with or without cause, you will immediately return to the Company any and all property, customer lists, information, forms, formulae, plans, documents or other written or computer material, software or hardware, or copies of the same, belonging to the Company or any related companies of the Company within your possession or made or compiled or delivered to you during your training period, and will not at any time thereafter copy or reproduce the same.

7.9.8 You agree that the covenants and undertakings relating to non-disclosure that you have given herein shall continue regardless of the termination of your employment howsoever caused until such confidential information becomes part of the public domain.

7.10 Use of Company Marks: You agree that you will not retain or use, for your account or any other account, at any time, any trade names, trademarks, service mark, or other proprietary business designation used or owned in connection with the business of the Company, or any of the related corporations of the Company. For clarity, it is hereby declared that ownership and title to all of the aforesaid properties shall at all times be vested in the Company, or its related corporations, as the case maybe.

7.11 Employment Invention: You shall disclose to the Company promptly in writing any invention (the word invention is to be understood to mean anything which might be capable of protection, in any country, against copying bya patent, a registered design, copyright, or otherwise) which may occur to you either alone or in conjunction with any other person during your training period with the Company, with the exception of inventions which you know to be not applicable to the field of activity of the organization. The company shall be entitled to get such invention(s) /patent.

7.11.1 You shall inform the Company at the commencement of your training period with the Company of all inventions previously made by you is not precluded by contract from disclosing to the Company and for which an application for a patent or for a registered design has not yet been made.

7.11.2 The Company will be free to adopt any of the employees' inventions to the Company at the commencement of your training period with the Company and conceived during your training period with the Company, and to assign to others the right to adopt it, and the Company will be absolutely entitled to any industrial or commercial protection rights anywhere in the world including rights arising from the obtaining of the letters of patent or design registration in respect of such invention. The Company will notify to the employee if and to what extent the Company will adopt the said rights.

7.11.3 You shall on the request of the Company execute any necessary assignment, application form or other documents necessary for obtaining any protection right, which the Company will choose and you shall assist the Company if called upon to do so to obtain at the Company's cost, such protection right.

7.11.4 You shall treat all information relating to such invention as confidential and disclose it only to his superiors or any such person as your superiors direct. The employee shall not publish, except with the written consent of the Company, any information in relation to any such invention.

7.11.5 You agree that all inventions, designs, improvements, writings, and discoveries made during your training period and pertaining to the business conducted by the Company shall remain the exclusive property of the Company. You shall assist the Company in obtaining patents and copyrights on all such inventions, designs, improvements, writings and discoveries deemed suitable for patent and copyright by the Company, and shall execute all documents and all necessary actions to obtain the patents and copyrights, and vest the Company with full and exclusive title thereto, and protect same against infringement by others.

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7.12 Conflict of Interests: By joining the services of the company you confirm that you have disclosed fully to the Company any business interests or circumstance that conflict with the Company's interests. You agree to disclose immediately to the Company any conflict of interest between the Company and you or any immediate relatives that may arise during your employment. You are required to sign our standard conflict of interest disclosure form. You acknowledge that you have read, fully understand and agree to abide by, the terms and conditions of this disclosure shall form part of this present employment agreement.

8 Governing Law and jurisdiction

This offer shall be governed and construed in accordance with the laws of India. It is agreed that any dispute of whatsoever nature between you and Management will be subject to exclusive jurisdiction of courts of Delhi whether they be civil courts, labor courts, industrial tribunals or any other courts or authority of whatsoever nature

In case this offer is acceptable to you, please sign the duplicate copy of this letter and return to us as a token of your acceptance of the terms and conditions of contract offered to you.

for Nokia Solutions and Networks India Private Limited



Manu Dua
Human Resources

I have gone through the aforesaid terms and conditions / terms of appointment and have fully understood the same. I hereby accept the offer on the terms and conditions stated herein above.

Dated: _____

_____
Prasanna H

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NOKIA

Annexure 1

CONFLICT OF INTEREST DECLARATION FORM

Nokia Solutions and Networks' ("Company") Code of Conduct and the Global Employment Guideline define the rules and guiding principles for ethical behavior that all Nokia Solutions and Networks employees are expected to follow. One of the principles is related to "Conflict of Interest". It is the policy of Nokia Solutions and Networks to address how conflicts of interest involving employees of the Company should be identified, disclosed and managed. This form is designed to identify and disclose known conflicts of interest in an effort to properly manage them.

A "conflict of interest" exists when:

(a) an individual's personal or familial interests interfere, or appear to interfere, with the individual's independent judgment on behalf of Nokia Solutions and Networks; or

(b) a relationship is not in the best interests of Nokia Solutions and Networks, or has an appearance of not being so.

A conflict of interest can arise when an employee has interests that may impair the individual's ability to carry out responsibilities and duties to the Company objectively. Conflicts of interest may also arise when an employee receives an improper personal benefit as a result of his/her position in the Company, such as self-dealing or taking advantage of a corporate opportunity for personal gain or benefit.

In some cases the external activities of an employee, such as consulting, outside employment, public service, pro bono work, or serving as an officer of an external entity, even without compensation, can result in actual or apparent conflict of interest regarding the employee's commitment of time to his/her employment with Nokia Solutions and Networks.

All Nokia Solutions and Networks employees must, therefore, avoid any activity that leads to actual or apparent conflict of interest and report when a conflict of interest or the appearance of it exists.

Please tick the appropriate box(es) and complete the information requested if any of these sections apply to you:

1. I am an officer, director*, trustee, partner (general or limited), employee, or regularly retained worker/consultant/agent with a company, firm or organization which is a customer, contractor, supplier or competitor of Nokia Solutions and Networks. I am involved in or am in a position of influence over the team/business unit/function in Nokia Solutions and Networks who is conducting business with the company, firm or organization.

If affirmative, please list here or on a separate sheet (to be attached to this Declaration Form):

a) thenamesofallcompanies,firmsororganizationsinwhichyouareanofficer, director,trustee,partner(general or limited), employee, or regularly retained worker/consultant/agent; and

b) the nature of the business which Nokia Solutions and Networks is currently conducting with these companies, firms or organizations.

* The term, "director", in this section, refers to a role which has the authority to bind a non-Nokia Solutions and Networks company, firm or organization as a decision-maker or advisor, and does not refer to a statutory and/or executive board member

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or a committee member of a non-Nokia Solutions and Networks company, firm or organization. Statutory and executive board and committee memberships and the like are governed by the Nokia Solutions and Networks Standard Operating Procedure (SOP) on External Board Memberships for Nokia Solutions and Networks employees. Employees are advised to consult this SOP before they take on any memberships in boards of directors, external committees or other governing bodies, or if they intend to publish their writings about Nokia Solutions and Networks or its business.

2. I have shares in the paid-up capital exceeding 5%* in one or more companies, firms or organizations which currently are customers, contractors, suppliers or competitors of Nokia Solutions and Networks. I am involved in or am in a position of influence over the team/business unit/function in Nokia Solutions and Networks who is conducting business with such companies, firms or organizations.

If affirmative, please list here or on a separate sheet (to be attached to this Declaration Form):

a) the names of these companies, firms or organizations; and

b) the amount of shares you have in each of them.

3. I have direct or indirect financial interest(s) in one or more customers, contractors, suppliers or competitors of Nokia Solutions and Networks and my financial interest(s) does/do not fall within any of the sections in this Conflict of Interest Declaration Form (e.g. provision of loans or other financial support). I am involved in, or, am in a position of influence over, the team/business unit/function in Nokia Solutions and Networks who is conducting business with such customer(s), contractor(s), supplier(s) or competitor(s) of Nokia Solutions and Networks.

If affirmative, please list here or on a separate sheet (to be attached to this Declaration Form):

a) the names of these customers, contractors, suppliers or competitors of Nokia Solutions and Networks;

b) the nature of the business which Nokia Solutions and Networks is currently conducting with them; and

c) the nature of your financial interest in them.

*Where local laws proscribe lower thresholds (i.e. less than 5%), then local laws will prevail; otherwise the threshold of 5% in this

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Conflict of Interest Policy prevails.

4. I know or am aware that a member(s) of my immediate family (e.g. spouse, parents, siblings, aunt, uncle or children) or other relative or other close personal connection, is an officer, director, trustee, partner (generalor limited), employee or regularly retained worker/consultant/agent with a customer, contractor, supplier or competitor of Nokia Solutions and Networks, and I am involved in, or, am in a position of influence over, the team/business unit/function in Nokia Solutions and Networks who is conducting business with such customer(s), contractor(s), supplier(s) or competitor(s) of Nokia Solutions and Networks.

If affirmative, please list here or on a separate sheet (to be attached to this Declaration Form):

a) the names of these customers, contractors, suppliers or competitors of Nokia Solutions and Networks; and

b) the nature of the business which Nokia Solutions and Networks is currently conducting with them.

5. I know or am aware that one or more member(s) of my immediate family (e.g. spouse, parents, siblings, aunt, uncle or children) or other relative(s) or other close personal connection(s), have direct or indirect substantial* financial interest(s) in one or more customers, contractors, suppliers or competitors of Nokia Solutions and Networks and I am involved in, or, am in a position of influence over, the team/business unit/function in Nokia Solutions and Networks who is conducting business with such customer(s), contractor(s), supplier(s) or competitor(s) of Nokia Solutions and Networks.

If affirmative, please list here or on a separate sheet (to be attached to this Declaration Form):

a) the name(s) of these customers, contractors, suppliers or competitors of Nokia Solutions and Networks;

b) the nature of the business which Nokia Solutions and Networks is currently conducting with them; and

c) where legally permissible, the nature of your family member's or members' interest(s) in them.

* A "substantial financial interest", in this section, refers to the ownership of shares or stock in, and/or the provision of loans and/or other financial support to, a company, firm or organization which currently is a customer, contractor, supplier or competitor

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of Nokia Solutions and Networks.

6. I know or am aware that one or more member(s) of my immediate family (e.g. spouse, parents, siblings,aunt, uncle or children) or other relative(s) or other close personal connection(s), are currently employed in office(s) or position(s) in the government (national, federal, local or provincial) or as civil servant(s) in a department that Nokia Solutions and Networks has dealings with (e.g. a regulatory agency for which Nokia Solutions and Networks obtains permits or licenses). I am involved in, or, am in a position of influence over, the team/business unit /function in Nokia Solutions and Networks who has dealings with this government department.

If affirmative, please list here or on a separate sheet (to be attached to this Declaration Form), the name(s) of the regulatory agency(ies) or governmental body(ies).

My answers to this form are correctly stated to the best of my knowledge and belief. I recognize that I have a continuing responsibility to notify my Line Manager, HR Consultant or Sub regional or Local Legal Counsel of the disclosed or other possible conflict of interest that may arise in my responsibilities to the Company to abstain from any participation in such matter until the Company can determine whether a conflict of interest exists and how such a conflict of interest shall be resolved.

I understand that the information on this Declaration Form is solely for use by the Company and is considered confidential information that will be handled in accordance with the Nokia Solutions and Networks Employment Privacy Policy.

Dated: _____

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NOKIA

Annexure 2

Strictly Personal & Confidential

Compensation Details:

Job Grade- 5			
Compensation Elements		Per Month	Per Annum
Basic	INR	15,433.00	185,196.00
HRA	INR	7,716.5	92,598.00
Provident Fund	INR	1,851.96	22,223.52
Total Target Cash	**INR**		**300,017.00**

For Nokia Solutions and Networks India Private Limited



Manu Dua
Human Resources

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Annexure 3

EMPLOYEE BENEFIT

Employee Benefits Program

- **Insurance Policies:** Group Medical Insurance Plan against hospitalization covering self, spouse andtwo children. This is a floater policy of Rs. 3 lakhs per family per year.
- **Group Personal Accident Insurance Scheme:** for which coverage is five time the Annual Basic Salary subject to a minimum of INR. 20 Lakh.
- **Group Term Life Insurance:** for death cases where the coverage is five time the Annual Basic Salary, subject to a minimum of INR. 20 Lakh.

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NOKIA

Annexure 4

Date: **24-02-2022**
Ref: **22000002NQ**

Pre- Employment medical Checkup Authorization

Telephone: +91 (124) 4504 000
Direct fax: +91 (124) 4504 999

Nokia Solutions and Networks India Pvt. Ltd.
(Formerly known as Nokia Siemens Networks Pvt. Ltd.)

7th Floor, Tower A, Building No. 9A
DLF Cyber City, Phase - III
Gurgaon - 122002
Haryana (India)

Corp Identity No.
U72900DL2006PTC155149

Regd. Address:
Nokia Solutions and Networks India Pvt. Ltd.
1507, Regus Business Center,
Eros Corporate Tower Level 15,
Nehru Place, New Delhi - 110019,
India

This is to authorize **Prasanna H** to undergo Pre-Employment Health Check-Up.

Below are the steps to Register:

- Login to https://vhealth.io/campaign/nokia-preemp/
- Register yourself and make payment of INR 950 towards the health check-up
- You will receive an appointment confirmation call from Indian Health Organization within the next two working days

In case of clarity required regarding your appointment, you can also write at wellness@iho.in

Kindly note: Your fitness status and reports will be shared only with HR Department at Nokia.

Manu Dua
Human Resources

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Annexure 5

MATERNITY BENEFITS

Eligibility for Maternity Benefits: -

- Every woman employee who worked more than 80 days in twelve months preceding the date of her expected delivery

Definitions:-

- Commissioning mother- Means a biological mother who uses her egg to create an embryo implanted in any other women.
- Adopting mother- Means women adopt the child below the age of three month and leave will be entitled from the date when child is handed over to adopting mother.

Maternity Benefits, subject to the terms of Maternity Benefit Act,1961: -

- Women having less than 2 surviving children will be entitled to leave with wages upto 26 weeks, the maximum period of maternity benefit before the date of her expected delivery is 08 weeks leave with wages.
- Women having 2 or more than 2 surviving children will be entitled to leave with wages upto 12 weeks, the maximum period of maternity benefit before the date of her expected delivery is 06 weeks leave with wages.
- A Commissioning mother or Adopting mother will be entitled for the maternity benefits upto 12 weeks leave with wages from the date child handed over to the adopting mother or the commissioning mother as the case may be.
- In case of miscarriage or medical termination of pregnancy, a woman employee is entitled to leave with wages at the rate of maternity benefit for a period of 06 weeks immediately following the day of her miscarriage, or as the case may be, her medical termination of pregnancy.
- In case of tubectomy operation a woman employee is entitled to leave with wages at the rate of maternity benefit for a period of 02 weeks immediately following the day of her tubectomy operation.
- A woman suffering from illness arising out of pregnancy, delivery, premature birth of child, miscarriage, medical termination of pregnancy or tubectomy operation is entitled to leave with wages at the rate of maternity benefit for a maximum period of one month, in addition to the leave of absence allowed to her for maternity or miscarriage / medical termination of pregnancy or tubectomy operation.
- If the nature of work assigned to a woman employee is such that she may work from home, the employer may allow her to do so after availing of the maternity benefit for such period and on such conditions as the employer and the woman may mutually agree.
- Every woman entitled to maternity benefit under the Maternity Benefit Act, 1961 is also entitled to receive from her employer a medical bonus of Rs. 3,500/-, if no prenatal confinement and postnatal care is provided for by the employer free of charge.
- After delivery a woman upon returning to work is entitled in the course of her daily work to 02 breaks of the prescribed duration for nursing the child until the child attains the age of 15 months. Such breaks would be in addition to the intervals of rest allowed to her.
- If establishment having 50 or more employees than a creche facility will be provided by the employer either separately or along with common facility w.e.f 01.07.2017, the 4 visits in a day may be allowed to female employee including the period of rest intervals. The Central Govt is expected to issue the necessary direction in this regard.
- The Maternity leaves cannot be the ground to discharge or dismiss the female employee except in case of misconduct defined under the Maternity Benefit Rules.

NOTE:

- A woman employee who is qualified to claim maternity benefit under section 50 of the Employees' State Insurance Act, 1948 shall not be entitled to claim maternity benefit from the Company under the Maternity Benefit Act, 1961.

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- The Company shall not knowingly employ a woman during the 06 weeks immediately following the day of her delivery, miscarriage or medical termination of pregnancy.
- It may also be noted that the Maternity Benefit Act prohibits a woman to work in any establishment during the 06 weeks immediately following the day of her delivery, miscarriage or medical termination of pregnancy.

For more information, please refer to the policy section of the HR page on the company intranet.

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NetApp®

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03/21/2022

Shreevatsa T P

Shreevatsa Bembala, No- 02, Plot No- 07, Nanjappa Layout,

Bangalore, Karnataka, 560076

Dear Shreevatsa,

We are pleased to offer you the position of **Mts Software Engineer (Mts Software Engineer 2)** with NetApp India Private Limited ("NetApp" or the "Company"). In this position you will report to **Shailaja P** and will be based out of our NetApp India facility located at **Bangalore, India Office (BANGALORE)** provided that such location is subject to change at the Company's discretion.

Probationary Period, Duration and Termination

You will be on probation for a period of 6 months from the start date of your employment. During probation, the notice of termination or salary in lieu of notice of termination by either party will be one (1) week. At the end of the 6 months' probation, you are deemed to be confirmed if you are not communicated otherwise in writing.

Employment with the Company is for no specific period of time. Both parties may terminate the employment relationship with one month's notice or pay in lieu of notice, except that for "cause" the Company may terminate employment without any notice.

Your employment will automatically end, without any notice of termination or other action being required, upon you attaining the state retirement age as prescribed by law.

Working Hours

This is full-time employment with the Company and will be subject to the rules, regulations, and policies of the Company. The working hours will be 40 hours per week during which you will devote yourself exclusively to the business of the Company. You may be required to engage in travel on behalf of the Company and to work at hours required by the nature of the business of the Company. Such reasonable travel and hours of work shall be without additional compensation to the extent permitted by law.

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SAP Labs India Pvt. Ltd.
138, Export Promotion
Industrial Park, WhiteField,
Bangalore – 560 066. India
T: +91-80-4139 5139
F: +91-80-4139 6969
www.sap.com

SAP LABS. Bangalore.

6 August 2021

Private & Confidential

Manoj Kumar N
No. 507, 5th A Main, Hrbr Layout 2nd Block, Kalyan Nagar, Bengaluru-560043
<Address_2>, Bengaluru
Karnataka 560043 India
+918553955675

Dear Manoj Kumar ,

Subsequent to the interview you had with us, I am pleased to inform you that you have been selected as **Diploma Student / Intern** for a period of 10 months with SAP Labs India Pvt Ltd., starting from 23 August 2021 to 24 June 2022. Congratulations!

You would receive a stipend of Rs 35,000.00 per month during the period of your training (TDS would be deducted as per Income Tax rules and regulations).

Kindly acknowledge the enclosed copy of this letter as a token of acceptance and return to us at the earliest.

You are required to provide your PAN number and Bank details within 10 days of your date of joining as they are mandatory.

We would be pleased to furnish you with any further information or clarify your queries. We congratulate you once again on your success.

Looking forward to a mutually rewarding association.

Best regards,

For **SAP Labs India Pvt. Ltd.**

Shraddhanjali Rao
Head of Human Resource, India
SAP, India

Sabish Kovath Bhaskar
HR Services Senior Consultant
HR Services Centre, SAP, India

I accept the terms & conditions of service outlined above

DocuSigned by:
[redacted]
DC8E071ECFF346A...

07-Aug-2021 | 19:28:54 CEST

.....
Manoj Kumar N

.....
Date

BMSCE

Sandhya G <sandhya.scn20@bmsce.ac.in>

FW: [External] FW: Emailing SANDHYA_RESUME.pdf

Sridhar Karkal <Sridhar.Karkal@ltts.com> Thu, Oct 21, 2021 at 9:37 AM
To: "Mahimarangaiah, Manjunatha Export License Required - US Collins" <Manjunatha.Mahimarangaiah@collins.com>
Cc: "sandhya.scn20@bmsce.ac.in" <sandhya.scn20@bmsce.ac.in>

Dear Sandhya,

Your internship request is approved.

HR need Bonified letter from your collage/University in below format.

Duration: _____

Location: _____

Please note the letter must have the following:

Name

USN (University Seat Number)

Please get this on priority.

Thanks & Regards

Sridhar KARKAL

Senior Sales Manager

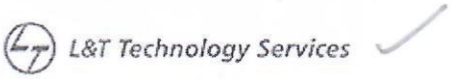
L&T Technology Services Limited

L3 Building,Manyata Embassy Business Park,

Nagawara Hobli, Bangalore, INDIA – 560 045

Mobile: +91 8105925318

e-mail: Sridhar.karkal@Ltts.com



Please note in change of email id.

Please consider the environment before printing this e-mail. We all have a part in protecting it.

From: Mahimarangaiah, Manjunatha Export License Required - US Collins <Manjunatha.Mahimarangaiah@collins.com>
Sent: Wednesday, October 6, 2021 12:34 PM
To: Sridhar Karkal <Sridhar.Karkal@Ltts.com>

BMSCE

Jayashree . <jayashree.ise@bmsce.ac.in>

Fwd: VRITIKA 2021 INTERNSHIP OFFER LETTER

Mangalagowri B N <mangalagowri.scn20@bmsce.ac.in> Tue, Dec 14, 2021 at 11:36 AM
To: Jayashree <jayashree.ise@bmsce.ac.in>

---------- Forwarded message ---------
From: **Nipun Choubey** <nipunchoubey@iisc.ac.in>
Date: Mon, Dec 6, 2021, 11:35
Subject: VRITIKA 2021 INTERNSHIP OFFER LETTER
To: mangalagowri.scn20@bmsce.ac.in <mangalagowri.scn20@bmsce.ac.in>
Cc: Ashish Verma <ashishv@iisc.ac.in>, Ambika Keshav <ambikakeshav@iisc.ac.in>, Karthika P S <karthikaps@iisc.ac.in>

Dear Mangalagowri B N,

We are pleased to inform you that you are selected for the internship programme in the IST Lab, IISc Bangalore from **10th December 2021 - 10th February 2022** under the VRITIKA 2021 Scheme.

Kindly provide your confirmation through mail.

Kindly note, this internship is happening in offline mode. Thus, you need to physically report to the institute by 10th December 2021.
You can make the necessary arrangements for travel and accommodation.

In case you have any queries regarding the formalities contact the person.

Ambika Keshav
Secretarial Assistant
Prof. Ashish Verma
IISc Sustainable Transportation Lab (IST Lab)
Dept. of Civil Engineering
Indian Institute of Science(IISc)
Bangalore, Karnataka, 560012
Lab: +91-80-22932939
email: ambikakeshav@iisc.ac.in

Please note the following points.

1. A support amount will be given for meeting daily necessary expenses such as stationery, consumables, accommodation, food, etc., and will not contain any stipend during internship. The interns will be eligible for TA reimbursement for their journey to IISc from their hometown/home institute, both ways, as per GOI norms

2. The support amount will be of maximum Rs. 30000/- per intern for the whole internship period.

3. The applicants **should produce a letter of authentication** from their Supervisor / Head of the Department / Head of the Institute indicating their association with the Institute and "**No Objection Certificate (NOC)**" for allowing their student to undergo internship at the time of joining.

DocuSign Envelope ID: 8FD4691F-959A-4489-886E-019D260089BF

Khoros

RE: Internship Position

Dear Pamulapati Supriya,

It is our pleasure to offer you the role of Intern at Khoros, ("Khoros" or the "Company"). We're a company sharply focused on building trust, setting the standard, continuous learning and teaching, and winning together – the same characteristics we look for in all of our team members. You reflect these values and we feel confident that you will have a richly rewarding internship with us.

This letter sets forth our offer to you to join Khoros as an intern for the period beginning Tuesday, October 12th, 2021, and scheduled to end Friday, July 29th, 2022. In this internship, you will report to Abhinn Gautam, our Manager – Software Engineering. Notwithstanding the above, you and Khoros acknowledge that unsatisfactory performance during the internship period will result in the internship's termination with a two-day notice period.

Start Date. Your first day with Khoros will be October 12th, 2021.

Compensation. You will be paid a monthly stipend of INR 25000 , less regular payroll deductions.

Benefits. As an intern, you are not eligible for Company benefits. However, you will be eligible to receive one (1) day of Paid Time Off each month during the internship period. You must request paid time off through your manager.

Abide by Company Policies. You agree that, as a Khoros intern, you will abide by the Company's policies, and acknowledge that you will read the Company's Employee Handbook within the first week of internship and will abide to all requirements therein. You agree that upon completion of your internship, you will promptly return any company-issued property and equipment. By accepting this offer, you acknowledge that your participation in this program is not an offer of employment, and successful completion of the program does not entitle you to an employment offer from Khoros.

Offer Contingencies. This offer is contingent upon the successful completion of successful reference checks, background checks, and the verification of your identity and ability to work in India.

Summary. Upon full execution, this letter and its exhibits will form the complete and exclusive statement of your internship agreement with Khoros. The terms in this letter supersede any other agreements or promises made to you by anyone, whether oral or written.

Supriya, we are delighted to extend this offer to you and look forward to welcoming you to Khoros. Please sign the letter by October 1st, 2021 if you wish to accept an internship with Khoros under the terms described above.

Best,

DocuSigned by:
Vinod kumar
2EF965AE4FFA4B8...
Vinod Kumar

Senior Director Talent, International & Site Leader

PRISM
PREPARING AND INSPIRING STUDENT MINDS

SAMSUNG

CERTIFICATE

of Excellence

PROUDLY PRESENTED TO

AKSHAY

of

BMS College of Engineering

for successful completion of virtual internship as part of SAMSUNG PRISM

from ***May '21*** to ***Nov '21*** in work-let

Certificate ID: 21BMSCE35

MEC Server Placement and Task Scheduling

Dipesh A Shah
Corp SVP, MD

Certificate of Internship

This is to certify that **Yukta R Kulkarni** whose USN is **1BM19EI061**, has completed their **Full Stack Web Development** Internship organised and handled by **Sain Informatix Pvt Ltd** from **25th August, 2022** to **29th September, 2022**.

The person to whom this certificate is addressed to has worked on a project titled **Watsonisite - Information about Crypto-Site**. This project was aimed at creating fully-fledged functional **web template(s)** for a client of ours. As part of the project, they designed functional web pages, used databases to collect, store, and sort data, by understanding the design briefs and client specifications that were provided in the project proposal.

During the course of the internship, they demonstrated good design skills with a self-motivated attitude to learning new things. Their performance exceeded expectations and was able to complete the project successfully on time.

To verify this certificate, CLICK HERE

Sain Informatix Private Limited Bangalore

Nandini S
HR MANAGER

Sain Informatix Pvt Ltd
1122, Cellar Floor, Service Road
Hampi Nagar, Bengaluru

www.saininformatix.tech
info@saininformatix.tech

This certificate was generated using CERTIEFY.COM

PRISM
PREPARING AND INSPIRING STUDENT MINDS

SAMSUNG

Certificate of Participation

PRESENTED TO

JEET SARKAR

of

B M S College of Engineering

for completion of virtual internship as a part of Samsung PRISM in work-let

MEC Server Placement and Task Scheduling

from ***May '21*** to ***Nov '21***

Dipesh A Shah
Corp SVP, MD

Certificate ID: **21BMSCEP31**

FastGlobal
FREIGHT SERVICES WLL

CERTIFICATE FOR INTERNSHIP

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Adil Muhamed, student of **BMS College of Engineering, Basavanagudi, Bangalore, of Branch: Electronics and Instrumentation, 5th semester** has successfully completed 32 Days (from 04 March 2022 – 04 April 2022) Internship program at FastGlobal, Doha, Qatar.

During the internship, Mr. Adil Muhamed has worked as a part of the Logistics study in our company. He has worked in importing an ENT treatment unit.

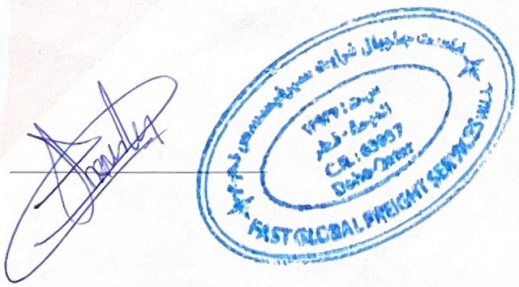
During the period of his internship program with us, he had been exposed to different processes and was found diligent, hardworking and inquisitive. His contribution to the study of different logistics skills and importing goods were outstanding.

We wish him all the best for his future endeavors.

ISSUED DATED: - 10 APRIL 2022

For FastGlobal

Authorised Signature



AL UROUBA, DOHA, QATAR. PHONE: - +974 4415 5555

WWW.FGFREIGHT.COM

Quant Masters

Certificate of Excellence

S Ajay Shenoy

is hereby awarded this certificate of excellence for the successful completion of **Artificial Intelligence and Machine Learning** Internship conducted by Quant Masters Technologies Pvt. Ltd. from 12/08/21 to 12/10/21.

HIMANSHU SHARMA
Founder & Managing Director
Quant Masters Technologies Pvt. Ltd.

Date of Issue: 23-10-2021

Certificate ID: QMIEXCDCERT_00233

Goldman Sachs

Forage

Inspiring and empowering future professionals

ANAGHA NAYAK

Engineering Virtual Program

Certificate of Completion

February 8th, 2022

Over the period of February 2022, ANAGHA NAYAK has completed practical task modules in:

Crack leaked password database



Matthew Chung
Global Chief Information Security Officer and Head of Technology Risk



Tom Brunskill
CEO, Co-Founder of Forage

Enrolment Verification Code xmzGBdu8KjrAJLJs6 | User Verification Code zumf98DJSDPLAsH2F | Issued by Forage

SCALER
By InterviewBit

InterviewBit Software Services Pvt. Ltd.
(Earlier referred to as InterviewBit Software Services LLP)
CIN: U74999PN2021PTC201351
HD-005. We Work Futura, Sr No 133 (P),
CTS No 4944, Magarpatta Road,Kirtane Baugh,
Magarpatta, Hadapsar, Pune, Maharashtra - 411028.

INTERNSHIP CERTIFICATE

Date: 15th June 2022

This is to certify Anirudh Suresh has been working as Business Development Trainee in our company from 15th March 2022

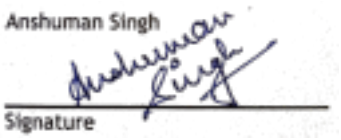
Please find the internship details below:

Company Name: InterviewBit Software Services Private Limited (earlier referred to as “InterviewBit Software Services LLP).

Location: Bangalore
Department: Sales (BD)
Designation: Business Development Trainee

During their working period, we found them to be sincere and dedicated intern with a professional attitude and very good knowledge of the job.

Yours Sincerely,



Anshuman Singh
Co- Founder, InterviewBit Software Services Private Limited

भारत् इलेक्ट्रानिक्स्
भारत इलेक्ट्रॉनिक्स
BHARAT ELECTRONICS
QUALITY. TECHNOLOGY. INNOVATION

Skill India
कौशल भारत - कुशल भारत

CENTRE FOR LEARNING AND DEVELOPMENT

BHARAT ELECTRONICS LIMITED
(A Govt. of India Enterprise, Ministry of Defence)
Jalahalli Post, Bengaluru - 560 013, India

Certificate

This is to certify that

Sri./Smt/Kum ....NAVYA . K.....

Ref No. !410/CLD/HR/2022-23/27/472.....

student of .....

.....

carried out Project ~~Work~~/Internship on .....

.....OVERVIEW OF MIL-COM.....

.....

in .MILITARY . COMMUNICATION.....

SBU/CSG of BEL, Bengaluru from .03rd . OCT . 2022....

to .08th . NOV . 2022....

~~He~~/She was regular and punctual in ~~his~~/her attendance and ~~his~~/her conduct was satisfactory during the period.

Hadalli 2/11/2022
Project / Internship Guide

Head (HR/CLD)

Date : 2/11/2022
Place : Bengaluru

ಭಾರತ್ ಎಲೆಕ್ಟ್ರಾನಿಕ್
भारत इलेक्ट्रॉनिक्स
BHARAT ELECTRONICS
QUALITY. TECHNOLOGY. INNOVATION

Skill India
कौशल भारत - कुशल भारत

CENTRE FOR LEARNING AND DEVELOPMENT

BHARAT ELECTRONICS LIMITED
(A Govt. of India Enterprise, Ministry of Defence)
Jalahalli Post, Bengaluru - 560 013, India

Certificate

This is to certify that

Sri./Smt/Kum PRIYANKA M

Ref No. 1410/CLD/HR/2022-23/27/406

student of BMS College of Engineering Bangalore

carried out ~~Project Work~~/Internship on OVERVIEW OF MS

in MISSILE SYSTEM

SBU/CSG of BEL, Bengaluru from 31st Sep 2022

to 20th Oct 2022

~~He~~/She was regular and punctual in ~~his~~/her attendance and ~~his~~/her conduct was satisfactory during the period.

Rohan. D. Bhat
Project / Internship Guide

Head (HR/CLD)

Date : 20/10/2022
Place : Bengaluru

mindset
IT SOLUTIONS &
CONSULTANTS

CERTIFICATE

This is to certify that **Ms. BINDUSHREE R** bearing registration number **1BM19EI402,** a student of **ELECTRONIC & INSTRUMENTATION ENGINEERING ,** from **BMS COLLEGE OF ENGINEERING, BANGALORE** has successfully completed her internship on **" INTERNET OF THINGS"** under the guidance of our company. The duration of her internship was from **20TH FEBURARY 2022 TO 15TH JUNE 2022.**

During this tenure, She has shown keen interest in learning. She was also enthusiastic and proactive in understanding the concepts.

For **MINDSET IT SOLUTION,**

MINDSET IT SOLUTIONS ★ BANGALORE ★

HARISH S
PROJECT MANAGER

IIOTEXPERT

PARTNER OF VORNE INDUSTRIES INC USA

CERTIFICATE OF INTERNSHIP

This Certificate is presented to

B Pragna

BTech- Electronics and Instrumentation Engg, BMS College of Engineering
Bangalore Karnataka India

For completing her internship with our company from July to December 2021 in the field of Industrial IoT

Asim Kumar Sinha

Company CEO



इलेक्ट्रॉनिक्स तथा रेडार विकास स्थापना
भारत सरकार – रक्षा मंत्रालय
रक्षा अनुसंधान तथा विकास संगठन
पो.बा.सं. 9324 सी.वी. रामन नगर
बेंगलूर – 560 093, भारत

ISO 9001 : 2015 Certified

Electronics & Radar Development Establishment
Govt of India, Ministry of Defence
Defence Research & Development Organisation
P.B. No.9324, C.V.Raman Nagar
Bengaluru – 560 093, India
Fax : 2524 2916
Phone : 2502 5312/ 2502 5355
E-Mail : director.lrde@gov.in

Dated: 11th November, 2022

CERTIFICATE

This is to certify that **Mr. MIHIR P**, USN 1BM19EI033 B.E (Electronics and Instrumentation) Third Year Student of B.M.S College of Engineering, Bangalore has completed the Internship entitled "**Simulation of Waveform generation for Phased Array Radar**" at **Electronics and Radar Development Establishment (LRDE), DRDO,** Bengaluru from **09.09.22 to 09.11.22**. The Internship work has been completed under the supervision of **Sh. Anand Sai Verma**, Scientist-'F', Radar-II, LRDE, DRDO.

His conduct during the training period was good. We wish him success in his future endeavours.

Verma
11.11.22

Anand Sai Verma

Scientist 'F', LRDE, DRDO

WiMate
Partner for wireless needs

WIMATE TECHNOLOGY SOLUTIONS PRIVATE LIMITED
No. 43/262, 2nd Floor, 5th Main, Jayanagar 4th Block, Bengaluru - 11
GSTN: 29AACCW0928L1ZY CIN: U72501KA2017PTC107239
info@wimate.in 080 - 4991 0137 www.wimate.in

CERTIFICATE OF INTERNSHIP

This is to certify that, Ms. Geetika Hareendra Varma (ID No - WI003) was engaged as an intern from 3rd October 2022 to 31st October 2022 and worked as Intern.

During this period Ms. Geetika Hareendra Varma was assigned the task of Embedded Testing. She has successfully completed the assigned task. She met all expectation of the project and her conduct was found to be satisfactory.

We take this opportunity to thank and wish her all the best in her future endeavors.

For Wimate Technology Solutions Pvt. Ltd

B.A Patil

Authorised Signatory

Wimate Technology Solutions Pvt. Ltd. Bangalore 560 011

Date:31-10-2022

Place: Bengaluru

internship studio

CERTIFICATE

OF INTERNSHIP

THIS IS TO CERTIFY

HITHAISH S DAYANAND

for completing 5 weeks of internship in Website Design with the title of **“Designing an e-commerce portal”** at Internship Studio from 19th May to 23rd June 2022.

We wish you all the best for your future endeavours.

ISSUE DATE: 24/06/2022

Atul Yadav

ATUL YADAV
Internship Mentor

CERTIFIED ISO 9001:2015 COMPANY

CERTIFICATE NUMBER
ISWDI8281

Aniket Bihani

ANIKET BIHANI
Founder & CEO

JPMorgan Chase & Co.

Forage

Inspiring and empowering future professionals

ANAGHA NAYAK

Software Engineering Virtual Experience

Certificate of Completion

January 29th, 2022

Over the period of August 2021 to January 2022, ANAGHA NAYAK has completed practical task modules in:

Interface with a stock price data feed
Use JPMorgan Chase frameworks and tools
Display data visually for traders

ENTUPLE TECHNOLOGIES

INTERNSHIP CERTIFICATE

This is to certify that **KAVYASHREE C S**

from

BMS COLLEGE OF ENGINEERING

has completed the online internship program on

DESIGN AND VERIFICATION USING VERILOG

from March 17, 2021 to April 24, 2021.

Mr. Damodara M S
Business Manager,
Entuple Technologies Pvt. Ltd.

Certificate Number: *2104360060*

CIN - U27100BR1998PTC008621

MAGADH INDUSTRIES PVT. LTD.

COIL & TMT BARS

Registered Office Address :
Abdul Rahmanpur Road, Didarganj
Patna City, Patna - 800 008, Bihar
Mobile : 8544368689
E-mail : magadhtmt@yahoo.com

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Mr. Kumar Abhinav from **BMS College of Engineering, Bengaluru** has successfully completed his work as an Intern in our organization from 6th March, 2022 to 1st July, 2022

We appreciate his effort and proficiency towards the analytical research and data analysis that was carried out in streamlining the processing of multiple product database and increasing its output efficiency. He also contributed in the production and manufacturing of various products of the company. His work under the organization satisfactorily defends his dissertation as an intern and hence we are pleased to confirm the completion of his summer internship.

We found his efforts sincere, meticulous, enthusiast and result oriented. We wish all the best in his future endeavor.

Thanking You,
For/ Magadh Industries Private Limited

MAGADH INDUSTRIES PVT. LTD. PATNA

Anshul Shresth
(General Manager)

Date:- 2nd July 2022

Place:- Patna.

CERTIFICATE
OF INTERNSHIP



THIS IS TO CERTIFY

Laieeqa Anche

for completing 5 weeks of internship in Machine Learning with the title of **Exploratory Data Analysis of Car Features** at Internship Studio from 16th July to 22nd August 2020. We wish you all the best for your future endeavours.

Maurya Malineni
Mentor

Sanjay Bhargava
Instructor

Aniket Maheshwari
Founder & CEO

Date:-
29/08/2020

INTERNSHIPSTUDIO

Certificate ID:
ISMLE4055

CERTIFICATE

OF TRAINING COMPLETION

INTERNSHIPSTUDIO

THIS CERTIFICATE IS PRESENTED TO

Laieeqa Anche

FOR THE COMPLETION OF 4 WEEKS TRAINING ON **MACHINE LEARNING** AT INTERNSHIP STUDIO.
WE WISH YOU ALL THE BEST FOR YOUR FUTURE ENDEAVOURS.

Sanjay Bhargava

Sanjay Bhargava
Instructor

Date:-
25/08/2020

Certificate ID:
ISTML4314

Gustovalley Technovations

CERTIFICATE OF COMPLETION

This Certifies that

LAIEEQA ANCHE

has successfully completed Gustovalley Technovation's Online Internship on Industry 4.0 which was conducted from 21/01/2021 to 21/02/2021.

The Performance delivered during the program was Good

Date : 21-02-2021

Authorized Signatory

Certificate No. : GL101978

JSW Steel Limited

JSW Steel

JSW-SLM/HR/Internship Training/40/2022
21st March 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr V Lalith Kumar,USN 1BM19E1031 BE (Electronic & Instrumentation) Third Year Student of B.M.S College of Engineering, Bangalore has successfully completed the internship training in our organization from 11.03.2022 to 21.03.2022.

During the internship training period his conduct was good and we wish him all the best for his future endeavors.

For JSW STEEL LIMITED

C Ram

C RAM
SENIOR MANAGER (HR)

Salem Works
P.O. Pottaneri, Mecheri,
Mettur - Tk, Salem - Dt. Pin : 636 453
Tamilnadu, India.
CIN No L27102MH1994PLC152925
T +91 4298 272000
www.jsw.in

Registered Office
JSW Centre
Bandra Kurla Complex
Bandra East, Mumbai 400 051
T +91 22 4286 1000
F +91 22 4286 3000

JINDAL
O P Jindal Group

PROTEUS VSM DESIGN SUITE

This is to certify that:

Mihir P

of Electronics and Instrumentation Engineering ,

BMS College of Engineering

has successfully completed the 15 days Hands-on,
Online , Industry Internship on

Arduino Microcontroller based Embedded and IoT Design & Simulation, based on the World leading Proteus VSM software

Conducted for BMS College of Engineering , Bangalore , Karnataka.
By Cybermotion Technologies Pvt. Ltd., Hyderabad, India
From 23rd August 2021 to 7th September 2021

Iain Cliffe - Executive Director
Labcenter International LLP, England

Date of issue:
14/09/2021

Anand Jambholkar -Managing Director
Cybermotion Technologies Pvt. Ltd., India

Labcenter Electronics www.labcenter.com

Labcenter International LLP
21 Hardy Grange
Grassington, BD23 5AJ, England

cybermotion

CERTIFICATE
OF INTERNSHIP

Top Performer

THIS IS TO CERTIFY

Mohammad Muzaffar Hyder

for completing 5 weeks of internship in Machine Learning with the title of **Exploratory Data Analysis of Car Features** at Internship Studio from 16th July to 22nd August 2020. We wish you all the best for your future endeavours.

Maurya Malineni
Mentor

Sanjay Bhargava
Instructor

Aniket Maheshwari
Founder & CEO

Date:-
29/08/2020

INTERNSHIPSTUDIO

Certificate ID:
ISMLE4054

HENRY HARVIN®
EDUCATION

17-October-2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **PAYAL KARAKOTI** has successfully completed her **Six Sigma Internship** with Henry Harvin Education. Duration of her project was from **02nd January 2022 to 20th March 2022**. She worked with the **Six Sigma** department and was actively & diligently involved in the projects and tasks assigned to her.

We wish her all the best in her future endeavors.

Henry Harvin India Education LLP



Kounal Gupta
(CEO)

Chegg

TO WHOMSOEVER IT MAY CONCERN

This is to confirm that AKSHAY MALOO is active on our Company portal as a freelance independent contractor as per the terms of the Engagement dated 04-Oct-2021 and continues to be engaged till the date mentioned herein below.

We appreciate individual's work as the Subject Matter Expert in Advanced Math

Date: 20-Nov-2022
Serial number: 2022/16273

This is an auto-generated certificate and does not require any signature/company seal

Chegg India Pvt. Ltd.
Registered Address: 401, Baani Corporate One, Jasola, New Delhi – 110025, India, Ph. No: +91-11-4180 2240
contact-india@chegg.com | www.cheggindia.com
CIN: U80101DL2006PTC148392

verzeo
learn here lead anywhere

INTERNSHIP
CERTIFICATION

This is to certify that

Saad Mohammed Faisal

has successfully completed an Internship Program Artificial Intelligence

from 01-03-2021 to 30-04-2021.

During the Internship, the student was found to be

dedicated, hardworking, and diligent.

09-08-2021

DATE

VICE PRESIDENT - HR

UID : 114186993

VERZEO

Certificate of Internship

Sachin Ullagaddi

has successfully completed an Internship Program MongoDB with Nodejs

from 01-06-2021 to 31-07-2021.

During this internship, the student was found to be dedicated, hardworking and intelligent.

T.Nikhil
Academic head

Verified Certificate

Certificate ID: 2953033066
Date: 23-12-2021

Our internship completion certificates are verified and are recognized by eminent industries and universities all over the world.

TAKE IT SMART

87926 97647 / 80501 04212
www.takeitsmart.in
info@takeitsmart.in

TAKE IT SMART (OPC) PVT. LTD

Ref No: 2021/07/28 **Date:1/10/2021**

To Whom It May Concern

This is to Certify that **Miss/Mr. SANJAY N** Bearing **USN 1BM19EI405** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING** STUDYING **ELECTRONICS AND INSTRUMENTATION ENGINEERING** has Undertaken Internship in "**EMBEDDED AND IOT**" with us from **30th AUGUST 2021 to 30th SEPTEMBER 2021.**

During the period of her/ his Internship program with us, she/ he had been exposed to different processes and was found diligent, hardworking and inquisitive.

We take this opportunity to thank him/her and wish him/her all the best for his/her future.

For, Take it smart (OPC) Pvt.Ltd

TAKE IT SMART (OPC) PVT. LTD. BENGALURU-64

Mr. MALLIKARJUN KUMBAR
DIRECTOR

1274 2nd Floor, Sanitary Core,
3rd phase, Yelahanka New Town,
Bengaluru, Karnataka - 560 064.

TAKE IT SMART

87926 97647 / 80501 04212
www.takeitsmart.in
info@takeitsmart.in

TAKE IT SMART (OPC) PVT. LTD

Ref No: 2021/07/28 **Date:1/10/2021**

To Whom It May Concern

This is to Certify that **Miss/Mr. SANJAY N** Bearing **USN 1BM19EI405** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING** STUDYING **ELECTRONICS AND INSTRUMENTATION ENGINEERING** has Undertaken Internship in "**EMBEDDED AND IOT**" with us from **30th AUGUST 2021 to 30th SEPTEMBER 2021.**

During the period of her/ his Internship program with us, she/ he had been exposed to different processes and was found diligent, hardworking and inquisitive.

We take this opportunity to thank him/her and wish him/her all the best for his/her future.

For, Take it smart (OPC) Pvt.Ltd

TAKE IT SMART (OPC) PVT. LTD. BENGALURU-64

Mr. MALLIKARJUN KUMBAR
DIRECTOR

1274 2nd Floor, Sanitary Core,
3rd phase, Yelahanka New Town,
Bengaluru, Karnataka - 560 064.

StudAnt.in
revolutionising education

GlobalFreeSchool

Date:- 22-02-2021

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Shachee Srirama Bhat**, a student of BMS College of Engineering has successfully completed her internship with Global Free School (Bhigusa Technologies Pvt Ltd) during the period **15 December 2020 to 14 February 2021.**

During the period, he worked as an **Artificial Neural Networks** intern.

During the course of internship, Shachee has shown great amount of responsibility, sincerity and a genuine willingness to learn and zeal to take on new assignments & challenges. In particular, her coordination skills and communication skills are par excellence and her attention to details is impressive.

We wish her all the very best for her future.

With regards,



Sumit Bhat

Director

Bhigusa Pvt Ltd

Bhigusa Pvt Ltd
AIC-BHU 5th Floor
Phone : 9149553564
Enquiry : contact@globalfreeschool.com

Enabling Collaboration
संरचना Sanrachna
for self reliance in technology

BHEL

Azadi Ka Amrit Mahotsav

Certificate Of Participation

This certificate is awarded to

SHIVA GANESH A

upon successfully completing 'Kaushal 2.0' – five day training programme (10th Oct'22- 14th Oct'22) on Emerging Technologies conducted by BHEL with academic support from IIT-Roorkee.

Rajiv Bhatnagar
Executive Director
Corporate Strategic Management & Corporate Communications
Bharat Heavy Electricals Limited

internship studio

CERTIFICATE

OF INTERNSHIP

THIS IS TO CERTIFY

SHREYAS PRAKASH BANDIHOLE

for completing 5 weeks of internship in Machine Learning with the title of
“YouTube adview prediction”
at Internship Studio from 5th April to 10th May 2022.
We wish you all the best for your future endeavours.

ISSUE DATE: 07/05/2022

Kashish kumar
KASHISH KUMAR
Internship Mentor

Aniket Bihani
ANIKET BIHANI
Founder & CEO

CERTIFICATE NUMBER ISMLI7510

M/S MARIANA ENTERPRISE

(CPRI Tested Electrical Panel Board)

Works:

◆ EPIP Complex, Amingaon
Guwahati-781031

Powder coating with '8'th tank chemical treatment plant

ISO 9001:2015 CERTIFIED

M.No.9854045349
9435145349
E-mail: me.panelboard@gmail.com

Date: 06.04.2022

TO WHOM SO EVER IT MAY CONCERN

This is to certify that MS. Snigdha Das from BMS College of Engineering, Bengaluru has successfully completed her work as an Intern in our organization from 3rd November, 2021 to 5th April, 2022

We appreciate her effort and proficiency towards the designing of the panel boards in the software provided which helped in streamlining the processing of panel boards. Her work under the organization satisfactorily defends her dissertation as an intern and hence we are pleased to confirm the completion of her internship.

We found her efforts sincere, meticulous, enthusiast and result oriented. We wish all the best in her future endeavor.

Thanking You,
Mariana Enterprise



Gustovalley Technovations

CERTIFICATE OF COMPLETION

This Certifies that

SPOORTHI HP

has successfully completed Gustovalley Technovation's Online Internship on Industry 4.0 which was conducted from 21/01/2022 to 20/02/2022.

The Performance delivered during the program was Good

Date : 12-03-2022

Authorized Signatory

Certificate No. : GL103295

ennVee® | Delivering Tomorrow's Solutions Today

6-Sep-2021

Internship Completion Certificate

This is to certify that **Sudarshana S Rao** from **B.M.S. College of Engineering**, Bangalore has successfully completed a summer internship on "**Robotics Process Automation**" from **05-Jul-2021** to **06-Sep-2021** under the guidance of **Mr. Sourabh Jain**.

During the internship the student was found to be dedicated and hard working.

For ennVee Solutions Pvt. Ltd.

Madhumathi S

HR Head

ennVee Solutions Pvt. Limited ★ Bangalore ★

Saurabh Jain

Delivery Head

ennVee Solutions Private Limited
GKR-VD, #38, Ground Floor, 12th Cross,
Ganganagar, Bangalore – 560024.
Tel : (+) 91 80 4111 6219, 4111 6239
www.ennvee.com

Microsoft Partner

ORACLE Gold Partner

VERZEO

Certificate of Internship

Hemanth A R

has successfully completed an Internship Program Web Development
from 01-06-2021 to 31-07-2021.

During this internship, the student was found to be dedicated, hardworking and intelligent.

T.Nikhil
Academic head

Verified Certificate

Certificate ID: 3303599226
Date: 14-09-2021

Our internship completion certificates are verified and are recognized by eminent industries and universities all over the world.

internship studio

CERTIFICATE

OF INTERNSHIP

THIS IS TO CERTIFY

VIDYA VIJAY BHAT

for completing 5 weeks of internship in Website Design with the title of **“Designing an e-commerce portal”** at Internship Studio from 19th May to 23rd June 2022.

We wish you all the best for your future endeavours.

ISSUE DATE: 24/06/2022

Atul Yadav

ATUL YADAV
Internship Mentor

CERTIFIED ISO 9001:2015 COMPANY

CERTIFICATE NUMBER
ISWDI8282

Aniket Bihani

ANIKET BIHANI
Founder & CEO

FRAUSCHER

Track more with less.

January 21, 2020

TO WHOMSOEVER CONCERN

We are glad to inform you that Mr. Vignesh Prasad from BMS College, Bangalore has successfully completed his internship at Frauscher Sensor Technology (I) Pvt. Ltd. from 27.12.2019 till 17.01.2020.

During his internship he was exposed to various activities with Production team and found him extremely inquistive and hard working.

His association with us was very fruitful and we wish him all the best for his future endevours

Yours Truely,
For Frauscher Sensor Technology India Pvt. Ltd.,

V Vijayalakshmi

Vijayalakshmi Vijayan
Manager – HR

KALEITICS

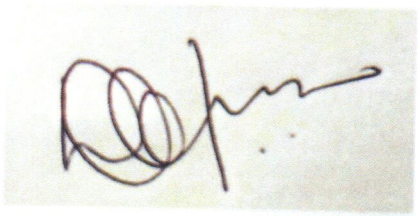
June 29th, 2022

Internship Certificate

This letter is to verify that Mr. Anup Kumar Pal has successfully completed his internship at Kaleitics India Private Limited during the period of 2nd November 2021 to 27th June 2022.

During the internship, he demonstrated excellent skill and tremendous self-motivation. He

- Worked on developing a prototype of MedRAM software.
- Worked on developing the database management for MedRAM software.
- Worked on designing a prototype of circuit for remote monitoring of MedRAM software.



Company Official Signature

Phone number
+91 9731702227

Mail
suresh.durgappa@kaleitics.com

Address
#122, Ground Floor, 2nd cross, 2nd main,
Vinobhanagar, Shivamogga, Karnataka-577
INDIA

RAMAIAH
Memorial Hospital

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Anusha L (1BM18ML010) from the Medical Electronics Department of BMS College of Engineering has completed the Internship on, **"Statistical Analysis of foot thermal images of Charcot and Diabetic study groups based on Welch Test"** under my guidance from October 2021 to February 2022. She has shown keen interest towards learning and has successfully completed the internship.

Dr S M Ajoy

Senior Consultant,
Foot and Ankle Services,
Department of Orthopaedics,
Ramaiah Medical College and Hospitals
Bengaluru - 560019

CERTIFICATE OF INTERNSHIP

THIS IS TO CERTIFY THAT

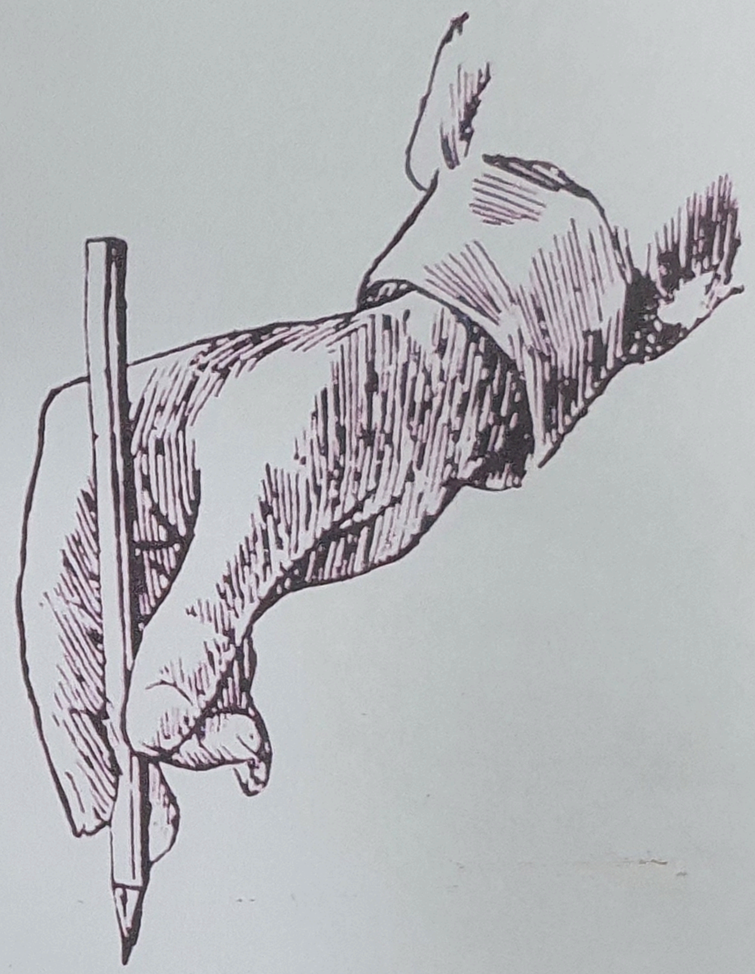
Likhitha S

has successfully completed curriculum

development internship from 27-Jan-2022 to 10-Feb-2022

and developed a curriculum book for teaching

English to children.



KARTHEE VIDYA
Founder & CEO, Team Everest

www.teameverest.ngo

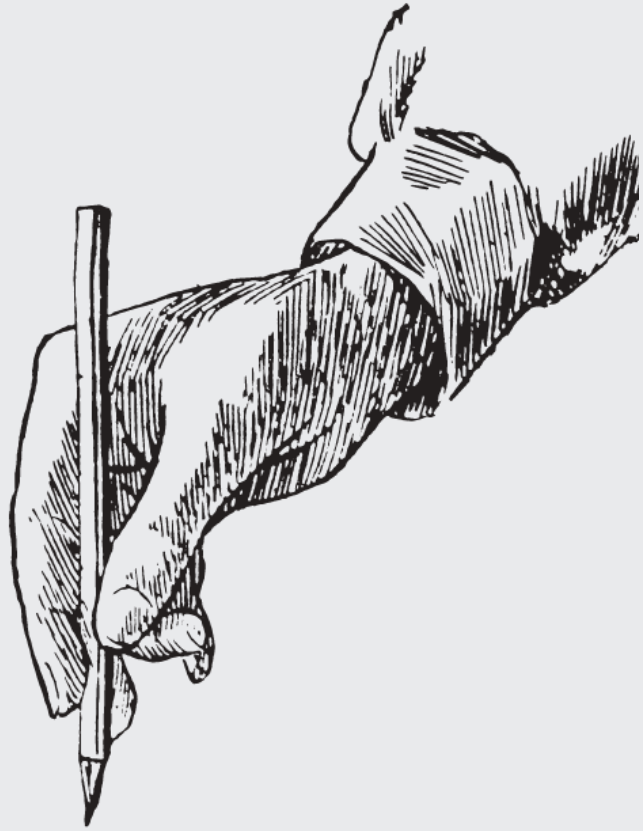
Our Vision: Inspiring **everyone** to volunteer

CERTIFICATE OF INTERNSHIP

THIS IS TO CERTIFY THAT

Sahana S

has successfully completed curriculum development internship from 27-Jan-2022 to 10-Feb-2022 and developed a curriculum book for teaching English to children.



KARTHEE VIDYA
Founder & CEO, Team Everest

EVEREST

www.teameverest.ngo

Our Vision: Inspiring **everyone** to volunteer

V. INTERNSHIP COMPLETION CERTIFICATE

imedrix

Date: 19th May 2022

Internship completion letter

To whomsoever concerns

We certify that Ms. Chandana Lakshman Hegde who had joined our company as per her college requirement for completion of Internship program as per the attached request has completed the internship from 1st Sept 2021 to 19th May 2022 with us.

During this time, Chandana Lakshman Hegde has diligently assisted the team, have handled the assigned activities, and was found punctual, sincere & inquisitive.

We wish her the best in all the future endeavors

For Imedrix Systems Private Limited

Authorised Signatory

IMEDRIX SYSTEMS PVT. LTD. * BANGALORE *

Internship Certificate

RAMAIAH
Institute of Technology

Ref No.: MSRIT/2022/RED/087 Date: 11-4-2022

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Mr. M L Dwarakanath** (USN: **1BM18ML016**) did his internship at Center for Medical Electronics & Computing, M S Ramaiah Institute of Technology, under my guidance as part of ongoing collaborative research project on **Textile based PPG Sensors**" from 23/08/2021 to 22/11/2021.

He has shown keen interest towards learning and has successfully completed the internship.

I wish him all the best in all his endeavour.

Yours sincerely,

11.4.2022

Dr. N Sriraam
Professor
Department of Medical Electronics
M S Ramaiah Institute of Technology
Bangalore - 560 054

BPL Medical Technologies

BMTL:HRM:INTERN:04:22:01

March 23, 2022
Bangalore

Ms. Flovia Mary Xavier,
Bangalore.

Dear **Flovia,**

Welcome to **BPL Medical Technologies Private Limited.**

With reference to the request letter, we are pleased to offer you internship in BPL Medical Technologies Private Limited for a period of 6 months starting 4th April 2022.

Your monthly stipend will be Rs.10,000/- pm (Rupees Ten Thousand only)

Please Note that your place of posting will be at **Bangalore.**

We look forward to meeting you on 21st March 2022 *at BPL Medical Technologies Private Limited, 11th KM, Bannerghatta Road, Arakere Bangalore-560 076.*

With best wishes.

RIDHA TAZEEN
HEAD – HUMAN RESOURCES

I accept your offer, terms and conditions and shall report
*For duty on*_____

*(Signature)*_____

*Date:*_____

BPL Medical Technologies Private Limited
Regd. Office : 11th KM, Bannerghatta Road
Arakere, Bengaluru - 560 076, India
Ph: +91 80 2648 4388 / 2648 4350
Toll Free: 1800 - 425 - 2355
CIN : U33110KA2012PTC067282
www.bplmedicaltechnologies.com

Happier Living Everyday

KALEITICS

June 29th, 2022

Internship Certificate

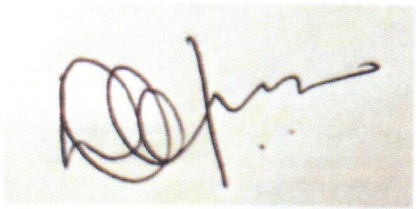
This letter is to verify that Ms Gamini R Gowda has successfully completed her internship at Kaleitics India Private Limited during the period of 2nd November 2021 to 27th June 2022.

During the internship, she demonstrated excellent skill and tremendous self-motivation. She

Worked on developing a prototype of MedRAM software.

Worked on developing the database management for MedRAM software.

Worked on designing a prototype of circuit for remote monitoring of MedRAM software.



Company Official Signature

Phone number

+91 9731702227

Mail

suresh.durgappa@kaleitics.com

Address

#122, Ground Floor, 2nd cross, 2nd main, Vinobhanagar, Shivamogga, Karnataka-INDIA

KALEITICS

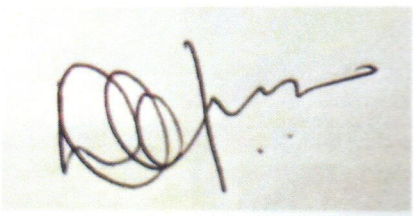
June 29th, 2022

Internship Certificate

This letter is to verify that Mr. Himanshu Mishra has successfully completed his internship at Kaleitics India Private Limited during the period of 2nd November 2021 to 27th June 2022.

During the internship, he demonstrated excellent skill and tremendous self-motivation. He

- Worked on developing a prototype of MedRAM software.
- Worked on developing the database management for MedRAM software.
- Worked on designing a prototype of circuit for remote monitoring of MedRAM software.



Company Official Signature

Phone number

+91 9731702227

Mail

suresh.durgappa@kaleitics.com

Address

#122, Ground Floor, 2nd cross, 2nd m
Vinobhanagar, Shivamogga, Karnat
INDIA

Renalyx

22-09-2022

Internship Completion Certificate

This is to certify that Mr. Varun Canamedi from BMSCE, Bengaluru has accomplished internship from 23-03-2022 to 22-09-2022 on "Automated ACR Strip Test using Image Processing". During his internship he worked on a project of Renalyx Health System Pvt. Ltd.

His work has been satisfactory and he has taken personal initiative to drive the project under supervision from concerned team members.

We wish the very best for him.

Dr. Shyam Vasudevarao

Managing Director

Renalyx Health Systems Pvt. Ltd. Bangalore

CHAPTER 4

CERTIFICATE OF COMPLETION

INNACCEL

Certificate of Internship

This letter is to verify that A. Krithika has successfully completed her internship project at InnAccel Technologies Private Limited during the period of 17th of August 2021 to 30th of November 2021.

During this period, she demonstrated excellent skill and tremendous self-motivation. She

- Worked on a system to read air flow values from a flow sensor and display it on an LCD screen. Programmed the system using Arduino IDE.
- Designed a PCB for the flow sensor system using KiCad. The board mimicked the working of an Arduino and had Atmega328 as the microcontroller.
- Assembled the PCB and hand soldered the surface mount components. Tested the PCB for its working.
- Designed a PCB in KiCad for a system that controls heating elements through relays depending on the inputs from thermocouple sensors. This board used Atmega328 as the microcontroller.
- Worked on a control system to adjust the Air flow through a servo motor depending on the inputs from a flow sensor. ArduinoUNO was used and programming was done through ArduinoIDE.

We wish her all the best for her future endeavours.

Regards,

INNACCEL TECHNOLOGIES PVT LTD BANGALORE 560 025

Sumedh Kaulgud
Director, MCH

GE Healthcare

60, Export Promotion Industrial Park
Whitefield, Bangalore 560 066 India

T 91 80 2841 0123
F 91 80 2841 0851
www.gehealthcare.com

Date: 17-Sep-2021

To whomsoever concerned

Sub: Internship Certificate

This is to certify that Sriranga AU, a final year Medical Electronics student at BMS College of Engineering (Roll Number: 1BM18ML050) has completed his internship at GE BEL, working on NoC Architecture on SoC for multi-control system design, in the period from March 2021 to September 2021.

In this internship, he has completed conceptualized, implemented and demonstrated the proof of concept for the idea, and presented it to the team for review.

Regards,

Aniruddha Tiru
Architect – Digital Design
Imaging Subsystems
GE Healthcare
Bangalore

INTERNSHIP LETTER

Axxonet®

Axxonet System Technologies Private Limited.
(Main) #85-13, 4th Cross, Bhavani Layout, Christ School Road, Bangalore–560029
Ph +91-80-41508919, Fax +91-80-41900257, E-mail contact@axxonet.com

Date: 8th June 2022

TO WHOM SO EVER IT MAY CONCERN

Internship Certificate

This is to certify that **Mr. Sukruth R** the College intern **(ID: AXST_INT_2070)** did his student internship from 8th March 2022 – 8th June 2022.

Internship Topic: Circuit Design and Testing of the ECG, EMG, GSR and Respiration sensors used for Stress-level detection.

We found him to be optimistic and motivated during the internship.

We wish him all the best for his future endeavors.

For Axxonet System Technologies Private Limited.

Axxonet System Technologies Pvt Ltd. Bangalore-29

Deepa D
HR Head

INTERNSHIP DETAILS

Organization : BramhAnsh Technologies Pvt Ltd

Role : Product Development Intern

Duration : For a period of one month, from 7 March, 2022 to 07 April, 2022



BramhAnsh Technologies Pvt Ltd

Certificate of Appreciation

This certificate is to appreciate

Kaveen Gowda

who has completed **1 month of Internship** serving as a **Product development Intern** with us at **Bengaluru** from **07-03-2022** to **07-04-2022**
We found him sincere, hardworking, dedicated and result oriented.
Kaveen worked well as a part of the team during his tenure.
We take this opportunity to thank and wish him all the best for future.

Awarded on **07-04-2022**

Director/CEO

BramhAnsh Technologies is a biomedical startup focused on wellness and fitness services. Their product WELLMING, is a controlled vestibular stimulation method of relieving stress. The patented transducer technology in wellming sends intense research derived acoustic signals in the form of vibration to stimulate the brain for relaxation.

KALEITICS

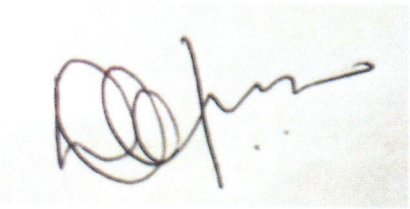
June 29th, 2022

Internship Certificate

This letter is to verify that Mr. Kushal Saukar K has successfully completed his internship at Kaleitics India Private Limited during the period of 2nd November 2021 to 27th June 2022.

During the internship, he demonstrated excellent skill and tremendous self-motivation. He

- Worked on developing a prototype of MedRAM software.
- Worked on developing the database management for MedRAM software.
- Worked on designing a prototype of circuit for remote monitoring of MedRAM software.



Company Official Signature

e number
22227

Mail
suresh.durgappa@kaleitics.com

Address
#122, Ground Floor, 2nd cross, 2nd main
Vinobhanagar, Shivamogga, Karnataka
INDIA

RAMAIAH
Institute of Technology

RAMAIAH INSTITUTE OF TECHNOLOGY, Bangalore - 560 054
(Autonomous Institute, Affiliated to VTU)

Ref No. RIT/2021/R&D/INTERN/038 Date: 01-11-2021

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Ms. Kushala H (USN: 1BM18ML028) affiliated to BMS College of Engineering, did her internship under my guidance as part of ongoing collaborative funded project on "***Screening of Cancer Using IR Thermography***" from 23-08-2021 to 30-10-2021.

She has shown keen interest towards learning and has successfully completed the internship.

I wish her all the best in all her endeavour.

Yours sincerely,

1.11.21

Dr. N Sriraam
Head, R & D
Ramaiah Institute of Technology
Bangalore - 560 054.

Date : 01-11-2021

Place : RIT, Bengaluru

Piroya
Focus to Infinity

28 June 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Madhuri Sinha (USN: 1BM18ML031) from the department of Medical Electronics, BMS College of Engineering, Bengaluru Have successfully completed their internship and has worked on the project titled "BINK 3-D Bioprinter" at Piroya Technologies Pvt. Ltd. Since 1 October 2021.

They have met the requirements to the satisfaction of project coordinator.

Thanking You

S.Balaji

S.Balaji Raghavendra

Director

Piroya Technologies

Bangalore

RAMAIAH
Memorial Hospital

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Nidhi R Singh (1BM18ML036) from the Medical Electronics Department of BMS College of Engineering has completed the Internship on, "**Statistical Analysis of foot thermal images of Charcot and Diabetic study groups based on Student t Test**" under my guidance from October 2021 to February 2022. She has shown keen interest towards learning and has successfully completed the internship.

Dr S M Ajoy

Senior Consultant,
Foot and Ankle Services,
Department of Orthopaedics,
Ramaiah Medical College and Hospitals
Bengaluru - 560019

Piroya
Focus to Infinity

28 June 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Nikita Jain (USN: 1BM18ML037) from the department of Medical Electronics, BMS College of Engineering, Bengaluru Have successfully completed their internship and has worked on the project titled "BINK 3-D Bioprinter" at Piroya Technologies Pvt. Ltd. Since 1 October 2021.

They have met the requirements to the satisfaction of project coordinator.

Thanking You

S.Balaji

S.Balaji Raghavendra

Director

Piroya Technologies

Bangalore

BPL Medical Technologies

BMTL:HRM:INTERN:05.22:01

May 10, 2022
Bangalore

Ms. Pooja Jiresh,
Bangalore.

Dear **Pooja,**

Welcome to **BPL Medical Technologies Private Limited.**

With reference to the request letter, we are pleased to offer you internship in BPL Medical Technologies Private Limited for a period of 6 months starting 9th May 2022.

Your monthly stipend will be Rs.10,000/- pm (Rupees Ten Thousand only).

Please Note that your place of posting will be at **Bangalore.**

We look forward to meeting you on **10th May 2022** *at BPL Medical Technologies Private Limited, 11th KM, Bannerghatta Road, Arakere Bangalore-560 076.*

With best wishes,

RIDHA TAZEEN
HEAD – HUMAN RESOURCES

I accept your offer, terms and conditions and shall report
For duty on 10/05/2022

(Signature)

Date: 09/05/2022

BPL Medical Technologies Private Limited
Regd. Office : 11th KM, Bannerghatta Road
Arakere, Bengaluru - 560 076, India.
Ph: +91 80 2648 4388 / 2648 4350
Toll Free: 1800 - 425 - 2355
CIN : U33110KA2012PTC067282
www.bplmedicaltechnologies.com

BPL
Happier Living Everyday

Renalyx

22-09-2022

Internship Completion Certificate

This is to certify that Ms. Prathiksha Rajamurugan from BMSCE, Bengaluru has accomplished internship from 23-03-2022 to 22-09-2022 on "Automated ACR Strip Test using Image Processing". During her internship she worked on a project of Renalyx Health System Pvt. Ltd.

Her work has been satisfactory and she has taken personal initiative to drive the project under supervision from concerned team members.

We wish the very best for her.

Dr. Shyam Vasudevarao

Managing Director

Renalyx Health System Pvt. Ltd. Bangalore

Point of Contact

My point of contact or assigned task manager was Karan Lomore, who is an experienced Project Manager with a demonstrated history of working in the health wellness, and fitness industry. Skilled in Software, Management, Fitness, Project Management, and Wellness. Strong program and project management professional with a Master's degree focused in Biotechnology from Shanmugha Arts, Science, Technology and Research Academy.

Email ID: karan.lomore@metflux.in

4 Details of the Internship

My internship at this company started on 3rd September 2021 and ended on 30th November 2021. I worked here as an intern for three months. I was hired as Computer Vision and Signal Processing Intern. Fig 1.4 is my internship certificate to certify the same.


MetFlux

INTERNSHIP CERTIFICATE

This is to certify that

Rishika Iytha

has completed three months of **Aspiring Computer Vision and Signal Processing Engineers Internship** from 3rd Sept 2021 to 30th Nov 2021 under our guidance.

During the internship period, her performance was excellent and her contribution was significant.

Date: 3rd Dec 2021

Dr. KV Venkatesh
Founder & Director

hello@metflux.in

MetFlux Research Private Limited
CM-02, 4th Floor, KReSIT Building,
IIT Bombay, Powai, Mumbai 400076

http://www.metflux.in/

https://www.linkedin.com/company/metflux/

Fig 1.4: Internship Certificate

origin health

Date: 27/06/2022

INTERNSHIP CERTIFICATE

This is to certify that **Ms. Samhita P** (**Roll No**: 1BM18ML043), student of B.M.S College of Engineering, Bangalore has successfully completed her internship as a **Clinical Data Analyst** at **Chennai Origin Health Software Technologies Private Limited** from **23rd August 2021** to **12th May 2022**.

During the period of her internship, her performance exceeded the expectations of the company, and we found her to be sincere, hardworking, and of good conduct.

We thoroughly enjoyed having Ms. Samhita amidst us and wish her the very best in her future endeavors.

Sincerely,

Mr. K. Ramakrishnan

CHENNAI ORIGIN HEALTH SOFTWARE TECHNOLOGIES PRIVATE LIMITED
CIN: U72100KA2010PTC145390
3rd floor, 1145, K.No 3323/1145, 22nd Cross, 2nd Sector, HSR Layout
Bangalore, Karnataka 560102, India
director-india@originhealth.ai

origin health

Date: 27/06/2022

INTERNSHIP CERTIFICATE

This is to certify that **Mr. Shashi Kiran L** (**Roll No:** 1BM18ML044), student of B.M.S College of Engineering, Bangalore has successfully completed his internship as a **Clinical Data Analyst** at **Chennai Origin Health Software Technologies Private Limited** from **23rd August 2021** to **27th June 2022**.

During the period of his internship, his performance exceeded the expectations of the company, and we found him to be sincere, hardworking, and of good conduct.

We thoroughly enjoyed having Mr. Shashi Kiran amidst us and wish him the very best in his future endeavors.

Sincerely,

Mr. K. Ramakrishnan

CHENNAI ORIGIN HEALTH SOFTWARE TECHNOLOGIES PRIVATE LIMITED
CIN: U72100KA2010PTC145390
3rd floor, 1145, K.No 3323/1145, 22nd Cross, 2nd Sector, HSR Layout
Bangalore, Karnataka 560102, India
director-india@originhealth.ai

Doc ID: afc0a143b7bf0ceac0e6469cffca9c157d149b28

7. Offer Letter

Quick Ride
Carpool . Bikepool

IDisha Info Labs Pvt. Ltd.
#96, 1st Floor, 3rd Cross, R J Garden
Chinnappanahalli, ORR, Marathahalli
Bengaluru - 560037

Dear Ms. Shriraksha M,

Date: 18th April 2022

Congratulations!

We are very pleased to offer you the internship with Quick Ride in the Data Analysis department. We believe that your skills & hard work will be a valuable asset to our company. Please note at start-up we expect flexibility to handle any responsibility that is required for the company from time to time.

Please find the following terms of this internship offer:

1. The internship shall commence from 19th April 2022 for a period of 3 Months.
2. The Stipend paid would be Rs 9,000/Month. For calculating the Stipend, we consider 26 working days as one month.
3. Your work location would be Bangalore.

Please go through the enclosed annexure with this offer and do sign the same.

Supervisor: You will be reporting to Mr. KNM Rao .

We wish you good luck and all the best for your successful internship.

Thanks & Regards,

Pratiksha
HR Quick Ride

I Mr/Miss/Mrs. SHRIKAKSHA.M having residential address #96, 19th Main Road HSR Layout agree to the terms and accept this consultancy offer

Signature:
Contact Nos (Primary and Emergency) : 8971580156

Date: 19-04-2022

दूरभाष / Phone:
+91 – 080 – 2250 2345
टेलीफैक्स / Telefax:
+91 – 080 –2528 2011

E-Mail:
hrd.debel@gov.in



भारत सरकार, रक्षा मंत्रालय
Government of India, Ministry of Defence
रक्षा अनुसंधान एवं विकास संगठन
Defence Research & Development Organisation
रक्षा जीव अभियांत्रिकी तथा चिकित्सा इलेक्ट्रानिकी प्रयोगशाला
Defence Bioengineering & Electromedical Laboratory
सी वी रमन नगर / C V Raman Nagar
बेंगलुरु / Bengaluru - 560 093.

No. DBL/HRD/SP/22/I/30/43

Date: 30th September, 2022

CERTIFICATE

This is to certify that ***C Sindhu Sharma*** *(USN: 1BM19ML044), pursuing B. E. in Medical Electronics Engineering at BMS College of Engineering, Bengaluru, India has successfully completed her Internship in* ***"Digital Stethoscope"*** *at Defence Bioengineering and Electromedical Laboratory (DEBEL), Defence Research and Development Organization (DRDO), Ministry of Defence, C. V. Raman Nagar, Bengaluru from* ***11th April 2022 to 30th September 2022.***

No part of the above work shall be reproduced, communicated, or published without prior written permission from Director, DEBEL, Bengaluru.

(Dr Manan Oza)
Scientist 'D'
Guide

(Dr. A Aparna G Sastry)
Scientist 'F'
GH, HRD

30/9/22

डॉ ए अपर्णा जी. शास्त्री/ Dr. A. APARNA G. SASTRY
वैज्ञानिक 'एफ' / SCIENTIST 'F'
प्रधान,मानव संसाधन विभाग /HEAD, HRD
डेबेल, डी.आर.डी.ओ, रक्षा मंत्रालय/DEBEL, D.R.D.O Min. of Defence
बेंगलूर / BENGALURU - 560093

CERTIFICATE FROM THE COMPANY FOR INTERNSHIP COMPLETION

CERTIFICATE OF INTERNSHIP

This letter is to verify that Ms. Swarna Kedia has successfully completed her internship at Dozee, Bangalore during the period of 01 February, 2022 to 30, June 2022.

During the internship, she demonstrated excellent skill and tremendous self-motivation. She worked on Contactless Monitoring of Vital Parameter using Dozee Sensor.

Dr. Abhishek Appaji
Associate Professor,
Dept of Medical Electronics
B.M.S. College of Engineering

Pooja Kadambi
Head - Innovation
Dozee- Bangaluru

96868 36933 contact@dozee.io www.dozee.health
#40, Ground and Mezzanine Floor, Chinmaya Mission Hospital Road, Indiranagar, Bengaluru - 560038

RAMAIAH
Memorial Hospital

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Vaibhavi R (1BM18ML056) from the Medical Electronics Department of BMS College of Engineering has completed the Internship on, "**Statistical Analysis of foot thermal images of Charcot and Diabetic study groups based on Correlation Study**" under my guidance from October 2021 to February 2022. She has shown keen interest towards learning and has successfully completed the internship.

Dr S M Ajoy

Senior Consultant,
Foot and Ankle Services,
Department of Orthopaedics,
Ramaiah Medical College and Hospitals
Bengaluru - 560019

दूरभाष / Phone:
+91 – 080 – 2250 2345
टेलीफैक्स / Telefax:
+91 – 080 –2528 2011

E-Mail:
hrd.debel@gov.in



भारत सरकार, रक्षा मंत्रालय
Government of India, Ministry of Defence
रक्षा अनुसंधान एवं विकास संगठन
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Defence Bioengineering & Electromedical Laboratory
सी वी रमन नगर / C V Raman Nagar
बेंगलुरु / Bengaluru - 560 093.

No. DBL/HRD/SP/22/I/30/42 **Date:** 30th September, 2022

CERTIFICATE

This is to certify that ***Yashaswini K Patange*** *(USN: 1BM19ML059), pursuing B. E. in Medical Electronics Engineering at BMS College of Engineering, Bengaluru, India has successfully completed her Internship in* ***"Digital Blood Pressure Monitor"*** *at Defence Bioengineering and Electromedical Laboratory (DEBEL), Defence Research and Development Organization (DRDO), Ministry of Defence, C. V. Raman Nagar, Bengaluru from* ***11th April 2022 to 30th September 2022.***

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(Dr. A Aparna G Sastry)
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30/9/22

डॉ ए अपर्णा जी. शास्त्री/ Dr. A. APARNA G. SASTRY
वैज्ञानिक 'एफ' / SCIENTIST 'F'
प्रमुख,मानव संसाधन विभाग /HEAD, HRD
डेबेल, डी.आर.डी.ओ, रक्षा मंत्रालय/DEBEL, D.R.D.O Min. of Defence
बेंगलूर / BENGALURU - 560093

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Temperature-sensitive Electrochemical Model of Vanadium Redox Flow Battery Cell

Praphulla Rao[1,2*], Sreenivas Jayanti [1]

1 Indian Institute of Technology Madras, Chennai, India

2 B M S College of Engineering, Bangalore, India (Corresponding Author)

ABSTRACT

Extreme cold and hot weather influence the performance of batteries significantly. Vanadium redox flow batteries (VRFB) work efficiently in the temperature range of 10^{o}C to 40^{o}C. In this work, a physics-based electrochemical model has been developed to calculate the overpotentials and cell voltage at different temperatures. Decrease in temperature hinders the performance of VRFB by increasing the overpotential. The model is validated with the experiment results of 426 cm^2 single cell VRFB at 25, 10 and -10^{o}C. .

Keywords: Electrochemical model, Vanadium redox flow batteries, Overpotential, Temperature

NONMENCLATURE

Symbols	*Quantity*
E_{cell}	Cell voltage (V)
η	*Overpotential (V)*
i	Current density (A m^{-2})
n	Charge
d_i	Thickness of material i (m)
σ_i	Conductivity if material i (S m^{-1})
D_i	Diffusivity of ion i (m^2 s^{-1})
C_i	Concentration of ion i (mol m^{-3})
D_f	Fibre diameter (m)
γ	Rate constant (m s^{-1})

1. INTRODUCTION

The rapidly upcoming commercialization of VRFB sets many new challenges to manufacturers of the technology, particularly, with regard to scale-up and optimization, enhancement in stability of the electrolyte, development of the electrodes resilient to oxidation and gas evolution. Most of these challenges are not typically viable for laboratory analysis due to high financial costs and long duration. In such cases, it is necessary to utilize validated modelling and simulation results taken in similar conditions to avoid extensive laboratory experimentation. In the literature, there are many models of the VRFB of sufficient complexity to simulate the performance at temperatures above 25^{o}C. Yin et al. (2018) investigated the influence of temperature on the electrolyte properties and single cell performance for the range of temperature -10 to 50^{o}C. Their results show that the temperature effect on the concentration polarization of reactive species and the ionic mobility of H^+ in the membrane may be the main factors affecting the performance at low temperatures. Kim and Park (2016) used the Tafel kinetics to get the reaction parameters and expressed the exchange current density using Arrhenius equation. They validated their electrochemical kinetic model results with experimental results for the temperature range of 25 to 40^{o}C.

In this work, an electrochemical model is used to determine the overpotential, voltage, and capacity of the cell based on the state of charge (SOC). Variation of the individual overpotentials are predicted at 25^{o}C, 10^{o}C and -10^{o}C. The model is extended to low temperatures by using experimentally determined activation energies to evaluate the rate constants and conductivity of the electrode.

2. VANADIUM REDOX FLOW BATTERIES

Vanadium redox flow batteries (VRFB) is used to store chemical energy and generate electricity by redox

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reaction between vanadium ions dissolved in electrolyte. In VRFB, during electrochemical processes, two pumps circulate two electrolytes consisting of V^{3+}/ V^{2+} mixture and VO^{2+}/VO_2^+ mixture through the negative and positive electrodes, respectively, during charge and discharge. The reactions can be expressed as:

$$VO^{2+} + H_2O \leftrightarrow VO_2^+ + 2H^+ + e^- \qquad E^0 = 1.004V \qquad (1)$$

$$V^{3+} + e^- \leftrightarrow V^{2+} \qquad E^0 = -0.255V \qquad (2)$$

2.1. Electrochemical model

The electrochemical reactions of VRFB are shown in the Eq. 1 and 2. Uniformity in electrolyte flow is ensured by grooving the serpentine channel through the flow field. Additional assumptions considered for simplicity are: 1) Electrolyte flow is incompressible; 2) The electrolyte in the cell and tank is perfectly mixed; 3) Diffusion coefficient of ions and physical properties of electrode are constant at particular temperature; 4) Membrane is impermeable to vanadium ions; 5) Distribution of the vanadium ions are uniform throughout; 6) Electron transfer coefficient is 0.5 in anode and cathode; 7) Self discharge of the cell is negligible; 8) No hydrogen and oxygen evolution occur in the electrode.

Electrochemical models are used to describe the change in the battery voltage in terms of the open-circuit voltage (OCV) and overpotentials (namely, the ohmic, activation, and concentration overpotentials), which vary with vanadium and proton concentrations. The cell voltage is calculated by subtracting the over-potentials from the OCV as given in Eq. 3.

$$E_{cell} = OCV - \eta_{Ohmic} - \eta_{Act} - \eta_{Conc} \qquad (3)$$

2.1.1. Open circuit voltage

In the case of electrochemical equilibrium, the balance between chemical energies and electrical energies exists. The potential exists in the cell at electrochemical known as open circuit potential. It is the potential difference between the electrolyte and the electrode when there is no net reaction taking place in the cell. The OCV depends on the concentration of reactants and products and temperature. Nernst equation is used to obtain open circuit potential of any electrochemical reaction. In case of VRFB, the Nernst equation is corrected with Donnan potential which exists across the membrane due to unequal proton concentration between negative and positive electrolytes. Difference in preparation methods of electrolyte can change the concentration of protons in the catholytes and anolytes (Knehr and Kumbur, 2011). Concentration of protons on either side of the membrane is included in the Nernst equation as shown in Eq. 4.

$$OCV = E_0 + \frac{RT}{nF}\ln\left(\frac{C_{VO^{2+}}.C_{V^{2+}}\,C_{H^+}^2 C_{H^+}^+}{C_{VO_2^+}.C_{V^{3+}}\,C_{\overline{H}}}\right) \qquad (4)$$

Concentrations of vanadium ions and proton vary with SOC.

2.1.2. Ohmic overpotential

Ohmic overpotential arises from the electric current flowing through the cell. It is the summation of electrode, electrolyte, membrane and flow field resistances (Wang et al., 2017). The membrane and electrodes often make a significant contribution to the overall cell resistance, so it is therefore desirable to develop materials with a small resistivity and to utilize small anode-cathode distances in the cell and stack design.

Table1. Physicochemical parameters of the components of VRFB

Content	Quantity
Diffusivity of V^{3+} & V^{2+}	2.4×10^{-10} m^2 s^{-1} [5]
Diffusivity of VO^{2+} & VO^{2+}	3.9×10^{-10} m^2 s^{-1} [5]
H^+ diffusivity	9.3×10^{-9} m^2 s^{-1} [5]
HSO_4^- diffusivity	1.33×10^{-9} m^2 s^{-1} [5]
Porosity of electrode	0.94 [SGL datasheet]
Conductivity of electrode	130 S m^{-1} [SGL datasheet]
Conductivity of membrane	10.4 S m^{-1} [5]
Conductivity of flow field	71428 S m^{-1} [SGL datasheet]
Rate constant for reaction 1	3×10^{-5} m s^{-1}
Rate constant for reaction 2	2.6×10^{-6} m s^{-1}

Ohmic overpotential is given by the Eq. 5.

$$\eta_{ohmic} = i\left(\frac{d_e}{\sigma_e} + \frac{d_m}{\sigma_m} + \frac{d_{gp}}{\sigma_{gp}} + \frac{d_{cc}}{\sigma_{cc}} + \frac{d_e}{k_{eff}}\right) \qquad (5)$$

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Ionic conductivity of the electrolyte influence the overall conductivity in the cell. Ions involved in the process are $V^{2+}, V^{3+}, VO^{2+}, H^{+}, VO_2^{+}, HSO_4^{-}$. Effective conductivity of the electrolyte is given by

$$k^{eff} = \frac{F^2}{RT}\sum n_i^2 D_i^{eff} C_i \quad (6)$$

Highly porous electrode is used in the VRFB system so as to allow easy circulation of the electrolytes. The electrolyte is transported through the pores. So, diffusivity of the electrolyte needs to be calculated based on porosity. Effective diffusivity of the electrolyte is obtained by using Bruggemann correction factor

$$D_i^{eff} = \varepsilon^{1.5} D_i \quad (7)$$

According to Stokes-Einstein equation, diffusivity of the ions is inversely proportional to the viscosity of the electrolyte.

$$D = \frac{RT}{6\pi r_i \mu} \quad (8)$$

where r_i ionic radius, T is absolute temperature, μ is the viscosity of electrolyte. Viscosity is related to the temperature according to the following correlation obtained by measured electrolyte viscosity given by Eq. 9.

$$\mu = 0.0074T^2 - 0.4112T + 9.9546 \quad (9)$$

Ohmic resistance of the cell was determined using the electrochemical impedance spectroscopy (EIS) at different temperatures. Ohmic resistance increased from 3.16 mΩ at 25°C to 6.2 mΩ at -10°C (Rao and Jayanti 2021).

$$\sigma_e = \frac{1}{R_{ohm}} = Ae^{E_a/RT} \quad (10)$$

Where A is constant, E_a is the activation energy. The value of activation energy obtained from the experimental results of ohmic resistance is 12.23 kJ/kmol.

Membrane conductivity is calculated at different temperatures using the Eq. 11.

$$\sigma_m = 10.98 \exp\left(1268\left[\frac{1}{303} - \frac{1}{T}\right]\right) \quad (11)$$

2.1.3. Activation overpotential

The electrochemical reactions occur on the surface of the electrode-electrolyte. Most of the reversible electrochemical reactions taking place on the porous electrode follow the Butler-Volmer equation. The activation over-potential in the negative and positive electrodes are given by Eq. 12 and 13 respectively.

$$\eta_{act}{}^{neg} = \frac{2RT}{nF}\left(\sinh^{-1}\left(\frac{i}{2F\gamma_-\sqrt{C_{V^{3+}} C_{V^{2+}}}}\right)\right) \quad (12)$$

$$\eta_{act}{}^{pos} = \frac{2RT}{nF}\left(\left(\sinh^{-1}\left(\frac{i}{2F\gamma_+\sqrt{C_{VO^{2+}} C_{VO_2^{+}}}}\right)\right)\right) \quad (13)$$

Where γ_- and γ_+ are rate constant of negative and positive electrode respectively. The effect of temperature on rate constant is estimated using the experimentally determined charge transfer resistance by EIS. Charge transfer resistance increased from 2.05 mΩ at 25°C to 4.18 mΩ at -10°C with 4.6 mm electrode (Rao and Jayanti 2021).

$$\frac{1}{R_{ct}} = Aexp\left(\frac{-E_a}{RT}\right) \quad (14)$$

The value of activation energy obtained experimental results of charge transfer resistance is 28.29 kJ/kmol.

2.1.4. Concentration over-potential

Concentration overpotential is the result of the concentration gradient between the bulk electrolyte and the surface of the electrode at high applied currents, and is predominantly prevailing at the end of charge or discharge in a flow battery when the concentrations of the active species are low. As a result, the reaction rate is limited by the concentration gradient in the diffusion layer so that the electron transfer process becomes mass-transfer controlled (Tang et al. 2014).

$$\eta_{conc} = -\frac{RT}{F}\ln\left(\frac{i}{k_m n F c_i^{bulk}}\right) \quad (15)$$

The local mass transfer coefficient k_m is obtained by considering flow rate and diffusion coefficient of the ions in the electrolyte. It is determined from the empirical formula given by Eq. 16 for laminar flow on the fibres of the porous carbon electrode (Schmal et al., 1986). Experimentally determined density and viscosity of the electrode are at desired temperatures are used in the model and can be calculated as follows:

$$k_{m,i} = \frac{D_i^{eff}}{D_f} 6.1 Re^{0.352} \quad (16)$$

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2.2. Results

The cell voltage of single cell VRFB was predicted using material properties from the literature. The Input parameters for the model are current density, flow rate, compression ratio (CR), initial concentration electrolyte ions and proton.

2.2.1. Open circuit voltage

The variation of the OCV with SOC at different temperature is given in Figure 1. OCV increases with decrease in temperature. Reversible cell voltage increases with decrease in temperature, which contributes in increase in OCV with decrease in temperature.

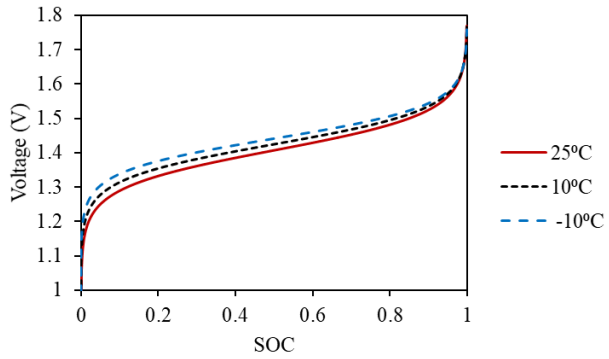


Fig. 1. Open circuit voltage at different temperatures

2.2.2. Effect of temperature

In this section, comparison of experimental results and the model predictions is presented at different temperatures 25, 10 and -10°C, at current density 60 mA cm^{-2}, flow rate 250 ml min^{-1}. The results are given in the Figure 2.

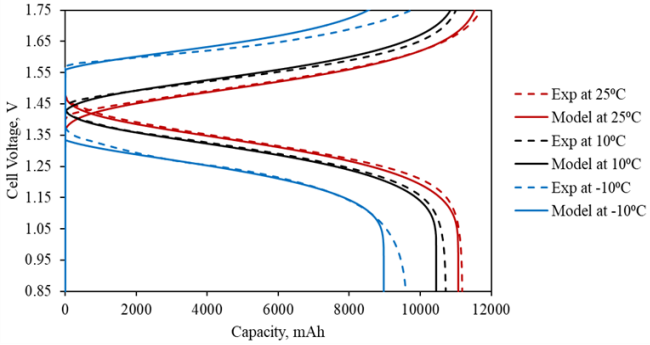


Fig. 2. Effect of temperature on charge-discharge studies of cell with area at 426 cm^2 with 4.6 mm thick electrode at 35% CR at current density of 60 mA cm^{-2} and flow rate of 250 ml min^{-1}.

We can clearly see the widening of voltage window with decrease in temperature at 10°C and -10°C. Mass transfer polarization reaches early in the model predictions at -10°C.

Ionic conductivity of the electrolyte depends on temperature, diffusivity of the ions and concentration of electrolyte. Ionic conductivity of the electrolyte is calculated from Eq. 6. The diffusivity of the ions change with temperature which leads to change in conductivity of the electrolyte solution. Figure 3 gives the changes in the ionic conductivity of the electrolyte with the temperature. Ionic conductivity of the electrolyte increases with increase in SOC and decreases with decrease in temperature. Proton contributes about 87% to the total ionic conductivity of the electrolyte.

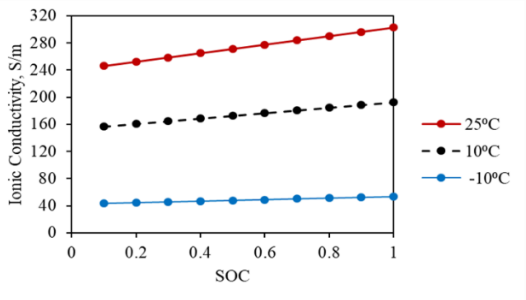


Fig. 3. Variation of ionic conductivity with SOC and temperature for the electrolyte concentration of 1.6 M vanadium and 3 M H_2SO_4

Ohmic, activation and concentration overpotential of 426 cm^2 single cell VRFB at current density of 60 mA cm^{-2} predicted at different temperature and 50% SOC is given in Table 2. We can observe that activation overpotential in the negative electrode is very high compared to the other overpotentials.

Table 2. Overpotentials at different temperatures and 50% SOC

Temperature (°C)	Over-potential (mV)			
	η_{ohmic}	$\eta_{act}{}^{neg}$	$\eta_{act}{}^{pos}$	η_{conc}
25	31.3	62.8	6.7	8.9
10	43.6	81.4	10.5	9.9
-10	85.5	100.3	16.9	16.0

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2.2.3. Effect of current density

Operating current density of the cell was changed from 40 to 80 mA cm^{-2}. The equilibrium potential, activation and ohmic overpotential increase with increase in current applied to the cell. The same trend can be observed in Figure 4. The reaction proceeds fast at higher current densities leading to attain concentration overpotential quickly. The charge-discharge cut off is reached early as the reactants are depleted in the active sites of the electrode. At low current density, the reaction proceeds slowly leading to increase in capacity.

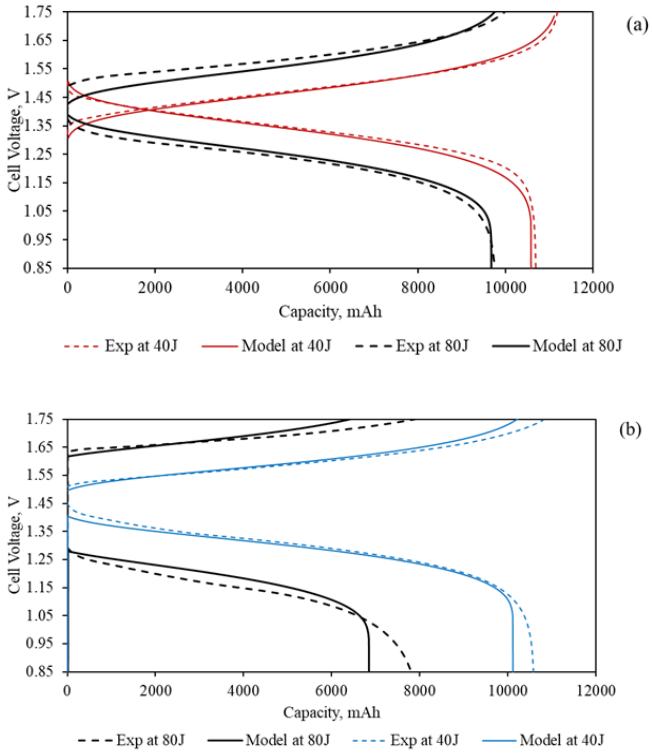


Fig. 4. Charge-discharge cycle of cell with active area of 426 cm^2 having electrode of 4.6 mm thickness, CR 35%, and corresponding model predictions for the current densities of 40 and 80 mA cm^{-2} a) at 25°C b) at -10°C

2.2.4. Effect of flow rate

The electrolyte flow rate plays a critical role in determining the change in the concentration of the vanadium ions, and the concentration overpotential. Electrolyte flow rate influences the mass transfer of ion in the cell. Insufficient flow rate may be destructive to the cell leading to overcharge of the cell. Comparison of experimental results and model predictions of discharge profiles of the cell with active area of 426 cm^2 having electrode of 4.6 mm thickness, at current density 60 mA.cm^{-2} and -10°C is given in Figure 5.

It is observed that discharge capacity of the cell increases with increase in flow rate. Early onset of concentration polarization can be observed at low flow rate of 120 ml min^{-1} compared to the flow rates 240 ml min^{-1}. As the flow rate increased the discharge time was increased, which results in increase in discharge capacity of the cell.

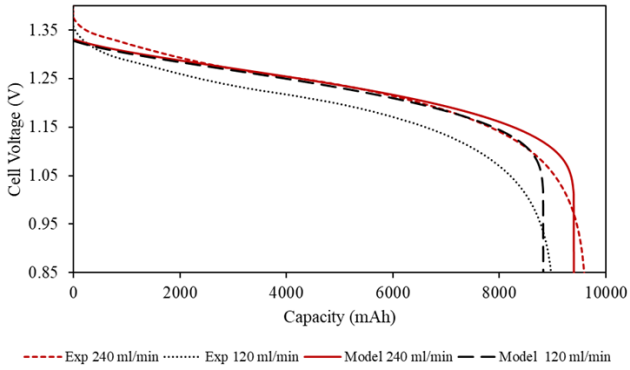


Fig. 5. Comparison of experimental results and model predictions of discharge profiles of the cell with active area of 426 cm^2 having electrode of 4.6 mm thickness and 35% CR at different flow rate, current density 60 mA.cm^2 and -10°C

2.2.5. Effect of electrode compression

The electrode compression improves the conductivity of the electrode. Porosity of the cell decreases with increase in compression. As the porosity increases bulk diffusion of the electrolyte increases, leading to increase in permeability of the electrolyte. This leads to the reaction to complete fast and capacity is reduced. One of the major disadvantages of increasing compression is increase in pressure drop in the cell. Electrode parameters considered for modelling the effect of compression is given in the Table 3. As the compression increases overpotential decreases improving the performance of VRFB. At 17% compression, activation and ohmic overpotential is more compared to 50% compression. The comparison of experimental and model results are given in Figure 6.

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Table 3. Parameters of 6 mm thick SGL carbon felt electrode with different compression

Electrode properties	17%	35%	50%
Compressed thickness	5 mm	4 mm	3 mm
Porosity	0.9	0.88	0.84
Conductivity	28.3	58.2	83.1

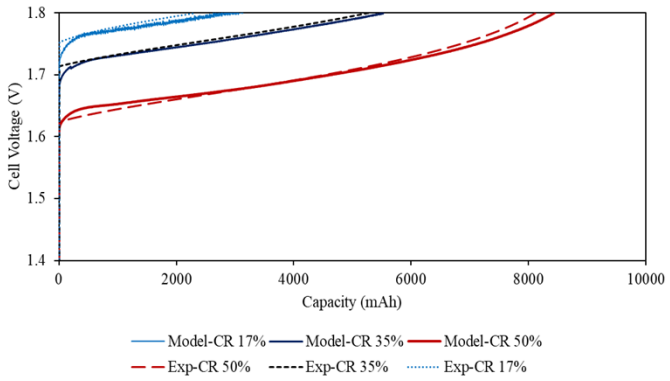


Fig. 6. Comparison of experimental results and model predictions of charge profiles of the cell with active area of 426 cm^2 having electrode of 6 mm thickness, at different compression, current density 60 mA cm^{-2} and -10^oC

3. CONCLUSIONS

Extreme cold weather influence the performance of batteries significantly. Vanadium redox flow batteries (VRFB) work efficiently in the temperature range of 10^oC to 40^oC. In this work, a physics-based electrochemical model of the VRFB system is developed to predict the voltage as a function of the applied current, electrolyte flow rate, electrode compression and temperature. The model calculates the changes in ohmic, activation and concentration overpotential at low temperatures. Material properties, kinetic parameters and diffusivities are taken from literature. The measured data of cell impedance at different temperatures have been used to modify the electrochemical reaction rate to take account of temperature effect. The model is validated with the experiment results of 426 cm^2 single cell VRFB at 25, 10 and -10^oC. This model shows good agreement with the experimental data over a range of circulation rates and operating temperatures and can be used to predict system performance under different climatic conditions and operating conditions.

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Research article

In silico evaluation of naturally isolated triterpene glycosides (TG) from *Gymnema sylvestre* towards diabetic treatment

Rashmi S Shenoy [a,b,d,*], Jagadeesh Kumar D [c], Nagendra HG [c], H.K. Manonmani [a,b]

[a] Department of Food Protectants and Infestation Control, CSIR-Central Food Technological Research Institute, Mysore, 570020, India
[b] Academy of Scientific & Innovative Research, CSIR-Central Food Technological Research Institute, Mysore, 570020, India
[c] Department of Biotechnology, Sir M. Visvesvaraya Institute of Technology, Bangalore, India
[d] Department of Biotechnology, B.M.S College of Engineering, Bangalore, India

ARTICLE INFO

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ABSTRACT

Diabetes is a metabolic disorder which is characterised by high levels of blood glucose. Most of the oral drugs available today for the treatment of diabetes are associated with various side-effects. Herbal medicines are considered relatively safer alternatives and *Gymnema sylvestre* (GS) is one such known traditional medicinal plant widely used for the treatment of diabetes. In our previous work, we isolated active triterpene glycosides (TG) from *Gymnema sylvestre* (GS) and screened for yeast α-glucosidase inhibitory activity *in vitro*. The present study aims to use *in silico* techniques to understand and predict the inhibitory role of the isolated triterpene glycosides (TG); Gymnemic acid I, IV, VII and gymnemagenin against disaccharidase enzymes. enzyme kinetic analysis using Lineweaver-Burk plot indicated that TG competitively inhibited yeast α-glucosidase at IC_{50} concentration with K_i 0.0028 μM. TG also exhibited significant inhibitory activity against mammalian sucrase and maltase respectively, compared to control.

Practical applications: The molecular docking simulation reveals that TG is capable of docking well with crystallographic structures of the selected enzyme targets. Inhibition of α-glucosidases could delay the absorption of glucose in the blood during post-meal digestion. Thus the current study highlights the dietary intervention of TG towards the selected enzyme targets, thus making TG a potential nutraceutical candidate towards management of blood glucose.

1. Introduction

Diabetes mellitus is characterized by an abnormal increase in plasma glucose, known as hyperglycemia, caused either by a deficiency in insulin secretion (Type1 diabetes mellitus or T1DM), resistance to insulin secretion (Type 2 diabetes mellitus or T2DM) or both (Willson et al., 2000; Shearer and Billin, 2007; Feldman et al., 2008). It has been estimated worldwide that 347 million people have diabetes with a prevalence of 8.3% (Woerle et al., 2004). Hyperglycemia and oscillating blood glucose concentrations attribute directly to the development of cardiovascular disease (Ceriello et al., 2008; Kato et al., 2008). Management of postprandial hyperglycemia is considered as a first therapeutic strategy for T2DM treatment. This can be accomplished by delaying the release of glucose through the inhibition of carbohydrate hydrolysing enzyme α-glucosidase (EC 3.2.1.20) in the digestive tract (Lee et al., 2012). Inhibiting this class of enzyme retards gastrointestinal absorption of dietary carbohydrates by restricting the breakdown of linear or branched oligosaccharide units like α-limit dextrins, maltose and maltotriose to produce glucose thereby preventing glucose absorption into blood stream (Lee et al., 2012). Commercially, α-glucosidase inhibitors are extensively used as monotherapy and in combination with other antidiabetic agents to reduce postprandial increase in blood glucose level (Fujisawa et al., 2005). But most of these are known to have certain adverse effects such as liver and gastrointestinal toxicity (Williams and Pickup, 1991; Rao et al., 1997). Thus, there is an increased demand for natural products with antidiabetic activity with no side effects. Indian traditional systems of medicine have a plethora of promising plants for treatment of diabetes, of which *Gymnema sylvestre (GS)* is most well established and extensively used (Shanmugasundaram et al., 1983). Several compounds have been isolated over the years from *GS* such as gymnemic acids, gymnemasaponins, gymnemasides, gymnemasins, deacylgymnemicacid, gymnemagenin, gymnestrogenin b and gymnemanol (Sahu et al., 1996; Saneja

* Corresponding author.
E-mail address: rashmi66@gmail.com (R.S. Shenoy).

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et al., 2010). Not much evidence is available on the mechanism of inhibition of these compounds in the treatment of diabetes. In our previous studies, we have isolated an active fraction TG from *Gymnema sylvestre* consisting of mixture of compounds; Gymnemic acid I, IV, VII and gymnemagenin (Rashmi et al., 2018).

We have also evaluated the efficacy of isolated TG towards *in vitro* inhibition of *α*-glucosidases. The specific role of these proteins is listed in Table 1 with their identities in the Protein Data Bank (PDB) (Berman et al., 2000).

In this background, we have attempted to study the inhibitory effect of TG containing; gymnemic acid I, IV, VII and gymnemagenin from *Gymnema sylvestre* towards yeast *α*-glucosidase and mammalian *α*-glucosidases (sucrase and maltase). The *in vitro* studies have shown promising results towards the inhibition of disaccharidases as compared to positive control acarbose. The present work focuses on *in silico* methods to elucidate the inhibitory effect of TG on enzyme targets associated with elevated levels of blood glucose.

2. Materials and methods

2.1. Materials

α-glucosidase from *Saccharomyces cerevisiae*, *para*-nitrophenyl-glucopyranoside (*p*NPG), starch, sucrose, maltose was procured from SRL chemicals. (Bangalore, India). Rat intestinal acetone powder (source of sucrase and maltase) was obtained from Sigma-Aldrich, St. Louis, USA. The dried leaf powder of *Gymnema Sylvestre* was obtained from Nikhila Karnataka Central Ayurvedic Pharmacy (Mysore, India). The chemicals used in our research were of analytical grade and purchased from Himedia chemicals (India).

2.2. Isolation of TG, assessment of α-glucosidase and α-amylase inhibitory activities

A known amount of the dried powder *Gymnema sylvestre* was extracted using absolute ethanol, purified using preparative gradient HPLC method to obtain four fractions The fraction III (TG) exhibiting maximum α-glucosidase activity was chosen for further studies. The isolated fraction was freeze dried and characterized using TLC, FTIR and NMR, after which it was subjected to *in vitro* anti diabetic activities (Rashmi et al., 2018).

Yeast α-glucosidase inhibitory activity was performed according to the method described (Kim et al., 2005), using *p*NPG as the substrate. The α-glucosidase inhibitory activity was determined by measuring the yellow-coloured *para*-nitrophenol released from *p*NPG at 405 nm. Similarly the mammalian α-glucosidase (sucrase and maltase) inhibitory activities were determined using sucrose and maltose as the substrates (Adisakwattana and Chanathong, 2011). Glucose released was analysed using glucose oxidase method at a wavelength of 505 nm. Concentrations of extracts resulting in 50% inhibition of enzyme activity (IC_{50}) were determined graphically for all the studied enzymes.

Table 1. Enzymes and their substrates used in the study.

	Enzymes to be Docked	Pdb Id	Substrates	Functions of Enzymes
1.	α-glucosidase from yeast (Isomaltase)	3A47/3AXI	*p*-NPP	Isomaltase is an enzyme that breaks the bonds linking saccharides, which cannot be broken by amylase or maltase
2.	Sucroseα-glucosidase (Sucrase)	3CZE	Sucrose	catalyzes the hydrolysis of sucrose to fructose and glucose
3.	Sucrase isomaltase (Maltase)	3LPO/3LLP	Maltose	Catalyzes the hydrolysis of maltose to the simple sugar glucose.

2.3. Kinetics of enzyme inhibition

Inhibitory kinetics was performed by maintaining fixed enzyme (yeast α-glucosidase) concentration 10 μg (1.12 U/mL) and varying substrate (para-nitrophenyl-glucopyranoside (pNPG)) concentrations (0–0.0025 μM). The kinetic graph was drawn using the standard Micheles-Menten curve for α-glucosidase (Data not shown). The reciprocal plot was used to obtain the Lineweaver-Burk (LB) plot. Using the LB kinetic plot as a reference, the α-glucosidase inhibitory assay was performed at one of the concentrations of TG (500 μg) (Rashmi et al., 2018).

2.4. Molecular docking analysis

To know the potential binding mode of the selected ligands at the molecular level as α-glucosidase inhibitors, all the chemical structures of the ligands used in the study like gymnemic acid I, IV, VII and gymnemagenin (Figure 1) were retrieved from PubChem database into sdf format (Momany and Rone, 1992). Similarly, the crystal structure of α-glucosidase from yeast (isomaltase), sucrose α-glucosidase (sucrase), sucrose isomaltase (maltase) were obtained from the Protein data bank and details are as shown in Table 1, Figure 2. Further, the retrieved ligands and protein structures were minimized using the conjugate gradient protocol and employing the CHARMM force field to depreciate ligands with Max Steps-2000 implemented in Discovery Studio 3.5 software (Accelrys, San Diego, USA). The initial step was carried out by preparing protein and identifying the binding sites by using define and edit binding site tool (Adisakwattana and Chanathong, 2011). To explain the activity order of gymnemic acid I, IV, VII and gymnemagenin against selected targets, ligands were then docked to the binding site of selected proteins. Docking studies were carried out using the CDOCKER protocol under the protein–ligand interaction section in Discovery Studio 3.5. In general, CDOCKER is a grid-based molecular docking method that employs CHARMM force fields (Momany and Rone, 1992). Protein was first held rigid while the ligands were allowed to flex during the refinement. Total molecules of water and ions not needed for catalytic activity were uncovered to preserve the entire protein. Docking runs were adjusted to 10 for evaluation of the accurate binding pose. For each ligand, top ten ligand binding poses were ranked according to their CDOCKER energies, and the predicted binding interactions were analyzed. Finally, the result was analysed for lowest binding energies, ligand amino acid interaction and all the values tabulated against individual targets. Ligand-bound images were considered for further analysis as per stronger binding affinity. Results were analysed and compared to *in vitro* results.

3. Results

Our *in vitro* results reveal that fraction III (TG) exhibited the highest inhibitory activity of 53.3% compared to standard acarbose (positive control), which exhibited 26% inhibition against *α*-glucosidase. When subjected to different concentrations of TG, the inhibition of *α*-glucosidase was observed to be concentration dependent. This activity was higher compared to acarbose at their respective similar concentrations. TG showed *α*-glucosidase inhibitory activity with an IC_{50} value of 3.16 ± 0.05 μg/mL. Similarly, sucrase and maltase enzyme activities were inhibited by TG with IC_{50} values of 74.07 ± 5.11 μg/mL and 5.69 ± 0.02 μg/mL respectively (Rashmi et al., 2018).

3.1. Mode of inhibition (kinetics)

The mode of inhibition of the active fraction TG on α-glucosidase was determined using the Lineweaver-Burk plot at one of the concentrations (500 μg). As seen in Figure 3 the Y-intercepts closely matched with each other which possibly displayed competitive mode of inhibition of the enzyme. The graph displayed straight lines with same intercept of $1/V_m$ values in the presence and absent of TG and different -1/Ki values as seen

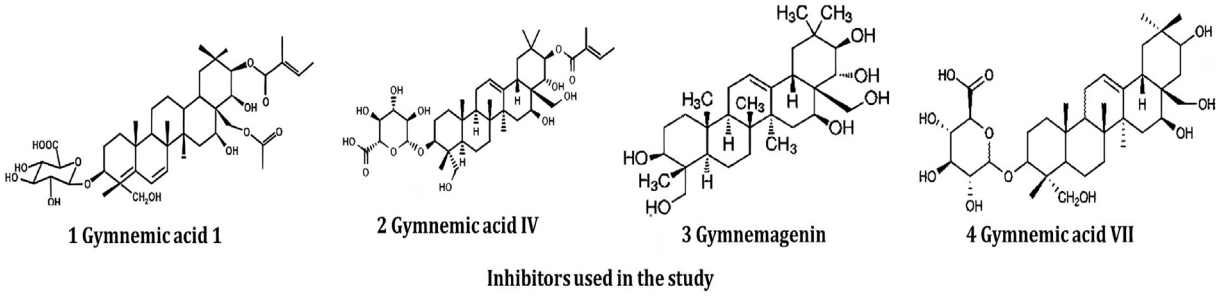


Figure 1. Represents the chemical structures of Triterpene glycosides (TG) Ligands; Gymnemic acid I, IV, VII and gymnemagenin retrieved from PubChem database used in the study.

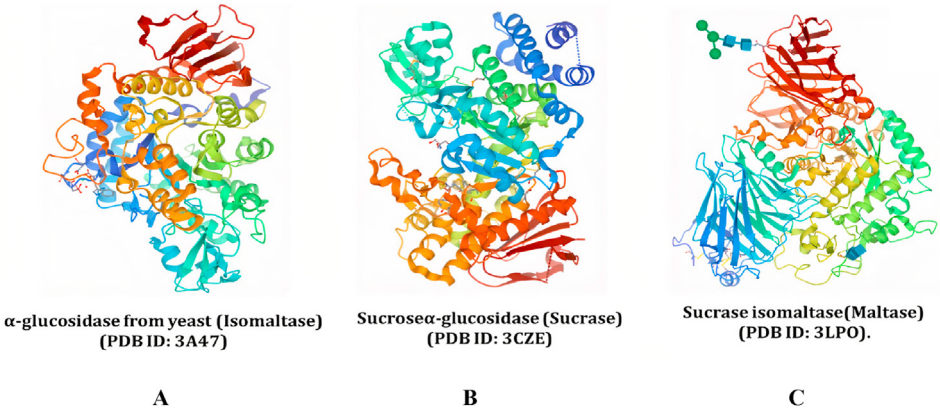


Figure 2. Represents the crystal structure of α-glucosidase from yeast (Isomaltase), Sucrose alpha-glucosidase (Sucrase), Sucrose isomaltase (Maltase) obtained from the Protein data bank (A) represents crystal structure of isomaltase (PDB ID: 3A47) from *Saccharomyces cerevisiae* B) shows crystal Structure Analysis of Sucrose hydrolase (SUH) (PDB ID: 3CZE) C) represents crystal structure of the N-terminal domain of sucrase-isomaltase (PDB ID: 3LPO).

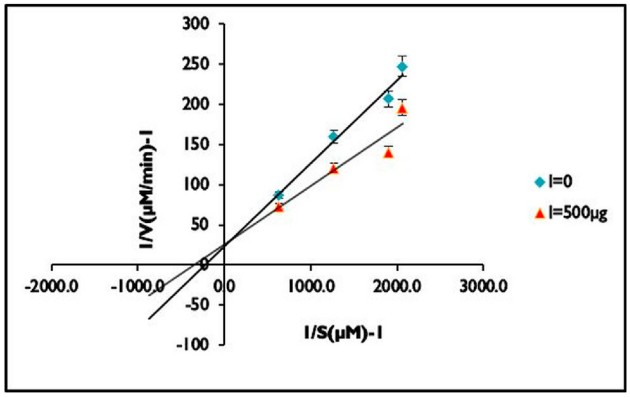


Figure 3. Lineweaver-Burk plot displaying possible competitive mode at IC_{50} concentration.

on the x-axis which is the characteristic of competitive inhibition. The K_i value was calculated as reciprocal of -1/Ki as 0.0028μM (Figure 3).

3.2. Docking analysis with selected inhibitors

3.2.1. Receptor-ligand interactions of α- glucosidase from yeast (isomaltase)

Docking score and hydrogen bonding energy in each ligand bound cavity were considered for comparing the binding selectivity of the ligands. Figure 4A represents the stero view of isomaltase complexed with maltose. Fig. 4B, C represents the hydrogen bonding network after maltose and *p*-NPG is bound to the active site of the enzyme. The pose with minimum binding energy and inhibitory constant was selected as the best interaction ligands. The results reveal that gymnemagenin, gymnemic Acid I and gymnemic Acid VII interacted with active site amino acid residues of α-glucosidase (Fig. 5A, B, C, D). However, gymnemic acid IV did not exhibit any interaction as shown in Table 2. Gymnemic Acid I binds at the hydrophobic pocket, surrounded by the residues LYS156, ASP197, ASP233, ARG315, ASP352, ASP242, GLN239, ASP300 and LEU313, thus forming a stable hydrophobic binding and displayed strong interaction with amino acid residues respectively. Similarly, gymnemagenin exhibited interactions with ASP197, SER240, ARG315, ASP352, ASP242, ASP300 amino acids and gymnemic Acid VII interacted with ASP197, ASP300, ASP352, ARG315 across enzyme α-glucosidase, revealing its potential binding mode at the molecular level in the catalytic site (Table 2). Results are tabulated as shown in Table 2. Gymnemic Acid I showed high affinity for the enzyme α-glucosidase with lowest free binding energy of -83.2898 kcal/mol, similar to *p*-NPG (−22.677 kcal/mol) followed by -82.2118 kcal/mol for gymnemagenin, and -59.3684 kcal/mol for gymnemic Acid VII respectively (Table).

3.2.2. Receptor-ligand interactions of sucrose α-glucosidase (sucrase)

Similar to α-glucosidase, docking studies with sucrose α-glucosidase (sucrase) exhibited interesting results. The figure shows the structure of sucrose hydrolase (sucrase) SUH in the E322Q–sucrose complex (Fig. 6A, B). Figure 6A represents the stereo view of sucrase complexed with sucrose at the active site, in ball and stick model. Figure 6B represents the hydrogen bonding network of sucrase when complexed with sucrose. Gymnemic acid I, gymnemagenin, and gymnemic acid IV revealed strong binding interactions with sucrase (Fig 7A, B, C). Interestingly the ligand gymnemic Acid VII did not show any interaction. However, gymnemic acid I could bind to amino acid residues like HIS443, GLU322, ALA323, ILE324, VAL325, ASP392, ASP393 and GLY395 displaying strong interactions at the catalytic site with binding energy of -95.8172 kcal/mol. Similarly gymnemagenin,

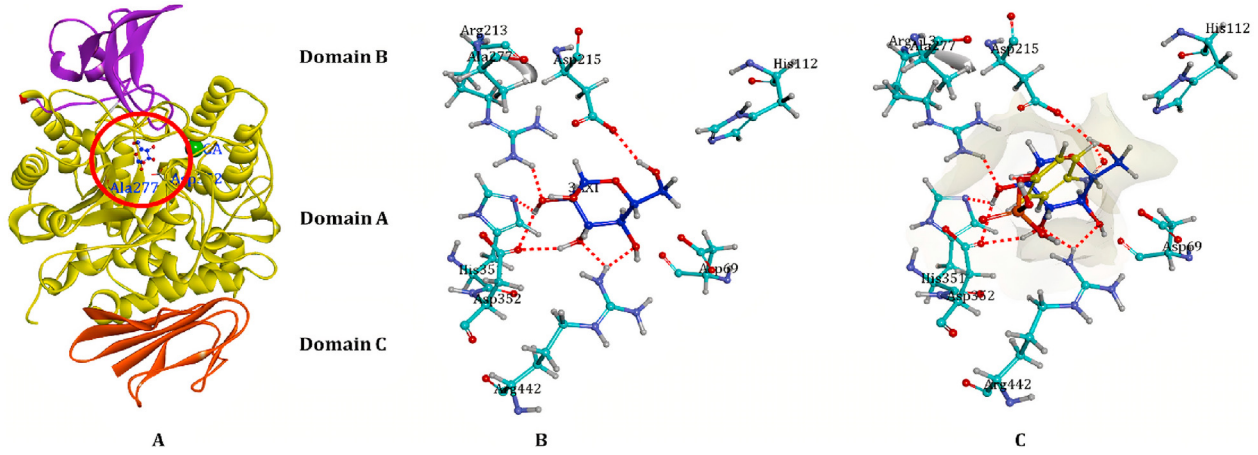


Figure 4. Overall structure of isomaltase. (A) represents the stereo view of overall structure of isomaltase in complex with maltose. Domain A (residues 1–113 and 190–512) is shown in yellow, domain B (residues 114–189) in blue, and domain C (residues 513–589) in red. A calcium ion is shown as a magenta sphere. The reducing end of the glucose residue is displayed in green. The three catalytic acidic residues are shown as a stick model. (B) represents the view of the hydrogen bond network in the active site of isomaltase. After maltose binding to the active site. The nonproducing end of the glucose residue is displayed as a ball-and-stick model. (C) Isomaltase with substrate *p*-NPG.

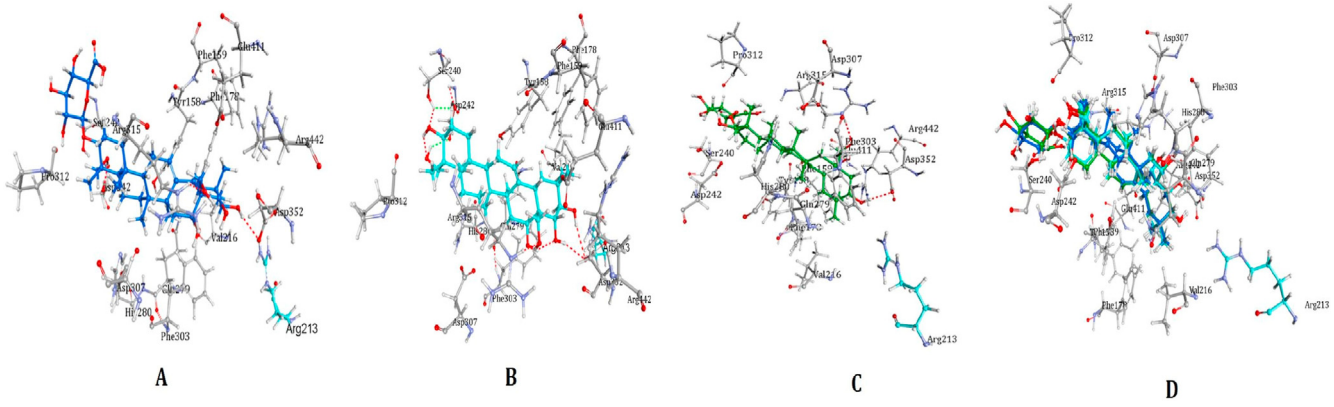


Figure 5. Schematic representation of the interactions between the best pose found for binding of ligands to α-glucosidase (Isomaltase) active pocket. (A) Gymnemagenin, (B) Gymnemic Acid I, and (C) Gymnemic Acid VII interacting with active site amino acid residues of α-glucosidase. (D) Codocking with all the ligands simultaneously at the active site.

Table 2. Represents the Receptor-Ligand Interactions with selected ligands with Isomaltase and respective binding energies.

Enzyme	Pdb Id	Pubchem Cid And Inhibitor Docked	Active Site Residues	Residues Interactions	Cdocker Energy (kcal/mol)	Common Interacting Residues
α glucosidase from yeast (Isomaltase)	3AXI	CID 44144284 Gymnemic Acid I	ASP69, HIS 112 Asp197,ARG213 ASP 215,ASP233 Asp300, HIS 351 ASP 352,ARG442	LYS156, **ASP197, ASP233**, ARG315, ASP352, ASP242, GLN239, **ASP300**, LEU313	**-83.2898**	Asp197, ARG315 ASP352 Asp300
		CID 10051937 Gymnemagenin		**ASP197,** SER240, ARG315, **ASP352,** ASP242, **ASP300**	**-82.2118**	
		CID 91617592 Gymnemic Acid VII		**ASP197, ASP300,** ASP352, ARG315	**-59.3684**	
		Gymnemic Acid IV	NO interactions found	NO interactions found	**NO interactions found**	NO interactions found

showed interactions with the amino acid residues GLU322, SER281, HIS443, PHE345, SER241, with binding energy of -73.8771 kcal/mol. Gymnemic Acid IV displayed strong interactions towards SER281, TYR284, ALA323, ILE324, HIS443 with highest binding energies -101.119 kcal/mol revealing their potential binding mode at molecular level in the catalytic site of sucrase (Table3).

3.2.3. Receptor-ligand interactions sucrose isomaltase (maltase)

The crystal structure for N-terminal human sucrose-isomaltase (ntSI) was selected for docking studies (PDB ID-3LLP). The structural analysis of enzyme depicted that the active site is composed of a shallow-substrate binding pocket including -1 and +1 sub sites. In order to predict the binding mode of compounds, docking analysis with human N-terminal sucrose isomaltase (3LPP) was performed. The active site residues include ASP231, ASP571, LEU233, TRP327, TRP435, PHE479, VAL605, AND TYR63 (Table 4). The simulations were performed based on the ligand interactions with enzyme and were looked into best conformation changes. Outcome of docking studies confirm that gymnemic Acid I, gymnemagenin, and gymnemic Acid IV binds to sucrose-isomaltase and exhibit strong binding with ligand at the active site and nearby residues

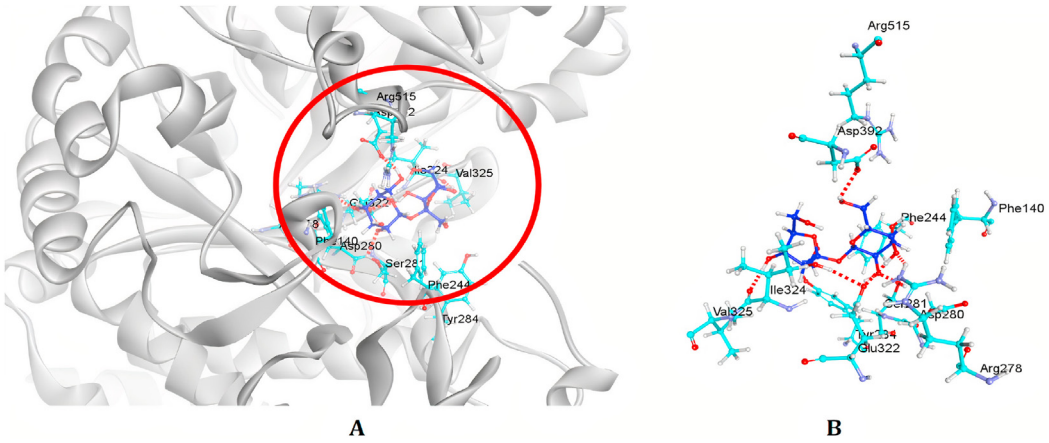


Figure 6. Structure of Sucrose hydrolase (sucrase) SUH in the E322Q–sucrose complex. (A)Sucrose bound in the active site is shown as a ball-and-stick model. (B) Represents hydrogen bonding network of sucrase complexed with sucrose at the active site of the enzyme.

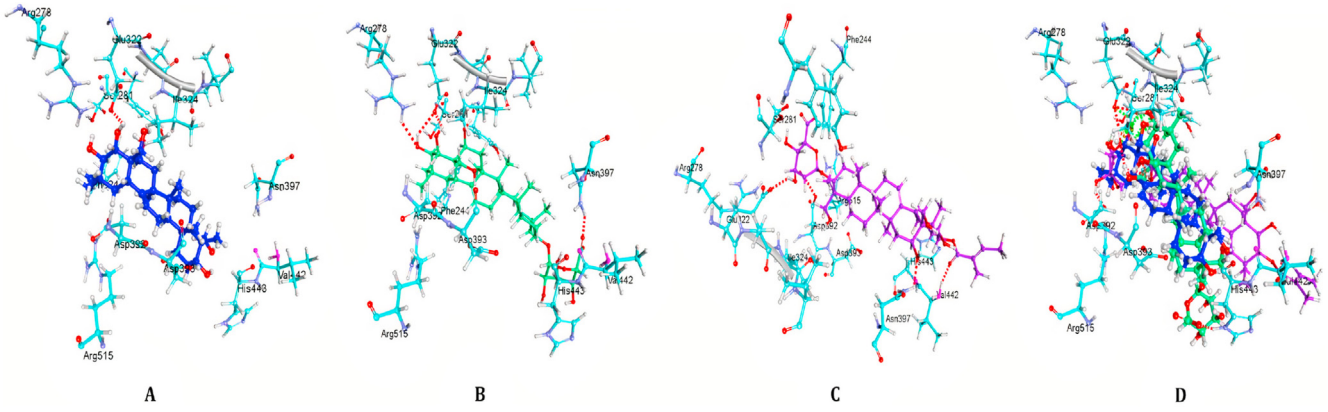


Figure 7. Schematic representation of the interactions between the best pose found for binding of ligands to Sucrose α-glucosidase (sucrase) active pocket. (A) Gymnemagenin, (B) Gymnemic Acid I, and (C) Gymnemic Acid IV interacting with active site amino acid residues of α-glucosidase. (D) Codocking with all the ligands simultaneously at the active site.

Table 3. Represents the Receptor-Ligand Interactions with selected ligands with Sucrose α-glucosidase (sucrase) and respective binding energies.

Enzyme	Pdb Id	Pubchem Cid And Inhibitor Docked	Active Site Residues	Cdocker Energy (kcal/mol)	Residues Interactions
Sucrose α-glucosidase Sucrose hydrolase (SUH)	3CZE/ 3CZK	CID 44144284 Gymnemic Acid I	PHE 140,PHE244 ARG278,ASP280 SER281,TYR284 GLU322,ILE324 VAL325, ASP392, HIS443, ARG515.	**-95.8172**	HIS443, GLU322, ALA323
		CID 10051937 Gymnemagenin		**-73.8771**	ILE324, VAL325, ASP392
		CID 14264063 Gymnemic acid IV		**-101.119**	ASP393, GLY395
		CID 91617592 Gymnemic Acid VII (NO interactions)		**NO interactions**	GLU322, SER281, HIS443, PHE345, SER241,

indicating the inhibitory effect of these ligands. Details of ligand interactions and binding energies are presented in Table 4.

4. Discussion

Gymnema sylvestre, a traditional medicinal plant in Asia has been widely used as a remedy for diabetes mellitus. It has been reported that the extract of *Gymnema sylvestre* (GS) inhibits the sweet taste sensitivity, glucose absorption in the gastrointestinal tract and increase plasma insulin level by repairing or regenerating the pancreatic islet (Berman et al., 2000; The UniProt Consortium, 2010). This folk medicine also possesses the properties for the treatment of snake bite, eye complaints, stomachic and diuretic problems, and asthma (Izutani et al., 2005). The leaves of GS contain triterpenoidal saponins belonging to oleanane and dammarene classes. Twenty different saponins and glycosides have been reported in *Gymnema sylvestre* (Ahmed et al., 2010; Praveen et al., 2014). Previously, we isolated and chatacterised active fraction *Gymnema sylvestre* aned termed as TG (Saneja et al., 2010); containing mixture of triterpene glycosides namely gymnemic acid I, IV, VII and gymnemagenin. TG has shown remarkable *in vitro* antidiabetic activities (Saneja et al., 2010). In another study researchers have shown that gymnemoside b, gymnemic acids III, V, and VII exhibited weak inhibitory activity on plasma glucose in rats during the oral glucose tolerance test (Khramov et al., 2004). We have observed that isolated active fraction TG inhibited

Table 4. Represents the Receptor-Ligand Interactions with selected ligands with Sucrose α-glucosidase (sucrase) and respective binding energies.

Enzyme	Pdb Id	Pubchem Cid And Inhibitor Docked	Active Site Residues	Cdocker Energy (kcal/mol)	Residues Interactions
Human N-terminal sucrase isomaltase (Maltase)	3LPO/ 3LLP	CID 44144284 Gymnemic Acid I	Asp231, Asp571,Leu233, Trp327, Trp435, Phe479, Val605, Tyr634,	*-83.2898*	LEU311, D443, D542, H600, D327, Y299, W406, F450, K480, T204, T205, D542, A576, D443
		CID 10051937 Gymnemagenin		-82.2118	ARG563, GLU538, HIS569, LYS805, MET314, ARG549, ARG 563. HIS674, GLN809, VAL675, ASP806
		CID 91617592 Gymnemic Acid VII		-59.3684	ILE808, ARG563, LEU311 LYS805, GLU538, HIS569, LYS805, MET314, ARG549, HIS674, GLN809, VAL675, ASP806 and 563.
		CID 91617592 Gymnemic Acid VII (NO interactions)	(NO interactions)	(NO interactions)	(NO interactions)

the activity of yeast α-glucosidase and intestinal α-glucosidases (sucrase and maltase) in a concentration-dependent manner.

We found IC_{50} value for TG (3.16 ± 0.05 μg/mL) against yeast α-glucosidase higher than compared to acarbose. In a similar study, GS showed remarkable inhibitory effect on α -glucosidase with IC_{50} at 68.70 ± 1.22 μg/mL, compared with the positive control acarbose at 59.03 ± 2.30 μg/mL (Trivedi and Pundarikakshudu, 2008).

Up to now, more than 30,000 terpenes have been isolated from *Gymnema sylvestre*. Due to their relatively complex structures, triterpenoids in free form (sapogenins), linked to glycosides (saponins) or acetylated are vital and widely exist in plants, which have exerted important pharmacological functions both *in vitro* and *in vivo* researches (Yoshikawa et al., 1999). In our study, we were unable to isolate the individual compounds from the active fraction, due to the complexity involved (Saneja et al., 2010). In this regard, docking studies offer some insight into the interaction between ligand and selected enzymes which can substantiate the experimental results. As binding pocket/cavity plays a key role in the binding interaction between target receptor and ligand of any drug design process, binding pocket analysis were carried out using define and edit binding site option in DS 3.5 (Adisakwattana and Chanathong, 2011). The ligands used in the study were analyzed among the selected target enzymes. Molecular docking poses thus obtained were saved and ranked according to their dock score function (Adisakwattana and Chanathong, 2011).

Our studies revealed that the individual compounds in the mixture dock well with the crystallographic structures of the disaccharidases. When TG was docked with yeast α-glucosidase, we observed that all the docked ligands displayed common interacting residues like ASP197, ARG315, ASP352, ASP300 indicating the binding affinity and inhibition of enzyme with selected ligands against α-glucosidase. Of the four compounds studied, gymnemic Acid IV did not show any interaction. But the rest of the active molecules (gymnemic acid I, VII and gymnemagenin) facilitated ligands to anchor in the binding site of the α-glucosidase. The interaction between docked ligands and α-glucosidase were almost similar. This was consistent with the results of the *in vitro* anti-α-glucosidase assay where TG competitively inhibited yeast α-glucosidase with Ki 0.0028 μM (Figure 3). The binding of the ligand complexes with the enzyme is reported in Figure 5A, B, C, D and interactions of the residues are as depicted in Table 3. All these residues were preferably involved in positioning of ligand molecules within the active site pocket of α-glucosidase. Three highly conserved and catalytic residues such as ASP197, GLU233 and ASP300 from glucosidase family were reported using crystallographic studies and all these residues are found to be part of critical ligand interaction. Hence, the above molecular docking studies give us rational explanation of the interactions between gymnemic acid I, gymnemagenin, gymnemic acid VII with α-glucosidase, which provided valuable information for further development of α-glucosidase inhibitors.

Similar results were observed with sucrose α-glucosidase (sucrase) and sucrose-isomaltase (matlase). It was exciting to note that gymnemic acid VII failed to show interactions with sucrose α-glucosidase. While it has shown interesting interactions with yeast α-glucosidase (isomaltase). All the ligands bound to sucrase exhibited significantly common pharmacophoric residues like HIS443, GLU322, ALA323 ILE324, ASP392, and SER281, with the actual active site located at the region composed of the C-terminal ends of the parallel β-strands in the barrel fold and is covered by the B and B′-domains receptor interface, thus revealing the collective inhibitory action of the enzyme. Another disaccharidase sucrose-isomaltase is composed of duplicated catalytic domains, N- and C-terminal. Each domain displayed overlapping specificities. We observed similar results to that of maltase, where Gymnemic Acid VII failed to show interactions with sucrase-isomaltase.

Hence, to appreciate the difference in binding affinities of Gymnemic Acid VII and Gymnemic Acid IV inhibitors, they were analyzed for the number of hydrogen bond donors, acceptors as shown in Table 5 and RMSD analysis as shown in Table 6. As evident from Table 2 for Gymnemic acid I ligand, inhibitor was found to interact with ASP197, ASP233 and ASP300. Similarly, ligand Gymnemagenin interacted with ASP197, ASP352, ASP300 and Gymnemic Acid VII with ASP197 and ASP300 amino acid residues. The reason behind the low affinity of Gymnemic Acid IV across α-glucosidase from yeast (Isomaltase) was that, there was no hydrogen bond forming residues at all across RMSD value of 5 Å as compared to other inhibitors. However, Gymnemic Acid IV inhibitor was still at a distance away for interaction with active site residues from this region. Likewise, Gymnemic acid VII exhibited a similar trend with sucrose α-glucosidase, sucrose hydrolase (SUH) and human N-terminal sucrose isomaltase (Maltase).

The above results thus provide an insight into the mechanism of individual active components present in the active triterpene glycoside fraction. In our previous *in vitro* studies conducted, we have shown that the active fraction TG showed α-glucosidase inhibitory activity with an IC_{50} value of 3.16 ± 0.05 μg/mL. Similarly, sucrase and maltase enzyme activities were inhibited by TG with IC_{50} values of 74.07 ± 5.11 μg/mL and 5.69 ± 0.02 μg/mL respectively. We have also shown that TG has the potential to increase insulin secretion in pancreatic beta cell lines when glucose concentrations were increased (Rashmi et al., 2018). The docking studies are in agreement with our *in vitro* results, where it proves that the active principles gymnemic acid I, IV, VII and gymnemagenin in combination is responsible for the overall antidiabetic activity. We can thus suggest TG (An active triterpene glycoside fraction), having multifunctional attributes can be used as a natural remedy for the treatment of diabetes mellitus. In future, we intent to incorporate TG into a food formulation so that it could be used as a complementary therapy by diabetic patients.

5. Conclusions

In summary, a series of active molecules gymnemic Acid I, gymnemic acid IV, gymnemagenin and gymnemic Acid VII termed together as triterpene glycosides (TG) have been isolated and evaluated for their α-glucosidase inhibitory activities. The majority of ligands compounds exhibited superior α-glucosidase inhibitory activity. Molecular docking studies were carried out to appreciate the molecular interaction of

Table 5. Shows the details of ligands with number of hydrogen bond donors/acceptors and rotatable bond count.

Sl NO	Ligand name	Pubchem CID And Inhibitor Docked	Molecular Formula	Molecular Weight	No of hydrogen bond donors	*Rotatable Bond Count*	No of hydrogen bond acceptors
1.	Gymnemic Acid I	CID11953919	$C_{43}H_{66}O_{14}$	807 g/mol	*7*	*10*	*14*
2.	Gymnemic Acid IV	CID 14264063	$C_{41}H_{64}O_{13}$	764.95 g/mol	*8*	*8*	*13*
3.	Gymnemagenin	CID 10051937	$C_{30}H_{50}O_{6}$	506.7 g/mol	*6*	*2*	*6*
4.	Gymnemic Acid VII	CID 91617592	$C_{36}H_{58}O_{11}$	666.8 g/mol	*8*	*5*	*11*

Table 6. Shows the Rmsd Values of overlaid Ligands.

	Gymnemic Acid I	Gymnemic Acid IV	Gymnemagenin	Gymnemic Acid VII
Gymnemic Acid I CID11953919	-	-	-	-
Gymnemic Acid IV CID 14264063	0.513322	-	-	-
Gymnemagenin CID 10051937	0.577903	0.662436	-	-
Gymnemic Acid VII CID 91617592	0.652622	0.596591	0.55979	-

compounds with the active site of α-glucosidase, sucrose α-glucosidase (sucrase) and sucrase isomaltase (maltase). This study has identified lead compounds with good potential which can provide valuable insights towards diabetes treatment.

Declarations

Author contribution statement

Rashmi SS: Performed the experiments; Contributed reagents, materials, analysis tools or data; Wrote the paper.

Jagadeesh Kumar D: Performed the experiments; Wrote the paper.

Nagendra HG: Performed the experiments.

HK Manonmani: Conceived and designed the experiments.

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Data availability statement

Data will be made available on request.

Declaration of interests statement

The authors declare no conflict of interest.

Additional information

No additional information is available for this paper.

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Research article

In silico evaluation of naturally isolated triterpene glycosides (TG) from *Gymnema sylvestre* towards diabetic treatment

Rashmi S Shenoy [a,b,d,*], Jagadeesh Kumar D [c], Nagendra HG [c], H.K. Manonmani [a,b]

[a] Department of Food Protectants and Infestation Control, CSIR-Central Food Technological Research Institute, Mysore, 570020, India
[b] Academy of Scientific & Innovative Research, CSIR-Central Food Technological Research Institute, Mysore, 570020, India
[c] Department of Biotechnology, Sir M. Visvesvaraya Institute of Technology, Bangalore, India
[d] Department of Biotechnology, B.M.S College of Engineering, Bangalore, India

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ABSTRACT

Diabetes is a metabolic disorder which is characterised by high levels of blood glucose. Most of the oral drugs available today for the treatment of diabetes are associated with various side-effects. Herbal medicines are considered relatively safer alternatives and *Gymnema sylvestre* (GS) is one such known traditional medicinal plant widely used for the treatment of diabetes. In our previous work, we isolated active triterpene glycosides (TG) from *Gymnema sylvestre* (GS) and screened for yeast α-glucosidase inhibitory activity *in vitro*. The present study aims to use *in silico* techniques to understand and predict the inhibitory role of the isolated triterpene glycosides (TG); Gymnemic acid I, IV, VII and gymnemagenin against disaccharidase enzymes. enzyme kinetic analysis using Lineweaver-Burk plot indicated that TG competitively inhibited yeast α-glucosidase at IC_{50} concentration with K_i 0.0028 μM. TG also exhibited significant inhibitory activity against mammalian sucrase and maltase respectively, compared to control.

Practical applications: The molecular docking simulation reveals that TG is capable of docking well with crystallographic structures of the selected enzyme targets. Inhibition of α-glucosidases could delay the absorption of glucose in the blood during post-meal digestion. Thus the current study highlights the dietary intervention of TG towards the selected enzyme targets, thus making TG a potential nutraceutical candidate towards management of blood glucose.

1. Introduction

Diabetes mellitus is characterized by an abnormal increase in plasma glucose, known as hyperglycemia, caused either by a deficiency in insulin secretion (Type1 diabetes mellitus or T1DM), resistance to insulin secretion (Type 2 diabetes mellitus or T2DM) or both (Willson et al., 2000; Shearer and Billin, 2007; Feldman et al., 2008). It has been estimated worldwide that 347 million people have diabetes with a prevalence of 8.3% (Woerle et al., 2004). Hyperglycemia and oscillating blood glucose concentrations attribute directly to the development of cardiovascular disease (Ceriello et al., 2008; Kato et al., 2008). Management of postprandial hyperglycemia is considered as a first therapeutic strategy for T2DM treatment. This can be accomplished by delaying the release of glucose through the inhibition of carbohydrate hydrolysing enzyme α-glucosidase (EC 3.2.1.20) in the digestive tract (Lee et al., 2012). Inhibiting this class of enzyme retards gastrointestinal absorption of dietary carbohydrates by restricting the breakdown of linear or branched oligosaccharide units like α-limit dextrins, maltose and maltotriose to produce glucose thereby preventing glucose absorption into blood stream (Lee et al., 2012). Commercially, α-glucosidase inhibitors are extensively used as monotherapy and in combination with other antidiabetic agents to reduce postprandial increase in blood glucose level (Fujisawa et al., 2005). But most of these are known to have certain adverse effects such as liver and gastrointestinal toxicity (Williams and Pickup, 1991; Rao et al., 1997). Thus, there is an increased demand for natural products with antidiabetic activity with no side effects. Indian traditional systems of medicine have a plethora of promising plants for treatment of diabetes, of which *Gymnema sylvestre (GS)* is most well established and extensively used (Shanmugasundaram et al., 1983). Several compounds have been isolated over the years from *GS* such as gymnemic acids, gymnemasaponins, gymnemasides, gymnemasins, deacylgymnemicacid, gymnemagenin, gymnestrogenin b and gymnemanol (Sahu et al., 1996; Saneja

* Corresponding author.
E-mail address: rashmi66@gmail.com (R.S. Shenoy).

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et al., 2010). Not much evidence is available on the mechanism of inhibition of these compounds in the treatment of diabetes. In our previous studies, we have isolated an active fraction TG from *Gymnema sylvestre* consisting of mixture of compounds; Gymnemic acid I, IV, VII and gymnemagenin (Rashmi et al., 2018).

We have also evaluated the efficacy of isolated TG towards *in vitro* inhibition of *α*-glucosidases. The specific role of these proteins is listed in Table 1 with their identities in the Protein Data Bank (PDB) (Berman et al., 2000).

In this background, we have attempted to study the inhibitory effect of TG containing; gymnemic acid I, IV, VII and gymnemagenin from *Gymnema sylvestre* towards yeast *α*-glucosidase and mammalian *α*-glucosidases (sucrase and maltase). The *in vitro* studies have shown promising results towards the inhibition of disaccharidases as compared to positive control acarbose. The present work focuses on *in silico* methods to elucidate the inhibitory effect of TG on enzyme targets associated with elevated levels of blood glucose.

2. Materials and methods

2.1. Materials

α-glucosidase from *Saccharomyces cerevisiae*, *para*-nitrophenyl-glucopyranoside (*p*NPG), starch, sucrose, maltose was procured from SRL chemicals. (Bangalore, India). Rat intestinal acetone powder (source of sucrase and maltase) was obtained from Sigma-Aldrich, St. Louis, USA. The dried leaf powder of *Gymnema Sylvestre* was obtained from Nikhila Karnataka Central Ayurvedic Pharmacy (Mysore, India). The chemicals used in our research were of analytical grade and purchased from Himedia chemicals (India).

2.2. Isolation of TG, assessment of α-glucosidase and α-amylase inhibitory activities

A known amount of the dried powder *Gymnema sylvestre* was extracted using absolute ethanol, purified using preparative gradient HPLC method to obtain four fractions The fraction III (TG) exhibiting maximum α-glucosidase activity was chosen for further studies. The isolated fraction was freeze dried and characterized using TLC, FTIR and NMR, after which it was subjected to *in vitro* anti diabetic activities (Rashmi et al., 2018).

Yeast α-glucosidase inhibitory activity was performed according to the method described (Kim et al., 2005), using *p*NPG as the substrate. The α-glucosidase inhibitory activity was determined by measuring the yellow-coloured *para*-nitrophenol released from *p*NPG at 405 nm. Similarly the mammalian α-glucosidase (sucrase and maltase) inhibitory activities were determined using sucrose and maltose as the substrates (Adisakwattana and Chanathong, 2011). Glucose released was analysed using glucose oxidase method at a wavelength of 505 nm. Concentrations of extracts resulting in 50% inhibition of enzyme activity (IC_{50}) were determined graphically for all the studied enzymes.

Table 1. Enzymes and their substrates used in the study.

	Enzymes to be Docked	Pdb Id	Substrates	Functions of Enzymes
1.	α-glucosidase from yeast (Isomaltase)	3A47/3AXI	*p*-NPP	Isomaltase is an enzyme that breaks the bonds linking saccharides, which cannot be broken by amylase or maltase
2.	Sucroseα-glucosidase (Sucrase)	3CZE	Sucrose	catalyzes the hydrolysis of sucrose to fructose and glucose
3.	Sucrase isomaltase (Maltase)	3LPO/3LLP	Maltose	Catalyzes the hydrolysis of maltose to the simple sugar glucose.

2.3. Kinetics of enzyme inhibition

Inhibitory kinetics was performed by maintaining fixed enzyme (yeast α-glucosidase) concentration 10 μg (1.12 U/mL) and varying substrate (para-nitrophenyl-glucopyranoside (pNPG)) concentrations (0–0.0025 μM). The kinetic graph was drawn using the standard Micheles-Menten curve for α-glucosidase (Data not shown). The reciprocal plot was used to obtain the Lineweaver-Burk (LB) plot. Using the LB kinetic plot as a reference, the α-glucosidase inhibitory assay was performed at one of the concentrations of TG (500 μg) (Rashmi et al., 2018).

2.4. Molecular docking analysis

To know the potential binding mode of the selected ligands at the molecular level as α-glucosidase inhibitors, all the chemical structures of the ligands used in the study like gymnemic acid I, IV, VII and gymnemagenin (Figure 1) were retrieved from PubChem database into sdf format (Momany and Rone, 1992). Similarly, the crystal structure of α-glucosidase from yeast (isomaltase), sucrose α-glucosidase (sucrase), sucrose isomaltase (maltase) were obtained from the Protein data bank and details are as shown in Table 1, Figure 2. Further, the retrieved ligands and protein structures were minimized using the conjugate gradient protocol and employing the CHARMM force field to depreciate ligands with Max Steps-2000 implemented in Discovery Studio 3.5 software (Accelrys, San Diego, USA). The initial step was carried out by preparing protein and identifying the binding sites by using define and edit binding site tool (Adisakwattana and Chanathong, 2011). To explain the activity order of gymnemic acid I, IV, VII and gymnemagenin against selected targets, ligands were then docked to the binding site of selected proteins. Docking studies were carried out using the CDOCKER protocol under the protein–ligand interaction section in Discovery Studio 3.5. In general, CDOCKER is a grid-based molecular docking method that employs CHARMM force fields (Momany and Rone, 1992). Protein was first held rigid while the ligands were allowed to flex during the refinement. Total molecules of water and ions not needed for catalytic activity were uncovered to preserve the entire protein. Docking runs were adjusted to 10 for evaluation of the accurate binding pose. For each ligand, top ten ligand binding poses were ranked according to their CDOCKER energies, and the predicted binding interactions were analyzed. Finally, the result was analysed for lowest binding energies, ligand amino acid interaction and all the values tabulated against individual targets. Ligand-bound images were considered for further analysis as per stronger binding affinity. Results were analysed and compared to *in vitro* results.

3. Results

Our *in vitro* results reveal that fraction III (TG) exhibited the highest inhibitory activity of 53.3% compared to standard acarbose (positive control), which exhibited 26% inhibition against *α*-glucosidase. When subjected to different concentrations of TG, the inhibition of *α*-glucosidase was observed to be concentration dependent. This activity was higher compared to acarbose at their respective similar concentrations. TG showed *α*-glucosidase inhibitory activity with an IC_{50} value of 3.16 ± 0.05 μg/mL. Similarly, sucrase and maltase enzyme activities were inhibited by TG with IC_{50} values of 74.07 ± 5.11 μg/mL and 5.69 ± 0.02 μg/mL respectively (Rashmi et al., 2018).

3.1. Mode of inhibition (kinetics)

The mode of inhibition of the active fraction TG on α-glucosidase was determined using the Lineweaver-Burk plot at one of the concentrations (500 μg). As seen in Figure 3 the Y-intercepts closely matched with each other which possibly displayed competitive mode of inhibition of the enzyme. The graph displayed straight lines with same intercept of $1/V_m$ values in the presence and absent of TG and different -1/Ki values as seen

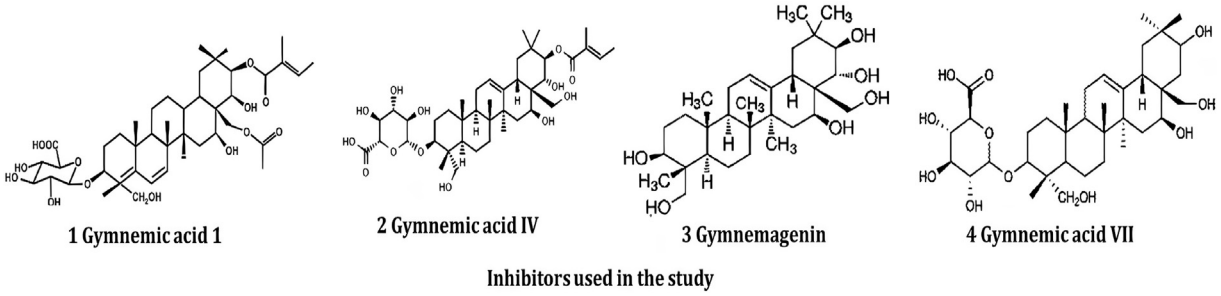


Figure 1. Represents the chemical structures of Triterpene glycosides (TG) Ligands; Gymnemic acid I, IV, VII and gymnemagenin retrieved from PubChem database used in the study.

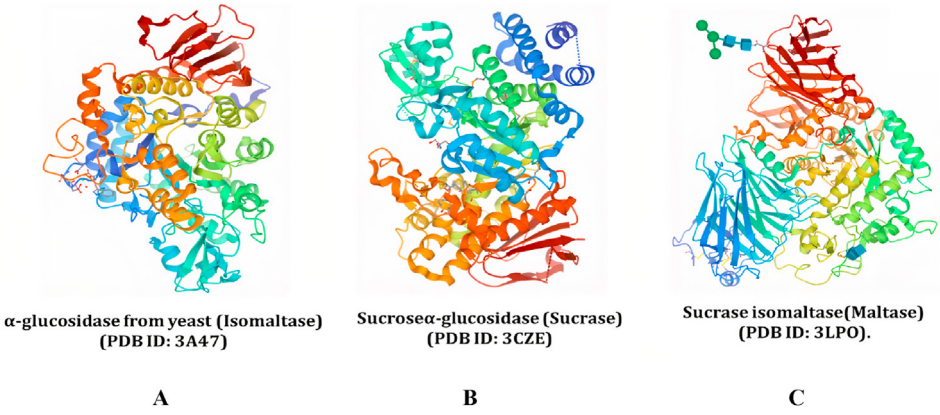


Figure 2. Represents the crystal structure of α-glucosidase from yeast (Isomaltase), Sucrose alpha-glucosidase (Sucrase), Sucrose isomaltase (Maltase) obtained from the Protein data bank (A) represents crystal structure of isomaltase (PDB ID: 3A47) from *Saccharomyces cerevisiae* B) shows crystal Structure Analysis of Sucrose hydrolase (SUH) (PDB ID: 3CZE) C) represents crystal structure of the N-terminal domain of sucrase-isomaltase (PDB ID: 3LPO).

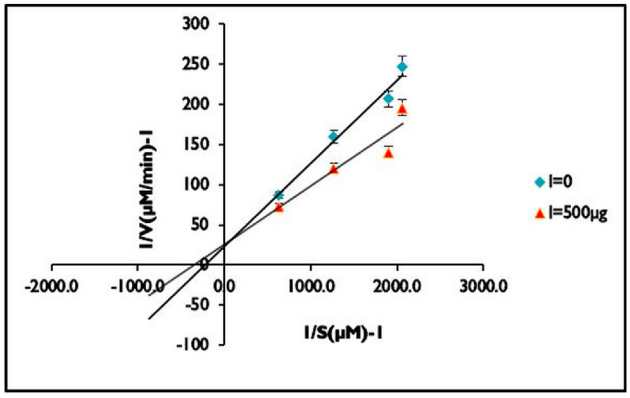


Figure 3. Lineweaver-Burk plot displaying possible competitive mode at IC_{50} concentration.

on the x-axis which is the characteristic of competitive inhibition. The K_i value was calculated as reciprocal of -1/Ki as 0.0028μM (Figure 3).

3.2. Docking analysis with selected inhibitors

3.2.1. Receptor-ligand interactions of α- glucosidase from yeast (isomaltase)

Docking score and hydrogen bonding energy in each ligand bound cavity were considered for comparing the binding selectivity of the ligands. Figure 4A represents the stero view of isomaltase complexed with maltose. Fig. 4B, C represents the hydrogen bonding network after maltose and *p*-NPG is bound to the active site of the enzyme. The pose with minimum binding energy and inhibitory constant was selected as the best interaction ligands. The results reveal that gymnemagenin, gymnemic Acid I and gymnemic Acid VII interacted with active site amino acid residues of α-glucosidase (Fig. 5A, B, C, D). However, gymnemic acid IV did not exhibit any interaction as shown in Table 2. Gymnemic Acid I binds at the hydrophobic pocket, surrounded by the residues LYS156, ASP197, ASP233, ARG315, ASP352, ASP242, GLN239, ASP300 and LEU313, thus forming a stable hydrophobic binding and displayed strong interaction with amino acid residues respectively. Similarly, gymnemagenin exhibited interactions with ASP197, SER240, ARG315, ASP352, ASP242, ASP300 amino acids and gymnemic Acid VII interacted with ASP197, ASP300, ASP352, ARG315 across enzyme α-glucosidase, revealing its potential binding mode at the molecular level in the catalytic site (Table 2). Results are tabulated as shown in Table 2. Gymnemic Acid I showed high affinity for the enzyme α-glucosidase with lowest free binding energy of -83.2898 kcal/mol, similar to *p*-NPG (−22.677 kcal/mol) followed by -82.2118 kcal/mol for gymnemagenin, and -59.3684 kcal/mol for gymnemic Acid VII respectively (Table).

3.2.2. Receptor-ligand interactions of sucrose α-glucosidase (sucrase)

Similar to α-glucosidase, docking studies with sucrose α-glucosidase (sucrase) exhibited interesting results. The figure shows the structure of sucrose hydrolase (sucrase) SUH in the E322Q–sucrose complex (Fig. 6A, B). Figure 6A represents the stereo view of sucrase complexed with sucrose at the active site, in ball and stick model. Figure 6B represents the hydrogen bonding network of sucrase when complexed with sucrose. Gymnemic acid I, gymnemagenin, and gymnemic acid IV revealed strong binding interactions with sucrase (Fig 7A, B, C). Interestingly the ligand gymnemic Acid VII did not show any interaction. However, gymnemic acid I could bind to amino acid residues like HIS443, GLU322, ALA323, ILE324, VAL325, ASP392, ASP393 and GLY395 displaying strong interactions at the catalytic site with binding energy of -95.8172 kcal/mol. Similarly gymnemagenin,

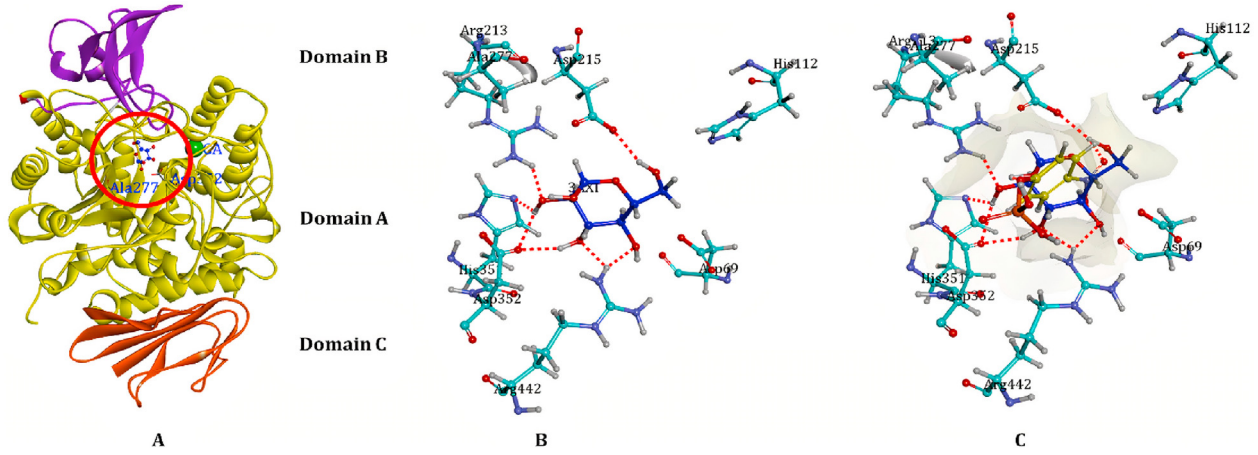


Figure 4. Overall structure of isomaltase. (A) represents the stereo view of overall structure of isomaltase in complex with maltose. Domain A (residues 1–113 and 190–512) is shown in yellow, domain B (residues 114–189) in blue, and domain C (residues 513–589) in red. A calcium ion is shown as a magenta sphere. The reducing end of the glucose residue is displayed in green. The three catalytic acidic residues are shown as a stick model. (B) represents the view of the hydrogen bond network in the active site of isomaltase. After maltose binding to the active site. The nonproducing end of the glucose residue is displayed as a ball-and-stick model. (C) Isomaltase with substrate *p*-NPG.

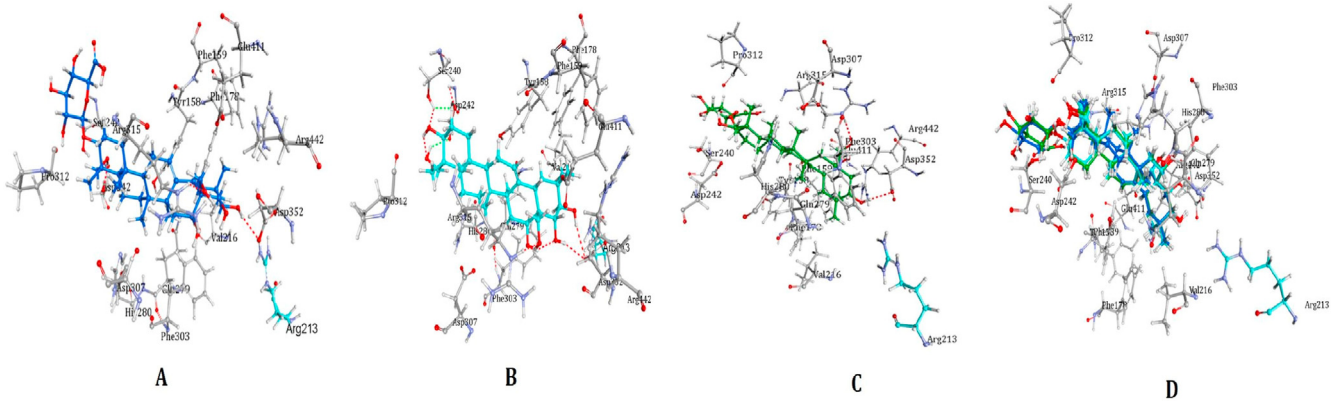


Figure 5. Schematic representation of the interactions between the best pose found for binding of ligands to α-glucosidase (Isomaltase) active pocket. (A) Gymnemagenin, (B) Gymnemic Acid I, and (C) Gymnemic Acid VII interacting with active site amino acid residues of α-glucosidase. (D) Codocking with all the ligands simultaneously at the active site.

Table 2. Represents the Receptor-Ligand Interactions with selected ligands with Isomaltase and respective binding energies.

Enzyme	Pdb Id	Pubchem Cid And Inhibitor Docked	Active Site Residues	Residues Interactions	Cdocker Energy (kcal/mol)	Common Interacting Residues
α glucosidase from yeast (Isomaltase)	3AXI	CID 44144284 Gymnemic Acid I	ASP69, HIS 112 Asp197,ARG213 ASP 215,ASP233 Asp300, HIS 351 ASP 352,ARG442	LYS156, **ASP197, ASP233**, ARG315, ASP352, ASP242, GLN239, **ASP300**, LEU313	**-83.2898**	Asp197, ARG315 ASP352 Asp300
		CID 10051937 Gymnemagenin		**ASP197,** SER240, ARG315, **ASP352,** ASP242, **ASP300**	**-82.2118**	
		CID 91617592 Gymnemic Acid VII		**ASP197, ASP300,** ASP352, ARG315	**-59.3684**	
		Gymnemic Acid IV	NO interactions found	NO interactions found	**NO interactions found**	NO interactions found

showed interactions with the amino acid residues GLU322, SER281, HIS443, PHE345, SER241, with binding energy of -73.8771 kcal/mol. Gymnemic Acid IV displayed strong interactions towards SER281, TYR284, ALA323, ILE324, HIS443 with highest binding energies -101.119 kcal/mol revealing their potential binding mode at molecular level in the catalytic site of sucrase (Table3).

3.2.3. Receptor-ligand interactions sucrose isomaltase (maltase)

The crystal structure for N-terminal human sucrose-isomaltase (ntSI) was selected for docking studies (PDB ID-3LLP). The structural analysis of enzyme depicted that the active site is composed of a shallow-substrate binding pocket including -1 and +1 sub sites. In order to predict the binding mode of compounds, docking analysis with human N-terminal sucrose isomaltase (3LPP) was performed. The active site residues include ASP231, ASP571, LEU233, TRP327, TRP435, PHE479, VAL605, AND TYR63 (Table 4). The simulations were performed based on the ligand interactions with enzyme and were looked into best conformation changes. Outcome of docking studies confirm that gymnemic Acid I, gymnemagenin, and gymnemic Acid IV binds to sucrose-isomaltase and exhibit strong binding with ligand at the active site and nearby residues

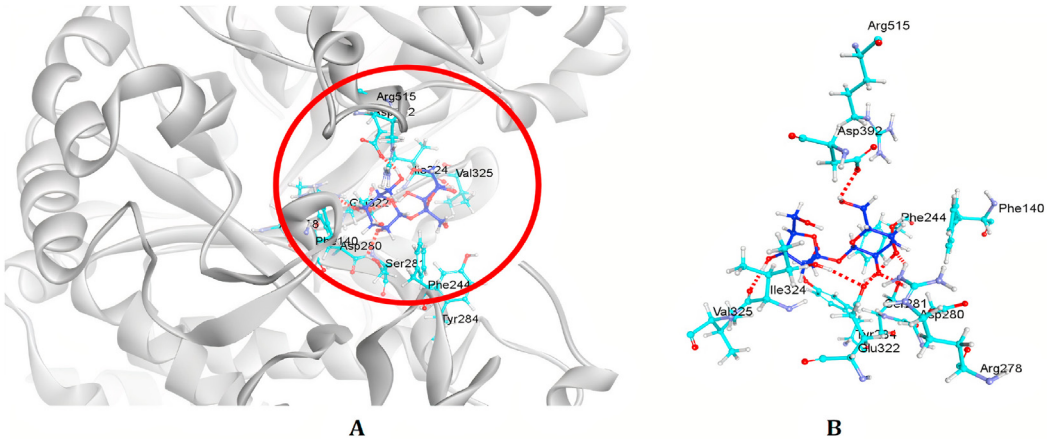


Figure 6. Structure of Sucrose hydrolase (sucrase) SUH in the E322Q–sucrose complex. (A)Sucrose bound in the active site is shown as a ball-and-stick model. (B) Represents hydrogen bonding network of sucrase complexed with sucrose at the active site of the enzyme.

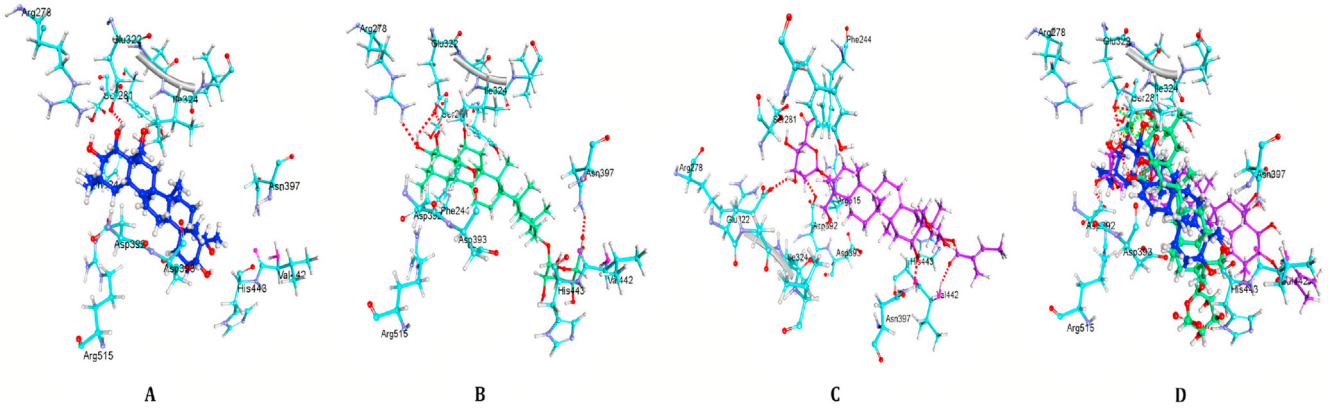


Figure 7. Schematic representation of the interactions between the best pose found for binding of ligands to Sucrose α-glucosidase (sucrase) active pocket. (A) Gymnemagenin, (B) Gymnemic Acid I, and (C) Gymnemic Acid IV interacting with active site amino acid residues of α-glucosidase. (D) Codocking with all the ligands simultaneously at the active site.

Table 3. Represents the Receptor-Ligand Interactions with selected ligands with Sucrose α-glucosidase (sucrase) and respective binding energies.

Enzyme	Pdb Id	Pubchem Cid And Inhibitor Docked	Active Site Residues	Cdocker Energy (kcal/mol)	Residues Interactions
Sucrose α-glucosidase Sucrose hydrolase (SUH)	3CZE/ 3CZK	CID 44144284 Gymnemic Acid I	PHE 140,PHE244 ARG278,ASP280 SER281,TYR284 GLU322,ILE324 VAL325, ASP392, HIS443, ARG515.	**-95.8172**	HIS443, GLU322, ALA323
		CID 10051937 Gymnemagenin		**-73.8771**	ILE324, VAL325, ASP392
		CID 14264063 Gymnemic acid IV		**-101.119**	ASP393, GLY395
		CID 91617592 Gymnemic Acid VII (NO interactions)		**NO interactions**	GLU322, SER281, HIS443, PHE345, SER241,

indicating the inhibitory effect of these ligands. Details of ligand interactions and binding energies are presented in Table 4.

4. Discussion

Gymnema sylvestre, a traditional medicinal plant in Asia has been widely used as a remedy for diabetes mellitus. It has been reported that the extract of *Gymnema sylvestre* (GS) inhibits the sweet taste sensitivity, glucose absorption in the gastrointestinal tract and increase plasma insulin level by repairing or regenerating the pancreatic islet (Berman et al., 2000; The UniProt Consortium, 2010). This folk medicine also possesses the properties for the treatment of snake bite, eye complaints, stomachic and diuretic problems, and asthma (Izutani et al., 2005). The leaves of GS contain triterpenoidal saponins belonging to oleanane and dammarene classes. Twenty different saponins and glycosides have been reported in *Gymnema sylvestre* (Ahmed et al., 2010; Praveen et al., 2014). Previously, we isolated and chatacterised active fraction *Gymnema sylvestre* aned termed as TG (Saneja et al., 2010); containing mixture of triterpene glycosides namely gymnemic acid I, IV, VII and gymnemagenin. TG has shown remarkable *in vitro* antidiabetic activities (Saneja et al., 2010). In another study researchers have shown that gymnemoside b, gymnemic acids III, V, and VII exhibited weak inhibitory activity on plasma glucose in rats during the oral glucose tolerance test (Khramov et al., 2004). We have observed that isolated active fraction TG inhibited

Table 4. Represents the Receptor-Ligand Interactions with selected ligands with Sucrose α-glucosidase (sucrase) and respective binding energies.

Enzyme	Pdb Id	Pubchem Cid And Inhibitor Docked	Active Site Residues	Cdocker Energy (kcal/mol)	Residues Interactions
Human N-terminal sucrase isomaltase (Maltase)	3LPO/ 3LLP	CID 44144284 Gymnemic Acid I	Asp231, Asp571,Leu233, Trp327, Trp435, Phe479, Val605, Tyr634,	*-83.2898*	LEU311, D443, D542, H600, D327, Y299, W406, F450, K480, T204, T205, D542, A576, D443
		CID 10051937 Gymnemagenin		-82.2118	ARG563, GLU538, HIS569, LYS805, MET314, ARG549, ARG 563. HIS674, GLN809, VAL675, ASP806
		CID 91617592 Gymnemic Acid VII		-59.3684	ILE808, ARG563, LEU311 LYS805, GLU538, HIS569, LYS805, MET314, ARG549, HIS674, GLN809, VAL675, ASP806 and 563.
		CID 91617592 Gymnemic Acid VII (NO interactions)	(NO interactions)	(NO interactions)	(NO interactions)

the activity of yeast α-glucosidase and intestinal α-glucosidases (sucrase and maltase) in a concentration-dependent manner.

We found IC_{50} value for TG (3.16 ± 0.05 μg/mL) against yeast α-glucosidase higher than compared to acarbose. In a similar study, GS showed remarkable inhibitory effect on α -glucosidase with IC_{50} at 68.70 ± 1.22 μg/mL, compared with the positive control acarbose at 59.03 ± 2.30 μg/mL (Trivedi and Pundarikakshudu, 2008).

Up to now, more than 30,000 terpenes have been isolated from *Gymnema sylvestre*. Due to their relatively complex structures, triterpenoids in free form (sapogenins), linked to glycosides (saponins) or acetylated are vital and widely exist in plants, which have exerted important pharmacological functions both *in vitro* and *in vivo* researches (Yoshikawa et al., 1999). In our study, we were unable to isolate the individual compounds from the active fraction, due to the complexity involved (Saneja et al., 2010). In this regard, docking studies offer some insight into the interaction between ligand and selected enzymes which can substantiate the experimental results. As binding pocket/cavity plays a key role in the binding interaction between target receptor and ligand of any drug design process, binding pocket analysis were carried out using define and edit binding site option in DS 3.5 (Adisakwattana and Chanathong, 2011). The ligands used in the study were analyzed among the selected target enzymes. Molecular docking poses thus obtained were saved and ranked according to their dock score function (Adisakwattana and Chanathong, 2011).

Our studies revealed that the individual compounds in the mixture dock well with the crystallographic structures of the disaccharidases. When TG was docked with yeast α-glucosidase, we observed that all the docked ligands displayed common interacting residues like ASP197, ARG315, ASP352, ASP300 indicating the binding affinity and inhibition of enzyme with selected ligands against α-glucosidase. Of the four compounds studied, gymnemic Acid IV did not show any interaction. But the rest of the active molecules (gymnemic acid I, VII and gymnemagenin) facilitated ligands to anchor in the binding site of the α-glucosidase. The interaction between docked ligands and α-glucosidase were almost similar. This was consistent with the results of the *in vitro* anti-α-glucosidase assay where TG competitively inhibited yeast α-glucosidase with Ki 0.0028 μM (Figure 3). The binding of the ligand complexes with the enzyme is reported in Figure 5A, B, C, D and interactions of the residues are as depicted in Table 3. All these residues were preferably involved in positioning of ligand molecules within the active site pocket of α-glucosidase. Three highly conserved and catalytic residues such as ASP197, GLU233 and ASP300 from glucosidase family were reported using crystallographic studies and all these residues are found to be part of critical ligand interaction. Hence, the above molecular docking studies give us rational explanation of the interactions between gymnemic acid I, gymnemagenin, gymnemic acid VII with α-glucosidase, which provided valuable information for further development of α-glucosidase inhibitors.

Similar results were observed with sucrose α-glucosidase (sucrase) and sucrose-isomaltase (matlase). It was exciting to note that gymnemic acid VII failed to show interactions with sucrose α-glucosidase. While it has shown interesting interactions with yeast α-glucosidase (isomaltase). All the ligands bound to sucrase exhibited significantly common pharmacophoric residues like HIS443, GLU322, ALA323 ILE324, ASP392, and SER281, with the actual active site located at the region composed of the C-terminal ends of the parallel β-strands in the barrel fold and is covered by the B and B′-domains receptor interface, thus revealing the collective inhibitory action of the enzyme. Another disaccharidase sucrose-isomaltase is composed of duplicated catalytic domains, N- and C-terminal. Each domain displayed overlapping specificities. We observed similar results to that of maltase, where Gymnemic Acid VII failed to show interactions with sucrase-isomaltase.

Hence, to appreciate the difference in binding affinities of Gymnemic Acid VII and Gymnemic Acid IV inhibitors, they were analyzed for the number of hydrogen bond donors, acceptors as shown in Table 5 and RMSD analysis as shown in Table 6. As evident from Table 2 for Gymnemic acid I ligand, inhibitor was found to interact with ASP197, ASP233 and ASP300. Similarly, ligand Gymnemagenin interacted with ASP197, ASP352, ASP300 and Gymnemic Acid VII with ASP197 and ASP300 amino acid residues. The reason behind the low affinity of Gymnemic Acid IV across α-glucosidase from yeast (Isomaltase) was that, there was no hydrogen bond forming residues at all across RMSD value of 5 Å as compared to other inhibitors. However, Gymnemic Acid IV inhibitor was still at a distance away for interaction with active site residues from this region. Likewise, Gymnemic acid VII exhibited a similar trend with sucrose α-glucosidase, sucrose hydrolase (SUH) and human N-terminal sucrose isomaltase (Maltase).

The above results thus provide an insight into the mechanism of individual active components present in the active triterpene glycoside fraction. In our previous *in vitro* studies conducted, we have shown that the active fraction TG showed α-glucosidase inhibitory activity with an IC_{50} value of 3.16 ± 0.05 μg/mL. Similarly, sucrase and maltase enzyme activities were inhibited by TG with IC_{50} values of 74.07 ± 5.11 μg/mL and 5.69 ± 0.02 μg/mL respectively. We have also shown that TG has the potential to increase insulin secretion in pancreatic beta cell lines when glucose concentrations were increased (Rashmi et al., 2018). The docking studies are in agreement with our *in vitro* results, where it proves that the active principles gymnemic acid I, IV, VII and gymnemagenin in combination is responsible for the overall antidiabetic activity. We can thus suggest TG (An active triterpene glycoside fraction), having multifunctional attributes can be used as a natural remedy for the treatment of diabetes mellitus. In future, we intent to incorporate TG into a food formulation so that it could be used as a complementary therapy by diabetic patients.

5. Conclusions

In summary, a series of active molecules gymnemic Acid I, gymnemic acid IV, gymnemagenin and gymnemic Acid VII termed together as triterpene glycosides (TG) have been isolated and evaluated for their α-glucosidase inhibitory activities. The majority of ligands compounds exhibited superior α-glucosidase inhibitory activity. Molecular docking studies were carried out to appreciate the molecular interaction of

Table 5. Shows the details of ligands with number of hydrogen bond donors/acceptors and rotatable bond count.

Sl NO	Ligand name	Pubchem CID And Inhibitor Docked	Molecular Formula	Molecular Weight	No of hydrogen bond donors	*Rotatable Bond Count*	No of hydrogen bond acceptors
1.	Gymnemic Acid I	CID11953919	$C_{43}H_{66}O_{14}$	807 g/mol	*7*	*10*	*14*
2.	Gymnemic Acid IV	CID 14264063	$C_{41}H_{64}O_{13}$	764.95 g/mol	*8*	*8*	*13*
3.	Gymnemagenin	CID 10051937	$C_{30}H_{50}O_{6}$	506.7 g/mol	*6*	*2*	*6*
4.	Gymnemic Acid VII	CID 91617592	$C_{36}H_{58}O_{11}$	666.8 g/mol	*8*	*5*	*11*

Table 6. Shows the Rmsd Values of overlaid Ligands.

	Gymnemic Acid I	Gymnemic Acid IV	Gymnemagenin	Gymnemic Acid VII
Gymnemic Acid I CID11953919	-	-	-	-
Gymnemic Acid IV CID 14264063	0.513322	-	-	-
Gymnemagenin CID 10051937	0.577903	0.662436	-	-
Gymnemic Acid VII CID 91617592	0.652622	0.596591	0.55979	-

compounds with the active site of α-glucosidase, sucrose α-glucosidase (sucrase) and sucrase isomaltase (maltase). This study has identified lead compounds with good potential which can provide valuable insights towards diabetes treatment.

Declarations

Author contribution statement

Rashmi SS: Performed the experiments; Contributed reagents, materials, analysis tools or data; Wrote the paper.

Jagadeesh Kumar D: Performed the experiments; Wrote the paper.

Nagendra HG: Performed the experiments.

HK Manonmani: Conceived and designed the experiments.

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Data availability statement

Data will be made available on request.

Declaration of interests statement

The authors declare no conflict of interest.

Additional information

No additional information is available for this paper.

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30th Nov 2021

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Pooja K, has successfully completed her internship from 20th September 2021 to 5th November 2021 in Access6 Technologies. She worked on couple of projects as a developer & tester on Live & R&D Projects.

During the training, we found her sincere & hardworking. She also had a great attitude towards learning.

We wish her good luck & success in her future career.

For Access6 Technologies

Trainee Signature



Project Manager

ACRANTON TECHNOLOGIES PVT LTD

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This Certificate is presented to

DEEPAK SASHANK RAVICHANDRAN

Successfully completed his internship from **27th Dec 2021** to **20th Feb 2022** on **Python with Machine Learning** at **ACRANTON TECHNOLOGIES PVT. LTD., BANGLORE.**

He worked on the ML project. During the period of his internship program with us he was found punctual, hardworking and inquisitive.

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CHANDANA L S
Director

ACRANTON TECHNOLOGIES PVT LTD

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ANANTHA KRISHNA

Successfully completed his internship from **27th Dec 2021** to **20th Feb 2022** on **Python with Machine Learning** at **ACRANTON TECHNOLOGIES PVT. LTD., BANGLORE.**

He worked on the ML project. During the period of his internship program with us he was found punctual, hardworking and inquisitive.

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ACRANTON TECHNOLOGIES PVT LTD

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HARSHAVARDHANA M R

Successfully completed his internship from **27th Dec 2021** to **20th Feb 2022** on **WEB DEVELOPMENT** at **ACRANTON TECHNOLOGIES PVT. LTD., BANGLORE.** He worked on the Web project. During the period of his internship program with us he was found punctual, hardworking and inquisitive.



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CHANDANA L S
Director

To,

The Head of Department,
Department of Computer Application,
BMS College of Engineering,
Bull Temple Road,
Bangalore 560 019

Dear Madam,

Sub: Internship of Ms.Ranjitha. S.G (1BF19MCA05) in Advanced Rail Controls Private Limited, Bangalore 560 092.

Ref: Your letter dated 09-7-2021

With reference to your letter, we hereby confirm that **Ms.Ranjitha. S.G (1BF19MCA05),** IV Semester MCA Student of your Institution has reported for Internship in Advanced Rail Controls Private Limited on 12th July 2021. She was assigned with the work of "**FIFO Based Extended Data Storage for a Specified Time**".

During the course of the Internship, she has been assigned with a project in which Data is collected and stored in a file system in FIFO order. The data sample was collected at an interval of one second and was appended in a file. Once the data storage reaches a time interval of 5 minutes, the next 5 minutes data at an interval of one second is stored in a second file. This will enable retrieving the past data for 5 minutes from the previous file. After the expiry of the 5 minutes interval, data storage is again switched to the first file after erasing the previous 05 minutes data. This extended FIFO storage principle enables retention and retrieval of dynamic data for more time intervals which is required in many applications.

She was regular in attendance, obedient, sincere in her work and also observed to follow the Company rules and regulations.

She has been relieved on 24-9-2021 with instructions to report to you. We wish her a very successful career in future.

Yours truly,

(V.Sadasivan)
Director (Technical)
24-9-2021

Advanced Rail Controls Pvt Ltd. Bangalore

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To,

The Head of Department,
Department of Computer Application,
BMS College of Engineering,
Bull Temple Road,
Bangalore 560 019

Dear Madam,

Sub: Internship of Ms.Bhavyashree.S (1BM19MCA12) in Advanced Rail Controls Private Limited, Bangalore 560 092.

Ref: Your letter dated 09-7-2021

With reference to your letter, we hereby confirm that **Ms.Bhavyashree.S (1BM19MCA12)**, IV Semester MCA Student of your Institution has reported for Internship in Advanced Rail Controls Private Limited on 12th July 2021. She was assigned with the work of "**FIFO Based Extended Data Storage for a Specified Time**".

During the course of the Internship, she has been assigned with a project in which Data is collected and stored in a file system in FIFO order. The data sample was collected at an interval of one second and was appended in a file. Once the data storage reaches a time interval of 5 minutes, the next 5 minutes data at an interval of one second is stored in a second file. This will enable retrieving the past data for 5 minutes from the previous file. After the expiry of the 5 minutes interval, data storage is again switched to the first file after erasing the previous 05 minutes data. This extended FIFO storage principle enables retention and retrieval of dynamic data for more time intervals which is required in many applications.

She was regular in attendance, obedient, sincere in her work and also observed to follow the Company rules and regulations.

She has been relieved on 24-9-2021 with instructions to report to you. We wish her a very successful career in future.

Yours truly,

(V.Sadasivan)
Director (Technical)
24-9-2021

Advanced Rail Controls Pvt. Ltd. Bangalore

Regd. Office: # 286, 14th Cross, 5th Main, HIG Colony, RMV II Stage, New BEL Road, Bangalore - 560 094
Admin & R&D: # 59/1 & 2, Above Bank of India, 60 Feet Road, 'G' Block, Sahakaranagar, Bangalore 560 092
Works: Plot No. 114 at Aerospace Sector, Hi-Tech, Defence & Aerospace Park, Jala Hobli, Bangalore - 562 149
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This is to certify that **MR RANGASWAMY G L** bearing **Reg No: 1BF19MCA04** Of final year **MCA** at BMS College Of Engineering, Bangalore affiliated to Visvesvaraya Technological University, Belgaum worked as a intern on a "**WEB DEVELOPMENT**" at our company for a period of 12 weeks duration 10/01/2022 To 12/03/2022 and has successfully completed project on Employee Recruitment System and Internship Training during the academic year 2021-2022.

We wish him all the best for future endeavours

Authorised Signature

ANNU TECH SOLUTIONS HUBLI. Cell: 8105317940

Dajibanpeth Hongal Complex
opp To S.T.Bhandari Textiles
Hubballi-580028.

+91 81053 17940
www.annutechsolutions.in
annutechs@gmail.com

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This is to certify that **MR HEMANTHAGOWDA** bearing **Reg No: 1BM19MCA18** Of final year **MCA** at BMS College Of Engineering, Bangalore affiliated to Visvesvaraya Technological University, Belgaum worked as a intern on a "**WEB DEVELOPMENT**" at our company for a period of 12 weeks duration 10/01/2022 To 12/03/2022 and has successfully completed project on Online Service Management System and Internship Training during the academic year 2021-2022.

We wish him all the best for future endeavours

ANNU TECH SOLUTIONS HUBLI. Cell: 8105317940

Authorised Signature

Dajibanpeth Hongal Complex
opp To S.T.Bhandari Textiles
Hubballi-580028.

+91 81053 17940
www.annutechsolutions.in
annutechs@gmail.com

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Date : 15/03/2022

CERTIFICATE

This is to certify that **MR MANJUNATH N SHESHAGIRI** bearing **Reg No**: **1BM19MCA25** Of final year **MCA** at BMS College Of Engineering, Bangalore affiliated to Visvesvaraya Technological University, Belgaum worked as a intern on a "**WEB DEVELOPMENT**" at our company for a period of 12 weeks duration 10/01/2022 To 12/03/2022 and has successfully completed project on Employee Recruitment System and Internship Training during the academic year 2021-2022.

We wish him all the best for future endeavours

ANNU TECH SOLUTIONS HUBLI. Cell: 8105317940

Authorised Signature

Dajibanpeth Hongal Complex
opp To S.T.Bhandari Textiles
Hubballi-580028.

+91 81053 17940
www.annutechsolutions.in
annutechs@gmail.com

www.anumak.com

aNumak
& Company

EXPERIENCE CERTIFICATE

This is to certify that Miss. Pragna M had been working in our organization, from 31st January'2022 to 5th April'2022 as a Website Developer – intern. During her tenure, she has exhibited professional behavior as well as inherent traits to successfully complete projects and tasks on time.

We are proud that we had her in our team and we wish her all the best for the future endeavors.

13-05-2022

DATE

AMITH
(CEO)

ASTAQC

CERTIFICATE

OF INTERNSHIP

This is to certify that

Sanket Mahale

has completed the 3 months Internship from 1st November 2021 to 31st Jan 2022 in **Software Testing** at Astaqc Consulting with great dedication and efficiency.

AVANISH PANDEY
CEO & Founder

ASTAQC CONSULTING PVT. LTD.
D-62, SECTOR 32
FARIDABAD
HARYANA, 121005
PHONE: +91-9999294174

Date: 25/10/2021

TO WHOM IT MAY CONCERN

This is to hereby certify **Ms Riti**, a student of Master of Computer Applications (MCA), **BMS College of Engineering, Bangalore, India** has successfully completed 6 weeks Internship programme at **Avogadro IT Solutions**.

Duration: 13th September 2021 to 23rd October 2021

During the internship period, she has displayed good understanding skills and a self-motivated attitude for learning new skills. She was diligent intern and a trainee.

We wish her every success in life and career.

Aarushi
Founder
Avogadro IT Solutions

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Date: 15 – Nov – 2021

TO WHOM IT MAY CONERN

This is to certify that Mr. **Vinayak Pote**, Bearing USN **1BF19MCA26** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING BENGALURU** studying **MASTER OF COMPUTER APPLICATION** has undertaken internship in **Web Development**, Bangalore from August **9th** 2021 to **15th** October 2021.

He has worked on a project using **Laravel** platform. As part of the project, he developed various modules by understanding the requirements and amendments specifications.

During the internship he demonstrated good development skills with a self-motivated attitude to learn new things. His performance exceeded expectations and was able to complete the project successfully on time.

We wish him all the best for his future endeavors.

Warm regards,

Brahmesh Aptekar
Founder & CEO

+91-9844874460
aptekarb@beedzone.com
Bangalore

CIESTA TECHNOLOGIES
79/08N, Datari, Ghatampur, Kanpur(Nagar)
UP, India - 209206
E-mail: info@ciesta.in
Mob.: +91-9996933880
Website: www.ciesta.in

Reg. No.: CT/TEC/2020/143 Date: 17/11/2020

TO WHOM IT MAY CONCERN

This is to certify that Mr. **Abhay M. Bhide** student of **BMS College of Engineering, Bangalore** has successfully completed his internship of 13 weeks with us. His tenure was from 16th August, 2020 to 15th November, 2020. He was working with our Product development team as Front-end Developer intern on project **meau.in**.

During the span, we found him to be a punctual and hardworking candidate. Moreover, his interpersonal and communication skills are brilliant.

The Project undertaken by him contains proprietary data of Ciesta Technologies which can not be shared.

We wish him a bright future.

Managing Head
Ciesta Technologies

This is a digitally downloaded copy so signature and seal is not required.
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Reference ID: COSO800107

Dec 11, 2021

COSO IT

To Whomsoever It May Concern

This is to certify that Ms. Shiwangi Pradhan has successfully completed her tenure as a technology Intern with our Organization from Aug 20, 2021 to Nov 19, 2021.

In her effort, we found her sincere, meticulous, and hard working.

Her association with us was very fruitful, and we wish all the very best for her future endeavors.

Sincerely,
For COSO IT Private Limited

Yograj Singh

Yograj Singh
Director

COSO IT PRIVATE LIMITED
240A, SHIPRA SUN CITY,
INDIRAPURAM,
GHAZIABAD - 201014,
Uttar Pradesh, INDIA
www.cosoit.com

DIFINATIVE TECHNOLOGIES PRIVATE LIMITED
L-127,4th Main, 14th Cross Rd, Sector 6, HSR Layout,
Bengaluru, Karnataka 560102
Phone: +91-8079614270

Date: 20/04/2022

Sub: Internship Completion Letter

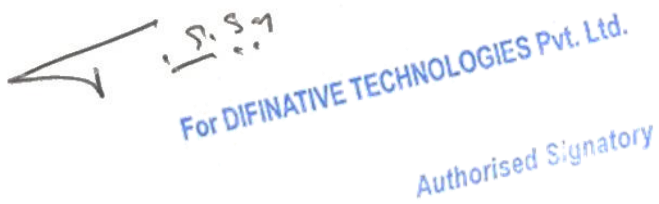
This is to certify that Darshan G from BMS College of engineering has completed a 6-week internship with Difinative Technologies Pvt. Ltd, starting from 15/07/2021.

He worked under the direct supervision of Syed Faraas our senior consultant and got the opportunity to work on various projects. Her manager is pleased with her timely highlighting and managing of any delays, which could have affected the project completions.

He is a fast learner, and he learned our operations system and organizational culture quickly. With his eagerness to learn, he developed various skills while working with us. He was able to successfully complete a Flutter based application that leverages recent advancement in cellular network.

We wish him the best of luck for all his future endeavours.

Sincerely,



Saji Thoppil

DifiNative Technologies Private Limited.

Sensitivity: Internal & Restricted

DIFINATIVE TECHNOLOGIES PRIVATE LIMITED
L-127,4th Main, 14th Cross Rd,
Sector 6, HSR Layout,
Bengaluru -560102.
Phone: +91-8079614270

Internship Letter

Date: 01/02/2022

Dear Vaibhava Lakshmi,

Congratulations & thank you for exploring career opportunities with DifiNative Technologies Private Limited. You have successfully completed our initial selection process and we are pleased to make you an offer of full-time internship.

The offer is based on your profile and performance in the selection process. You will be paid a stipend of ₹10,000/-, as per the terms and conditions set out.

You will be reporting to Saji Thoppil and we would like you to start work on 01/02/2022 and the internship will be for a period of 6 months.

Kindly confirm your acceptance of this offer online through 'Accept Offer Letter'. If not accepted within 24 hours, it will be considered that you are not interested in this internship and this offer will be automatically withdrawn.

In the meantime, please feel free to contact me via email on shwetha@difinative.com, should you have any questions. We are confident you will be able to make a significant contribution to the success of DifiNative Technologies Private Limited and look forward to working with you.

Sincerely,

Shwetha Rao



DifiNative Technologies Private Limited.

Accepted by,

Vaibhava Lakshmi.

Sensitivity: Internal & Restricted

Digiupaay Private Limited

Date: January 11, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms.Nayana Thapa of BMS College of Engineering, Bangalore has successfully completed her internship work in our organization, from October 16, 2021, to December 16, 2021.

During the Internship, the student was sincere, hardworking, and showed a keen interest to learn. The involvement and the sustained efforts put by the student are highly appreciable.

We wish her all the best in her future endeavors.

Sincerely,
Gautam Khandelwal,
Co-Founder, Digi Upaay Solutions Pvt. Ltd.



Terms & conditions

- All documents, designs and collateral related to Digi Upaay created by you during your employment remain the sole property of the Company.
- You must not make any copies of the company's data including software, code, database, customer list, etc.
- You should not discuss the product, architecture, roadmap or features to any third party. All correspondence, documents, data are the property of the company and you should not retain original or copy for use not related to the company's work.
- All ideas, methods of service conceived by you & your colleagues are the property of the company and should be promptly communicated to the company.
- You will not share any information related to clients or business or company confidential information to any third party during and after the course of your employment.
- You will exercise due care in handling the company's passwords, databases and other resources and not reveal the same with anyone outside the organization
- Upon termination of your employment contract, you will ensure that all details pertaining to the company are handed back and you do not retain any physical or soft copies of any intellectual property, code, documentation etc.

Digiupaay Private Limited

Date: January 11, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms.Saloni NL of BMS College of Engineering, Bangalore has successfully completed her internship work in our organization, from October 11, 2021, to December 11, 2021.

During the Internship, the student was sincere, hardworking, and showed a keen interest to learn. The involvement and the sustained efforts put by the students are highly appreciable.

We wish her all the best in her future endeavors.

Sincerely,
Gautam Khandelwal,
Co-Founder, Digi Upaay Solutions Pvt. Ltd.



Terms & conditions

❖ All documents, designs and collateral related to Digi Upaay created by you during your employment remain the sole property of the Company.
❖ You must not make any copies of the company's data including software, code, database, customer list, etc.
❖ You should not discuss the product, architecture, roadmap or features to any third party. All correspondence, documents, data are the property of the company and you should not retain original or copy for use not related to the company's work.
❖ All ideas, methods of service conceived by you & your colleagues are the property of the company and should be promptly communicated to the company.
❖ You will not share any information related to clients or business or company confidential information to any third party during and after the course of your employment.
❖ You will exercise due care in handling the company's passwords, databases and other resources and not reveal the same with anyone outside the organization
❖ Upon termination of your employment contract, you will ensure that all details pertaining to the company are handed back and you do not retain any physical or soft copies of any intellectual property, code, documentation etc.

Docsup

CONGRATULATIONS

CERTIFICATE OF COMPLETION

This Certificate is presented to

Nandan S

For successfully completing the Docsup Private Limited internship for 7 weeks from October-05-2021 to November-25-2021 as a frontend developer in web development with MERN stack

Shivanshu

Shivanshu Gupta

Person Incharge

Vikas Jindal

Vikash Jindal

President

DWORD CORE PVT. LTD.

dword.core@gmail.com
www. dwordcore.com

OUR PASSION, YOUR BUSINESS

Ref. No.: INO/INTERN/1431

29 April 2022

To whom it may concern:

This is to certify that **Mr. Azharudeen S (USN: 1BM20MC006)**, a student of BMSCE college has completed the internship program as a Front-end developer in our company from March 14, 2022, to April 29, 2022.

As part of his internship, he has worked on a project titled "**Intra-Team Communication application**".

Mr. Azharudeen S displayed professional traits during his internship period and managed to complete all assigned tasks as requested. He was hardworking, dedicated, and committed. It was a pleasure having him with us in this short period.

We wish **Mr. Azharudeen S**, the very best for his career and future endeavors.

From Dword Core Pvt. Ltd.

DWORD CORE PVT. LTD. BANGALORE-79

Manoj M Gowda

(Intern Head)

+918088480152
Jyothi Complex, Agrahara
Dasarahalli, Magadi Main Road,
Bangalore-560079

HCS/ES/2021-22/OC/173

Internship Certificate

This is to certify that **Anitha Peris** from BMS College of Engineering, Bull Temple Road, Bengaluru - 560019 successfully completed her Online academic internship start from Sept 01, 2021 to Oct 28, 2021 with EasyShiksha.

Internship: **Android Apps Development**

During her tenure, we found her active and competent in executing all assigned tasks and services were found to be satisfactory.

We wish her great success in all of her future endeavors.

Date: Oct 28, 2021



Sunil Sharma

CEO, HawksCode

Eduladder.com
Ravagodalu village
Bollare Post-560082
Banglore

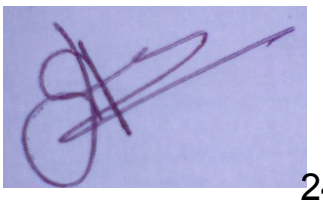
Certification: Super intern(Web development)

This is to certify Suresha N (1BF19MCA21) Has successfully completed internship with us from: 2021-12-20 Till: 2022-02-20 Conduct was good during the period of internship.

Roles and responsibility

Code management both opensource and closed source, Everyday code challenge, Attending standup calls without failure,Database management

Arun V.M
Founder
CEO
Eduladder.com
Ph:8147433408



EMBRATE TECHNOLOGIES PVT LTD

A-18, Madhuban Colony, Tonk
Phatak, Jaipur (RJ)-302015
Tel. +91-9982370071

Certificate for Completion Of Internship At Embrate Technologies Pvt. Ltd.

DATE: 31st October 2021

This is to certify that Ms. **Hashmitha S** had successfully completed her internship as a **Full Stack Developer** at Embrate Technologies Pvt. Ltd. The tenure of her internship was from **19th July, 2021** till **26th October, 2021**.

We were satisfied with the quality of her work and the effort put in for the same. We recommend her for this position in the future as well.

We wish her the best in all her future endeavors.



Swati Singhi
Co-founder, CEO
Embrate Technologies Pvt. Ltd.

TO WHOM IT MAY CONCERN

This is to certify that Mr.BHARATH V a student of MCA (Master Of Computer Application), BMS College of Engineering, Bangalore, bearing the USN: 1BM19MCA11, has successfully completed 02 (Two) month (From 1st Aug, 2021 to 1st Sept, 2021) internship programme at GLOVISH TECHNOLOGIES LLP as "FRONT END DEVELOPER". During the period of his internship programme, He was found punctual, hardworking and inquisitive.

With regards,

GLOVISH TECHNOLOGIES LLP ★ BANGALORE-40 ★ LLP - Incorporation No.: AAH-9871

(LOHITH. G)

TO WHOM IT MAY CONCERN

This is to certify that Mr.LIKHITH B R a student of MCA (Master Of Computer Application), BMS College of Engineering, Bangalore, bearing the USN: 1BM19MCA23, has successfully completed 02 (Two) month (From 1st Aug, 2021 to 1st Sept, 2021) internship programme at GLOVISH TECHNOLOGIES LLP as "FRONT END DEVELOPER". During the period of his internship programme, He was found punctual, hardworking and inquisitive.

With regards,

GLOVISH TECHNOLOGIES LLP
LLP - Incorporation No.: AAH-9871
BANGALORE-40

(LOHITH. G)

LETTER OF RECOMMENDATION

Date: 3rd May 2021

To Whom It May Concern,

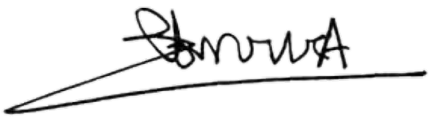
N. Neha has been associated with Gogappi as a Software Engineering Intern, from 1st March 2021 to 16th April 2021.

As part of her work Neha worked with a team that helped us in developing an IoT device to transmit GPS coordinates to our cloud server. She was actively involved in the research, comparative analysis, development and testing process. Additionally the team also explored a pipeline to fetch videos stored on AWS S3 on a Flutter Application.

During her time at Gogappi, Neha has been prompt in her work and has shown a deep interest in learning. I am positive that Neha's presence will greatly benefit any team she works with.

Sincerely,

Arvind Shekar



Chief Technical Officer, Co-Founder
Gogappi Pvt. Ltd.
Bangalore, India

LETTER OF RECOMMENDATION

Date: 3rd May 2021

To Whom It May Concern,

Rakshitha S has been associated with Gogappi as a Software Engineering Intern, from 1st March 2021 to 16th April 2021.

As part of her work Rakshitha worked with a team that helped us in developing an IoT device to transmit GPS coordinates to our cloud server. She was actively involved in the research, comparative analysis, development and testing process. Additionally the team also explored a pipeline to fetch videos stored on AWS S3 on a Flutter Application.

During her time at Gogappi, Rakshitha has been prompt in her work and has shown a deep interest in learning. I am positive that Rakshitha's presence will greatly benefit any team she works with. We are very satisfied with the work that Rakshitha has done with us and would be happy to consider her for further openings in our organization.

Sincerely,

Arvind Shekar



Chief Technical Officer, Co-Founder
Gogappi Pvt. Ltd.
Bangalore, India

Gogappi Private Limited
ADDRESS : #533, Vishal, 4th Main, 5th B Cross, BEML Layout 4th Stage, RR Nagar, Bangalore, India - 560098
CIN : U74999KA2019PTC130867 | PHONE : +91 97311 03027 | EMAIL : contact@gogappi.com

LETTER OF RECOMMENDATION

Date: 3rd May 2021

To Whom It May Concern,

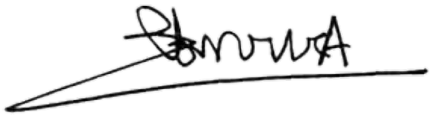
Poornima Dixit has been associated with Gogappi as a Software Engineering Intern, from 1st March 2021 to 16th April 2021.

As part of her work Poornima worked with a team that helped us in developing an IoT device to transmit GPS coordinates to our cloud server. She was actively involved in the research, comparative analysis, development and testing process. Additionally the team also explored a pipeline to fetch videos stored on AWS S3 on a Flutter Application.

During her time at Gogappi, Poornima has been prompt in her work and has shown a deep interest in learning. I am positive that Poornima's presence will greatly benefit any team she works with.

Sincerely,

Arvind Shekar



Chief Technical Officer, Co-Founder
Gogappi Pvt. Ltd.
Bangalore, India

Date : 01/06/2022

To Whomsoever It May Concern

Internship Letter

This is to certify that Dilip C M has been associated with Grroom as a Machine Learning Intern from 29/03/2022 to 10/05/2022.

Grroom has been awarded the Best Startup at IIT Bombay '21; The Best Emerging Startup, Asia (Top 10 out of 12,500+ startups) and it has received funds from the IIT Bombay Alumni association.

During his tenure with us for the above period, we found him to be sincere, reliable, efficient, open to challenges and a team player. His character and conduct during the internship was highly appreciated.

Sincerely,
Venkatesh Pugalia
Founder

+91 9004661666
WWW.GRROOM.IN
FASHION@GRROOM.IN

219, ARUS CHAMBERS,
BEHIND MAHINDRA
TOWERS, WORLI, MUMBAI
400018

HFH

HUMANS FOR HUMANITY

CERTIFICATE OF INTERNSHIP IS AWARDED TO

Sanjana Vivek Pai

for her participation in the WASH project as a part of mobile app development team. She gave her contribution in making Belly mobile application development during her tenure from 15th November 2021 to 15th January 2022.



Anurag Chauhan

Founder Chairperson

HFH

HUMANS FOR HUMANITY

CERTIFICATE OF INTERNSHIP IS AWARDED TO

Tushar Raj

for his participation in the WASH project as a part of mobile app development team. He gave his contribution in making Belly mobile application development during his tenure from 15th November 2021 to 15th January 2022.

H.F.H.

Anurag Chauhan

Founder Chairperson

IntelliPaat
Software Solutions Pvt. Ltd.

AMR Tech Park 3,Ground Floor, Tower B
Hongasandra Village ,Bommanahalli,
Hosur Road, Bangalore-560068
(M):+91 7022374614.
www.intellipaat.com

1st June 2022

To Whomsoever It May Concern

This is to certify that **Mr. Teki Devendra Kumar** has worked with **Intellipaat Software Solutions Pvt. Ltd**.as a **Internship** from 20th March 2022 to 31th May 2021.

We at Intellipaat Software Solutions Pvt. Ltd wish her success in all her future endeavours.

Your Sincerely,

Intellipaat Software Solutions Pvt. Ltd.



Diwakar Chittora

Chief Executive Office

IRUSU
TECHNOLOGIES PVT LTD

Irusu Technologies
204 2nd floor devi mid-town building suncity
main road, Hyderabad, Telangana-500091

CERTIFICATE OF COMPLETION

This certificate is presented to

AMIT KARMAKAR

Has completed as an 3D GAME DEVELOPER Intern at Irusu Technologies suncity branch from 01-10-2021 to 31-12-2021

We found him sincere, hardworking, dedicated and result oriented.
He worked well as part of the team during his tenure.
We take this opportunity to thank him and wish him all the best for his future

For Irusu Technologies Pvt. Ltd.

Director

Satya Prakash Molugu
MD / +91 8801232221

Irusu Technologies Pvt Ltd – 2022. All Rights Reserved.

TO WHOM-SO-EVER IT MAY CONCERN

INTERNSHIP CERTIFICATE

This is to certify that **Deeksha Hegade**, student of MCA (Class of 2020-2022) of BMS College, Bangalore has successfully completed her 6 weeks internship program at **iTDAY INDIA PRIVATE LIMITED**., as part of her Course Curriculum.

The duration of her training was from **10th Nov 2021** to **15th Jan 2022**.

During her training we found her Dedicated and Punctual.

We wish her all the success in her academic endeavors and life.

IT DAY (INDIA) PVT. LTD. BANGALORE

Aabha Kumari
Director: iTDAY INDIA PRIVATE LIMITED
Date: 09-02-2022
Place: Bengaluru

Date: 22.11.2021

To
Banashree Majumdar
ERP Code: **20210004037**
Branch: **K12 Bangalore**

CERTIFICATE OF INTERNSHIP

This is to certify that, Ms. **Banashree Majumdar** has done her internship programme as an "**Intern - Game Developer"** with K12 Techno services Pvt. Ltd. from **23 Sep 2021 to 22 Nov 2021**.

During the period of internship programme with us, we have found her punctual, hardworking and extremely inquisitive.

Her Association with us was very fruitful and we wish her all the best in her future endeavours.

For **K12 Techno Services Pvt. Ltd.**



Himakiran
Head – Operations & HR

ಕರುನಾಡು ಟೆಕ್ನೋಲಜಿಸ್ ಪ್ರೈವೇಟ್ ಲಿಮಿಟೆಡ್
KARUNADU TECHNOLOGIES PRIVATE LIMITED
#17, A.T.K. Complex, 2nd & 4th Floor, Acharya College Main Road, Beside Karur Vysya Bank,
Guttebasaveshwara Nagar, Chikkabanavara, Bengaluru - 560090

Ref No: KTPT/INT/2021/0626 **Date: 07-Oct-2021**

To Whomsoever It May Concern

CERTIFICATE

This is to certify that **Ms.SHWETHA H** from B.M.S. College of Engineering(MCA) bearing **USN-1BF19MCA16** has successfully completed internship programme at **Karunadu Technologies Private Limited** from 23-Aug-2021 to 02-Oct-2021 and found the candidate's performance is good.

During his/her Internship, he/she was exposed to the various activities in field of Python and Machine Learning . During the course he/she was trained and he/she carried out projects on

1. **Wine Quality White Dataset Using KNN Algorithm.**
2. **Diabetes Prediction Dataset Using Decision Tree.**
3. **Car Price Prediction Using Multiple Linear Regression.**
4. **Species Prediction Using Logistic Regression.**

During the period of his/her Internship training with us he/she was found punctual, hardworking and inquisitive.

His/her association with us was very fruitful and we wish he/she all the best in his/her future endeavours.

SUNILKUMAR
GUIDE
Karunadu Technologies Pvt.Ltd.

MAHESH DEGINAL
Managing Director
Karunadu Technologies Pvt.Ltd.

Scanned with CamScanner

ಕರುನಾಡು ಟೆಕ್ನೋಲಜೀಸ್ ಪ್ರೈವೇಟ್ ಲಿಮಿಟೆಡ್
KARUNADU TECHNOLOGIES PRIVATE LIMITED
#17, A.T.K. Complex, 2nd & 4th Floor, Acharya College Main Road, Beside Karur Vysya Bank,
Guttebasaveshwara Nagar, Chikkabanavara, Bengaluru - 560090

Ref No: KTPT/INT/2022/0113 **Date: 09-June-2022**

To Whomsoever It May Concern

CERTIFICATE

This is to certify that **Mr/Ms. SHWETHA K M** from BMS College of Engineering (MCA) bearing **USN-1BF19MCA17** has successfully completed internship programme at **Karunadu Technologies Private Limited** from 18-Aug-2021 to 02-Oct-2021 and found the candidate's performance is good.

During his/her Internship, he/she was exposed to the various activities in Web Application Development and carried out a project on **"E-Shopper Website".**

During the period of his/her Internship training with us he/she was found punctual, hardworking and inquisitive.

His/her association with us was very fruitful and we wish him/her all the best in his/her future endeavours.

SUNIL KUMAR
GUIDE
Karunadu Technologies Pvt.Ltd.

MAHESH DEGINAL
Managing Director
Karunadu Technologies Pvt.Ltd.

ಕರುನಾಡು ಟೆಕ್ನೋಲಜಿಸ್ ಪ್ರೈವೇಟ್ ಲಿಮಿಟೆಡ್
KARUNADU TECHNOLOGIES PRIVATE LIMITED
#17, A.T.K. Complex, 2nd & 4th Floor, Acharya College Main Road, Beside Karur Vysya Bank,
Guttebasaveshwara Nagar, Chikkabanavara, Bengaluru - 560090

Ref No: KTPT/INT/2021/0633 **Date: 09-Mar-2022**

To Whomsoever It May Concern

CERTIFICATE

This is to certify that **Ms. VIDYA R** from B.M.S. College of Engineering(MCA) bearing **USN-1BF19MCA24** has successfully completed internship programme at **Karunadu Technologies Private Limited** from 10-Oct-2021 to 20-Nov-2021 and found the candidate's performance is good.

During his/her Internship, he/she was exposed to the various activities in field of Python and Machine Learning . During the course he/she was trained and he/she carried out projects on

1. **Medicalcost - Multiplel Linear Regression**
2. **Magazine - Logistics Regression**
3. **Car Price - KNN Algorithm**
4. **Laptop Price - Linear Regression.**

During the period of his/her Internship training with us he/she was found punctual, hardworking and inquisitive.

His/her association with us was very fruitful and we wish he/she all the best in his/her future endeavours.

SUNILKUMAR
GUIDE
Karunadu Technologies Pvt.Ltd.

MAHESH DEGINAL
Managing Director
Karunadu Technologies Pvt.Ltd.

Registered Office:
No. 59, 2nd Main, 1st Cross, Near Singapura Village Bus Stop, Vidyaranyapura, Bengaluru - 560064 ,
CIN: U74999KA2018PTC114911, Mob: +91 9964823646 /+91 9902913646 E-mail: karunadutechnologies@gmail.com ,
support@karunadutechnologies.com, Website: www.karunadutechnologies.com

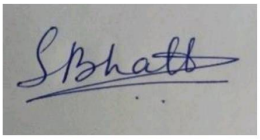
REF NO.: Int001 **DATE:11th Jan 2021**

TO WHOM IT MAY CONCERN

This is to certify that **Swathi.G** student of BMS College Of Engineering has successfully completed internship project for period from 1st Sept 2020 to 30th Nov 2020 at Knowlexon Innovation and Technology Pvt.Ltd. During the period of her internship program she was found punctual, hardworking and inquisitive.

We wish every success in her life.

Authorized Signature:



Sanghamitra Bhatt

For,

Knowlexon Innovation and Technology Pvt Ltd.

Date: 29th May 2022

Control No.: LT-009-2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Deepika G**, has successfully completed her internship with **Learn Transformation** during the period **2nd March 2022 ~ 7th May 2022.**

During the period, she was a key member of core team for Website design & development. Her creativity & technical knowledge helped us to make our website better with smooth interface. She also did a lot of analysis to make it happen that helped organization grow.

During the course of internship, **Ms. Deepika G** has shown great amount of responsibility, sincerity and a genuine willingness to learn and zeal to take on new assignments & challenges. In particular, her coordination skills and communication skills are par excellence and her attention to details is impressive.

We wish her all the very best for her future.

With regards,

Surbhi Bansal

Surbhi Bansal, VP, Learn Transformation

Learn Basics

NIT, IIT Alumni Company

INTERNSHIP CERTIFICATE

Ref. : LB/2022-05/IL-27
Date : 17 – May – 2022

To whom it may concern

This is to inform that **Mr. Nagaraja M** from **BMS College of Engineering, Bangalore** has successfully completed his internship with 'Lighting Bees Private Limited', Tamil Nadu as a **Backend Engineer - Intern in Python.** His tenure of internship is **March 14th, 2022 – May 14th, 2022** with stipend of Rs. 2,000/month.

During his time with us, he worked on **developing and connecting our python content management applications with the sql server using the flask and django framework** for our product – Learn Basics (A Division of Lighting Bees Private Limited). During the course of the internship, we found him a hardworking person with excellent communication and technical skills. He proved himself as an quick learner and team-player throughout the intern period.

If you need any documents related to his intern with us, feel free to contact us at karthe@learnbasics.fun

Sincerely

Karthe Ravi,
CEO and Co-founder,
Learn Basics
Lighting Bees Private Limited

help@marketwin.in
+91-8103573613
www.marketwin.in

Date: 10th OCT 2021

Subject: **Internship certificate with Recommendation letter**

Ref.: MC/08/Intern/Sep2021

To Whomsoever It May Concern

I highly recommend **"Shubhra Debnath"** as a candidate for employment. **Shubhra** was an intern at ***Marketwin Corporation*** as ***Flutter Mobile App Developer*** from **7th July 2021** to **10th Sep. 2021. Shubhra** was responsible for Coding, including define, design & ship new features, bug fixing, and improvements of existing code system, Rest Api, and other coding works.

"Shubhra Debnath" has excellent communication skills. In addition, he is extremely organized, reliable, and coding literate. **Shubhra** can work independently and is able to follow through to ensure that the job gets done. He is flexible and willing to work on any project that is assigned to him. **Shubhra** was quick to volunteer to assist in other areas of company operations, as well.

"Shubhra Debnath" would be a tremendous asset to your company and has my highest recommendation. If you have any further questions regarding his background or qualifications, please do not hesitate to contact me.

Your Sincerely,

For **Marketwin Corporation**



Pushpendra Sharma

MEDHA TECH SOLUTIONS PRIVATE LIMITED
#A203, 2nd Floor, Samhitha Greenwoods,
Thubarahalli, Whitefield, Bangalore - 560066

08 January, 2021

TO WHOM IT MAY CONCERN

This is to certify that Afifa Aiman (USN. 1BM20MC001) MCA, Department of Computer Applications of BMS College of Engineering has successfully completed her internship with Medha Tech Solutions under the guidance of Mr.Sreenivas.

She has worked on a project Two Colleges Official Websites and the duration of her internship was from November 01, 2021 to December 17, 2021.

During her association with Medha Tech, she was sincere, hard working in her work with an honest approach towards the assignments given to her and well mannered individual.

We wish her all the best for her future endeavors.

Sreenivas P
Managing Director,
Medha Tech Solutions Pvt. Ltd.,
Bangalore.

MOWITO AUTOMATION PRIVATE LIMITED

No. 58, 3rd Floor, 5th Block Koramangala. JNC Road Bangalore Bangalore KA 560095 IN
CIN: U72900KA2021PTC150047 | Email Id: founders@mowito.in | Contact No.: 9267929151

18th October 2021

SUB: Internship Completion Certificate

To whom it may concern

This is to certify that Mr. Rithvik K Joshi (USN 1BM20MC042, B.M.S. College of Engineering), has interned with Mowito, from 6th September 2021 to 18th October 2021. His designation during the internship was "Robotics Engineer Intern" and was supervised by Mr. Puru Rastogi.

He worked on navigation system for ground based mobile robots. His primary task revolved around developing modules and utility software to integrate navigation stack of the mobile robot with hardware of the mobile robot.



Puru Rastogi

Chief Executive Officer

PearlThoughts

Certificate of Internship Completion

This is to certify that

Madhushree D

has successfully completed the internship training
in recognition of her / ~~his~~ hardwork and dedication in completing
the internship from 12/06/2021 to 30/08/2021 at PearlThoughts
company.

Congratulations on your hard work! Keep shining!

30.08.2021

Date



Jenifer Monica P

Managing Director of
PearlThoughts

PRIMERA DENTAL HUB

CERTIFICATE OF INTERNSHIP

THIS CERTIFICATE IS PRESENTED TO

LAKSHMEESHA T GOWDA

For successfully completing his 2 months of internship from 28th October 2021 to 28th December 2021 as a Web Developer for the company's E-commerce Website.



Dr. Prithviraj Kallakunta

FOUNDER/CEO

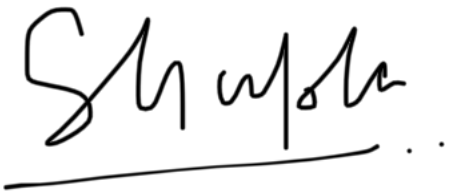
CERTIFICATE

This is to certify that Jaswanth Reddy did 6 months part time internship under me from 1st August 2021 – 31st Jan 2022. During the internship he worked on a project on Digital Marketing. He was part of the video editing and design team and contributed significantly to the design and editing of videos related to tutorial content on digital marketing.

He contributed significantly to creating video content for courses related to digital marketing.

He was found to be creative, sincere, hardworking, enthusiastic and took responsibility for the assigned task.

I wish him good luck and success in his future endeavors.



Dr. Seema Gupta

PROSAF APPZENITH

Software Solution Pvt.Ltd.

YOUR POTENTIAL OUR PASSION

Ref. No. - PROSAF/TECH-DEPT/CSE/INTERN/2021/1191 Date: 28/01/2022

TO WHOM IT MAY CONCERN

This is to certify that **Mr. Harshith D bearing USN: [1BM20MC016]** has undergone his internship with **PROSAF APPZENITH SOFTWARE SOLUTIONS PVT LTD, DAVANAGERE** from **DECEMBER 3rd, 2021 to JANUARY 25th, 2022**. During the internship, he worked on different modules of company projects and demonstrated good skills. He was diligent and enthusiastic with zeal to do his best on his Project. He also assisted in technical documentation and modification. He demonstrated good designing and coding skills. He has excellent written and verbal communication skills, is well organized can work independently and can effectively multi task to ensure that the assignments are looked after and completed in a professional and timely manner.

We wish "**Mr. Harshith D**" the very best for his career and future endeavors.

For Prosaf Appzenith Software Solutions Private Limited



Managing Director

Address: #9-469/3 ,Mirza Plaza ,2nd Floor, 8th Main Rd, Prince Jayachamaraja Wodeyar, Davanagere, Karnataka 577002

www.appzenith.com

www.rannlab.com

Reference No. RTH012022001200125 January 20, 2022

Mr. Anand Vishwanath Bhat
BMS College of Engineering
Bengaluru

Dear Sir/Mam,

This is to certify that Mr. Anand Vishwanath Bhat student of BMS College has done his Internship from **RannLab Technologies Pvt. Ltd.** from **Nov 29, 2021** to **Jan 18, 2022**.

He worked on a project **Bharat Darshan App & Peacelog** based on **Android** framework along as both frontend and backend Quality Tester.

He was shortlisted from 200 applicants through telephonic interviews. He was sincere & hard working during this tenure and obliged to the timelines assigned to him. His evaluation is as follows:

Category	Performance
Presentation Skills	Good
Leadership Skills	Average
Logical Aptitude	Good
Learning Curve	Excellent
Conduct	Good
Programming Skills	Excellent

We wish him all the best for his future endeavors.

Umesh Kumar Kushwaha
Director & CEO
Umesh.kushwaha@rannlab.com

9990613366
info@rannlab.com
www.rannlab.com
805, Om Tower, Above Dominos, Alpha Commercial Belt, Greater Noida, India - 201310
Delhi-NCR, Agra, Gwalior, Mathura, Bangalore, Pune, Hyderabad, Bareilly (India), Ghana, Spain, US

9990613366 info@rannlab.com ORIGINAL CERIFICATE

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RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/06/144

Date: 2/08/2021

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **Sanjeev Kumar,** Bearing USN **1BF19MCA08 is** a Bonafide Student of **B.M.S COLLEGE OF ENGINEERING** studying, MASTER OF COMPUTER APPLICATION, has Undertaken Internship in "Web Designing" with us from 15/06/2021 to 31/07/2021

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we foundhim/her punctual, hardworking and inquisitive. His/her association with us wasvery fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Technical Lead

RCS TECHNOLOGY * BANGALORE *

2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206

ADDRESS
NO.26, 2ND CROSS, AMBA BHAWANI ROAD, SAI NAGAR-1 BEHIND HAMSON SUPER MARKET VIDYARA-NYAPURA BENGALURU-560097

CONTACT
+91-9916255206

EMAIL
INFO@RCSINFO.IN

GST
29ATGPK5974N

Ref : RCS/07/2021

Date:31/07/2021

TO WHOMITMAYCONCERN

This is to certify that Ms priyanka jamadar,USN **1BM18MCA16** is a bonafide Student **Master Of Computer Application studing BMS** college of engineering, has Undertaken Internship in "Web Designing" with us from **15/06/2021** to **30/07/2021**.During his/her internship, he/she was exposed to various activities evolved under Web Designing.

During this period with us, we foundhim/her punctual, hardworking and Inquisitive. His/her association with us wasvery fruitful and we wish all the best in his/her future endeavors

For RCS Technology

Sunil Kumar

Director ,Business Development

RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/08/30 *Date: 30/09/2021*

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **ASHISH HARSWAL,** Bearing USN **1BM19MCA07** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING BENGALURU** Studying **MASTER OF COMPUTER APPLICATION** has Undertaken Internship in "Web Designing" with us from August 15th **2021** to 28th September **2021**

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we found him/her punctual, hardworking and inquisitive. His/her association with us was very fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Tech Lead

2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206

RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/07/142 *Date: 2/08/2021*

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **Balbir kumar chand,** Bearing USN. **1BM19MCA09** is a Bonafide Student of **B.M.S COLLEGE OF ENGINEERING** studying, **MASTER OF COMPUTER APPLICATION**, has Undertaken Internship in "Web Designing" with us from 15/06/2021 to 31/07/2021.

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we foundhim/her punctual, hardworking and inquisitive. His/her association with us wasvery fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Technical Lead

RCS TECHNOLOGY BANGALORE

2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206

RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/07/143

Date: 2/08/2021

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **Barde Sumit,** Bearing USN **1BM19MCA10** is a Bonafide Student of **B.M.S COLLEGE OF ENGINEERING** studying, MASTER OF COMPUTER APPLICATION, has Undertaken Internship in "Web Designing" with us from 15/06/2021 to 31/07/2021

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we foundhim/her punctual, hardworking and inquisitive. His/her association with us wasvery fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Technical Lead



2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206

RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/08/30 *Date: 30/09/2021*

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **FURKHAN PASHA,** Bearing USN **1BM19MCA15** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING BENGALURU** Studying **MASTER OF COMPUTER APPLICATION** has Undertaken Internship in "Web Designing" with us from August 15th **2021** to 28th September **2021**

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we found him/her punctual, hardworking and inquisitive. His/her association with us was very fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Tech Lead

2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206



ryiteinc IT Services

CERTIFICATE OF INTERNSHIP

This certificate goes to

D Vaishalini

for successfully completing her internship program on Web technologies
ryiteinc IT Services

PUSHPA
HR MANAGER

SANGEETHA
SUPERVISOR

ryiteinc IT Services

CERTIFICATE OF INTERNSHIP

This certificate goes to

A. YUKTHA

for successfully completing her internship program on Web technologies
ryiteinc IT Services

PUSHPA
HR MANAGER

SANGEETHA
SUPERVISOR

To,
Mr. Rohan Bharadwaj
BMS College of Engineering, Banaglore

March 1st , 2022

Sub: Internship Certificate

Dear Rohan,

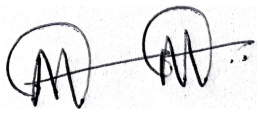
We would like to thank you for the efforts and contribution as part of your Internship at Sensesemi Technologies Pvt. Ltd.

Name – Rohan Bharadwaj
USN – 1BM20MC048
Role – Intern
Period – October 18th 2021 to 28th Februrary 2022

We would also like to draw to your attention to maintain confidentiality with respect to any proprietary information about Sensesemi. This information could be pertaining to the projects or the company itself.

Team Sensesemi wishes you good luck for your future endeavors.

For Sensesemi Technologies Pvt Limited



Vijay Muktamath, CEO

ShopSky India

TO WHOMSOEVER IT MAY CONCERN

Date: 29 Nov. 2020 Certificate No. SSI010703

This is to certify that Shriya Bhat Balehittalu has successfully completed her internship with Shopsky India during the period of 3 months.

During the period, she had worked on Web Design and Development.

During the course of internship, Shriya Bhat Balehittalu has shown great amount of responsibility, sincerity and a genuine willingness to learn and zeal to take on new assignments & challenges. In particular, her coordination skills and communication skills are par excellence and her attention to details is impressive. And we glad to give her Golden Badge.

We wish her all the very best for her future.



With regards,

SURYA PRAKASH SAMOTA

Hiring Manager



SHOPSKY INDIA PVT. LTD

CORPORATE IDENTITY NUMBER (U52190RJ2020PTC069462)

Corporate Office: Plot No. 73, Arawali Vihar 3rd Behind Balaji College, Machera, Benar Jaipur Rj 302013 In.

BRANCH OFFICE: TOP floor, Old Building, Government Engineering College Ajmer, NH-8 Badliya Chauraha Ajmer 305001

WEBSITE: www.shopsky.in mail: care@shopsky.in

Contact. +917976383369

Ref:/SVT/108

Date: 3 June 2022

Name: Miss.Yamuna Rathnam

USN: 1BF19MCA27

Title: Temple Management System

This is to certify that **Miss.Yamuna Rathnam** pursuing MCA from BMS College of Engineering has successfully completed her internship from 5/3/22 to 31/5/22. During the period, she worked as a developer in Asp.net (Visual studio). During the course of her internship, Yamuna Rathnam showed the interest in fulfilling her role.

Best Regards,

Softvent Technologies Date Sign Bengaluru-85

Kumar. M

Head-Operations

St. Francis School

Shaikhwalia, Shahapur,Khetasarai,Jaunpur (Uttar Pradesh) 222139

CERTIFICATION OF COMPLETION

Date : 01 June 2022

This is to certify that **'Ananya Arya'** pursuing Master Of Computer Applications from **'BMS College Of Engineering'** has successfully completed her internship with **'St. Francis School'** from 02 March 2022 to 31 May 2022 . She worked as **'Database Developer'**. During internship her work and conduct was professional. We wish her All the Best for her future.

Regards,

FOUNDER MANAGER

Mr. Kamlesh Prajapati

TAKE IT SMART

87926 97647 / 80501 04212
www.takeitsmart.in
info@takeitsmart.in

TAKE IT SMART (OPC) PVT. LTD

Ref No: 2021/07/28 **Date:6/10/2021**

To Whom It May Concern

This is to Certify that **Miss/Mr. SATISH KUMAR S** Bearing **USN 1BF19MCA09** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING** STUDYING **MASTER OF COMPUTER APPLICATION** has Undertaken Internship in **"FULL STACK WEB DEVELOPMENT"** with us from **15th AUGUST 2021 to 5th OCTOBER 2021.**

During the period of her/ his Internship program with us, she/ he had been exposed to different processes and was found diligent, hardworking and inquisitive.

We take this opportunity to thank him/her and wish him/her all the best for his/her future.

For, Take it smart (OPC) Pvt.Ltd

TAKE IT SMART (OPC) PVT. LTD. BENGALURU

Mr. MALLIKARJUN KUMBAR
DIRECTOR

1274 2nd Floor, Sanitary Core,
3rd phase, Yelahanka New Town,
Bengaluru, Karnataka - 560 064.

TAKE IT SMART

87926 97647 / 80501 04212
www.takeitsmart.in
info@takeitsmart.in

TAKE IT SMART (OPC) PVT. LTD

Ref No: T32542250

Date:18/10/2021

To Whom It May Concern

This is to Certify that **Miss/Mr PRINCE BORAH** Bearing **USN 1BM18MCA15** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING** STUDYING **MASTER OF COMPUTER APPLICATIONS** has Undertaken Internship in "**MACHINE LEARNING**" with us from **1st SEPTEMBER 2021 to 16th OCTOBER 2021.**

During the period of her/ his Internship program with us, she/ he had been exposed to different processes and was found diligent, hardworking and inquisitive.

We take this opportunity to thank him/her and wish him/her all the best for his/her future.

For, Take it smart (OPC) Pvt.Ltd

Mr. MALLIKARJUN KUMBAR
DIRECTOR

1274 2nd Floor, Sanitary Core,
3rd phase, Yelahanka New Town,
Bengaluru, Karnataka - 560 064.

TAKE IT SMART

87926 97647 / 80501 04212
www.takeitsmart.in
info@takeitsmart.in

TAKE IT SMART (OPC) PVT. LTD

Ref No: 2021/07/28 **Date:30/09/2021**

To Whom It May Concern

This is to Certify that **Miss/Mr. SURYA M** Bearing **USN 1BM20MC051** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING** STUDYING **MASTER OF COMPUTER APPLICATIONS** has Undertaken Internship in **"MACHINE LEARNING"** with us from **15th AUGUST 2021 to 30th SEPTEMBER 2021.**

During the period of her/ his Internship program with us, she/ he had been exposed to different processes and was found diligent, hardworking and inquisitive.

We take this opportunity to thank him/her and wish him/her all the best for his/her future.

For, Take it smart (OPC) Pvt.Ltd

TAKE IT SMART (OPC) PVT. LTD. BENGALURU-64

Mr. MALLIKARJUN KUMBAR
DIRECTOR

1274 2nd Floor, Sanitary Core,
3rd phase, Yelahanka New Town,
Bengaluru, Karnataka - 560 064.

TARF

No. LOR/TARF/WEB/2022-014 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Kusuma**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.



Anuj Verma
Director HR Operations
Think Act Rise Foundation

TARF

No. LOR/TARF/WEB/2022-008 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mahalakshmi B N**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.

Anuj Verma
Director HR Operations
Think Act Rise Foundation

TARF

No. LOR/TARF/WEB/2022-009 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mansi Gupta**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.

Anuj Verma
Director HR Operations
Think Act Rise Foundation

TARF

No. LOR/TARF/WEB/2022-007 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ramya**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.



Anuj Verma
Director HR Operations
Think Act Rise Foundation

07/12/21

Internship Certificate

This is to certify that **Mr. Ganesh Hegde** worked as a Web Developer in our company from **07/10/2021 to 07/12/2021** with our entire satisfaction. During his working period, we found him a sincere, honest, hardworking, dedicated employee with a professional attitude and possessed a very good technical knowledge. Bonus points for hands-on experience on frontend design principles, which were used by our clients across multiple platforms. Also, he kept wide knowledge of new trends and best practices in Industry.

He is amiable in nature and his character is well. We have no objection to allowing him in any better position and have no liabilities in our company.

We wish him every success in life.

Sincerely,

Abhishek Gaikar

(Operations Director)



Office Address.

B/304, Sai Sangat, Sector 3, Sanpada, Navi-Mumbai 400705

+ 91-8433507624 accounts@tech2edge.co www.tech2edge.co

Tejasco Techsoft Private Limited
#240, 32nd Cross, 7th Block Jayanagar
BANGALORE – 560082 (INDIA)
Email : info@tejasco.com, Web : www.tejasco.com

Date: 9th October 2021

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ashwath H S has completed internship at Tejasco Techsoft as a Data Analyst intern from 14th July 2021 to 14th September 2021. During the internship, Ashwath has worked with a team which is building ML models to forecast the futures sales data. During the period of his internship with us he was found punctual, hardworking and inquisitive.

We wish you all the very best!

For **Tejasco Techsoft Pvt Ltd**.





Prashanth N S
Managing Director

THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: March 12, 2022
Employee ID: TEN/SM/3221
Document No.: TEN/CT/6331

This is to certify that **Anurag makkimane** pursuing **MCA** from **BMS COLLLEGE OF ENGINEERING** has successfully completed his internship with **The Entrepreneurship Network** from **11/15/2021** to **2/15/2022**. During the period, he worked as a **Front- End Developer.** During the course of his internship, **Anurag makkimane** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Kamlesh Gupta

Kamlesh Gupta
Director
The Entrepreneurship Network

©Limitless Technologies

THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: December 9, 2021
Employee ID: TEN/RD/719
Document No.: TEN/CT/5513

This is to certify that **Sourav Kumar** pursuing **Master of Computer Application (MCA)** from **BMS College of Engineering, Bangaluru** has successfully completed his internship with **The Entrepreneurship Network** from **8/15/2021** to **11/15/2021**. During the period, he worked as a **React Development-Associate.** During the course of his internship, **Sourav Kumar** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: December 24, 2021
Employee ID: TEN/DE/209
Document No.: TEN/CT/5794

This is to certify that **KARTHIK G DATH** pursuing **Master of computer applications** from **B.M.S College of Engineering** has successfully completed his internship with **The Entrepreneurship Network** from **9/15/2021** to **12/15/2021**. During the period, he worked as a **DevOps Engineer-Associate.** During the course of his internship, **KARTHIK G DATH** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: November 11, 2021
Employee ID: TEN/PD/752
Document No.: TEN/CT/4927

This is to certify that **Kavyashree C. P** pursuing **MCA** from **BMS College of engineering** has successfully completed her internship with **The Entrepreneurship Network** from **8/1/2021** to **9/30/2021**. During the period, she worked as a **Python Development-Associate.** During the course of her internship, **Kavyashree C. P** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

©Limitless Technologies

THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: October 17, 2021
Employee ID: TEN/SM/1160
Document No.: TEN/CT/4872

This is to certify that **Aman Anand** pursuing **MCA** from **BMS College of Engineering** has successfully completed his internship with **The Entrepreneurship Network** from **7/15/2021** to **10/15/2021**. During the period, he worked as a **Scrum Master-Associate.** During the course of his internship, **Aman Anand** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

©Limitless Technologies

THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: September 16,2021
Employee ID: TEN/SM/685
Document No.: TEN/CT/4526

This is to certify that **Raksha S Babu** pursuing **M.C.A** from **B.M.S. College Of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **7/1/2021** to **8/14/2021**. During the period, she worked as a **Front- End Developer.** During the course of her internship, **Raksha S Babu** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future

endeavours.Best Regards,

Swetha Sabu
Chief Human Resource
OfficerThe Entrepreneurship
Network

©Limitless Technologies

THE ENTREPRENEURSHIP NETWORK

Date: February 9, 2022
Employee ID: TEN/SM/3178
Document No: TEN/LOR/1380

To whom it may concern

SACHIN SV worked in **The Entrepreneurship Network** as a **Scrum Master-Associate** from **December-01-2021** to **January-15-2022**. During that time, I developed a very high regard for him based on the outstanding contributions that He made to our company throughout the internship.

SACHIN SV **was a Scrum Master Intern and monitored department workings, using agile methodology concepts**. He has excellent communication skills. In addition, He is extremely organized, reliable and computer literate. He can work independently and is able to follow through to ensure that the job gets done. He is flexible and willing to work on any project that is assigned to him .

As you can tell by now, I am quite impressed with this outstanding young man and give him my strongest recommendation for roles that require intelligence, organization, communication skills, service and a positive attitude. **SACHIN SV** would be a tremendous asset to your company and has my highest recommendation.

Please feel free to contact me if you need additional information or perspective.

Sincerely,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: October 4, 2021
Employee ID: TEN/SM/940
Document No.: TEN/CT/4694

This is to certify that **Sauharda Rao** pursuing **Master of Computer Applications** from **BMS College of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **6/08/2021** to **1/10/2021**. During the period, she worked as a **Front-End Developer.** During the course of her internship, **Sauharda Rao** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

©Limitless Technologies

THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: December 4, 2021
Employee ID: TEN/SD/1317
Document No.: TEN/CT/5369

This is to certify that **Shruti Shree** pursuing **MCA** from **BMS College of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **9/1/2021** to **11/30/2021**. During the period, she worked as a **Springboot Development-Associate.** During the course of her internship, **Shruti Shree** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: November 24, 2021
Employee ID: TEN/SD/1300
Document No.: TEN/CT/5117

This is to certify that **Sowjanya P** pursuing **Master of Computer Application (MCA)** from **B.M.S College of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **8/15/2021** to **11/15/2021**. During the period, she worked as a **Springboot Development-Associate.** During the course of her internship, **Sowjanya P** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

©Limitless Technologies

THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: December 13, 2021
Employee ID: TEN/RD/1258
Document No.: TEN/CT/5580

This is to certify that **Anmol Kumar Singh** pursuing **Master of Computer Applications** from **BMS College of Engineering** has successfully completed his internship with **The Entrepreneurship Network** from **8/15/2021** to **11/15/2021**. During the period, he worked as a **React Development-Associate.** During the course of his internship, **Anmol Kumar Singh** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: February 25, 2022
Employee ID: TEN/WWD/1538
Document No.: TEN/OL/16274

This is to certify that **kp Swathi** pursuing **Master of Computer Applications(MCA)** from **BMS College Of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **11/1/2021** to **1/31/2022**. During the period, she worked as a **Web Development-Associate.** During the course of her internship, **kp Swathi** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavours.

Best Regards,

Kamlesh Gupta

Kamlesh Gupta
Director
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: October 20, 2021
Employee ID: TEN/SM/1161
Document No.: TEN/CT/4873

This is to certify that **Keerthana Bhushan S N** pursuing **MCA** from **BMS College of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **8/15/2021** to **10/15/2021**. During the period, she worked as a **Scrum Master-Associate.** During the course of her internship, **Keerthana Bhushan S N** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: February 9, 2022
Employee ID: TENWWD/1539
Document No.: TEN/CT/5971

This is to certify that **Birajdar Nikita Shivaji** pursuing **MCA** from **BMS College Of Engineering** has successfully completed her internship with **The Entrepreneurship Network** from **11/1/2021** to **1/31/2022**. During the period, she worked as a **Web Developer.** During the course of her internship, **Birajdar Nikita Shivaji** showed considerable interest in fulfilling her roles and responsibilities and her conduct was professional throughout.

We wish her all the very best for her future endeavors.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: February 4, 2022
Employee ID: TEN/PD/1548
Document No.: TEN/CT/5949

This is to certify that **Karthik.B.Hegde** pursuing **Python Development** from **BMS College of Engineering** has successfully completed his internship with **The Entrepreneurship Network** from **11/1/2021** to **1/29/2022**. During the period, he worked as a **Python Development-Associate.** During the course of his internship, **Karthik.B.Hegde** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

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THE ENTREPRENEURSHIP NETWORK

Certification of Completion

Date: December 24, 2021
Employee ID: TEN/DE/205
Document No.: TEN/CT/5797

This is to certify that **Sonu Sarraf** pursuing **Master of Computer Application (MCA)** from **B.M.S. College of Engineering** has successfully completed his internship with **The Entrepreneurship Network** from **9/1/2021** to **12/15/2021**. During the period, he worked as a **DevOps Engineer-Associate.** During the course of his internship, **Sonu Sarraf** showed considerable interest in fulfilling his roles and responsibilities and his conduct was professional throughout.

We wish him all the very best for his future endeavours.

Best Regards,

Swetha Sabu
Chief Human Resource Officer
The Entrepreneurship Network

©Limitless Technologies

TARF

No. LOR/TARF/WEB/2022-012 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Rakshitha**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.



Anuj Verma
Director HR Operations
Think Act Rise Foundation

TARF

No. LOR/TARF/WEB/2022-013 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Subha S**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 23rd Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.

Anuj Verma
Director HR Operations
Think Act Rise Foundation

TARF

No. LOR/TARF/WEB/2022-005 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Varalakshmi J**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.

Anuj Verma
Director HR Operations
Think Act Rise Foundation

TARF

No. LOR/TARF/WEB/2022-011 **Date:** 1st January, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Monika KM**, has completed her internship at **Think Act Rise Foundation** from 1st Nov, 2021 to 31st Dec, 2021. During her internship, she worked on the "**Web Development**".

During this period of her internship with us, she was punctual, hardworking, sincere, proactive and inquisitive. I wish her all the best and success in her future endeavors.



Anuj Verma
Director HR Operations
Think Act Rise Foundation

TRIVY TECHNOLOGIES PVT. LTD.

Certificate

OF INTERNSHIP

This Certificate is Proudly Presented to

Gautam Raj

For successfully completing his internship as
Flutter Developer from 28-06-2021 to 13-09-2021

Shivansh Agarwal
FOUNDER

Certificate / REGISTER ID : TT0021

STARTUP KARNATAKA

KITS/SK-REGN 2021-22/182

TT GLOBAL IT

(Scan to Authenticate)

Internship Certificate

This is to Certify that

PRAMOD KOKANE

Has Completed Internship in **WEB DEVELOPMENT** at **Transcript Technology Global Infotech Pvt. Ltd.**

From 1st Oct 2021 –30th Nov 2021

we found him sincere, hardworking, dedicated and result oriented, he delivered well as part of the team during his internship tenure.

We take this opportunity to wish him all the best for his future.

TRANSCRIPT TECHNOLOGY GLOBAL INFOTECH Pvt. Ltd.
www.ttglobalit.com
Mayasandra
572221

Authorized Signatory

CIN: U72900KA2019PTC125348

www.ttglobalit.com

E Vyavahaar

ESAHAKARA

Registered Office:

Vraio Software Solutions Pvt Ltd
5th cross, SIT Extension Tumakuru,
Karnataka -572103
Mobile : +919738735077
Email: info@vraio.in

Operations:

#92/9, 3rd Floor, Above Big Bazar
8th Block, Kathriguppe Main Rd
Banashankari 3rd Stage Bengaluru,
Karnataka-560085

Reference No: VRAIO-INTERN-0107

Date: 09/11/2021

SUBJECT: INTERNSHIP COMPLETION LETTER

We are glad to inform you that **Ms**. **Deeksha k (1BM20MC010)** from BMS College of Engineering**,** Master of Computer Application, Bengaluru has successfully completed her internship at Vraio Software Solutions Pvt Ltd. from **27th September, 2021 to 8th November, 2021.**

During her internship, she was exposed to various activities in Development & Designing department. She has worked on web technologies using PHP.

We found her extremely inquisitive and hardworking. She was very much interested to learn the functions of our core division and also willing to put her best efforts and get into the depth of the subject to understand it better.

Regards,

Lagamanna Mirje

Team Lead**,** Vraio Software Solutions Pvt Ltd.

Registered Office:

Vraio Software Solutions Pvt Ltd
5th cross, SIT Extension Tumakuru,
Karnataka -572103
Mobile : +919738735077
Email: info@vraio.in

Operations:

#92/9, 3rd Floor, Above Big Bazar
8th Block, Kathriguppe Main Rd
Banashankari 3rd Stage Bengaluru,
Karnataka-560085

Reference No: VRAIO-INTERN-0111

Date: 09/11/2021

SUBJECT: INTERNSHIP COMPLETION LETTER

We are glad to inform you that **Ms. K H Greeshma (1BM20MC019)** from BMS College of Engineering**,** Master of Computer Application, Bengaluru has successfully completed her internship at Vraio Software Solutions Pvt Ltd. from **27th September, 2021 to 8th November, 2021.**

During her internship, she was exposed to various activities in Development & Designing department. She has worked on web technologies using PHP.

We found her extremely inquisitive and hardworking. She was very much interested to learn the functions of our core division and also willing to put her best efforts and get into the depth of the subject to understand it better.

Regards,

Lagamanna Mirje

Team Lead**,** Vraio Software Solutions Pvt Ltd.

Registered Office:

Vraio Software Solutions Pvt Ltd
5th cross, SIT Extension Tumakuru,
Karnataka -572103
Mobile : +919738735077
Email: info@vraio.in

Operations:

#92/9, 3rd Floor, Above Big Bazar
8th Block, Kathriguppe Main Rd
Banashankari 3rd Stage Bengaluru,
Karnataka-560085

Reference No: VRAIO-INTERN-0108

Date: 09/11/2021

SUBJECT: INTERNSHIP COMPLETION LETTER

We are glad to inform you that **Mr**. **Rajath Singh M (1BM20MC038)** from BMS College of Engineering**,** Master of Computer Application, Bengaluru has successfully completed his internship at Vraio Software Solutions Pvt Ltd. from **27th September, 2021 to 8th November, 2021.**

During his internship, he was exposed to various activities in Development & Designing department. He has worked on web technologies using PHP.

We found him extremely inquisitive and hardworking. He was very much interested to learn the functions of our core division and also willing to put his best efforts and get into the depth of the subject to understand it better.

Regards,

Lagamanna Mirje

Team Lead**,** Vraio Software Solutions Pvt Ltd.

Registered Office:

Vraio Software Solutions Pvt Ltd
5th cross, SIT Extension Tumakuru,
Karnataka -572103
Mobile : +919738735077
Email: info@vraio.in

Operations:

#92/9, 3rd Floor, Above Big Bazar
8th Block, Kathriguppe Main Rd
Banashankari 3rd Stage Bengaluru,
Karnataka-560085

Reference No: VRAIO-INTERN-0106

Date: 09/11/2021

SUBJECT: INTERNSHIP COMPLETION LETTER

We are glad to inform you that **Ms**. **Rakshitha R (1BM20MC039)** from BMS College of Engineering**,** Master of Computer Application, Bengaluru has successfully completed her internship at Vraio Software Solutions Pvt Ltd. from **27th September, 2021 to 8th November, 2021.**

During her internship, she was exposed to various activities in Development & Designing department. She has worked on web technologies using PHP.

We found her extremely inquisitive and hardworking. She was very much interested to learn the functions of our core division and also willing to put her best efforts and get into the depth of the subject to understand it better.

Regards,

Lagamanna Mirje

Team Lead**,** Vraio Software Solutions Pvt Ltd.

Registered Office:

Vraio Software Solutions Pvt Ltd
5th cross, SIT Extension Tumakuru,
Karnataka -572103
Mobile : +919738735077
Email: info@vraio.in

Operations:

#92/9, 3rd Floor, Above Big Bazar
8th Block, Kathriguppe Main Rd
Banashankari 3rd Stage Bengaluru,
Karnataka-560085

Reference No: VRAIO-INTERN-0110

Date: 09/11/2021

SUBJECT: INTERNSHIP COMPLETION LETTER

We are glad to inform you that **Mr**. **Rohan V Patil (1BM20MC044)** from BMS College of Engineering**,** Master of Computer Application, Bengaluru has successfully completed his internship at Vraio Software Solutions Pvt Ltd. from **27th September, 2021 to 8th November, 2021.**

During his internship, he was exposed to various activities in Development & Designing department. He has worked on web technologies using PHP.

We found him extremely inquisitive and hardworking. He was very much interested to learn the functions of our core division and also willing to put his best efforts and get into the depth of the subject to understand it better.

Regards,

Lagamanna Mirje

Team Lead**,** Vraio Software Solutions Pvt Ltd.

Registered Office:

Vraio Software Solutions Pvt Ltd
5th cross, SIT Extension Tumakuru,
Karnataka -572103
Mobile : +919738735077
Email: info@vraio.in

Operations:

#92/9, 3rd Floor, Above Big Bazar
8th Block, Kathriguppe Main Rd
Banashankari 3rd Stage Bengaluru,
Karnataka-560085

Reference No: VRAIO-INTERN-0109

Date: 09/11/2021

SUBJECT: INTERNSHIP COMPLETION LETTER

We are glad to inform you that **Ms**. **Shravya K (**1BM20MC049**)** from BMS College of Engineering**,** Master of Computer Application, Bengaluru has successfully completed her internship at Vraio Software Solutions Pvt Ltd. from **27th September, 2021 to 8th November, 2021.**

During her internship, she was exposed to various activities in Development & Designing department. She has worked on web technologies using PHP.

We found her extremely inquisitive and hardworking. She was very much interested to learn the functions of our core division and also willing to put her best efforts and get into the depth of the subject to understand it better.

Regards,

Lagamanna Mirje

Team Lead**,** Vraio Software Solutions Pvt Ltd.

VYORIUS

VYORIUS DRONES PRIVATE LIMITED

K-22/21-A, Street No. 19, North Ghonda, New Delhi -110053;
Email - nishantsinghrana@vyorius.com, CIN: U72900DL2021PTC376094

Dated: 22nd September, 2021

TO WHOM IT MAY CONCERN

This is to certify that Miss. Meghana N pursuing Master of Computer Applications (MCA), Computer Application, from BMS College of Engineering, Bengaluru has successfully completed her internship as Backend Developer (C/C++) intern with us from 05th July, 2021 to 19th September, 2021. The training fulfils the requirements as per the regulations of this Institute and meets the necessary standards for submission.

During the period we found her hardworking, sincere and punctual.

For VYORIUS DRONES PVT. LTD.

Director

Nishant Singh Rana,
CEO/Founder
Vyorius Drones Private Limited

Date : 30-11-2021

CERTIFICATE

To whomsoever it may concern

This is to certify that **Ms.Nethravathi K** has undergone her internship from **24-09-2021 to 24-11-2021** in **WAS TECHNO DEVELOPERS(OPC) PRIVATE LIMITED, Bengaluru**. During her internship, She has completed the training in the internship titled "**Front-end developer**".She showed a high standard of performance and was known to be a trainee with an excellent attitude towards her work, initiative, and sincerity.

We wish her all the best in her future endeavors.

Mr.Thejas N
Director

WAS TECHNO DEVELOPER'S (OPC) PVT.LTD.
70/A, Shivajyothi Nagara,
Hassan, Karnataka - 573201
wastechno.com

Date: 6-06-2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr.Varun K,** student of **MCA (2020-2022) BMS COLLEGE, Bangalore** as associated with **WEBBLITZ SOFTWARE** has successfully completed the internship from 11th April 2022 to 26th May 2022.

During the tenure, we found him to be very motivated, duly bound and a highly committed team player with very strong conceptual knowledge.

We wish him every success in all his future endeavours.

WEBBLITZ SOFTWARE



With Regards

(Raghavendra Guligari)

Willron TECHNOLOGIES

No.54 , Acharya College Road,Chikkabanavara,
Hesarghatta Road, Bangalore-560090, Ph. 8050068666,
E-Mail- willrontechnologiesinfo@gmail.com
Website- www.willrontechnologies.com

Certification of Completion

Date: 26 September 2021

This is to certify that **Vignesh S S** pursuing **Master of computer applications (MCA)** from **BMS college of engineering** has successfully completed his internship from **7/15/2021** to **9/15/2021**. During the period, he worked as a **Machine Learning- Intern.** During the course of his internship, **Vignesh S S** showed considerable interest in fulfilling his role and responsibilities and his conduct was professional throughout.
We wish him all the very best for his future endeavours.

Best Regards,

WILLRON TECHNOLOGIES BANGALORE

Chief Human Resource Officer
Willron Technologies

Willron TECHNOLOGIES

No.54 , Acharya College Road,Chikkabanavara,
Hesarghatta Road, Bangalore-560090, Ph. 8050068666,
E-Mail- willrontechnologiesinfo@gmail.com
Website- www.willrontechnologies.com

Certification of Completion

Date: 26 September 2021

This is to certify that **Megha Mandara AP** pursuing **Master of computer applications (MCA)** from **BMS college of engineering** has successfully completed her internship from **7/15/2021** to **9/15/2021**. During the period, she worked as a **Machine Learning- Intern.** During the course of her internship, **Megha Mandara AP** showed considerable interest in fulfilling her role and responsibilities and her conduct was professional throughout.
We wish her all the very best for her future endeavours.

Best Regards,

WILLRON TECHNOLOGIES BANGALORE

Chief Human Resource Officer
Willron Technologies

Journey Towards Change >>

Yaana Smart Technologies Pvt. Ltd.

18th May, 2021

Certificate of Internship

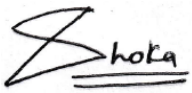
TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Mr. Shriram Hegde** student of MCA, B.M.S College of Engineering Bangalore has successfully completed his Internship from **01.03.2021** to **01.05.2021** at Yaana Smart Technologies Private Ltd, Bengaluru.

During the internship, Shriram has worked as a part of Web Developer Intern. He worked sincerely on his assignments and his performance was Excellent.

We wish him all the success in future endeavours.

With Regards,
FOR Yaana Smart Technologies Private Ltd,



Sourabh Dhoka
Chief Operating Officer

admin@yaana.bike
+91-9036432100 +91-8867851467
##13476, Ward No. 23, Block No. 18
Gandhi Nagar, Koppal, Karnataka, India, 583231
www.yaana.bike

Zikshana Infotech Private Limited

No. 1733, 33, 3rd Floor, Sana Enclave, 17th Cross Road, MC Layout, Vijayanagar, Bengaluru, Karnataka – 560040

Email: info@zikshana.com Mob: +91 9731113922

INTERNSHIP CERTIFICATE

This certifies that

Ms. AISHWARYA S

has completed an Internship in WEB DEVELOPMENT at ZIKSHANA INFOTECH PRIVATE LIMITED, BENGALURU from 15th SEP 2021 to 10th NOV 2021.

We found him/her sincere, hardworking, dedicated and result oriented, he/she delivered well as part of the team during his/her internship tenure.

We take this opportunity to wish him/her all the best for his/her future.

Awarded this on 11th DEC 2021



Authorized Signatory

Zikshana Infotech Private Limited

No. 1733, 33, 3rd Floor, Sana Enclave, 17th Cross Road, MC Layout, Vijayanagar, Bengaluru, Karnataka – 560040

Email: info@zikshana.com Mob: +91 9731113922

INTERNSHIP CERTIFICATE

This certifies that

Mr. SACHIN PATIL

has completed an Internship in WEB DEVELOPMENT at ZIKSHANA INFOTECH PRIVATE LIMITED, BENGALURU from 15th SEP 2021 to 10th NOV 2021.

We found him/her sincere, hardworking, dedicated and result oriented, he/she delivered well as part of the team during his/her internship tenure.

We take this opportunity to wish him/her all the best for his/her future.

Awarded this on 11th DEC 2021



Authorized Signatory

Zikshana Infotech Private Limited

No. 1733, 33, 3rd Floor, Sana Enclave, 17th Cross Road, MC Layout, Vijayanagar, Bengaluru, Karnataka – 560040

Email: info@zikshana.com Mob: +91 9731113922

INTERNSHIP CERTIFICATE

This certifies that

Ms. VAISHNAVI B D

has completed an Internship in WEB DEVELOPMENT at ZIKSHANA INFOTECH PRIVATE LIMITED, BENGALURU from 15th SEP 2021 to 10th NOV 2021.

We found him/her sincere, hardworking, dedicated and result oriented, he/she delivered well as part of the team during his/her internship tenure.

We take this opportunity to wish him/her all the best for his/her future.

Awarded this on 11th DEC 2021



Authorized Signatory

Zikshana Infotech Private Limited

No. 1733, 33, 3rd Floor, Sana Enclave, 17th Cross Road, MC Layout, Vijayanagar, Bengaluru, Karnataka – 560040

Email: info@zikshana.com Mob: +91 9731113922

INTERNSHIP CERTIFICATE

This certifies that

Ms. POOJA VISHNU HEGDE

has completed an Internship in WEB DEVELOPMENT at ZIKSHANA INFOTECH PRIVATE LIMITED, BENGALURU from 15th SEP 2021 to 10th NOV 2021.

We found him/her sincere, hardworking, dedicated and result oriented, he/she delivered well as part of the team during his/her internship tenure.

We take this opportunity to wish him/her all the best for his/her future.

Awarded this on 11th DEC 2021



Authorized Signatory

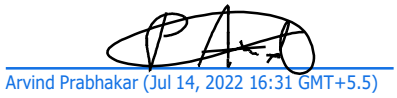
Date : 14/7/2022

Certificate of Internship

This is to certify that **Mahalakshmi B N** pursuing MCA at **B.M.S. College of Engineering Bangalore,** has partially completed her 4 months of internship during the period of 23/3/2022-22/7/2022 on the project AmberTAG Workflow at **AmberTAG AnalyticsPvt Ltd**. as a **Testing Intern.**

We wish her success in future endeavor.

For AmberTAG Analytics Pvt Ltd.



Arvind Prabahkar

Director & COO

30 June 2022

Pooja Vishnu Hegde

Employee ID: 109302

SUB: INTERNSHIP COMPLETION CERTIFICATE

To Whomsoever It May Concern

This is to certify that Pooja Vishnu Hegde a student of B. M. S. College of Engineering(Reg. No: 1BM20MC034) has completed her internship program with at Bazaarvoice India, Bangalore, from 8 February 2022 to 7 August 2022.

She has worked on a project titled 'Containerization Initiative-Media Upload Service'.

During the tenure with us, we found Pooja Vishnu Hegde sincere and result oriented.

We wish her all the best for her future endevours.

Thankyou,
For **Bazaarvoice Technology India Private Limited**

DocuSigned by:
Mekha CM
1DB3D31751C749C...

MEKHA CM
HUMAN RESOURCE GENRALIST – INDIA

Bazaarvoice Technology India Pvt. Ltd.
Registered office: Global Tech Park, Tower C,
03rd Floor, Outer Ring Road, Bellandur,
Bangalore – 560 103, Karnataka, India
CIN: U72900KA2019FTC126571
Tel: +91 080-68146238
Email: srini.basava@bazaarvoice.com

13 July 2022

Riti

Employee ID: 109305

SUB: INTERNSHIP COMPLETION CERTIFICATE

To Whomsoever It May Concern

This is to certify that Riti a student of B.M.S College of Engineering(Reg. No: 1BM20MC043) has completed her internship program at Bazaarvoice India, Bangalore, from 7 February 2022 to 7 August 2022.

She has worked on a project titled 'Sentry to Datadog Migration'.

During the tenure with us, we found Riti sincere and result oriented.

We wish her all the best for her future endeavours.

Thankyou,
For **Bazaarvoice Technology India Private Limited**

DocuSigned by:
Mekha CM
1DB3D31751C749C...

MEKHA CM
HUMAN RESOURCE GENRALIST – INDIA

6 July 2022

Gautam Raj Kumawat

Employee ID: 109304

SUB: INTERNSHIP COMPLETION CERTIFICATE

To Whomsoever It May Concern

This is to certify that Gautam Raj Kumawat a student of B.M.S College of Engineering(Reg. No: 1BM19MCA16) has completed his internship program at Bazaarvoice India, Bangalore, from 8 February 2022 to 8 August 2022.

He has worked on a project titled 'Containerization Initiative – Dreamcatcher'.

During the tenure with us, we found Gautam Raj Kumawat sincere and result oriented.

We wish him all the best for his future endevours.

Thankyou,
For **Bazaarvoice Technology India Private Limited**

DocuSigned by:
Mekha CM
1DB3D31751C749C...

MEKHA CM
HUMAN RESOURCE GENRALIST – INDIA

Zoho Sign Document ID: 6CPCRV5XEW2NKT3ERIX04SCYL0MFABUITKYKC39G9EW

Date: 17th August 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr.Sanjeev Kumar (USN: 1BF19MCA08) from B. M. S. College of Engineering joined our organization on 21st March 2022 as an R&D Trainee. He has successfully completed his internship project for the duration of 4 months.

Yours Sincerely

Manasa KR
HR Manager
Mobisy Technologies Private Limited

July 12, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms./Mr.** Shiwangi Pradhan is working in our company as an **Intern** from **March 01, 2022** and will have the last working day on **July 29, 2022.**

During this period, he/she was paid a stipend of Rs. 35,000-/ Per Month (Rupees Thirty-Five Thousand Only)

The assignments given to him/her were completed satisfactorily.

We wish him/her all the best for future endeavors.

Thanking You.

For Blue Yonder India Private Limited.

Yours sincerely

Jayshankar.M

For Blue Yonder India Private Ltd.

Jayshankar. M
Director – Associate Success (Talent Acquisition)

Signature: Shiwangi Pradhan
Shiwangi Pradhan (Jul 12, 2022 21:32 GMT+5.5)

Email: shiwangi.mca19@bmsce.ac.in

July 12, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms./Mr.** Shanbhogh Rohan Bharadwaj is working in our company as an **Intern** from **March 01, 2022** and will have the last working day on **July 29, 2022.**

During this period, he/she was paid a stipend of Rs. 35,000-/ Per Month (Rupees Thirty-Five Thousand Only)

The assignments given to him/her were completed satisfactorily.

We wish him/her all the best for future endeavors.

Thanking You.

For Blue Yonder India Private Limited.

Yours sincerely

Jayshankar.M

For Blue Yonder India Private Ltd.

Jayshankar. M
Director – Associate Success (Talent Acquisition)

Signature: Rohan Bharadwaj

Email: shanbhogh.mca20@bmsce.ac.in

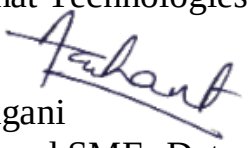
CloudThat Technologies

Certificate of Internship

This is to certify that Ms. Ramya Shree V pursuing MCA at B.M.S. college of engineering, Bangalore College has successfully completed 4 months of internship during the period from 7/02/2022 to 7/06/2022 from CloudThat Technologies Pvt Ltd. During the internship program she has worked on the project Data-Orchestration under the guidance of Arihant Bengani.

We wish her success in future endeavor.

For CloudThat Technologies Pvt. Ltd.



Arihant Bengani
Lead SME Lead SME- Data and AIoT

Code Pro Technologies

Date 31-11-2021

Certificate of Internship

This is to certify that Mr Manjunath N Sheshagiri, Student of BMS COLLEGE OF ENGNEERING, had been associated with our organisation as an **Intern** for the period from 04-04-2022 to 10-08-2022. He worked for "OFFICE HRMS"

We found Mr Manjunath N Sheshagiri is effective in discharging responsibilities assigned to him. During his tenure with us for the above period, we found his efficient, his character and conduct were good. We wish him success in his future assignment.



Managing Director

Laxman. B

Code Pro Technologies

Code Pro Technologies
Shallikeri Building, 2nd Floor, Behind Canara Hotel, Hosur 1st Cross,
Hubli Dharwad- 580021 Karnataka, India
email-id:info@alcodepro.com
Phone: +91 8105971019

COMPACT GYAN
ENRICH THE BRILLIANCE

Date: 11th July 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify **Ms. Banashree Majumdar,** had undergone internship with CompactGyan Pvt. Ltd. during the period **29th Jan 2022 to 10th July 2022**.

During the tenure, he/she worked as **Unity Intern** in our organization on the project **360XRLAB.**

During the internship, he/she had shown a great amount of responsibility, sincerity, and a genuine willingness to learn, zeal to take on new assignments & challenges.

With regards,

Kajal

(Kajal Agrawal)
HR-Head

CompuTechno Solutions

No.23, J Cross, Near Holy Mariam School
Bangalore
Karnataka -560029

July 14 2022

Certificate

This is to certify that Mr. **Vinayak Pote**, Bearing **USN 1BF19MCA26** is a Student of **BMS COLLEGE OF ENGINEERING BENGALURU** studying **MASTER OF COMPUTER APPLICATION**, has completed his project titled "Ecommerce Site for CompuTechno Solutions" for our Shop from the duration 20-03-2022 to 10-07-2022

COMPUTECHNO
Solutions
23, J Cross, Near Holy mariam School
Bismillah Nagar, Bangalore - 560029

CompuTechno Solutions

Deloitte.

Deloitte Touche Tohmatsu India LLP
Bengaluru
Prestige Trade Tower, Level 19
46, Palace Road, High Grounds
560001
Tel: +91 8061886000
Fax: 918066276011
www.deloitte.com

July 15, 2022

CERTIFICATE

This is to confirm that **Sauharda Rao** from **B.M.S College of Engineering** has carried out internship on the topic **"Car Catalogue"** from **28th February 2022** to till date in our firm. She has displayed good presentation skills and is hardworking.

We wish her all the best for future endeavours.

Yours sincerely,



Analyst,

Consulting- DCM: Digital Customer

Deloitte Touche Tohmatsu India LLP

DIFINATIVE TECHNOLOGIES PRIVATE LIMITED
L-127,4th Main, 14th Cross Rd, Sector 6, HSR Layout,
Bengaluru, Karnataka 560102
Phone: +91-8079614270

Date: 10/07/2022

Sub: Internship Completion Letter

This is to certify that Saloni N L from BMS College of engineering has completed her internship with DifiNative Technologies Pvt. Ltd as per the terms in our offer letter.

She worked under the direct supervision of Faaraz Syed our senior consultant and got the opportunity to work in our product engineering and deployment projects. Her manager is pleased with her technical proficiency, timely highlighting and managing of any delays which could have affected the project completions.

She is a fast learner and mastered the computer vision & ML Ops subsystem of our SaaS during her engagement and notably also adapted to our organizational culture very quickly. With her eagerness to learn, she developed various skills while working with us. We hope to be associated with her in different capacities in future so that we can utilize her potential to the fullest.

We wish her the best of luck for all her future endeavours.



Sincerely,

Saji Thoppil

CTO, Chief Technology Office

DifiNative Technologies Private Limited.

Sensitivity: Internal & Restricted

DVARA
Solutions

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. KEERTHANA BHUSHAN SN (1BM19MCA22)** student of M.C.A of B.M.S College of Engineering has undertaken an internship from our organization **DVARA SOLUTIONS PVT. LTD from 02nd March 2022 to 30th August 2022.**

During the internship, Intern has undertaken project **"Loan Management System"**

For Dvara Solutions Pvt Ltd.

Ashwin M S
(Assistant Manager - HR)

Dvara Solutions Pvt Ltd
CIN.: U74999TN2017PTC120042
Regd. Office: 10th Floor, Phase-I, IIT-Madras Research Park, Kanagam Village, Taramani, Chennai 600113, India,
T: +91 44 66687000

Bangalore Office: 8thFloor, Awfis Space Solutions, Umiya Business Bay No.2, Cessna Business Park, Outer Ring Road, Bangalore-560103

DWORD CORE PVT. LTD.

dword.core@gmail.com
www.dwordcore.com

OUR PASSION, YOUR BUSINESS

Ref. No.: INO/INTERN/1592 11 July 2022

To whom it may concern:

This is to certify that **Mr. HARSHITH D** (**EMPID: 19INT7412**), a student of BMSCE college has completed the project work as a **Software Engineer Intern** in our company from **March 03rd, 2022**, to **till date**.

As part of his project, he has worked on a project titled "**CLIENT RELATIONSHIP MANAGEMENT SYSTEM**".

Mr. HARSHITH D displayed professional traits during his work period and managed to complete all assigned tasks as requested. He was hardworking, dedicated, and committed. It was a pleasure having him with us in this short period.

We wish **Mr. HARSHITH D**, the very best in his career and future endeavors.

From Dword Core Pvt. Ltd.

DWORD CORE PVT. LTD. BANGALORE-79

MANJUNATH
(Project Guide)

+91 8088480152
Jyothi Complex, Agrahara
Dasarahalli, Magadi Main Road,Bangalore-560079

DWORD CORE PVT. LTD.

dword.core@gmail.com
www.dwordcore.com

OUR PASSION, YOUR BUSINESS

Ref. No.: INO/INTERN/1574 09 July 2022

To whom it may concern:

This is to certify that **Ms. Nethravathi K** (EMPID: **16INT74521**), a student of BMSCE college has completed the project work as a **Software Engineer Intern** in our company from **March 25, 2022**, till date.

As part of her project, she has worked on a project titled "**Traffic Sign Board Recognition**".

Ms. Nethravathi K displayed professional traits during her work period and managed to complete all assigned tasks as requested. She was hardworking, dedicated, and committed. It was a pleasure having her with us in this short period.

We wish **Ms. Nethravathi K**, the very best in her career and future endeavors.

From Dword Core Pvt. Ltd.



MANJUNATH
(Project Guide)

+91 8088480152
Jyothi Complex, Agrahara
Dasarahalli, Magadi Main Road,Bangalore-560079

To Whomsoever It May Concern

This is to certify that Ms. Rakshitha S successfully completed her Technical Internship at Ellucian India Higher Education India Private Limited from March 2022 to July 2022 with ServiceNow team.

She has worked on SEE (Support Evolution Experience) Project aimed at modernisation of our ServiceNow platform.

During her internship she has demonstrated her skills with self-motivation to learn new skills. Her performance exceeded our expectations and she was able to complete the project on time.

We wish him/her all the best for his/her upcoming career.



Diwakar Gupta
Director, Information Technology.

DocuSign Envelope ID: 6456BA7D-7698-4B10-BEA3-1DEDCE0DE631

Ennoventure Technologies Pvt. Ltd.
www.ennoventure.com

04th July 2022

Mr. Teki Devendra Kumar
BMP 134, Flat no. 401,
SLV Regency, 19th cross,
Kagadapura, CV Raman Nagar,
Bangalore

Subject: Certificate of completion of Internship with Ennoventure

Dear Teki Devendra Kumar,

This is certify that **Mr. Teki Devendra Kumar** has completed his 6 months internship with us, from 22nd Dec 2021 to 30th June 2022.

As a part of his internship, he has worked on "Enhancement, Denoising and Deblurring of Images using Python,".

During the tenure with us, we found Mr. Teki Devendra Kumar, sincere and result oriented and he had exceeded expectations.

We wish Mr. Teki Devendra Kumar all the best for his future endeavors.

DocuSigned by:
Ashwini Shivananjappa
CB246E6106DD455...
Ashwini Shivananjappa
People Department

First floor 6/4-1, Ward NO.76, Richmond Town, Primrose Road, Bangalore - 560025

Date : 12/03/2022

To The Head of Department BMS College of Engineering

Banglore. Sub: Project Confirmation Letter Dear

Sir/Madam, Name: Yuktha A

Project Title : Personal Management Assistant Application

Department : Department of computer applications

Course title : MCA

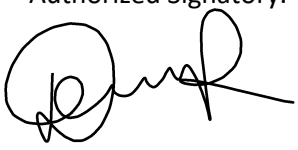
College Name : BMS COLLEGE OF ENGINEERING

Starting date : 14/March/2022

Ending date : 1st week of September

This letter is to certify that Yuktha A has joined our company for 6 month internship and has been assigned to work on Project Personal Management Assistant Application. About the project: This is a project where we are trying to help people with our website to make wise decision to spend in stock market so that they can make good profit and we are using fast API technology for web frame work which provides several tools to build websites , FastApi is a web framework for developing RestfulAPIs in python.

Authorized Signatory.



Denver Fernando.

Goldman Sachs Services Private Limited
Helios Business Park I 150 Outer Ring Road I Kadubeesanahalli I Bengaluru- 560103 I India
Tel: +91 80 4127 1600 | Fax: +91 80 4127 1601
CIN: U72400KA2003PTC032606

Goldman Sachs

Dear Sir / Madam,

Sub: Completion of 18 weeks internship

This is to confirm that Shravya K completed her internship with Global Markets Engineering Division of Goldman Sachs Services Private Limited from February 28, 2022 to July 1, 2022.

We wish her all the best for future endeavors.

Anuj Vohra.

Anuj Vohra
Vice President
Human Capital Management

For and on behalf of Goldman Sachs Services Private Limited

BMSCE

Hashmitha S <hashmithas.mca19@bmsce.ac.in>

Re: Request to provide an acknowledgement of my Internship for my Final Exam purpose

Nikita Dubey <Nikita.Dubey@in.gt.com> Tue, Jul 19, 2022 at 9:08 PM
To: Vijaya Kumar K <vijaykumark.mca@bmsce.ac.in>
Cc: Hod MCA <hod.mca@bmsce.ac.in>, Furkhan Pasha <Furkhan.Pasha@in.gt.com>, Nishant Sukharia <Nishant.Sukharia@in.gt.com>, Pranav K <Pranav.K@in.gt.com>, Padmapriya V <padmapriyav.mca@bmsce.ac.in>, Surjeet Kumar <Surjeet.Kumar@in.gt.com>, Jhelum Dhar <Jhelum.Dhar@walkerchandiok.in>, Hashmitha S <hashmithas.mca19@bmsce.ac.in>, Hashmitha S <Hashmitha.S@in.gt.com>

Dear Vijaya,

PFB the details as requested :

- Name of student : Hashmitha S (GT-SST-1220)
- Title of the project: Supply chain traceability using Blockchain for textile business
- Start and the end date of the internship: 28 February 2022 to 22 August 2922
- Few lines on the satisfactory level of the students' effort in this project: Hashmitha has exhibited impressive commitment towards the project deadlines and have had an exponential growth in her learnings and capabilities. Her performance over the course of her internship so far has been excellent (As confirmed by his manager)

Do let us know if you require any further information.

Regards

Nikita Dubey
Senior Associate, People & Culture

T +91 12 4462 8000

M +91 79061 53418

E Nikita.Dubey@IN.GT.COM

GrantThornton.IN

Grant Thornton Advisory Private Limited
21st Floor, DLF Square
Jacaranda Marg, DLF Phase II,
Gurugram - 122 002
Haryana, India

Grant Thornton

Transactions Advisory Firm & Cross Border Deal of the Year: Global M&A Atlas Awards 2021
Sustainability Award winner at the Grant Thornton International Ltd #GoBeyond Awards 2021
India's Top 100 Most Attractive Employers Universum 2017-2021

#GTBharat
SHAPING A VIBRANT INDIA

[Quoted text hidden]

HanSoftUmans

Department of Software Development, Research & Innovation
A MSME/Govt. of India Registered UAM : KR03D0163022
Sai Enclave, J P Nagar, 8th phase, Bangalore, Karnataka - 560078
Phone : 7349090397, Website : https://hansoftumansbangalore.business.site/

Ref : 2022/HSU/0017

Date : Jul 21, 2022

To whom it may concern

This is to certify that **Mr. Sachin S V (1BF19MCA07)**, student of Master of Computer Application from B.M.S College of Engineering, Bangalore has completed his term of **Internship** under the guidance of Ms. Tabassum from 21/Mar/2022 to 21/Jul/2022. While his internship, his major responsibilities include different modules on Front End Development and Project Deployment. His exposure in these areas is very good, during this term he is easily handling major responsibilities and found him to be hardworking and very productive for us.

We have found him to be self-starter who is motivated, duty bound and a highly committed team player with strong conceptual knowledge.

We at **HanSofUmans** wish Mr.Sachin S V good luck for future endeavors

For HanSoftUmans



Mr. Guruprasad C Kulkarni

Prop. HanSoftUmans

HGS HealthCARE

July 15, 2022

Mr. Karthik G Dath

Employee ID: C20016

Sub: Internship Project completion at Hinduja Global Solutions Limited, Bangalore.

To whomsoever it may concern,

This is to certify that Mr. Karthik G Dath (Reg. No:1BM20MC021), student of B. M. S. College of Engineering has completed his project,

Titled : "LOG ANALYSIS ON SECURITY OPERATION CENTER" in our TSG - NOC&SOC department from 2/03/2022 to 2/08/2022 as part of his internship program.

During his tenure it was observed that he has shown keen interest and dedication towards the work.

Best Wishes,

Padmavati Y Betadur
(Assistant Manager - TSG)

HGS HealthCARE

July 15, 2022

Mr. Deepak Sashank Ravichandran

Employee ID: C20018

SUB: Internship Project completion at Hinduja Global Solutions Limited, Bangalore.

To whomsoever it may concern,

This is to certify that Mr. Deepak Sashank Ravichandran (Reg. No:1BM20MC011), student of B. M. S. College of Engineering has completed his project,

Titled : "NETWORK LOG ANALYSIS ON SECURITY OPERATION CENTER" in our TSG - NOC&SOC department from 14/03/2022 to 7/08/2022 as part of his internship program.

During his tenure it was observed that he has shown keen interest and dedication towards the work.

Best Wishes,

Padmavati Y Betadur
(Assistant Manager - TSG)

Hinduja Global Solutions Limited
Corporate office: AMR Tech Park, 2A First floor, No 23 & 24, (Behind Ibis Hotel), Hosur Road,Bangalore, Karnataka - 560 068 India

®Used under license from Hinduja Global Solutions Limited

Hyata Agritech
No.119, 17th Cross, 8th Main Rd, opp. Ganesha temple, Malleswaram, Bengaluru-560055
Contact: +91- 8867700654. Hyata.hydro@gmail.com
GSTIN: 29AAOFH2389F1ZX

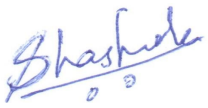
Date - 04/08/2022

TO WHOM-SO-EVER IT MAY CONCERN

This is to verify that **Mr. Karthik.B.Hegde** worked as **IoT Embedded Program Engineer and Mobile Application developer** in our company **Hyata Agritech** from **1st of April 2022** to **1st of August 2022**. During his work period, we found him to be a very sincere, honest, hardworking, dedicated employee with a professional attitude and a very good job knowledge. He is amiable in nature and his character is well. We have no objection to allowing him in any better position and have no liabilities in our company.

We wish him every success in life and all the best for endeavours.

Sincerely,



Mr. Shashank Shekar
(CTO, Hyata Agritech)

July 13, 2022
IBM India Private Limited
Manyata Embassy Business Park,
G2 Block, Nagwara Outer Ring Road,
Bangalore - 560045, India.
Tel : 91-80-49139999
http://www-07.ibm.com/in/careers/

Dear Bharath V,

Congratulations!

We would like to take this opportunity to commend you on the successful completion of your project.

This letter certifies that you have completed your internship with IBM India Private Limited. This also confirms your employment in an intern capacity from February 12, 2022 to Jul 08, 2022 under the guidance of Sudip Ghosh.

Project title - EPD Data Management Platform

Project Details - The Global Pharmaceutical Company, Established Pharmaceuticals Division (EPD) plans to develop and implement a Global Data Management Strategy to address the increasing demand for data extraction and transformation for its current and medium-term ERP data. The key objectives of the proposed program are to:
•Standardize and harmonize master data and related processes across EPD entities and ERP systems using global standards
•Build a consistent data hierarchy and company structure
•Develop a global master data governance strategy.

Internship Serial Number: AVVGAE744

Signed By - IBM Authorized Signatory
Director - Talent Acquisition ISA



July 09, 2022
IBM India Private Limited
Manyata Embassy Business Park,
G2 Block, Nagwara Outer Ring Road,
Bangalore - 560045, India.
Tel : 91-80-49139999
http://www-07.ibm.com/in/careers/

Dear Sourav Kumar,

Congratulations!

We would like to take this opportunity to commend you on the successful completion of your project.

This letter certifies that you have completed your internship with IBM India Private Limited. This also confirms your employment in an intern capacity from February 12, 2022 to July 08, 2022 under the guidance of Rathika Rajendran.

Project title – Sales Exprress

Project Details – Sales express is web application which is used to create an order of AT& T telecom product.

Internship Serial Number: AVVG00744

Signed By - IBM Authorized Signatory
Director - Talent Acquisition ISA



CERTIFICATE OF INTERNSHIP

This is to certify that Swathi G (USN No: 1BF19MCA22), MCA student at B.M.S. College of engineering, is above to complete 6 months of internship on the project "Scopito - The wind turbine defect detection" at Ignitarium Technology Solutions Pvt. Ltd from 31-Jan-2022 to 29-Jul-2022.

This certificate is issued only to get the provisional certificate from her college at the earliest.

We wish her good luck in all her future endeavours.

Yours Sincerely,
For **Ignitarium Technology Solutions Pvt. Ltd**



Liji Chandran
Senior Manager – Human Resources

Date: 08-Jul-2022

To Whom It May Concern

This is to certify that **Anmol Kumar Singh**, ID – **T1173**, USN - **1BM19MCA05** is undergoing an Internship at Ignitarium Technology Pvt. Ltd., Kochi. He started the internship on **31st January 2022** on the project titled: "**6D Augmentation**" under the guidance of **Lolika Padmanabhan**.

Under the company's Intellectual Proprietary rights clause any disclosure of scripts or software programs written during the Internship tenure which are subjected to be used under project are strictly private and confidential and cannot be disclosed to any person outside the company.

For **Ignitarium Technology Solutions Private Limited**



Liji Chandran

Senior Manager – Human Resources

CERTIFICATE

Certified that the project work entitled "**Unique Salon Software**" carried out by **Mr. Anurag Makkimane**, a bonafied student **of BMS college of engineering ,Bengaluru**, in partial fulfilment for the award of **Master of Computer Applications degree** during the year 2021-2022. It is certified that he has completed the project satisfactory.

Wishing you all the best

Thanking you
For IIHCUS Technology LLP

Impelsys
Spreading Knowledge Through Technology

19th July 2022

Certificate of Internship

This is to certify that Rangaswamy G L, student of BMS College of engineering, worked for "Planning Poker" under the guidance of Lijoy C George designated as Software Architect. He has successfully completed his internship at Impelsys Pvt Ltd, Bangalore, India from 14th March 2022 to 14th June 2022. He has supported the team in various types of Module Development.

He has worked sincerely on his assignments and his performance was par excellence.

We wish him luck for his future endeavors.

For Impelsys Pvt. Ltd.,

Kavitha Nandagopal
Associate Vice President - Human Resources

Note: This is a computer generated document. No Signature is required

Impelsys
Spreading Knowledge Through Technology

19th July 2022

Certificate of Internship

This is to certify that Hemanthagowda, student of BMS College of engineering, worked for "Planning Poker" under the guidance of Lijoy C George designated as Software Architect. He has successfully completed his internship at Impelsys Pvt Ltd, Bangalore, India from 14th March 2022 to 14th June 2022. He has supported the team in various types of Module Development.

He has worked sincerely on his assignments and his performance was par excellence.

We wish him luck for his future endeavors.

For Impelsys Pvt. Ltd.,

Kavitha Nandagopal
Associate Vice President - Human Resources

Note: This is a computer generated document. No Signature is required

Impelsys
Spreading Knowledge Through Technology

15th July 2022

Certificate of Internship

This is to certify that Raksha S Babu, student of B.M.S. College of Engineering, worked for "Planning Poker" under the guidance of Lijoy C George designated as Software Architect. She has successfully completed her internship at Impelsys Pvt Ltd, Bangalore, India from 14th March 2022 to 15th July 2022. She has supported the team in various types of Module Development.

She has worked sincerely on her assignments and her performance was par excellence.

We wish her luck for her future endeavors.

For Impelsys Pvt. Ltd.,

Kavitha Nandagopal
Associate Vice President - Human Resources

Note: This is a computer generated document. No Signature is required

Infogain India Pvt. Ltd.
Fortune Scion Business Centre
" 90 B, West Avenue 9, Electronics City
Phase -1 Bangalore – 560100,
Email: info@infogain.com, Web: www.infogain.com

Ref:GDC/HR/Intern/05/06/22
Jul 11, 2022

To Whomsoever It May Concern

This is certified that **Shruti Shree** (Emp ID: **115960**), student at BMS College of Engineering Bangalore, has successfully completed her **"Training+ project work in E Commerce Application with react"** from 25 Jan 2022 till 31-May-2022 . We wish her all success in his future endeavors.

For Infogain India Pvt. Ltd.

Monica Rathy
General Manager- Human Resources

Infogain India Pvt. Ltd.
Fortune Scion Business Centre
" 90 B, West Avenue 9, Electronics City
Phase -1 Bangalore – 560100,
Email: info@infogain.com, Web: www.infogain.com

Ref:GDC/HR/Intern/13/07/22
Jul 13, 2022

To Whomsoever It May Concern

This is certified that **Aman Anand** (Emp ID: **115919**), student at BMS College of Engineering Bangalore, has successfully completed his " **Training + project work in Document Revalidation in Sabre Investment"** from 25th January 2022 to till now. We wish him all success in his future endeavors.

For Infogain India Pvt. Ltd.

Monica Rathy
General Manager- Human Resources

Infogain India Pvt. Ltd.
Fortune Scion Business Centre
" 90 B, West Avenue 9, Electronics City
Phase -1 Bangalore – 560100,
Email: info@infogain.com, Web: www.infogain.com

Ref:GDC/HR/Intern/13/07/22
Jul 13, 2022

To Whomsoever It May Concern

This is certified that **Subha S** (Emp ID: **115961**), student at BMS College of Engineering Bangalore, has successfully completed her "Training + project work in CAE G1 Flight Explorer Maintenance" from 25th January 2022 to till now. We wish her all success in her future endeavors.

For Infogain India Pvt. Ltd.

Monica Rathy
General Manager- Human Resources

BETR TECH PRIVATE LIMITED
U80904MH2019PTC327482

7Classes

Internship Certificate

This Certificate is proudly presented to **ROHAN PATIL**

in Appreciation for succcessful completion of Live project for Betr Tech Private Limited.
He had undergone his internship in our Organization as an **AI/ML Intern** from
25 -03 2022 to 19-07-2022

Regards,
Anup Raaj

Betr Tech Private Limited 7 Classes Reg. Number 327482

Founder (CEO)
https://7classes.com/ | contact@7classes.com

Intrella



CERTIFICATE
(TO WHOMSOEVER IT MAY CONCERN)

This is to certify that **Ms. Vidya R** bearing **USN: 1BF19MCA24** studying at **BMS College of Engineering, Basavangudi** has successfully completed the internship work on the project **Bitcoin Anomaly Detection** in the esteemed organization **Intrella Technologies and Services Private Limited** under the guidance of **Mr. Sunil Kumar N** from **10-03-2022 to 10-07-2022**

During the above period, we found her sincere & hardworking and she has taken proper initiative and efforts towards completing her tasks.

"WE WISH HER ALL THE BEST FOR HER FUTURE CAREER"

Warm Regards,
Srinivas Murthy
Managing Director



Authorized signature

Intrella

www.intrella.in

Intrella



CERTIFICATE
(TO WHOMSOEVER IT MAY CONCERN)

This is to certify that **Ms. Shwetha K M** bearing **USN: 1BF19MCA17** studying at **BMS College of Engineering**, **Basavangudi** has successfully completed the internship work on the project **Online Course Centre** in the esteemed organization **Intrella Technologies and Services Private Limited** under the guidance of **Mr. Sunil Kumar N** from **10-03-2022 to 10-07-2022**

During the above period, we found her sincere & hardworking and she has taken proper initiative and efforts towards completing her tasks.

"WE WISH HER ALL THE BEST FOR HER FUTURE CAREER"

Warm Regards,
Srinivas Murthy
Managing Director

Authorized signature

Intrella

www.intrella.in



CERTIFICATE
(TO WHOMSOEVER IT MAY CONCERN)

This is to certify that **Ms. Pooja K** bearing **USN:1BM19MCA30** studying at **BMS College of Engineering, Basavangudi** has successfully completed the internship work on the project **E-Technician** in the esteemed organization **Intrella Technologies and Services Private Limited** under the guidance of **Mr. Sunil Kumar N** from **28-03-2022 to 31-07-2022**

During the above period, we found her sincere & hardworking and she has taken proper initiative and efforts towards completing her tasks.

"WE WISH HER ALL THE BEST FOR HER FUTURE CAREER"

Warm Regards,
Srinivas Murthy
Managing Director

Authorized signature

www.intrella.in



CERTIFICATE
(TO WHOMSOEVER IT MAY CONCERN)

This is to certify that **Ms. Shwetha H** bearing **USN: 1BF19MCA16** studying at **BMS College of Engineering, Basavangudi** has successfully completed the internship work on the project **Bike Sharing Systems Revenue Forecast Analysis** in the esteemed organization **Intrella Technologies and Services Private Limited** under the guidance of **Mr. Sunil Kumar N** from **10-03-2022 to 10-07-2022**

During the above period, we found her sincere & hardworking and she has taken proper initiative and efforts towards completing her tasks.

"WE WISH HER ALL THE BEST FOR HER FUTURE CAREER"

Warm Regards,
Srinivas Murthy
Managing Director

Authorized signature

www.intrella.in

IRUSU
TECHNOLOGIES PVT LTD

Irusu Technologies
204,2nd floor Suncity main road
RR district, Hyderabad, Telangana 500091

CERTIFICATE OF COMPLETION

This certificate is presented to

AMIT KARMAKAR

Has completed Project on IRUSU BLOCK with all other team members
at Irusu Technologies suncity branch from 01-01-2022 to 10-07-2022

We found him sincere, hardworking, dedicated and result oriented.
He worked well as part of the team during his tenure.
We take this opportunity to thank him and wish him all the best for his future

Awarded this 12-07-2022

For Irusu Technologies Pvt. Ltd.

Director

Satya Prakash Molugu
MD / +91 8801232221

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www.irusu.co.in

ACCOLITE DIGITAL
Transforming The Future, Now

TO WHOMSOEVER IT MAY CONCERN

Date: 19/Jul/2022

This is to certify that **Ms. Ananya Arya,** pursuing her Master's in Computer Applications at BMS College of Engineering, Bangalore is engaged as an intern at **Accolite Digital India Private Limited, Bangalore**. The current internship period is from 14th February 2022 to 31st August 2022.

Warm Regards,



Milind Mutalik
Head HR - Employee Experience
Accolite Digital India Pvt. Ltd

Signature Ananya

KOCH BUSINESS SOLUTIONS INDIA PRIVATE LIMITED

30 Jun 2022

To Whomsoever It May Concern

This is to inform that **Ashwath H S** (21096472), student of **BMS College of Engineering**, Bengaluru is currently under-going an Internship Project as "**KGSI - Intern technology**" at Koch Business Services Pvt Ltd. from **14 Mar 2022**.

Best regards,

Yours sincerely,
For Koch Business Solutions India Private Limited

Balaji Alasingiri
HR Solutions Leader

Ref No: IL01/2022/LCX0034
Date: 11th July 2022

Varalakshmi J

Internship Completion Certificate

This is to certify that Varalakshmi J persuing her internship with LC Adroit Vantage Private Limited. Her employment details are as follows:

- University Number- 1BM20MC056
- Date of Joining: March 10, 2022
- Last Working Day: September 10, 2022

She has successfully completed her internship at Product Engineering from 10th march,2022 – 10th July,2022. During her Internship, She was exposed to the various activities in **Product Engineering - Data Normalization and analysis of financial statement.**

We were pleased with her performance and conduct during the internship period and wish her all the best in his future endeavors!

Yours Sincerely

Charu Kunwar
Executive Director, Human Resources

Ref No: IL01/2022/LCX0033
Date: 11th July 2022

Swathi KP

Internship Completion Certificate

This is to certify that Swathi KP persuing her internship with LC Adroit Vantage Private Limited. Her employment details are as follows:

- University Number- 1BM19MCA20
- Date of Joining: March 10, 2022
- Last Working Day: September 10, 2022

She has successfully Completed her internship at Product Engineering from 10th march,2022 – 10th July,2022. During her Internship, She was exposed to the various activities in **Product Engineering - Web Application Information management,Implementing of dashboard for distributed application log analysis, Generating customized API Documentation in Open API Spec.**

We were pleased with her performance and conduct during the internship period and wish her all the best in his future endeavors!

Yours Sincerely

Charu Kunwar
Executive Director, Human Resources

Ref No: IL01/2022/LCX0037
Date: 11th July 2022

Deeksha K

Internship Completion Certificate

This is to certify that Deeksha k persuing her internship with LC Adroit Vantage Private Limited. Her employment details are as follows:

- University Number : IBM20MC010
- Date of Joining: March 10, 2022
- Last Working Day: September 10, 2022

She has successfully Completed her internship at Product Engineering from 10th march,2022 – 10th July,2022. During her Internship, She was exposed to the various activities in **Product Engineering -Custom user analytics for AV Suite of apps & Web Application for information management.**

We were pleased with her performance and conduct during the internship period and wish her all the best in his future endeavors!

Yours Sincerely



Charu Kunwar
Executive Director, Human Resources

Ref No: IL01/2022/LCX0036
Date: 11th July 2022

Krishnaprasad K E

Internship Completion Certificate

This is to certify that Krishnaprasad k E persuing his internship with LC Adroit Vantage Private Limited. His employment details are as follows:

- University Number- 1BM20MC018
- Date of Joining: March 10, 2022
- Last Working Day: September 10, 2022

He has successfully Completed his internship at Product Engineering from 10th march,2022 – 10th July,2022. During his Internship, he was exposed to the various activities in **Product Engineering - Web Application Information management, Implementing of dashboard for distributed application log analysis, Generating customized API Documentation in Open API Spec.**

We were pleased with his performance and conduct during the internship period and wish him all the best in his future endeavors!

Yours Sincerely

Charu Kunwar
Executive Director, Human Resources

Ref No: IL01/2022/LCX0035
Date: 11th July 2022

Sanket Govind Mahale

Internship Completion Certificate

This is to certify that Sanket Govind Mahale persuing his internship with LC Adroit Vantage Private Limited. His employment details are as follows:

- University Number- 1BM20MC047
- Date of Joining: March 10, 2022
- Last Working Day: September 10, 2022

He has successfully Completed his internship at Product Engineering from 10th march,2022 – 10th July,2022. During his Internship, he was exposed to the various activities in **Product Engineering - Custom user analytics for AV Suite of apps & Web Application for information management.**

We were pleased with his performance and conduct during the internship period and wish him all the best in his future endeavors!

Yours Sincerely



Charu Kunwar
Executive Director, Human Resources

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Ms. Madhushree D** having employee number **T2591** is working as "**Software Engineer**" in our organization **Chhapolika & Company** from **March 3rd ,2022** till date**.** She is currently working on Dual Menu Implementation project..

She has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company



Authorized Signatory

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Mr. Dilip C M** having employee number **T2595** is working as "**Software Engineer**" in our organization Chhapolika & Company from March 3rd ,2022 till date. He is currently working on Change Tracker project.

He has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company



Authorized Signatory

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Ms. Kusuma P** having employee number **T2597** is working as "**Software Engineer**" in our organization Chhapolika & Company from March 3rd ,2022 till date. She is currently working on AR HUD project.

She has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company

Authorized Signatory

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Ms. Vaishalini D** having employee number **T2594** is working as "**Software Engineer**" in our organization **Chhapolika & Company** from **March 3rd ,2022** till date**.** She is currently working on Call App with Kamailio Server project.

She has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company

Authorized Signatory

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Ms. Nikita Birajdar** having employee number **T2592** is working as "**Software Engineer**" in our organization Chhapolika & Company from March 3rd ,2022 till date. She is currently working on MP3 Audio Player to Play Multimedia Content with LG Multimedia APIs project.

She has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company

Authoriżed Signatory

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Mr. Anantha Krishna S** having employee number **T2593** is working as "**Software Engineer**" in our organization Chhapolika & Company from March 3rd ,2022 till date. He is currently working on Change Tracker project.

He has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company

Authorized Signatory

CHHAPOLIKA & COMPANY

TO WHOM IT MAY CONCERN

Date: **July 7th ,2022**

This is to certify that **Mr. Jaswanth Reddy E** having employee number **T2596** is working as "**Software Engineer**" in our organization Chhapolika & Company from March 3rd ,2022 till date. He is currently working on Renault Aivi and Logs management project.

He has been Deputed in our client organization **LG Soft India Pvt Ltd** at Bangalore.

Chhapolika & Company



Authorized Signatory

11th Jul 2022

INTERNSHIP CERTIFICATE

To whomsoever it may concern,

This is to certify that **Ms. Kavyashree C. P** has successfully completed her internship programme starting from **1st March, 2022 to 31st Aug, 2022** at **Meltwater, Bangalore.** During the period of internship programme with us, she worked on the project **Linkfluence custom solutions** and has completed the tasks given.

During this period, her conduct was found to be good.

For Meltwater Software Pvt. Ltd.



Ravi Vijaykumar

Senior Solutions Engineering Manager,

Meltwater Bangalore.

Meltwater
Outside Insight

11th Jul 2022

INTERNSHIP CERTIFICATE

To whomsoever it may concern,

This is to certify that **Mr. Ganesh Hegde** has successfully completed his internship programme starting from **1st March, 2022 to 31st Aug, 2022** at **Meltwater, Bangalore**. During the period of internship programme with us, he worked on the project **Mock Generator** and has completed the tasks given.

During this period, his conduct was found to be good.

For Meltwater Software Pvt. Ltd.



Ravi Vijaykumar
Senior Solutions Engineering Manager,
Meltwater Bangalore.

11th Jul 2022

INTERNSHIP CERTIFICATE

To whomsoever it may concern,

This is to certify that **Ms. Aishwarya.S** has successfully completed her internship programme starting from **1st March, 2022 to 31st Aug, 2022** at **Meltwater, Bangalore.** During the period of internship programme with us, she worked on the project **Linkfluence Custom Solution** and has completed the tasks given.

During this period, her conduct was found to be good.

For Meltwater Software Pvt. Ltd.



Ravi Vijaykumar
Senior Solutions Engineering Manager,
Meltwater Bangalore.

June 03, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Shubhra Debnath** was working at **Endurance International Group (India) Private Limited** (formerly known as **Directi Web Technology Pvt. Ltd**.), as an **Intern** since **February 14, 2022,** till **June 03, 2022.**

He has successfully completed the internship project under the guidance of Mr. Trilokesh Chandra Barua, Manager - Software Development Engineer in Test.

We found him sincere, hardworking and result oriented. He worked well as part of the team during his tenure.

We take this opportunity to thank him and wish him all the best in his future endeavors.

Regards,
For Endurance International Group (India) Private Limited.

Shubhra Debnath

Lavita Nathani
Vice President - Learning & Organizational Development

Shubhra Debnath

EXPERIENCE CERTIFICATE

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Nandan S** has been employed in our Company as an **Intern - Framework Engineer** with effect from **March 03, 2022** till date**.**

During his tenure with our Company, his performance has been sincere and good and he is of good conduct.

Thanking you.

With best regards,
From Quantiphi Analytics Solutions Private Limited



Mohini Palchowdhury
Head - HR

EXPERIENCE CERTIFICATE

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Nayana Thapa** has been employed in our Company as an **Intern - Framework Engineer** with effect from **March 03, 2022** till date**.**

During her tenure with our Company, her performance has been sincere and good and she is of good conduct.

Thanking you.

With best regards,
From Quantiphi Analytics Solutions Private Limited



Mohini Palchowdhury
Head - HR

EXPERIENCE CERTIFICATE

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Shriram Hegde** has been employed in our Company as an **Intern - Framework Engineer** with effect from **March 03, 2022** till date**.**

During his tenure with our Company, his performance has been sincere and good and he is of good conduct.

Thanking you.

With best regards,
From Quantiphi Analytics Solutions Private Limited



Mohini Palchowdhury
Head - HR

Employment Proof Confirmation - Rakuten India, Bangalore

1 message

Tom, Amal <amal.tom@rakuten.com> Tue, Jul 19, 2022 at 4:55 PM
To: hod.mca@bmsce.ac.in <hod.mca@bmsce.ac.in>
Cc: padmapriyav.mca@bmsce.ac.in <padmapriyav.mca@bmsce.ac.in>, Poornima Dixit <poornimadixit.mca19@bmsce.ac.in>, Karki, Vinay <vinay.karki@rakuten.com>

To Whoever it may concern,

Good day to you.

This is Amal Tom, part of the Program Management Office in HR at Rakuten – Bangalore.

This is to confirm that Poornima Dixit student from B. M. S. College of Engineering is working as a **Technical Intern** at **Rakuten India Enterprise Pvt Ltd, Bangalore**, from 21st March 2022 and is undergoing the project Merchant Portal in partial fulfilment for awarding the degree of Master of Computer Applications at B. M. S. College of Engineering.

During her tenure with us so far, we are finding Poornima productive and result oriented.

Please note that this is not an Internship Completion Letter as the End date of the Internship is on 21st September 2022. The Completion Certificate will be issued post the LWD.

Do let us know in case of any further details are required!

Best,

Amal Tom

Program Management & Talent Acquisition, HR

Rakuten

LinkedIn

Bangalore, India

Viber: +91 9778480989

corp.rakuten.co.in

Employment Proof Confirmation - Rakuten India, Bangalore

1 message

Tom, Amal <amal.tom@rakuten.com> Tue, Jul 19, 2022 at 4:56 PM
To: hod.mca@bmsce.ac.in <hod.mca@bmsce.ac.in>
Cc: rakshithar.mca20@bmsce.ac.in <rakshithar.mca20@bmsce.ac.in>, Karki, Vinay <vinay.karki@rakuten.com>

To whoever it may concern,

Good day to you.

This is Amal Tom, part of the Program Management Office in HR at Rakuten – Bangalore.

This is to confirm that **Rakshitha R**, a student from B. M. S. College of Engineering is working as a **Technical Intern** at **Rakuten India Enterprise Pvt Ltd, Bangalore**, from 21st March 2022 and is undergoing the project Data Lineage and Visualization in partial fulfilment for awarding the degree of Master of Computer Applications at B. M. S. College of Engineering.

During this tenure with us so far, we are finding Rakshitha productive and result-oriented.

Please note that this is not an Internship Completion Letter as the End date of the Internship is on 21st September 2022. The Completion Certificate will be issued post the LWD.

Do let us know in case of any further details are required!

Best,

Amal Tom

Program Management & Talent Acquisition, HR

Rakuten

LinkedIn

Rakuten

Date : 19 July, 2022

TO WHOM SO EVER IT MAY CONCERN

This is to certify that employee Rithvik K Joshi, Employee ID - 300083202 is working with Rakuten India Enterprise Pvt Ltd, Bangalore as Technical Intern, since 21 March, 2022.

This document is being provide as an official address proof of the employee for the purpose of Higher Education.

Official address of the employee is mentioned below:

Rakuten India Enterprise Private Limited,

Bagamane Pallavi Tower 20, 1st Cross,

S.R Nagar, Raja Ram Mohan Roy Road,

Bangalore, Karnataka- 560027.

Sincerely,

For Rakuten India Enterprise Pvt Ltd.

Shilpa Amaan
Senior Manager
Human Resources

randstad

Staffing | Selection | Professionals

12th July, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Darshan G(24279)** is working with us since **23rd February 2022** as **Intern – Technology** and based at our **Bangalore** center.

The internship with us ends on the closing hours of **23rd August 2022**.

This certificate is being issued basis his request for the college submission as part of the academic project.

Yours truly,

For Randstad India Private Limited



Anjali Raghuvanshi

Chief People Officer

Randstad India Private Limited
Randstad Tower,
No 1, Main Guard Cross Road,
Bangalore – 560 001
Tel No.: +91 80 68360318
E-mail : sales.enquiry@randstad.in
www.randstad.in

Randstad India Private Limited
Corp. Office: Randstad House
Old No 5 & 5A, New No 9,
Pycrofts Garden Road,
Chennai - 600 006.
CIN : U74210TN1992PTC023097
Tel : +91 44 66227000
E-mail : sales.enquiry@randstad.in
www.randstad.in

randstad

Staffing | Selection | Professionals

12th July, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Neha N (24280)** is working with us since **23rd February 2022** as **Intern – Technology** and based at our **Bangalore** center.

The internship with us ends on the closing hours of **23rd August 2022**.

This certificate is being issued basis her request for the college submission as part of the academic project.

Yours truly,

For Randstad India Private Limited



Anjali Raghuvanshi

Chief People Officer

Randstad India Private Limited
Randstad Tower,
No 1, Main Guard Cross Road,
Bangalore – 560 001
Tel No.: +91 80 68360318
E-mail : sales.enquiry@randstad.in
www.randstad.in

Randstad India Private Limited
Corp. Office: Randstad House
Old No 5 & 5A, New No 9,
Pycrofts Garden Road,
Chennai - 600 006.
CIN : U74210TN1992PTC023097
Tel : +91 44 66227000
E-mail : sales.enquiry@randstad.in
www.randstad.in

randstad

Staffing | Selection | Professionals

12th July, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Anitha Peris (24281)** is working with us since **23rd February 2022** as **Intern – Technology** and based at our **Bangalore** center.

The internship with us ends on the closing hours of **23rd August 2022**.

This certificate is being issued basis her request for the college submission as part of the academic project.

Yours truly,

For Randstad India Private Limited



Anjali Raghuvanshi

Chief People Officer

Randstad India Private Limited
Randstad Tower,
No 1, Main Guard Cross Road,
Bangalore – 560 001
Tel No.: +91 80 68360318
E-mail : sales.enquiry@randstad.in
www.randstad.in

Randstad India Private Limited
Corp. Office: Randstad House
Old No 5 & 5A, New No 9,
Pycrofts Garden Road,
Chennai - 600 006.
CIN : U74210TN1992PTC023097
Tel : +91 44 66227000
E-mail : sales.enquiry@randstad.in
www.randstad.in

RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/07/142

Date: 2/08/2021

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **Balbir kumar chand,** Bearing USN. **1BM19MCA09** is a Bonafide Student of **B.M.S COLLEGE OF ENGINEERING** studying, **MASTER OF COMPUTER APPLICATION**, has Undertaken Internship in "Web Designing" with us from 15/06/2021 to 31/07/2021.

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we foundhim/her punctual, hardworking and inquisitive. His/her association with us wasvery fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Technical Lead

RCS TECHNOLOGY BANGALORE

2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206

RCS TECHNOLOGY

Your Digital Growth Partner

RCS/2021/08/30 *Date: 30/09/2021*

TO WHOM IT MAY CONCERN

This is to certify that Miss/Mr. **FURKHAN PASHA,** Bearing USN **1BM19MCA15** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING BENGALURU** Studying **MASTER OF COMPUTER APPLICATION** has Undertaken Internship in "Web Designing" with us from August 15th **2021** to 28th September **2021**

During his/her internship, he/she was exposed to various activities evolved under Web Designing. During this period with us, we found him/her punctual, hardworking and inquisitive. His/her association with us was very fruitful and we wish all the best in his/her future endeavors.

FOR RCS TECHNOLOGY

Sunil Kumar
Tech Lead

2nd cross,Behind Hamson Super Market,abmabhawani road, Vidyaranyapura Bangalore-97
Mail: info@rcsinfo.in, Website:www.rcsinfo.in , Phone: 8892823521, 9916255206

DocuSign Envelope ID: AFF8D8DB-613E-4D49-9D41-F5D8B1507FAF

RUBRIK INDIA PRIVATE LIMITED

Date: July 15, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Abhay Bhide (1BM19MCA01), MCA student at B.M.S College of Engineering is currently undergoing internship program from 28th February 2022 till 26th August 2022 at Rubrik India Pvt Ltd and worked on a project "Health Monitor". During the period of his internship, we found his work ethics to be exemplary.

We wish him the best for all future endeavors.

DocuSigned by:
0EAF97D2F5E34E6...

Tapas Ranjan Satapathy
Director- Human Resources

RUBRIK INDIA PRIVATE LIMITED

Date: July 15, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Meghana N (1BM19MCA27), MCA student at B.M.S College of Engineering, is currently undergoing internship program from 28th February 2022 till 26th August 2022 at Rubrik India Pvt Ltd and worked on a project "Disk identification and Replacement". During the period of her internship, we found her work ethics to be exemplary.

We wish her the best for all future endeavors.

DocuSigned by:
0EAF97D2F5E34E6...

Tapas Ranjan Satapathy
Director- Human Resources

info@scstechsol.com
080 - 26719191
www.scstechsol.com

TO WHOM IT MAY CONCERN

This is to certify that **Ms. Shriya Bhat Balehittalu** (Intern ID: 91002) has successfully completed the internship at SCS Techsol India Private Limited from March 07, 2022, to June 29, 2022, under the guidance of Mr. Anantha Murthy S R, Chief Technology Officer - Tech Solutions and products.

During the period of her internship program with us, she has been exposed to different processes and was found diligent, hardworking, and inquisitive.

We wish her all the best for future endeavours.

Best wishes,

From SCS Techsol India Private Limited

4/07/2022

Naveen Chandra MR

(Chief Executive Officer)

SCS Techsol India Pvt. Ltd. Bengaluru

SCS techsol
Inspiring Innovation

info@scstechsol.com
080 - 26719191
www.scstechsol.com

Date: July 7th, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ashish Harswal (Project Intern – 91004)** has undertaken internship project from our organization M/s SCS Techsol India Pvt Ltd from March 24th, 2022.

During the internship, Intern has undertaken project "**Sync**" under the mentor guidance of **Mr. Anantha Murthy**, **Chief Technology Officer** is in partial fulfillment of the project as on date July 7th, 2022.

Yours sincerely,

SCS Techsol India Private Limited

7/7/2022.

Naveen Chandra M R

Chief Executive Officer

Date: 16th August 2022
Bengaluru

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Yamuna Rathnam with USN number-1BF19MCA27, M.C.A Final year student of BMS College of Engineering has completed project work in our company on "Canteen Management Software development using RFID" under the guidance of Mr. Kumar, Softvent Services Pvt Ltd based at Bengaluru towards the fulfillment of the award of "Master of Computer Applications" during the period March 2022 to August 2022.

Below mentioned is our address:

Softvent Services Pvt Ltd®.
#572, Level II, New Banagiri Temple Road,
BSK 3rd Stage,
Bengaluru-560 085, Karnataka, INDIA.
Contact Person: Mr. Kumar
Ph: +91-080-26794645/26793693
E-mail: kumar@softvent.com
Website: www.softvent.com

Yours sincerely,

For **Softvent Services Pvt Ltd**

Softvent Services Pvt. Ltd. Date: Sign. Bengaluru-85.

HR Manager

Mrs. Krishnaveni Bharadwaj

Date: 21 July 2022
Bengaluru

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Sowjanya P with USN number- 1BF19MCA20, M.C.A Final year student of BMS College of Engineering has completed project work in our company on "Movie Booking Management System" under the guidance of Mr. Kumar, Softvent Services Pvt Ltd based at Bengaluru towards the fulfillment of the award of "Master of Computer Applications" during the period March 2022 to July 2022.

Below mentioned is our address:

Softvent Services Pvt Ltd®.
#572, Level II, New Banagiri Temple Road,
BSK 3rd Stage,
Bengaluru-560 085, Karnataka, INDIA.
Contact Person: Mr. Kumar
Ph: +91-080-26794645/26793693
E-mail: kumar@softvent.com
Website: www.softvent.com

Yours sincerely,

For **Softvent Services Pvt Ltd**

Softvent Services Pvt. Ltd. Date: Sign.: Bengaluru-85.

HR Manager

Mrs. Krishnaveni Bharadwaj

SOLAR

Safety • Quality • Reliability

HR/BMSCE - Bengaluru/Internship/NM/28032022 28th March 2022

We look forward to welcome Mr. Nagaraja M to Solar Group.

Thanking you

For **Solar Industries India Limited**

Authorized Signatory

Solar Industries India Limited

This Internship along with indemnity shall be in force for a period of 28th March 2022 to 19th September 2022.

Read, understood and accepted

(Nagaraja M)

Witness: _____ Date: _____

Copy to: Mr. Nagaraja M
Mr. Sachin Kumbalpuri - FYI & NA
Mr. Sandeep Mandhaniya - For records and NA

SONATA SOFTWARE LIMITED

09-08-2022

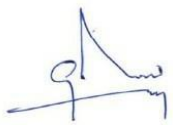
INTERNSHIP COMPLETION CERTIFICATE

This is to certify that Pai Sanjana Vivek (Reg No : 1BM20MC033), MCA student at B.M.S. College of Engineering has completed internship on the project "Bankist Web Application" at Sonata Software Limited from 05-April-2022 to 09-August-2022.

We wish her all the best for future endeavor's

Yours Sincerely

For Sonata Software Limited



Christopher George Pereira

Assistant Vice President - Human Resource

SPANDANA HEALTH CARE

This is to certify that **Mr. Suresha N,** bearing **USN 1BF19MCA21** is a student of **BMS College of Engineering, Bengaluru** studying **Master of Computer Application,** has completed this project titled **"Hospital Management System"** for our hospital from the duration **20-03-2022 to 08-08-2022**

SPANDANA HEALTH CARE
#1101, Gulur Road, Bagepalli-561 207
Spandana Health Care

1101, Gulur Road, Bagepalli, Karnataka
Mobile : 9686359317
email: kirankam855@gmail.com

SpatialHawk Geoinformatics Private Limited
(Registered with MCA, India under Company Act 2013)
ISO 9001:2015 Certified | **CIN:** U73100MH2019PTC320405
Branches: Mumbai | Hyderabad

CERTIFICATE OF INTERNSHIP

This is to certify that Rakshitha T R (Reg No: 1BM20MC040), MCA student at BMS College of Engineering, has completed internship on the project "Location Enabled Smart Tourism and Management Automation" at SpatialHawk Geoinformatics Pvt. Ltd. from 14- March-2022 to 15-July-2022.

During the tenure with us, we found Rakshitha T R sincere and result oriented.

We wish her all the best for future endeavours.

With Regards,

For SpatialHawk Geoinformatics Pvt. Ltd.

Zareena

HR Manager

Registered Office: #704/7A, Shanti Niketan CHS, L.N Papan Marg, Gandhinagar, Worli, Mumbai, Maharashtra, India, 400018.
Phone: +91-9930042304

Branch Office: #2/31, 3rd Floor, Opp Vidya Niketan High School, Taranagar, Serilingampally, Hyderabad, India, 500019.
Phone: +91-9620968207

Website: www.spatialhawk.com
Mail: info@spatialhawk.com

TAKE IT SMART

87926 97647 / 80501 04212
www.takeitsmart.in
info@takeitsmart.in

TAKE IT SMART (OPC) PVT. LTD

Ref No: 2021/07/28 **Date:30/09/2021**

To Whom It May Concern

This is to Certify that **Miss/Mr. SURYA M** Bearing **USN 1BM20MC051** is a Bonafide Student of **BMS COLLEGE OF ENGINEERING** STUDYING **MASTER OF COMPUTER APPLICATIONS** has Undertaken Internship in **"MACHINE LEARNING"** with us from **15th AUGUST 2021 to 30th SEPTEMBER 2021.**

During the period of her/ his Internship program with us, she/ he had been exposed to different processes and was found diligent, hardworking and inquisitive.

We take this opportunity to thank him/her and wish him/her all the best for his/her future.

For, Take it smart (OPC) Pvt.Ltd

TAKE IT SMART (OPC) PVT. LTD. BENGALURU-64

Mr. MALLIKARJUN KUMBAR
DIRECTOR

1274 2nd Floor, Sanitary Core,
3rd phase, Yelahanka New Town,
Bengaluru, Karnataka - 560 064.

Date: 15/07/2022

Tecbhoomi
Ambuja Neotia Eco Center, Suite#K101, 15th Floor,
Apeejay Business Center, Salt Lake, Sector-V,
Kolkata-700091
Email: santosh.singh@tecbhoomi.com
Mobile: 9643306234

INTERSHIP CERTIFICATE

This is to certify that **Mr. Tushar Raj** (Web/Technical Developer Intern) from **Tecbhoomi** has undergone and successfully completed his internship from the month of April to July.

We found him extremely inquisitive & hardworking. His overall performance is rated very good & we would like to wish him all the best for his future endeavors.

Sincerely,

Santosh Kumar Singh
Tecbhoomi



Date: 15/07/2022

Tecbhoomi
Ambuja Neotia Eco Center, Suite#K101, 15th Floor,
Apeejay Business Center, Salt Lake, Sector-V,
Kolkata-700091
Email: santosh.singh@tecbhoomi.com
Mobile: 9643306234

INTERSHIP CERTIFICATE

This is to certify that **Ms. Vaishnavi B D** (Web/Technical Developer Intern) from **Tecbhoomi** has undergone and successfully completed her internship from the month of April to July.

We found her extremely inquisitive & hardworking. Her overall performance is rated very good & we would like to wish her all the best for her future endeavors.

Sincerely,

Santosh Kumar Singh
Tecbhoomi



TechCiti Software Consulting Private Limited

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email** : info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2022-2023/HRD/INT4044

Date: 13th July, 2022

TO WHOMSOEVER IT MAY CONCERN

We would like to inform you that Ms. **Priyanka J** has successfully completed her project with our company, she has been working on the project title: **"Online Digital Leave Application System"** under the domain: Java from 23-04-2022 to 12-07-2022.

We have found her to be a self –starter who is motivated, duty-bound and hardworking. She has worked sincerely on her assignments and her performance is at par excellence.

We wish her all the best for her future endeavors.

Sincerely,

TECHCITI SOFTWARE CONSULTING PRIVATE LIMITED ★ BANGALORE

Manager
Human Resources Department
TechCiti Software Consulting Private Limited

COMPACT GYAN
ENRICH THE BRILLIANCE

Date: 11th July 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify **Ms. Banashree Majumdar,** had undergone internship with CompactGyan Pvt. Ltd. during the period **29th Jan 2022 to 10th July 2022**.

During the tenure, he/she worked as **Unity Intern** in our organization on the project **360XRLAB.**

During the internship, he/she had shown a great amount of responsibility, sincerity, and a genuine willingness to learn, zeal to take on new assignments & challenges.

With regards,

Kajal

(Kajal Agrawal)
HR-Head

TechCiti Software Consulting Private Limited

CIN: U72900KA2018PTC117376 **D-U-N-S No. :** 86 14 54180

No. 22 23 24 25/101, BNR Complex, J.P. Nagar, Bengaluru, Karnataka 560078.
Landline: 080 4162 8482 **Email**: info@techcitisoftware.in **Website:** www.techcitisoftware.in

Ref.No.TSCPL/2022-2023/HRD/INT4365

Date: 16th August, 2022

PROJECT COMPLETION CERTIFICATE

We would like to inform you that Ms. **Monika K M** has successfully completed her project with our company, she has been working on the project title **"Employee Tracking System"** (Domain : Web Development) from 12-03-2022 to 12-08-2022 as "Software Developer - Intern".

We have found her to be a self –starter who is motivated, duty-bound and hardworking. She has worked sincerely on her assignments and her performance is at par excellence.

We wish her all the best for her future endeavors.

Sincerely,



Manager
Human Resources Department
TechCiti Software Consulting Private Limited.

TechnoFly Solutions

TO WHOMSOEVER IT MAY CONCERN

This is to certify that below mentioned Students from **B.M.S. College of Engineering**, Bangalore studying **Master of Computer Applications** have done their Project Work Entitled '**Human Face Recognition Based on Age and Gender**' in our organization during March 2022 to June 2022.

We have noticed that, during the period, they have shown keen interest in their assignments and was also regular in attendance.

Student Details:

S. No	Name of the Student	USN Number
1	Afifa Aiman	1BM20MC001

ABZAL NAWAZ



CEO, MANAGER

TECHNOFLY SOLUTIONS

Technofly

Tequed Labs

(Incubated by NASSCOM)

CERTIFICATE OF INTERNSHIP

This is to certify that **Megha Mandara AP** (**USN: 1BM19MCA26**), a student of MCA at BMS College of Engineering has worked as an ML Intern from 15th March 2022 to 15th July 2022 and has worked on a project titled "**Restaurant Recommendation System – Bangalore Region**" at Tequed Labs Pvt Ltd Bangalore

This certificate is issued only to get the provisional certificate from her college at the earliest

We wish her good luck in all her future endeavors

Yours Sincerely



Supreeth Y S
Director
Tequed Labs
Bangalore

Tequed Labs

(Incubated by NASSCOM)

CERTIFICATE OF INTERNSHIP

This is to certify that **Vignesh S S** (**USN: 1BM19MCA25**), a student of MCA at BMS College of Engineering has worked as an ML Intern from 15th March 2022 to 15th July 2022 and has worked on a project titled "**Restaurant Recommendation System – Bangalore Region**" at Tequed Labs Pvt Ltd Bangalore

This certificate is issued only to get the provisional certificate from his college at the earliest

We wish him good luck in all his future endeavors

Yours Sincerely



Supreeth Y S
Director
Tequed Labs
Bangalore

TesQuirel Solutions

Bengaluru,
14JULY2022.

TO WHOMSOEVER IT MAY CONCERN

This is to certify that, Mr.Sonu Sarraf is working as "Associate Test Engineer" at TesQuirel Solutions Pvt Ltd, Bangalore

His Internship was from 5th April to 14th July 2022.

He is absorbed as an Employee from 1st August 2022 onwards.

He is working on our Breez Automation Product, a cloud based product for automating Web, AS/400 & Mainframe applications, Mobile applications and APIs.

Sincerely

For TesQuirel Solutions Pvt. Ltd.
Director

TesQuirel Solutions Pvt. Ltd.

Srilakshmi Krishnamurthy
Director

Flat G-3 Apex View Apartments No 16 Ittamadu 3rd Main Road
Banashankari 3rd Stage Bengaluru - 560085

TT GLOBAL IT

INTERNSHIP CERTIFICATE

This is to certify that **Mr. Sachin Patil (1BM20MC045)** from **B.M.S College of Engineering** Has Undergone and Successfully Completed his Internship in Full stack Web Development working on Esahakara Project from 1st March 2022 to 30th June 2022.

We Found him extremely inquisitive & hardworking. His overall performance is rated very good and we would like to wish him all the best for his future endeavors.

Signature
(Project Coordinator)

TRANSCRIPT TECHNOLOGY GLOBAL INFOTECH PVT. LTD. Mayasandra 572221

Signature
(Head of the Company/Organization)

Date: 12/07/2022

Place: Bangalore

TT GLOBAL IT

INTERNSHIP CERTIFICATE

This is to certify that **Mr. Pramod Kokane (1BM20MC036)** from **B.M.S College of Engineering** Has Undergone and Successfully Completed his Internship in Full stack Web Development working on Esahakara the accounting application for the society Project from 12st March 2022 to 12th July 2022.

We Found him extremely inquisitive & hardworking. His overall performance is rated very good and we would like to wish him all the best for his future endeavors.

Signature
(Project Coordinator)

TRANSORBIT TECHNOLOGY GLOBAL INFOTECH PVT. LTD. 572221

Signature
(Head of the Company/Organization)

Date: 13/07/2022

Place: Bangalore

VAIDYA CATERINGS

#236 6th cross. Lakshmipura. KG Nagra. Bengaluru - 560019

19/07/2022

This is to certify that Mansi Gupta student of B.M.S College of Engineering, Department of Computer Applications has successfully created a website for Vaidya Caterings as a part of 4th semester Major Project from 1/03/2022 to 16/07/2022.



RAMAKRISHNA VAIDYA
Owner

#236 6th cross, Lakshmipura,
KG Nagra, Bengaluru - 560019
+91 9845592591
yogishvaidya62@gmail.com

Vallika
TECHNOLOGIES
(END TO END ERP SOLUTIONS PROVIDRS)

Telefax: 080-23106835
Email: info@vallika.co.in
URL: www.vallika.co.in

Ref: Vt/hr/interns/03/2020-21

2nd July 2022

To whom so ever it may concern

This is to certify that Ms. K H Greeshma from BMS College of Engineering bearing USN: 1BM20MC019 has successfully completed her internship on Vallika Technologies – Enterprise Resource Planning Administration Software from 14th March 2022 to 29th June 2022. Her performance was satisfactory and has completed the requirements for award of this certificate.

During the internship she worked on a wide range of technologies and was focused on frontend software development for Vallika Technologies. She demonstrated strong programming skills in react and Vue JavaScript library and exceeded his expectation by working on stretch goals which included backend development in Mongodb.

We are happy to recommend her for considering this internship towards her master's in computer applications course requirements.

Regards,

For Vallika Technologies



(Chief Human Resources Officer)
July 2nd, 2022

INTERNSHIP CERTIFICATE

11-07-2022

TO WHOMSOEVER IT MAY CONCERN

This is to inform that Ranjitha S G, of BMS College of Engineering, Bengaluru has successfully completed her Internship with Velectron Labs, working on our Healthcare app – "RecoveryRoom". The Internship, for a period of Four (4) months with hands on experience and training on various fields of application development involving technologies such as Flutter and Firebase was well executed.

She has shown good capability for understanding concepts and being a self starter. We wish her all the best for her future endeavors.

Start Date: 07 March 2022

End Date: 11 July 2022

Role: RecoveryRoom Intern (App Development and Cloud)

Regards,



Raghavendra Swamy S
COO,
VELECTRON LABS Pvt Ltd.

velectronlabs pvt ltd
phone- +9632010626
email- velectronlabs@gmail.com
velectron labs, Akshaya Nagar 1st Block, Rm nagar, NRI Layout, Bengaluru, Karnataka 560016

VERZEO

23 July 2022

PROJECT COMPLETION CERTIFICATE

To whomsoever it may concern,

This is to certify that **Miss. Pragna M**, student at B. M. S. College of Engineering is working as a Technical Intern at **Verzeo Edutech Pvt. Ltd**, Bangalore, since **11 April 2022** and has completed the project "**Leave Management System**" in partial fulfillment for awarding degree of Master of Computer Applications at **B. M. S. College of Engineering**.

During this tenure with us, we found Pragna M to be productive and result oriented.

For Verzeo Edutech Pvt. Ltd

Madhukar M
HR Manager
Verzeo Edutech Pvt. Ltd

support@verzeo.com +91-8047166564

3rd Floor, 14th Cross Rd, Sector 6, HSR Layout, Bengaluru, Karnataka-560102.
CIN : U80900KA2018PTC109500, GSTN : 29AAGCV2536B1ZG, PAN : AAGCV2536B.

WEBBLITZ SOFTWARES

Completion Certificate

This is to certify that Mr.Barde Sumit (USN:1BM19MCA10) from "BMS COLLEGE OF ENGINEERING ", Bangalore, has successfully completed his project work from 1st January 2022 to 30th June 2022.

Project Title: "Detection of Cyberbullying on social media Using Machine Learning".

We wish him all the best and success in all future endeavours.

Regards,

Raghavendra

2936, 1st Floor, MKK Road, Near Kuvempu Metro Station, Rajajinagar 2nd Stage, Bangalore - 560 010.
Website : https://www.webblitz.co.in / E-mail : hr@webblitz.co.in info@webblitz.co.in Ph : 7406884253

Kingston University London

Kingston University
Faculty of Business and Social Sciences

T +44 (0)20 8417 9000
F +44 (0)20 8417 5026
www.kingston.ac.uk

Penrhyn Rd
Kingston upon Thames KT1 2EE

Research Project: Indian MSMEs' responses to the Covid-19 pandemic crisis

(A Research Project funded by HEFCE Global Challenge Research Fund, United Kingdom)

Date: 8th July 2020

To,
Dr A Satya Nandini,
Professor,
B. M. S. College of Engineering
Bangalore - 560 019
Karnataka, India

Re: Invitation as external expert

Dear Dr Satya Nandini,

On behalf of the management committee of the GCRF supported research project on "Indian MSMEs' responses to the Covid-19 Pandemic Crisis", led by Kingston University, UK, I am writing to invite you to be associated with us as an external expert. You will work alongside other collaborating partners and/or external experts in the project to prepare MSME cases as well as to participate in a survey research to be undertaken subsequently. All external experts associated in the project will be guided and supported by myself as the Principal Investigator of the project.

ABOUT THE PROJECT

This is a project funded by HEFCE Global Challenges Research Fund (GCRF) 2019-20 allocation for Kingston University. The project investigates the multi-disciplinary challenges facing Indian Micro, Small and Medium Enterprise (MSME) businesses focusing generally on business strategy in an economic downturn and particularly on coping mechanisms and innovative behaviour in the light of the economic crisis due to the Covid-19 pandemic. The project aims to build capacity with business managers, entrepreneurs and policy makers in India. The approach used in the project is for generating pathways to impact focusing on three user groups: entrepreneurs, membership associates for businesses and policy makers. The key highlights of the project are summarised in the box below:

Continued

Kingston University
Faculty of Business and Social Sciences

T +44 (0)20 8417 9000
F +44 (0)20 8417 5026
www.kingston.ac.uk

Penrhyn Rd
Kingston upon Thames KT1 2EE

KEY HIGHLIGHTS

- Both MSMEs and policy makers will benefit from the project's research excellence, collaboration, engagement with wider stakeholders, outputs and impact.
- The project will target producing high quality research outputs through a constructive collaboration between well-established senior researchers, mid-career researchers and early career researchers.
- The project will also involve external experts from other universities and institutions; industry practitioners and experts from business and industry associations; small business owners, managers and entrepreneurs; and, relevant policy stakeholders.
- The outcomes and outputs from the project will be disseminated through a project report, workshops, international and national conference presentations, academic publications, policy briefs and a practical toolkit for businesses, which will be embedded in the project website.

Your association with our project will contribute to capacity-building and strengthening of our research network and generation of impact through this project. This will thereby contribute to developing a broader international partnership thus providing a platform to develop future research projects and networks. I sincerely hope that you can participate in our project as an external expert. If you have any further queries about the project, please do not hesitate to contact me directly.

I look forward towards a positive and productive association with you.

Thanking you in anticipation and with warm regards,

Yours sincerely



(Principal Investigator and Project Chair)

Dr Homagni Choudhury I Associate Professor in Economics
Head of the Department of Economics
Faculty of Business and Social Sciences
Kingston University London
Penrhyn Road I Kingston upon Thames I Surrey I KT1 2EE

T +44 (0)20 8417 4012 (Internal 64012)

E H.Choudhury@kingston.ac.uk

Vol 2 | Issue 1 | Feb 2022

NIPM

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

Research Compendium

PERSONNEL TODAY

ISSN(PRINT) : 0970 - 8405

SPECIAL ISSUE ON

Leveraging Talent Management To Ensure Organization Growth

Editor
Dr. Santosh Vishnu Bhave
(Fellow Member - NIPM)
Director - HR & IR,
Bharat Forge Limited, Pune (India),
Pincode - 411036



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Dr. Girish Bakshi	Coach / Mentor-HR area. Life Member NIPM, Smruti 2 Vaividhya Nagar, Karvenagar, Opp AJ Classic , Pune
Dr. Vishwanath Lele	C6 , Dhavalgiri Park, Near Natraj Hall, Karvenagar, Pune -52.
Mr.Kuldeep Joshi	Management Consultant, Life Member, NIPM - Pune Chapter, Plot No.29, Manas Bungalow, DP Road, Aundh, Pune
Dr.Swathi S.	Assistant Professor, Yuvaraja College, University of Mysore, Residence 313/S Cheluvaraya Swamy Nilaya, 25th Cross, Sankranti Circle, Hebbal 2 Stage, Mysore 570017
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Dr.Milind Kulkarni	Director Executive Coach, Nasik (Life Member - NIPM - Nasik Chapter)

LEVERAGING TALENT MANAGEMENT TO ENSURE ORGANIZATION GROWTH

Editor
Dr. Santosh Vishnu Bhave
(Fellow Member- NIPM)
Director – HR & IR,
Bharat Forge Limited, Pune (India),Pincode - 411036

National Institute of Personnel Management
Southend Conclave, Tower Block (3rd Floor)
1582, Rajdanga Main Road, Kolkata – 700 107
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Leveraging Talent Management
To Ensure Organization Growth

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Editor
Dr. Santosh Vishnu Bhave
(Fellow Member- NIPM)
Director –HR & IR,
Bharat Forge Limited, Pune (India), Pincode -411036

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FOREWORD



Amit Vashist
LLM [NLU Delhi] Ph. D. (Law) [Cand. NLU Delhi]
Regional Commissioner, Govt. Of India, Ministry of Labour and Employment,
Employees' Provident Fund Organisation

"NURTURING TALENT- FOUNDATION FOR GROWTH OF ORGANIZATION"

I am indeed happy that National Institute of Personnel Management (NIPM) is coming out with Vth issue of its Research Compendium on important theme "Leveraging talent management to ensure organization growth". I consider myself privileged to contribute my thoughts by way of this forwarding note to be included in the issue.

Defining talent may be the most difficult step to begin with. Each individual may hold his own views on what would qualify as talent. Talent in one's estimate may be something wholly mediocre for another. Organisations will always have their own priorities, requirements and limitations– each one informing the basis how talent would get evaluated and what, to begin with, will qualify as talent.

There is a general tendency to confuse skill with talent. While skills may be the degree of perfection in a field; talent, on the other hand, refers to the potential an individual may hold to excel. That way talent is a future skill— a skill to be developed in the present and utilised in future.

A good estimate of how an organisation will perform in the long run could be had from how it treats its talent today. Organisations that have sound traditions of attracting and nurturing talent will always gain in the long run and emerge as long lasting institutions. The human capital advantage such organisations have can hardly be denied. In fact, the longevity of any institution is always a function of its human capital advantage. The challenge before the HR managers to attract, nurture and retain talent is, therefore, real. Organisations now look for a long lasting relationship with the talent they develop and nurture. In what way and manner this could be done? ; what HR practices will promote talent retention— are questions that require further study and research.

I am hopeful that this edition of the Research Compendium will prove to be insightful on the issue. Many contributors to the edition are practicing HR managers— persons with hands on experience in nurturing and upbringing talent in their respective organisations. Their insightful thoughts and experiences, I am sure, would be enlightening for us.



Mr. Vishwesh Kulkarni
National President, NIPM
Chairman, Yashaswi group

LEVERAGING TALENT MANAGEMENT TO ENSURE ORGANIZATION GROWTH.

NIPM has published 4 Research Compendiums till date on various related topics. The Research activity for NIPM has started during COVID period and has been well recognized by all HR Professionals PAN India. Newly elected National Council Has decided to continue the Research Activity under leadership of Dr. S V Bhave. As a continuation of activity to share you the 5th Research Compendium on "Leveraging Talent Management to ensure Organization growth".

After the globalization Talent Management has become critical job role of HR. As attracting new Talent, retaining existing Talent, motivation, career path and succession planning have taken a major role in the growth of business. Top Management has realized unless there is pool of Talent, there will be no growth in the business and HR has started getting recognition within industry and Management started depending on the HR team for getting Best Available Talent in the Market. Research Article in the Compendium will surely beneficial to all HR Professionals on the said subject

I thank all the new NC members for motivating all of us by extending support to Research Activity initiated by NIPM.
My sincere appreciation and thanks to Dr. S.V Bhave, Director HR & IR, Bharat Forge Ltd. NC member and Editor Research Compendium for once again taking this task for Research Activity and publishing 5th issue. My special appreciation to Dr. Shivaji Mundhe, IIMS, Dr. Vandana Mohanty, IIMS, all other Faculty members, IIMS, and all the reviewers to make this compendium more knowledgeable

Thank you

EDITORIAL DESK



Dr. Santosh Vishnu Bhave
Fellow Member NIPM & Director-HR and IR,
Bharat Forge Limited, Pune India,
SantoshBhave@bharatforge.com

After successful publication of four issues of Research Compendium, National Institute of Personnel Management (NIPM) – Personnel Today, is releasing its fifth issue of Research Compendium on Theme **"LEVERAGING TALENT MANAGEMENT TO ENSURE ORGANIZATION GROWTH".**

In a process of organization growth, Talent Management is considered as an important pillar. Not only in modern era but over the years effective talent management has always supported organization to overcome complex and critical situations. Tackling dynamics of challenges arising out of continuous changes has thrown more focus on important subject of Talent Management.

Talent Management always supports entire life cycle of Business in developing and retaining high potential employees, thereby supporting and improving business performance through innovative practices that makes employees more productive.

For this issue, NIPM considered Talent Management as an important theme. The reason is that effective Talent Management always supports growth of organization, on continuous basis.

We were fortunate to have support of Researchers who took keen interest in doing their research on the subject. We received over 35 Research Articles to be included in this issue. We followed stringent review process and finally 24 research articles are included in this issue.

From the research articles included in this issue, it is evident that each step of Talent Management is of important nature. To ensure full success in this journey, involvement and visible support of senior management is a must. At the same time, it is felt that HR professionals are expected to accept the role of being a torch bearer and ensure that Talent Management is effectively executed to ensure organizational growth and sustainability.

I am confident that readers will find this issue useful as a reference book for future.

GRATITUDE

The fifth issue of Research Compendium comprises of 24 articles from researchers highlighting different aspects of Talent Management.

For this issue we have received forwarding note from Mr. Amit Vashisht, Regional Commissioner, Govt. Of India, Ministry of Labour and Employment, Employees' Provident Fund Organisation. I wish to express my sincere thanks to him for giving us forwarding note. Thank you Sir.

I wish to appreciate leadership of Mr. Vishwesh Kulkarni, National President of NIPM, who continued his support in sponsoring publication of this issue too. Mr. Kulkarni continuously guided and supported all of us to reach to this milestone.

Before including research article in this compendium, NIPM has ensured that each article was reviewed by a Senior Professional through review process. Thank you very much for all reviewers for sparing your valuable time in reading and analyzing articles and submitting your report in time. We also wish to express our gratitude to all researchers who contributed their research articles for this Volume.

Editorial board is also grateful to all members of National Council of NIPM for their support in ensuring continuation of publication of Research Compendium.

Dr. Shivaji Mundhe, Dr. Vandana Mohanty, Ms. Lorraine Coelho, Mr. Parth Jadhav, Mr. Yogesh Rangnekar, Mr. Pavan Sharma, Mr. Sham Vaychal and Ms. Amala Karandikar have continued their support in ensuring this publication. I am grateful to you all.

Thank you all for your continued support.

Happy Reading !!!

Dr.S.V.Bhave
Editor – Research Compendium
NIPM – Personnel Today

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THOUGHTS OF LEADERS

· *"Nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies."*

- Lawrence Bossidy,
Former COO of General Electric

"Good performance accountability is about having a positive conversation between manager and employee. A manager is a coach and communicator, not command and controller."

- Dave Ulrich

INTRODUCTION OF AUTHORS



Vineesh U Sathianathan

He is a consultant and transformation strategist with more than 20 years of industry experience. He is quite fascinated about human behaviour at work place. He associates with organisations as a catalyst to help individuals, teams & organizations to transform. Since 2018, he is connected with the start-up ecosystem to facilitate their next level growth and enable them in their journey to embrace agility through purpose orientation.



Arman Ahmad

He has an experience of more than 10 years in R&D Department of Automotive Industry and leading the activities in ADM Group. He is also responsible for new development of resources. He has completed BE and PFDOM.



Sandip Chattarj

Mr. Sandip Chattarj is BE & PGDM and has an experience of more than 17 years in R&D, Application and NPD Department of Automotive Industry, He is heading R&D at the ADM Group, and working as Business Unit Head for the Yinlun ADM JV from last 4 years.



Dr. Milind Kulkarni

Dr Milind Kulkarni is a Senior HR Consultant and a Certified Executive Coach, with rich Industrial Experience. He provides customized, innovative, and out of box HR/IR Solutions. He is an acknowledged Trainer and Motivational Speaker. He is Life Member of NIPM, ISTD, and NHRD etc.



Dr. Subramanya Manjunath

He is Ph.d in Human Resource Management and PG in statistics from Bangalore University with PGDM in HRM from NIPM. He has around 40 years of experience with a blend of industry, Institution, Research & Training in Human Resource Management with reputed companies and institutions. Specialization includes, setting up of Human Resource Management Practices and develop HR Systems and processes by enabling and nurturing HR Team.

INTRODUCTION OF AUTHORS



Dr. Ashish Krishna Vyas

Dr. Vyas is Ph.D., MBS, B.E., Naturopathy Doctor, Vastushastra; Jyotishshastra Visharad and Pandit. He has 24 years of experience in Academic and 10 years in Industry. MC-member of NIPM & ISTD, former Secretary & Treasurer ISTD. Pune-Municipal-Corporation Award by Hon. Mayor, Pune. NIPM Award in HR Education. Published 2 books and 21 research papers. Hon. as Researcher by Rotary Club.



Ms. Meenal Vijay Nimbargi

Meenal has completed her Graduation from Symbiosis College of Arts and Commerce in commerce (B.com) and pursuing MBA in Human Resource Management at Zeal Group of Management Institute. She has completed her Summer Internship in Recruitment at Pharma-focus HR consultancy.



Ramesh Srinivasan

A Certified Leadership Coach from CFI with more than 25 years of industry experience in manufacturing, services, automotive and retail. Passionate about coaching and developing senior leaders / entrepreneurs / functional heads for measurable behavioural change to aid business growth and sustainability. He is Lean Six Sigma Black Belt certified by ANEXAS, Denmark and Certified Compensation & Benefits Manager by Carlton Advanced Management Institute, USA.



Abirami Kanmani P

Abirami is a strategic and innovative professional with 10 years of experience in learning & Development and Human Resources. Abirami graduated with a Master's Degree in Human Resources Management from Madras School of Social Work. She has a post-graduate diploma in Instructional Designing from Symbiosis (SCDL – Pune). She has been through various HR and L&D roles in Future Group, Aditya Birla Group, and Dr. Agarwals Group of Eye hospital.



Dr. Naval Lawande

Dr. Naval Lawande is an Assistant Professor at Symbiosis International University. He has a post-graduate degree in Marketing (Strategy), a Masters in Personnel Management & a Doctorate in Corporate Social Responsibility. He has over a decade of experience in teaching & research in the field(s) of HR Analytics, Strategy, Organization Development, Organizational Behaviour, Emotional Intelligence.

INTRODUCTION OF AUTHORS



Ms. Sayantani Bera

Ms. Sayantani Bera is an aspiring HR professional and MBA Graduate from the esteemed Symbiosis International University (Major- HR, Minor- Marketing), currently working as a Talent Acquisition Specialist at Dell Technologies. She has also worked with Google as a Human Resource Summer Intern and have worked extensively on staffing and recruitment related projects.



Dr. Indu Sharma

Dr. Indu is associated as Director at IQAC, MIMA Institute of Management, Pune. She is an Educationist, Organizational Development Catalyst, Design Thinker Seasoned HR with 18+ years of expertise and rich experience in strategic HR and OD interventions. Certified in Change Management and Leadership from IIT Kharagpur, Neuro-linguistic programming from IIT Roorkee, Advanced Design Thinking from HEC Paris Organizational design and management from HEC Paris. Currently working as a Director IQAC at MIMA Institute of Management, Pune.



Mr. Nitin B. Daangal

Mr. Nitin B. Daangal is associated as Director HR & Administration, Leadec India. Serving a German MNC since 10 Years, Heading the Pan India Strategic & Operational HR Functions. Has done his M.P.M. & DLL & LW from Savitribai Phule Pune University, Diploma in Mass Communication & Journalism & Fellowship From Carlton Advanced Mgmt. Institute, U.S; Life Member of NIPM & present Treasurer of NIPM Pune Chapter.



Dr. N.R.Unnikrishna Kartha

Dr. Kartha has worked for Dr. Sarabhai and Dr. Kalam in ISRO. He has worked In VSSC as G.M. UST Global as Principal. He is a Trained Trainer and has conducted 700 programs. He is Mtech, MBA, PhD



Mr. Krushna B Marapally

Krushna B Marapally is pursuing MBA (HR) from J.D.C. Bytco IMSR, Nashik, and on the parallel front, CIHR from YCMOU, Nashik. He has successfully completed DLL & LW from NLC, Nashik. On career front, he was associated as an Administration Manager with Azhar Refrigeration & Air Conditioning Services, Nashik.

INTRODUCTION OF AUTHORS



Ms. Sonia Datta

Miss. Sonia Datta, a former alumnus of B.Y.K. College of Commerce, Nashik, is currently pursuing MBA (HRM) at J.D.C. Bytco IMSR Nashik. She is currently working with Disha Computer Institute and is looking after the HR.



Saloni Choudhary

She has a versatile personality that impacts society by taking part in NSS and currently working in payroll management, employee engagement, and talent acquisition. She is sincere and hardworking individual aspiring to be an excellent management professional, can consistently learn, contribute and upgrade the HR domain.



Shivani Bhatnagar

Shivani holds experience in client handling, resourcing, employee relations, manpower planning, and leadership hiring. A resourceful, solution-focused professional with excellent interpersonal and rapport-building skills. A passionate HR professional who loves to explore and bring in innovative ideas to achieve set goals.



Mr. Sushilkumar Warkar

Presently working as Deputy Manager- HR at Mahindra and Mahindra. Sushil is passionate engineer with master's degree in Human Resource Management. His areas of expertise include Talent Management, Organization Development, Learning & Development and Technical Training. He is passionate about Talent Development and employee engagement activities. He has played a very vital role in publishing last four research compendium. He is actively involved in various activities of National Institute of Personnel Management (NIPM).



Mr. Parth Jadhav

Passionate Engineer with Master's Degree in Human Resource Management. He serves as Assistant Manager HR at Bharat Forge Limited. Parth has his dedication towards talent acquisition, talent management and Organization Development. He has played a very vital role in publishing last two research compendium. He is actively involved in various activities of National Institute of Personnel Management (NIPM).

INTRODUCTION OF AUTHORS



Dr. Sivapragasam Panneerselvam

Dr. Sivapragasam Panneerselvam is an Assistant Professor at the Thiagarajar School of Management (TSM), Madurai with varied work experience – Academic, Corporate and Social Development Sector. Dr. Sivapragasam is a Doctorate in Management from Pondicherry University as a University Grants Commission (UGC) – Junior Research Fellow (JRF). Prior to joining TSM Madurai, Dr. P. Sivapragasam worked as Assistant Professor for five years at Madras School of Social Work (Autonomous), Chennai.



Shreya V

Ms. Shreya V. is a passionate HR professional who is always on the lookout for ideas to add sugar, spice and everything nice to an employee experience. She is presently working as a team member -human resources at Saint Gobain India Private Limited.



Dr. Abhijeet Shah

Dr. Shah is Doctorate in Human Resource Management – Pune University (SPPU), Masters in Social Work (Labour Welfare and Personnel Management). Worked with Sudarshan Chemical Industries Ltd., Krishidhan Seeds and presently working as Vice President - IR and Admin, Bharat Forge Ltd., Pune. Ex. Chairman of National Institute of Personnel Management – Pune Chapter and Ex-Chairman – Automotive Component Manufacturing Association Western Region HR Forum.



Mr. Nirvikar Hingane

Nirvikar has done Masters in Labour Studies from LNML Maharashtra Institute of Labour Studies, Mumbai. Worked with Lloyed's Register Asia – HR Intern, Anchor by Panasonic – HR and IR Intern and Bharat Forge Ltd. Pune as HR – Partner. Presently working with Hindustan Unilever Ltd., Khamgaon as HR Business Partner.

INTRODUCTION OF AUTHORS



Prof. Dr. Venugopal J

Quailed in Management with multiple specializations like HRM, Finance, and Marketing & Intl. Buss., from AIMA-New New Delhi; Personnel Management (Gold Medalist)– NIPM, Kolkata and Training and Development, Best Award Holder for the Year 1995). ISTD, New Delhi. Also qualified in M. Com., (Taxation) Andhra Uni.,Vizag; MA Sociology, Osmania Uni., Hyderabad; LLB , Osmania Uni., Hyderabad; M.Com., (Management Accountancy), S.V. Uni., Tirupati; B.LISc.., S.V. Uni., Tirupati.



Dr.Santosh.V. Bhave

He serves as Director –HR & IR with Bharat Forge Limited with over 40 years of experience in the field of Human Resource Development and People Capability Enrichment. He is passionate on learning initiatives and been Ph.D. guide in HRM for Pune University. Dr. Bhave is innovator and editor of the research compendium published by National Institute of Personnel management –Personnel Today. He is also visiting faculty for various institute to name few are Symbiosis Institute and IBS, Pune.



Ms. Lorraine Coelho

She holds master's degree in personnel management. Lorraine currently serves as Manager Human Resource with Bharat Forge Limited. Her areas of expertise include Talent Acquisition, Performance Management, Compensation and Benchmark etc. She is passionate about various employee development activities and Strategic Human Resource Planning.



Dr. Durga Madhab Mahapatra

Dr. Mahapatra is M. Com, M.Phil, PGDBM, Ph.D, D.Lit and Lecturer at PG Dept. of Commerce, FM Autonomous College, and Odisha, India. As a young academician and researcher, has authored 5 books, contributed 40 research papers and regularly he is contributing and presenting papers in different national and international seminars / conferences.

INTRODUCTION OF AUTHORS



Prof. (Dr.) Sukanata Kumar Baral

Professor, Department of Commerce, Faculty of Commerce & Management at Indira Gandhi National Tribal University (A Central University of India), Amarkantak, Madhya Pradesh, India
As an active academician, he has been closely associated with several Indian and foreign Universities. He has earned 6 Indian copyrights in his favour, authored 14 books (reference & text) for Commerce, Economics & Management students, edited 6 books and contributed 131 research articles in different national and international journals.



Dr. Mrs. Shalmali Jagdish Gadge

Dr. Shalmali Gadge possesses 22 years of rich experience in academics. She has started her career with one of the reputed management institutes, "JDC BYTCO IMSR, Nashik" and is currently working as an MBA faculty with KKWagh IEER, Nashik under Savitribai Phule Pune University. She has published more than 25 research papers in reputed journals. She has completed a Master in Personnel Management [MPM] from SPPU. M.Phil from YCMOU, Nashik, and a Ph.D. in Commerce and Management from Shivaji University, Kolhapur. She did a PG Diploma in Human Resource Development and a PG Diploma in Industrial Psychology.



Ms Kavita Pandey

Ms. Kavita Mishra Pandey is a placement officer at Alkesh Dinesh Mody Institute for Financial and Management Studies, University of Mumbai. She is a passionate multidisciplinary subject learner and industry-academia interface. She explores many areas of research which have social relevance. She has been invited at national and international level to deliver talks and received many awards and honour for her work and academic achievements.



Prof. Dr. Aruna Vinay Deshpande

Dr. Aruna is currently associated as Professor University of Mumbai, Alkesh Dinesh Mody Institute for Financial and Management Studies. Secretary of University Women's Development Cell, has Industry and Teaching experience of 30 years including 22 years as an academician, specialized in Human Resources Management and General Management. Recognized PhD guide for Mumbai University in Management. Co- Guide for a Ph.D. student Research at The Chicago School of Professional Psychology, Washington, D.C. US

INTRODUCTION OF AUTHORS



Shashikant G. Kurbetti

Shashikant G. Kurbetti is Fellow NIPM & Principle HR Consultant with Textile, Engg. & Real Estate sector. He has over 40 years of HR corporate experience in the field of HR & People Development. He worked with Indian & Multinational companies which include prestigious group of companies like Bharat Forge, RPG, TACO, Indo Count, SKF, Greaves, Fujitsu ICIM. etc.



Dr. Snehal Maheshkar

A enthusiastic Professor and Doctorate of Management working as Professor HR and OB at Dr. D. Y. Patil Vidyapeeth's Global Business School And Research Centre, Pune. Over 16 years of teaching experience, doctorate & holds a Master of Business Administration with dual specialization in Personnel Management and Marketing Management. Research Guide for Ph. D. Scholars & co-guided to many MBA students.



Dr Kalpana Sahoo

Dr Kalpana Sahoo is a Faculty in OB & HRM at XIM University, Bhubaneswar and PDF in Psychology, Srinivas University, Mangalore, India. Her research and teaching interests are in Neuropsychology and OB – HRM. She is an invited International Faculty, Business and Technology University, Georgia



Col Prof Dr J Satpathy

Col Prof Dr J Satpathy is a Research Professor & PDF in Management, Srinivas University, Mangalore, India, Visiting Professor, The Management University of Africa, Nairobi, Kenya and Visiting Faculty, XIM Management University, Bhubaneswar, India and Vice - Chairman, National Institute of Personnel Management, Bhubaneswar. He is an invited International Faculty, Business and Technology University, Georgia.

INTRODUCTION OF AUTHORS



Dr. P V Raveendra

Dr. P V Raveendra is working as Professor, Department of Management Studies, MS Ramaiah Institute of Technology, Bengaluru (affiliated to VTU) and heading the research centre. His areas of interest include financial services and CRM.He has co-authored a book on "Wealth Creation through Entrepreneurship", "Security Analysis and Portfolio Management" and "Change and Knowledge Management".



Dr Vijaya Kumar G.

Dr Vijaya Kumar G., A Management Faculty with 15 years of teaching experience is working as Assistant Professor in the Department of Management Studies, Ramaiah Institute of Technology and Autonomous Institute affiliated to VTU Belagavi. He received his Master of Business Administration degree in 2004 from Bangalore University with Finance and Human Resource Management Specialization. He qualified the eligibility test for lecturers (UGC-NET) in the year 2012.



Dr. Kovvali Bhanu Prakash

Dr. Kovvali Bhanu Prakash is a Professor & CFO having had an expertise and experience of 26 years in the domain of Accounting, Finance, Corporate Affairs and Strategy. The armoury of Dr. K. BHANU PRAKASH, inter alia includes 1-Manuscript, 3-Book Chapters, 2-Reviews (The Wire & the Hindu), 4-Case Studies (Whirlpool, McKinsey, GST, Cyber Laws), 100+ National and International Conference Papers.



Dr. P.R.K. Raju

He is presently working as Director, DMS, GIET, Rajahmundry. Dr. Raju is a double post graduate in Public Administration and Political Science, Ph.D., in Personnel Management and LLB., all from Osmania University . He is a member in the Selection Boards of GTs in few PSUs, Jury Member for the Award Process of Onsite Assessment for HR Best Practices Awards, a trained Mentor by E&Y.



Dr.Swathi.S

Dr.Swathi.S MBA PhD is Assistant professor at Yuvaraja College University of Mysore,Karnataka. She is an academic person who has keen interest in learning and research area of Human Resource Management.

THOUGHTS OF LEADERS

"A strong performance management system not only helps in getting everyone aligned on the over-organization mission and goals but also goes a long way in building a culture of trust and meritocracy."

- Saurabh Nigam,
Vice President-Human Capital,
Omidyar Network

"The key is to develop and promote insiders who are highly capable of stimulating healthy change and progress, while preserving the core"

- Jim Collins

An enhancement to Agile HR as Catalyst framework

Vineesh U Sathianathan
Elegantvie Consults and Designs Private Limited
Kozhikode, India

Abstract— "Agile HR as Catalyst" framework attempts to address flaws in traditional management approaches. In their paper, the authors recommended to reposition the role of HR personnel as a catalyst who embraces agility and enable the organization to be more responsive in an evolving world. Further studies applying the framework were conducted that spanned across five organisations to identify the suitability and effectiveness. While the studies revealed that there were increase in engagement, accountability and a steady rise in predictability of team outcomes, the study also revealed that the catalyst role may not need to be restricted to HR and may be played by other members from senior leadership. The success of the role depended on the leaders capability of direction setting and execution.

Keywords— Agile HR, Catalyst, Regenerative, Clarity, Competence, Circles, Cadence, Conversations, Context, Evolving.

I. **Introduction**

Technology has helped us take big leaps and enhance the quality of our life, however, many organisations still follow management concepts which are more than a century old. In his book, "The Principles of Scientific Management", Frederick Winslow Taylor emphasises that there is this "one best method" of performing any task through scientific study and analysis (Taylor, 1919). The approach has become irrelevant when work moved from being done at factories to being done at the comfort of our homes, with the advent of COVID-19 pandemic. The transition started when the shift happened from physical work to knowledge work. However, the unfortunate truth is that Taylorism continues to prevail today even in many progressive organisations leading to inefficient use of human capital (Dignan, 2019; Hamel & Zanini, 2020; Laloux, 2014). These approaches created more silos and people ended up working in their own world without collaborating with others in the organization.

When work moved to remote and hybrid work, organisations have been trying to reinvent themselves leading to unprecedented changes to every aspect of life (Shaw et al., 2020). Businesses across the world are being restructured to cope up with the new needs, and people are forced to learn new ways of working, something completely different from how the earlier generations worked(Kniffin et al., 2020).

II. **Objective and hypothesis**

In their study, Sathianathan and Anish (2021), emphasises the role of HR as a catalyst. Through their framework, they attempts to reposition the role of HR personnel as a catalyst who embraces agility and enable the organisation to be more responsive in this evolving world. According to them an agile HR wears a new hat as a facilitator to leverage the seven dimensions of the framework that includes competence, circles, cadence, catalyst, conversations, context and clarity, to create employee experience where work becomes play. The hypotheses of the study are given below:

H1: Transformation initiatives needs to be sponsored by top management.

H2: Purpose orientation helps organisation to align the workforce.

III. **Method**

The experiments to enhance the framework has been piloted at five organisations starting from March 2019. Table 1 provides relevant details of the organisations included in this study.

The corresponding author can be reached at vineesh.sathianathan@gmail.com

TABLE 1
Summary Of Five Organisations Considered

Details	Org1	Org2	Org3	Org4	Org5
Start date	Mar, 2019	Mar, 2020	Jul, 2020	Sep, 2020	Nov, 2020
End date	March, 2021	Ongoing	Ongoing	Ongoing	Ongoing
Duration	25 months	17 months	13 months	11 months	9 months
Total employees	100+	50+	40+	20+	30+
Founder(s)	3	2	1	2	1
Age of organisation	>10 years	5-10 years	<5 years	5-10 years	<5 years

Table 2 summarises the sequence of approaches followed to implement various experiments. Traditional approaches of management is broken and do not provide a reliable structure(Wollmann et al., 2020) for work anymore. Agile way of working enables an organisation to break the traditional approach of getting work done through command and control (Denning, 2018). For members to be effective in their roles, they need to know why they are doing what they are doing and why they are making the decisions they are making (Wollmann et al., 2020). To enable this, it is important for the organisation to have a clear and sustainable purpose and the members aligned to the organisations' purpose. Purpose orientation is a critical activity that the leadership team need to drive within the organisation. Objectives and key results (OKR) provides a mechanism to help an organisation to reach where they aspire to be (Doerr, 2018). Aligning the organisations' goals through OKRs is an effective way to measure the progress an organisation is making towards the desired direction.

TABLE 2
Sequence Of Approaches

Dimension	Org1	Org2	Org3	Org4	Org5
Step 1	Agile way of working	Agile way of working	Purpose orientation	Purpose orientation	Agile way of working
Step 2	Purpose orientation	Purpose orientation	Agile way of working	Agile way of working	Purpose orientation
Step 3	OKR	OKR	OKR		OKR

The agile way of working was introduced through bootcamps where the members discussed the understandings from readings shared prior to the session. During the discussions, the team members mutually shared their understanding and discussed areas with lesser clarity. Post the bootcamp, the members formed circles based on the products and roles, and agreed on their way of working as well as the ceremonies they will align with. Retrospective was the only ceremony mandated to ensure that the circle members reflects on opportunities for improvement. The circles also identified their 'definition of done' to align on expectation of their work outcomes. The circles agreed to have a weekly, fortnightly or monthly sprints based on their needs and commitments. As part of the way of working, the circles and its members agreed on the necessary conversations that will happen among them, which included a monthly heartbeat conversation to assess the progress of commitments at the organisation level and individual level. The teams took about a quarter to become comfortable with the new way of working.

The purpose and values of the organisation is a critical component that helps employees align. This can be done in various ways, and may depend on what the leadership is comfortable with. Among the five organisations, we adopted one of the following approaches (a)leadership team co-created the purpose and values and communicated with the entire organisation, (b) leadership team co-created the purpose and values and later aligned with core members of the organisation, (c) leadership team co-created the purpose and values and later aligned with all members of the organisation. Involving core members and other members helped to have a better buy-in from other stakeholders. The members were introduced to the concept of OKRs after the introduction of agile way of

working and purpose and values of the organisation. The organisation level OKRs were finalised by the leadership team, based on historical data and communicated to the members and each circle derived their OKRs to work towards during the quarter. At the end of the quarter, the circles reflected on the progress made with respect to the OKRs and further actions to improve the results.

III. Discussion

Table 3 provides the summary of the experiments against each of the seven dimensions.

TABLE 3

Summary Of Experiments Against Seven Dimensions

S.no	Dimensions	How it helps
1	Competence	Onboarding the right talent, developing competence through continuous learning, measuring contributions and taking corrective actions wherever required.
2	Circles	Dynamic teaming for desired results , clear accountabilities., circle chief as enabler.
3	Cadence	Daily, weekly, fortnightly, monthly and quarterly cadence of various ceremonies.
4	Catalyst	Single accountable person for the initiative, from C suite or a nominated representative who reports directly to either the CEO or the board and to be supported by other teams
5	Conversations	One-to-one conversations, circle level conversations, and organisational level conversations at various cadence, including heartbeat conversations, huddles, learning circles, demos and retrospectives, OKR alignment and reviews.
6	Context	Internal and external factors impacting the organisation.
7	Clarity	Purpose and values to bring in alignment, OKRs to drive results

Table 4 summarises the details related to 'competence' dimension. Three aspects were considered which included onboarding the right talent, developing competence through continuous learning and measuring contributions and taking corrective actions, wherever applicable.

TABLE 4

Aspects Considered For Competence Dimension

Competence	Org1	Org2	Org3	Org4	Org5
Onboarding the right talent	Partial	Yes	Yes	No	Yes
Developing competence through continuous learning	Partial	Yes	Yes	Partial	Partial
Measuring contributions and taking corrective actions, wherever applicable	Partial	Yes	Partial	No	Partial

As part of onboarding the right talent, the recruitment procedure were modified to include (a)relevant job description to attract right candidates, (b)candidates alignment to organisational values, and (c)learning agility of the candidates during the interview process. To encourage competence development through continuous learning, the members were encouraged to have a quarterly learning plan, and monthly progress review. The circles aligned on quarterly OKRs and contribution of each members towards the circle OKRs were reviewed each quarter.

Table 5 summarises the details related to 'circles' dimension. The three aspects considered for circles include dynamic teaming for desired results, clear accountabilities and circle chief as enabler.

TABLE 5

Aspects Considered For Circles Dimension

Circles	Org1	Org2	Org3	Org4	Org5
Dynamic teaming for desired results	No	Yes	Partial	No	Yes
Clear accountabilities.	Yes	Yes	Yes	Partial	Yes
Circle chief as enabler	Partial	Yes	Yes	No	Yes

Dynamic teaming (Helfand, 2019) is the capability of the members to form circles on need basis to achieve a desired outcome. The members get together, collaborate and disperse once the desired outcome is achieved (Robertson, 2016). Each circle is formed with a clear focus on accountabilities or the outcome. For example, the learning circle may focus on learning a specific skill and people who prefer to collaborate comes together. Similarly a reading circle may be a circle where the members read books together. The circles may be formed based on the need like project activities, capability and

competency building, recreational purpose to name a few. A circle may have a chief who is a servant leader (Greenleaf, 1970; Gandolfi, & Stone, 2018). who ensures that the circle members gets all necessary support to achieve the desired outcomes.
Table 6 summarises the details related to 'cadence' dimension.

TABLE 6
Aspects Considered For Cadence Dimension

Cadence	Org1	Org2	Org3	Org4	Org5
Daily (huddle)	Yes	Yes	Yes	Yes	Yes
Weekly (sprints, retrospectives, learning circles)	Partial	Yes	Yes	Partial	Yes
Fortnightly (sprints, retrospectives)	Yes	Yes	Yes	Partial	Yes
Monthly (heartbeat conversations)	Partial	Yes	Yes	No	Yes
Quarterly (OKR alignment and reviews)	Partial	Yes	Yes	No	Yes

The circles may follow daily, weekly, fortnightly, monthly and quarterly cadence of various ceremonies. The circles may connect on a daily cadence (Donnelly, 2016) with a purpose to address any critical dependencies. The circles may have a weekly, fortnightly or monthly sprints based on their needs and commitments including associated ceremonies of retrospectives. Learning circles are forums for continuous learning and may have a cadence of weekly, fortnightly or monthly. The heartbeat conversations happens at a monthly cadence. OKR alignment and reviews happen at a cadence of every quarter.
Table 7 summarises the details related to 'catalyst' dimension.

TABLE 7
Aspects Considered For Catalyst Dimension

Catalyst	Org1	Org2	Org3	Org4	Org5
Accountable person	COO	CEO	CEO	CEO	CEO
Supported by	People Ops	People Ops	People Ops	Human Resources	People Ops

A catalyst (Sathianathan & Aravind, 2021) is a single accountable person for the initiative, either from C-suite or a nominated representative who reports directly to either the CEO or the board. The catalyst is supported by other functions including the people operations, human resources team.
Table 8 summarises the details related to 'conversations' dimension. The conversations may be broadly categorised as one-to-one conversations, circle level conversations, and organisational level conversations.

TABLE 8
Aspects Considered For Conversations Dimension

Conversations	Org1	Org2	Org3	Org4	Org5
Heartbeat conversations	Partial	Yes	Yes	No	Yes
Huddles	Yes	Yes	Yes	Yes	Yes
Learning circles	Partial	Yes	Yes	Partial	Yes
Demos and retrospectives	Yes	Yes	Yes	No	Yes
OKR alignment and reviews	Partial	Yes	Yes	No	Yes

Heartbeat conversations are reflective one-to-one sessions that happen among the circle chief and a member, with an objective to create an opportunity to review progress, impediments and actions plans for upcoming weeks. Huddles(Donnelly, 2016) have a daily cadence with a purpose to address any dependencies among and across circles. The learning circles provide an opportunity for members to experiment and learn. Every sprint concludes with a demo and retrospective. The purpose of demo is to provide a forum for the circle members to showcase their work and receive feedback from their peers. Retrospectives (Baumeister, 2017) serves as a mechanism to bring in continuous improvements. OKR alignment and reviews happen at organisational level and at circle level. The organisational OKRs are distributed among various circles based on the circle functions and responsibilities.

Table 9 summarises the details related to 'context' dimension.

TABLE 9
Aspects Considered For Context Dimension

Context	Org1	Org2	Org3	Org4	Org5
Internal context	Yes	Yes	Yes	Yes	Yes
External context	Yes	Yes	Yes	Yes	Yes

Internal context relates to the internal environment of the organisation. This is related to practices and policies that the team follows and need to be considered while deciding various interventions for the circles. External context relates to the factors that are external to the organisation and may include the political, economic, socio-cultural, and technological factors. Many organisations across the world transitioned to remote work due to impact of COVID-19 lockdowns, is a good example of external context impacting the functioning of an organisation. The circles and the organisations need to be agile enough to accommodate these changes.
Table 10 summarises the details related to 'clarity' dimension.

TABLE 10
Aspects Considered For Clarity Dimension

Clarity	Org1	Org2	Org3	Org4	Org5
Co-creation of Purpose and values	No	Yes	Partial	Yes	Partial
OKR (Organizational, circle level)	Partial	Yes	Yes	No	Partial

The purpose and values of the organisation when co-created by all the members of the organisation helps to have a proper buy-in among the members. Similarly, when the members participate in the alignment of OKRs both at an organisational level and circle level, the team members feel more ownership. The interesting observation also include the structure of the enhanced framework. Competence and clarity forms the foundation of the framework. Catalyst is the key

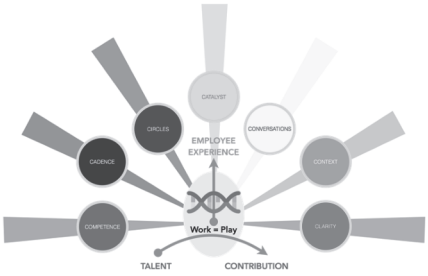


Fig. 1 Enhanced framework

person who holds the strings together. Catalyst creates an environment for talent to flourish in the organisation by making work more enjoyable(Sathianathan & Rajan, 2017). Fig. 1 depicts the enhanced framework

The data collected during the course of intervention at these organisations were analysed and the results showed both the hypothesis to be true. When transformation initiatives are strongly supported by top management, the focus stays in tact even when there are challenges being faced by the organization. Similarly, purpose orientation helps organisation to align the workforce. All five organisations were able to thrive, especially during the COVID-19 pandemic due to above two factors. The agile way of working enabled the circles to focus on sprint deliverables and the cadence of ceremonies brought in better predictability of team outcomes. When the overall predictability increased, it also resulted in improving the quality of deliverables as well as the outcomes expected. The dynamic teaming approach provided a platform for the circle members to collaborate better improving the engagement among them. The clarity of organisational purpose and values along with the OKR brought in better alignment to organisational goals.

IV. Conclusions

The enhanced framework enables the Catalyst to wear the hat of a facilitator (Sathianathan & Aravind, 2021) to bring in alignment to a larger purpose, increased employee engagement, accountability and a steady rise in predictability of team outcomes. Org1, Org2 and Org5 followed the approach of initiating agile way of working followed by purpose orientation and OKR. Org3 followed the approach of initiating with purpose orientation, followed by agile way of working and OKR whereas Org4 followed the approach of initiating with purpose orientation, followed by agile way of working.

Based on the results observed, following recommendations are being made. Initiating the teams with agile way of working, followed by purpose orientation and OKR has been found to be better than other approaches mentioned in table 2. One of the main reasons would be that the organisations embracing an agile mindset and best practices (Harris, 2020) are ready and better prepared to be exposed to higher level thinking required for organisation purpose and values. We recommend practitioners to adopt an approach to involve all the members if possible or at least the key members in the organisation to co-create the purpose and values that defines the organisation. This helps prepare the mindset to embrace and assimilate the importance of purpose and values in context of the organisation. The enhanced framework provides a reliable structure for organisations to flourish in the upcoming days of a VUCA world and organisations may find this approach to be indispensable in their journey to reinvent itself (Prahalad & Hamel, 2017; Sathianathan & Ramasamy, 2021). The observations also implies that the success of the any transformation journey using the enhanced framework is tightly coupled to the catalyst role.

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Talent Development
(A stride to overcome the challenge in MSME Auto Industries)

Arman Ahmad
R&D Manager at ADM Joinflex India Pvt. Ltd., Pune

Sandip Chattaraj
R&D Head at ADM Joinflex India Pvt. Ltd., Pune

Abstract:
In the recent decades, companies have become more competitive and product rivalry exists much higher than the late 90's to mark their presence and reach to ordinary people. So, catering to fast product (consumer or any sector) development, thriving to the right technology and right manpower at the right time has become a key factor. Even our country has a pool of talent which is very few in nos. But their choice of absorption and integration to the industries is cumbersome. So, there is always a scarcity of skilled manpower and adaptability to the intended function in MSME Auto industries wherein a quick learning, multitasking with proactive approach is imperative to build the strong foundation for employee's successful professional & personal growth eventually contributing to the
organizational growth. Here through this article, we tried to define the problem of availability of talent, methodology to build them and make the resources useful for the betterment of organization and themselves also.

Keywords: rivalry, cumbersome, crunch, domain, MSME

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1. Introduction
2. Objectives
3. Methodology
3.1 Analysis of the situation
3.2 Design of program
3.3 Execution and monitoring
3.4 Evaluation and review mechanism
3.5 Goal achievement
3.6 Sense of responsible
4. Result

1. Introduction

Our country is continuously producing the talent pool through the institutes of repute which are not sufficient to lead the industries across, even the human resource department in government has a more focused view which will take time to bridge the requirement against available talent. So, other than premier institutes, there are many good institutions who engage themselves and work with a collaborative approach with industry through various programs by inviting industry experts to make aware and upgrade their students. Even with all these efforts to bridge the gap between what is required in a job and studying in academics, much is needed to engage and collaborate with the new entrants. Also, it has been seen, in various parts of country and different universities, there is substantial gap in syllabus harmonization (e.g., subjects become choice as elective or optional and students opt important subject as optional and becomes less important) which could attribute in MSME Auto industries, often there is requirement to create a team and resource to take the organizations to a higher level often in case of specialization and core areas. Sooner or later, a person cannot be absorbed and assigned to the main task unless and until given training which encompasses a properly designed program. We had the same challenge in the R&D Department of our organization, so we designed a structured detailed training program after accumulating several experiences to newly joined. This was aimed to make a freshly joined (with the basic minimum criteria fulfilling qualification) to start from scratch to a level where, person himself realize competitive and have a feel of contributing in the organizational success. Realization of competitive better measurement is intangible and difficult to quantify initially, but other parameters like Awards & Rewards could be an indirect scale

The corresponding author can be reached at arman.ahmad@admjoinflex.com

to measure. Here, we have tried to explain the methodology of Talent development and its impact on the competitive benefits for the organization and indirectly to the person groomed. We will take one reference from our past experiences to explain the development program conducted by us under heading Methodology.

2. Objective

To make an exclusive guideline and workstream for Talent development and its benefit fit for the organization. Also, to use this guideline as a success mantra and rather go here and there, develop a unique platform for each individual and establish a system in the organization, whenever a new entry happens, this formula could be used.

3. Methodology

These consist of different stages after several experiences of different kinds and objectives (which were always the same).

3.1 Situation analysis- As mentioned above, it is hardly possible to get the profile to match with the requirement. If, choice is left to get a fresh university passed out with bearing in mind the candidate is fulfilling the minimum criteria still a lot of work, training (on job) needed, because there are many multiple needs to work upon which are not possible in academics due to limitations. Taking the situation to such a serious level, led to designing the program.(Refer Table -1)

ADM — ADM Joinflex India Pvt. Ltd. — JOB SKILL MAPPING AND GAP ANALYSIS - MEASUREMENT OF EMPLOYEE SKILL LEVEL

Format No:-
Rev.No.01
Rev.Date.0

Assessment Year	2017
Department	R&D
Function	R&D
Date of Appointment	XXXXX
Employee No	XXXXX
Employee Name	XXXXX
Qualification & Exp	XXXXX
Existing Skill Level	01
Prepared by:-	XXXXX

Gap Analysis

COMPENTENCIES THEMES	Sl. No.	Sub THEMES	Desired Level	Actual Level	Gap	Training Gap Identification (Class room Training topics)	(OJT Topics)
Technical	1	Product Knowledge	10	0	10		Reqd.
	2	System knowledge	10	0	10		Reqd.
	3	Knowledge about design, drawing., GD&T	10	1	9		Reqd.
	4	Knowledge about material , standard	10	2	8		Reqd.
	5	Knowledge about process	10	0	10		Reqd.
R&D	6	Test equipment Knowledge	10	1	9		Reqd.
	7	Test Knowledge	10	1	9	Reqd.	Reqd.
	8	DVP&R	10	0	10	Reqd.	Reqd.
	9	FEA and CAE	10	1	9	Reqd.	Reqd.
	10	Customer coordination	10	0	10		Reqd.
Managerial	11	Team management	10	0	10		Reqd.
	12	Training to team	10	0	10		Reqd.
	13	Activity management	10	1	9		Reqd.
	14	Inter departmental	10	1	9		Reqd.
Communication	15	Written	10	2	8		Reqd.
	16	Verbal	10	2	8		Reqd.
	17	Customer	10	0	10		Reqd.
Soft skills	18	Supportiveness, Positiveness, Motivation	10	4	6		Reqd.
		Skill Evaluation Rating	180	16	164		9%

Existing Skill (%)

01	0-25%	Cannot do even with the help / Does not Know
02	26-50%	Knows & can do with the help
03	51-75%	Knows & can do independently / can help others
04	76-100%	Can train others & can solve problems

Table -1

3.2 Design of Program – Having experiences, detailed activities listed out to make a robust program with the objective of developing a Virtual /Theoretical analysis capability to correlate with the physical analysis. Emphasis was given on initial product understanding, lesson from past experiences, self-practice on tool(software), homologate the result with the past, progress monitoring, review mechanism and actual job take up, physical verification of the same in the testing lab and correlate the results to make the product design robust.

SECTION I: GOAL SETTING FOR THE PERIOD 1STAPRIL 2017 – 31ST MARCH 2018

Name : R | (Date of Joining 03/03/2017) | Band : | Employee Code : | Designation : PGET | Department : R&D

Appraiser's Name : G | Reviewer's Name : S

Sr.No.	GOALS	MEASURES	TARGET	WEIGHT (%)	ACTION PLAN
1	ANSYS Lecture Training & Workshop Presentations Completion	%	100	3%	
2	Vibration Testing: Test Setup & Test Procedure & Report Preparation to be done individually. (For Min. 2 Projects)	%	100	5%	
3	Training & Practice on Geometry Cleanup & Preparation Tools	%	100	25%	
4	Durability Testing: Test Setup & Test Procedure & Report Preparation to be done individually. (For min 2 Projects)	%	100	5%	
5	Training & Practice on Meshing Tools	%	100	20%	
6	Training & Practice on Model Preparation (Contacts, Material Creation, Assignment of Material to the corresponding parts, etc.)	%	100	5%	
7	Training on Different Types of Analysis (Modal, Static, Dynamic, Harmonic Response, Thermal and Thermo-Mechanical Analysis	%	100	10%	
8	Homologation of old projects. (For Min. 5 Projects)	%	100	10%	
9	SOR/RFQ Tech Review (For Min. 3 Projects)	%	100	15%	

PLEASE ATTACH ADDITIONAL SHEETS FOR SPECIFYING THE DETAILS OF YOUR GOALS, IF REQUIRED

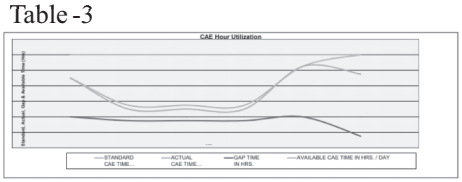
APPRAISE SIGNATURE | APPRAISER'S SIGNATURE | DATE | 1 & 15 FEB

Table -2

3.3 Execution and Monitoring – Measurables in terms of activities related to Tool (Software) training in particular were defined to check the daily progress monitored.

NO. OF PROJECTS	STANDARD CAE TIME IN HRS.	ACTUAL CAE TIME IN HRS.	GAP TIME IN HRS.	AVAILABLE CAE TIME IN HRS. / DAY
1	5	5	0	8
2	1.5	1	-0.5	8
3	1.5	1	-0.5	8
4	1.5	1	-0.5	8
5	6.5	6.5	0	8
6	8	5.5	-2.5	8
	4	2.5	-1.5	
	4	2.5	-1.5	
	4	3.5	-0.5	
	4	4	0	
	4	3	-1	
	4	2.5	-1.5	

Table -3



Graph -1

Sr.No	ACTIVITY	TARGET DATE	ACTUAL FINISHED DATE	STATUS/ REMARK	REASON FOR LATE
1	A] Procedure of joining our company. B] Introduction of Spaceclaim Software	05-09-2017	05-09-2017	Done	NA
2	A] Lecture trainee pdf reading along with corresponding practice on Spaceclaim Software.(1)	05-10-2017	05-10-2017	Done	NA
3	A] Continue of lecture trainee pdf reading along with corresponding practice on Spaceclaim Software.(2)	05-11-2017	05-11-2017	Done	NA
4	A] Starting of workshop instruction trainee of Spaceclaim Software.(1)	05-12-2017	05-12-2017	Done	NA
5	A] Continue of workshop instruction trainee of Spaceclaim Software.(2)	13/05/2017	13/05/2017	Done	NA
	Weekly OFF (compensate on 14/05/2017)	14/05/2017	14/05/2017		
6	A] Watching video of Introduction to Ansys Mechanical Workbench. B] Reading of lecture trainee of Introduction to Ansys Mechanical.Workbench and corresponding practice on same software.(1)	15/05/2017	15/05/2017	Done	NA
7	A] Continue of reading of lecture trainee of Introduction to Ansys Mechanical.Workbench and corresponding practice on same software.(2)	16/05/2017	16/05/2017	Done	NA
8	A] Starting practice of Workshop Instruction Trainee of Ansys Mechanical Workbench following given procedure.(1)	17/05/2017	17/05/2017	Done	NA
9	A]. Continue practice of Workshop Instruction Trainee of Ansys Mechanical Workbench following given procedure.(2)	18/05/2017	18/05/2017	Done	NA
10	A]. Continue practice of Workshop Instruction Trainee of Ansys Mechanical Workbench following given procedure.(3) B]. Preparation of 1 year (2017-18) Goal setting and Keep Performance Index (KPI).	19/05/2017	19/05/2017	Done	NA

Table - 4

1	A] Introduction and understanding of Vibration Testing Machine. B] Reading set up manual of Vibration testing machine to learn , how to set up machine for test.	20/05/2017	20/05/2017	Done	NA
	Weekly OFF	21/05/2017	21/05/2017		
2	A] Studied the initial setup require for vibration testing like fixture making, part development, leak testan dfinal inspection fixture. B] Plant visit	22/05/2017	22/05/2017	Done	NA
3	A] Understand the Durability test (Sample-1) 1. Part and fixture preparation 2. How to setup part for test and how to take readings?	23/05/2017	23/05/2017	Done	NA
4	A] Understand the Durability test (Sample-2) 1. Part and fixture preparation 2. How to setup part for test and how to take readings?	24/05/2017	24/05/2017	Done	NA
5	A] Understand the Durability test (Sample-3) 1. Part and fixture preparation 2. How to setup part for test and how to take readings?	25/05/2017	25/05/2017	Done	NA
6	A] Assist to Mr. Ankit Jain in Vibration test (Resonance Test) , this test with setup.	26/05/2017	26/05/2017	Done	NA
7	A] Learn basic step of Dwell Vibration test. Dwell Vibrationa test-Durability test for EGR system	27/05/2017	27/05/2017	Done	NA
	Weekly OFF	28/05/2017	28/05/2017		
8	A] Test is continue	29/05/2017	29/05/2017	Done	NA
9	A] Test is continue	30/05/2017	30/05/2017	Done	NA
10	A] Learn Resonance Scrach Test in Z-Direction	31/05/2017	31/05/2017	Done	NA
11	A] Learn Vibration Dwell test in Z- Direction	06-01-2017	06-01-2017	Done	NA
12	A] Test is continue	06-02-2017	06-02-2017	Done	NA

Table -5

78	A] Outdoor Visit for Chakan to buy O Ring B] Assist in hollow cutting in tooling for Flex C] Lab Show- Customer Visit	07/03/2018	07/03/2018	Done	
79	A] DVP Preparation of B] Pr iteration- applied moment reaction at bottom flange	08/03/2018	08/03/2018	Done	
80	A] Perkins iteration- applied moment reaction at bottom flange(Displacement Approach) B] Cut the small Paccar bellow sample.	09/03/2018	09/03/2018	Done	
	WEEKLY-OFF (compensate on 25/02/2018)	10/03/2018	10/03/2018		
81	A] Electrical Valve model preparation and run. B] Packed material sample for Chemical Composition	11/03/2018	11/03/2018	Done	
82	A] Electrical Valve model preparation and run.	12/03/2018	12/03/2018	Done	
83	A] Electrical Valve Report Preparation. B] - bellow Axial and lateral durability analysis C] Training to Mr. Ravi Soni about testing.	13/03/2018	13/03/2018	Done	
84	A] sellow Axial and lateral durability analysis report preparation.(Temp 600°) B] New Sensor Test. C] Training to Mr. Ravi Soni about testing.	14/03/2018	14/03/2018	Done	
85	A] bellow Axial and lateral durability analysis report preparation. B] Durability Testing Bellow preparation and guide to Mr. Ravi Soni	15/03/2018	15/03/2018	Done	

Table -6

86	A] Durability Test - DN Curve	16/03/2018	16/03/2018		
	WEEKLY-OFF (compensate on 11/03/2018)	17-03-2018	17-03-2018		
		18/03/2018	18/03/2018	Done	
88	A] Durability Test - DN Curve B] Pr ODT Analysis - Reduction of Bellows	19/03/2018	19/03/2018	Done	
89	Pr ODT Analysis - Reduction of bellows	20/03/2018	20/03/2018	Done	
90	A] Durability Test - DN Curve	21/03/2018	21/03/2018	Done	
91	A] Durability Test - DN Curve B]Pr EGR - FEA Geometry cleanup	22/03/2018	22/03/2018	Done	
92	A] Durability Test - DN Curve B]Pr EGR - FEA Geometry cleanup	23/03/2018	23/03/2018	Done	
	WEEKLY-OFF (compensate on 18/03/2018)	24-03-2018	24-03-2018		
93	A] Durability Test - DN Curve B] Pr EGR - FEA Model Preparation	25/03/2018	25/03/2018	Done	
94	A] Durability Test - DN Curve B] Pr EGR - FEA Model Preparation	26/03/2018	26/03/2018	Done	
95	A] Durability Test - DN Curve B] P EGR - FEA Model Preparation	27/03/2018	27/03/2018	Done	
96	A] Durability Test - DN Curve B] Pr EGR - FEA Harmonic Analysis	28/03/2018	28/03/2018	Done	
97	A] Durability Test - DN Curve B] P EGR - FEA Dynamic Analysis	29/03/2018	29/03/2018	Done	
98	A] Durability Test - DN Curve B] Pr EGR - FEA Dynamic Analysis	30/03/2018	30/03/2018	Done	
99	A] Durability Test - DN Curve B] Pr EGR - FEA Thermal and P.P	31/03/2018	31/03/2018	Done	

Table -7

3.4 Review mechanism- Measurables once achieved to be reviewed periodically to check progress in candidates and understand the coaching needed. So, we set it weekly basis on one scale above, monthly one more scale above and quarterly with the management. There was no meaning, if I would not have done this review.

ADM

PROJECT TRACKER DATE: 01/07/2017

SR NO.	R & D PROJECT	R & D TARGET DATE	R & D STATUS	NEW EQUIPMENTS PROJECT	NEW EQUIPMENTS TARGET DATE	NEW EQUIPMENTS STATUS
1	Vib Fixture Design EGR + ODT	~~25/05/2017~~ 06/07/2017	Need to check the Data	3- DOF	07-04-2017	Will discuss with supplier. We have received the technical data of developed vehicle front end rig.
2	Flex Tooling 2.5" & 3.0"-	20/06/2017	Some tooling design is pending, but need to check by Mr. Rajput	Pr. Pulsation M/c	14-07-2017	Final program will be ready and test can be witnessed.
3	EGR Tube sample for vib testing	15/06/2017	Will contact supplier for tube in required length	Fume Exhaust System	~~5/5/2017~~ 12/06/2017	Waiting for the new quotation (Cost breakup). Need to discuss internally, since received quotation of 2 location fume extraction is too high.
4	10 sample for customer (Track up)- Final Inspection Gauge	~~20/06/2017~~ 25/06/2017	Need to take data from fixture design team to start the design	Engg. Excellence Cams	~~6/30/2017~~ ~~6/30/2017~~ 10/06/2017	a) Got one quotation from supplier, tried to other 2 suppliers but couldn't contacted b) Will send sample to check the quality.
5	2.5" Flexible - Outer Tube	~~12/06/2017~~ 22/07/2017	Discussed with Mr. Pawan			
6	2.5" Soffle - Wire Braid	19/06/2017 ~~05/07/2017~~	Will again discuss with	STRING POT	30/06/2017	Received technical comparison from supplier
7	LOO FLANGE	15/06/2017	Customer will confirm the alternate manufacturing method	Data Acquisition system	06/06/2017 14/06/2017	1. Technical comparison from supplier is awaited. 2. 2nd supplier quotation is awaited
8	Down Pipe)- Child part order	07-03-2017	Will review and send to supplier	RLDA Measurement	~~15/06/2017~~ 04/07/2017	Discussed with supplier for using slitting plot and quote
9	Down Pipe- Tack welding fixture	-	Will get confirm date from fixture design team	RLDA Measurement- Supplier	07-04-2017	Discussed quotation is awaited for Phase-1 & II program
SR NO.	CAE			TESTING & VALIDATION		
1	EEGR Valve	-	Results are completed for Rev 02	Project with modified exhaust manifold and bracket(Item MR)- Removal started	07-01-2017	Test is completed in Z-direction
2	EEGR Valve	15/6/2017	Model analysis is done.	New sample is awaited not developed	30/06/2017 20/06/2017	7th sample failed in 35 minute and 8th one in 16 hours of Test.
3	EGR PIPE	07-06-2017	Model Analysis result to be shared with the customer will share the real CAE data.			
4	TGDI -ODT	07-10-2017	Model and Harmonic result to be shared to customer			
5	ODT		Data awaited from customer			
6	Straw 1 Flex	15/07/2017	Alternate design in process			

Table -8

Monthly and Quarterly Review:

Training and review planned in the below slide.

Internal Prospective: Skill up gradation matrix

ADM

Sl. No	Name of Employee	Functional Area	Designation	Experience no of years	Current Skill level July %	Require Skill Level %	Gap
1	R	Application and PM	Manager	15	55	76	21
2	G		Sr Engineer	5	49	76	27
3	D		Manager	8	63	76	13
4	GP		Sr Engineer	6	52	76	24
5	P		Sr Engineer	3	39	76	37
6	A		Engineer	2	39	76	37
7	B		Engineer	5	39	76	37
8	Y		Engineer	6	42	76	34
9	S		PGT	1	38	76	38
10	P		GET	1	37	76	39
11	R	Process Engineering	Sr Engineer	16	60	76	16
12	A		Engineer	2	45	76	31
13	M		Engineer	2	48	76	28
14	O		IGET	1	37	76	39
15	L		Engineer	3	55	76	21
16	Ar	R&D	Sr Engineer	6	57	76	19
17	G		Sr Engineer	6	56	76	20
18	A		Engineer	2	45	76	31
19	R		PGT	1	38	76	38
17							
18							

- Training : Special training OJT to GET and PGT. Individual training plan made
- Product specific training : training plan for EGR tube , ODT , GD&T
- IDP performance monitor on every quarter
- Weekly review meeting

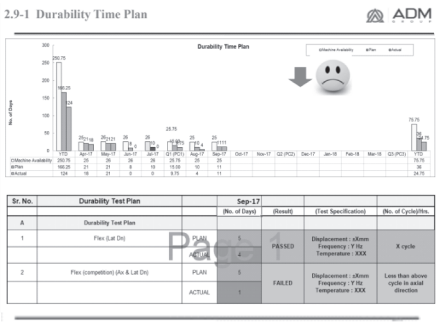
Table -9

Training imparted as per need.

Skill Mapping Summary

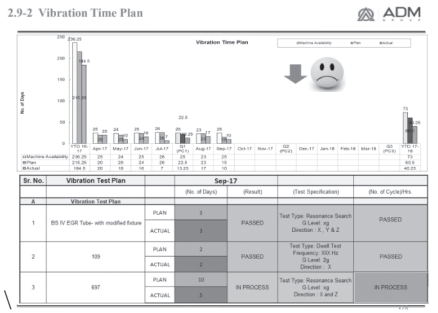
Sl. No	Name of Employee	Functional Area	Designation	Experience no of years	Current Skill level %	Require Skill Level %	Gap	Remarks
1	R	Application and PM	Manager	14	54	76	22	Training on EGR System,GD&T, Managerial training , Project Map
2	G		Sr Engineer	6	48	76	28	Training on EGR System,GD&T, ZBC , Project Map
3	A		GET	3	59	76	17	Training on EGR System,GD&T, ZBC,APQP
4	D		Engineer	3	57	76	19	Training on EGR System, ZBC , Project Map, GD&T
5	A		Sr Engineer	5	50	76	26	Training on EGR System, ZBC,APQP, TS documentation
7	Ra		Sr Engineer	5	55	76	21	Training on Computer , team management , word excel, APQP
8	A		Engineer	2	40	76	36	Training on EGR System, tool crib, GD&T, drawing , documentation DIT
9	M	Process Engineering	GET	1	43	76	33	Training on EGR System, ZBC , GD&T,costing
10	New designs Engineer		GET	1	35	76	41	training on Future design, GD&T, Process design
11	L		Engineer	2	54	76	22	training on Future design, GD&T, Process design, Tool management
12	Sh		Engineer	2	51	76	25	training on Future design, GD&T, Product design
13	Ar	R&D	Engineer	5	52	76	24	Training on Rig bellows manufacturing process, doc, GD&T, Project Management, Project Map
14	G		Engineer	5	52	76	24	Training on FEA
15	An		GET	1	56	76	20	Training on TDS , GD&T, Project documentation, Tooling, APQP
					44	89	33	

Table -10



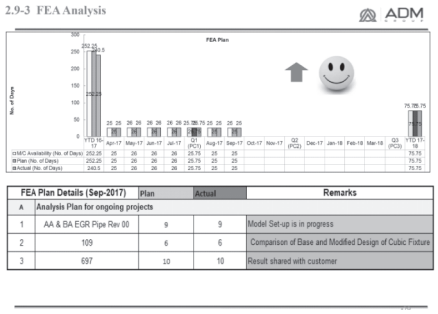
Sr. No.	Durability Test Plan		Sep-17 (No. of Days)	(Result)	(Test Specification)	(No. of Cycle)/Hrs.
A	Durability Test Plan					
1	Flex (Lat Dir)	PLAN	5	PASSED	Displacement : xNmm Frequency : Y Hz Temperature : XXX	X cycle
		ACTUAL	4			
2	Flex (competition) (Ax & Lat Dir)	PLAN	5	FAILED	Displacement : xNmm Frequency : Y Hz Temperature : XXX	Less than above cycle in axial direction
		ACTUAL	1			

Table -11



Sr. No.	Vibration Test Plan		Sep-17 (No. of Days)	(Result)	(Test Specification)	(No. of Cycle)/Hrs.
A	Vibration Test Plan					
1	BS IV EGR Tube- with modified fixture	PLAN	3	PASSED	Test Type: Resonance Search G Level: xg Direction : X, Y & Z	PASSED
		ACTUAL	3			
2	109	PLAN	2	PASSED	Test Type: Dwell Test Frequency: XXX Hz G Level: 2g Direction : X	PASSED
		ACTUAL	2			
3	697	PLAN	10	IN PROCESS	Test Type: Resonance Search G Level: xg Direction : X and Z	IN PROCESS
		ACTUAL	5			

Table -12



FEA Plan Details (Sep-2017)		Plan	Actual	Remarks
A	Analysis Plan for ongoing projects			
1	AA & BA EGR Pipe Rev 00	9	9	Model Set-up is in progress
2	109	6	6	Comparison of Base and Modified Design of Cubic Fixture
3	697	10	10	Result shared with customer

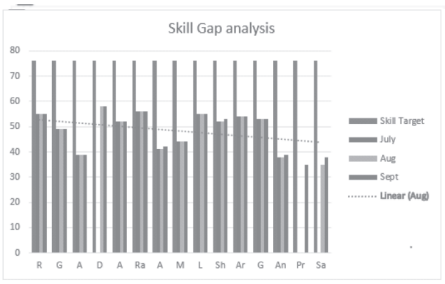
Table -13

Quarterly Review on the Skill upgradation after engagement with each individual at different levels as per the need and organization target.

Quarterly Review Matrix and Graph below:

Employee	Target	Months July	Aug	Sept	Remarks
K	75	55	55	55	Start looking to exit as over all business covers on
Q	75	49	49	49	start making prelim project
L	75	49	49	49	plan to provide some training on project management
D	75	0	38	38	Right
A	75	52	52	52	Managing M&M project independently
Ra	75	56	56	56	start making responsible for handover as per schedule
J	75	41	41	42	start reviewing prototypes
M	75	44	44	44	improving, PR - measurement and quality of PR
L	75	55	55	55	Making responsible for load crib
Sh	75	52	52	53	Design failure scenarios improved, design time reduce
Ar	75	54	54	54	R&D activity focus improved, better planning
G	75	59	59	59	Bellow profile design improvement
An	75	39	39	39	better planning on testing and validation
Pr	75			35	just join
Sa	75			38	just join
		45.2	45.6	48.1	

Table -14



Graph -2

3.5 Goal achievement – As per the industry standard, everybody does have KPIs linked to the overall performance of the year in which a candidate joined the organization. It also talks about how much one has scored in the individual areas and lacked, so need training on subject matter in the same and next financial year to improve. Likewise, we did the designed program, and the candidate was evaluated and declared, scoring much above the expectations. Not only goal achieved, but we could get the best employee of the year.

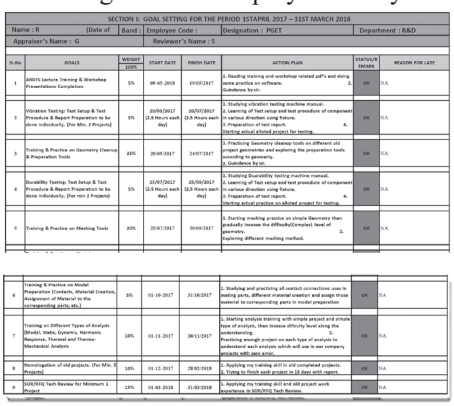


Table -15

3.6 Sense of responsibility- When you go through a certain, very clear objective and practice throughout the year, get results, you feel connected. As you go deep, it creates a sense of responsibility within and becomes a valuable resource. There are good practices to make someone realize connected to organization by creating interest, development and opportunities to grow and inculcate feelings of ownership of the job.

4. Results

After adopting the properly Structured Designed Skilled Development program, Training, coaching and following the review mechanism, one could be able to reach a very good level in a short period of time and confidence in oneself. Also, it can be seen from the Skill Development and Analysis Chart below.

ADM | ADM Joinflex India Pvt. Ltd. | JOB SKILL MAPPING AND GAP ANALYSIS - MEASUREMENT OF EMPLOYEE SKILL LEVEL | Format No:- Rev.No.01 Rev.Date 0

Assesment Year	2019
Department	R&D
Function	R&D
Date of Appointment	XXXXX
Employee No	XXXXX
Employee Name	XXXXX
Qualification & Exp	XXXXX
Existing Skill Level	O2
Prepared by:	XXXXX

Gap Analysis

COMPENTENCIES THEMES	Sl. No.	Sub THEMES	Desired Level	Actual Level	Gap	Training Gap Identification (Class room Training topics)	(OJT Topics)
Technical	1	Product Knowledge	10	6	4		Reqd.
	2	System knowledge	10	6	4		Reqd.
	3	Knowledge about design, drawing , GD&T	10	5	5		Reqd.
	4	Knowledge about material , standard	10	5	5		Reqd.
R&D	5	Knowledge about process	10	4	6		Reqd.
	6	Test equipment Knowledge	10	5	5		Reqd.
	7	Test Knowledge	10	5	5		Reqd.
	8	DVP&R	10	5	5		Reqd.
	9	FEA and CAE	10	5	5		Reqd.
Managerial	10	Customer coordination	10	5	5		Reqd.
	11	Team management	10	4	6		Reqd.
	12	Training to team	10	5	5		Reqd.
	13	Activity management	10	4	6		Reqd.
	14	Inter departmental	10	5	5		Reqd.
Communication	15	Written	10	5	5		Reqd.
	16	Verbal	10	6	4		Reqd.
	17	Customer	10	5	5		Reqd.
Soft skills	18	Supportiveness, Positiveness, Motivation	10	6	4		Reqd.
Skill Evaluation Rating			180	91	89		
Existing Skill (%)					51%		

O1	0-25%	Cannot do even with the help / Does not Know
O2	26-50%	Knows & can do with the help
O3	51-75%	Knows & can do independently / can help others
O4	76-100%	Can train others & can solve problems

Table - 16

Note: Name of persons has not been written due to confidentiality and interest of the Organization.

5. Conclusion

The aim of this study is to examine the approach and strategies for the development of Talent which help in upliftment of candidate and organization success. Also, this work is not stopping individuals or concerned teams from taking part in the motivation and development program of employees and could bring very good change.

References: Data presented here has been taken from worked-out experience in the organization.

Leveraging Talent Management To Ensure Organization Growth. Learnings About The Factors Adversely Impacting Improvements In Levels Of Employee Engagement.

Dr. Milind Kulkarni
Sr. HR Consultant & Executive Coach

Abstract
In the process of Employee Engagement, in general, employees are willing to align emotionally and functionally with the Goals of the Organisation. However, Employers/Organisations, HR and Leadership Teams are required to be aware about the factors which might adversely impact improvement in level of Employee Engagement. There are some factors like work relationship between Supervisor and employee, Active Listening skills, Empowerment, Flexibility, Autonomy, capturing relevant ideas/ suggestions of employees for the benefit of the organisation, Grievance Redressal, Fair Pay etc. Leadership Team need to open for constructive criticism, feedbacks and explaining reasons/rational/logic of its Decisions etc. Employee Engagement needs to be adopted as Strategic Business decision with full commitment of Top Management. This research paper will be useful for HR Fraternity and Leadership Teams to be careful in tackling the adverse factors and to ensure progress on the journey of improvement in the levels of Employee Engagement.

Keywords
Employee Engagement, Rapport, Communication, Active Listening, Fair Pay, Trust and Confidence, Empowerment, Honesty and Transparency, Total commitment of Top Leadership, Flexibility, Autonomy, Grievance Redressal etc.

Introduction:

a. Definition of Employee Engagement:
There are many definitions and views by different researchers of Employee Engagement, however Researcher prefers to quote smart and concise definition of Hughes and Rog (2008, p. 749) who state that 'employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work.'

b. Main Benefits of Employee Engagement:

- Better team performance and achieving team objectives
- Better Customer Service
- Increased employee productivity and Profitability
- Higher employee retention and lower turnover rates
- Receiving positive suggestions from employees for the organisation.
- Lower absenteeism
- Less destructive workplace stress…and risk of burnout

Employee Engagement is undoubtedly useful to achieve positive impacts on the health of Organisation.

Research Problem:

HR Professionals/Leadership Teams, who participated in the process of improvement of levels of Employee Engagement, experience certain difficulties. In general employees are willing for better alignment - emotionally and functionally - with the objectives of the Organisation. However, it is experienced that certain styles and attitudes of Leadership Team might hurt the process of improvement in levels of Employee Engagement. It is important to identify such areas, based on first-hand experiences of HR Professionals/

The corresponding author can be reached at executivecoachmilindkulkarni@gmail.com

Leadership Team Members who have already travelled the path, to forewarn other HR Fraternity Members who may start the journey on the same path. This may help the HR Fraternity and Leadership Team Members to avoid or tackle those areas in advance, which might hurt the process of Employee Engagement. This may avoid wastage of energy/time and resultant frustrations in future.

Objective:

Understand practical difficulties faced by those HR Managers and Leadership Teams who attempted to improve levels of Employee Engagement in their respective Organisations, and how they overcome the same to achieve success in their endeavour. Understand their realisations and learnings in the process.

The outcome of the Research might be useful for HR Fraternity and Leadership Teams of other organisations to sufficiently prepare themselves for the journey of improvement in levels of Employee Engagement in their respective Organisations.

Research Methodology,

Researcher used Qualitative Method of Research – Exploring perceptions and analyse learnings of those HR Managers and Leadership Teams who have attempted to improve levels of Employee Engagement in their respective Organisations.

Researcher accessed the network of approx. 250 HR Managers and Leadership Teams who used Model of AON Hewitt of Employee Engagement in past. Researcher collected Data Points through the Questionnaire. Researcher designed suitable Questionnaire, which was evaluated in Pilot Study and necessary corrections were incorporated in the design of Questionnaire. 68 out of total 250 members submitted the filled Questionnaires during the prescribed time span. The data points were captured, tabulated, and processed. Subsequently Researcher invited those 68 respondents, to participate in online Appreciative Enquiry (Zoom Meeting Platform) twice. Out of 68 respondents, 43 respondents participated in the Appreciative Enquiry. The Data Points collected through Questionnaire and Appreciative Enquiry, were analysed to segregate common points which were supported by minimum 5 respondents.

Limitations:

1. Researcher, with his limited resources, has invited only 250 HR Managers & Leadership Team Members who were practically involved in the process of improvement of Levels of Employee Engagement in their respective organisations – based on Model of Employee Engagement developed by AON Hewitt. The sample was relevant but there is scope to have more broader sample size.
2. Apart from Model of Aon Hewitt – there are 8 other models which are equally popular and widely utilised by HR Fraternity i.e., 12 Questions survey developed by Gallop etc. There is scope to increase sample size of HR Professionals using other methods of Employee Engagement.
3. There is enough material available for literature survey about various models of Employee Engagement, its methodology, benefits, global trends etc. However, Researcher with his limited resources, could not source enough literature on the topic of 'Factors adversely impacting Employee Engagement'. Hence Researcher was unable to conduct Literature Review on the Topic.

Result Section

Based on the data points collected during the Research about Learnings and Observations of HR Professionals and

Leadership Team Members (who have first-hand experience of improving levels of Employee Engagement in their respective organisations) about the factors which adversely impacted their journey of improvement of levels of Employee Engagement, the main points which are commonly observed by more than 5 respondents, are presented below:

1. Employees, in general, are willing for Emotional and Functional Commitment towards mission of their Organisations. However, the HR Team/ Leadership Team needs to be sensitive towards dissimilar needs and pattern of responses of different demographic set of employees like Traditional, Baby Boomer, Millennials, Gen X, Gen Y etc. For example - younger generation employees may love Fun at workplace while older generation employees may view it as shallow and unproductive. Simultaneously catering to dissimilar needs and expectations of diverse set of employees in the same workplace is a challenge. However, HR/Leadership team need to make delicate balances and conscious efforts to provide conducive and supportive environment to each set of employees to keep them engaged with the organisation.

2. Younger Generation Employees are having tendency to search wider knowledge (with the help of internet) and have strong opinions on certain issues, concerning their life/work etc., which they are used to express on social media. Social Media is ready to listen without judging, quick in responding easily. They expect Organisation to be as agile, responsive, and flexible like social media. Organisations which are not able to match with these expectations, are perceived to be boring, sluggish, and rigid. Employee may get disheartened and dis-engaged due to style of Organisation.

3. Few Respondents honestly admitted that since they themselves belong to the Older Generation of employees, are unable to appreciate aspirations of younger generation employees and generate work experience/environment which they may feel more comfortable. This mental barrier and preferences of HR/Leadership team need to be dealt with on priority with conscious efforts, otherwise it may hurt the process of Engagement.

4. Establishing Rapport with the employees is essential building block of Employee Engagement. Immediate Superior are best suited for building rapport with employee. HR also has advantage due to nature of their role. However, many a time Immediate Superiors either do not possess adequate People Management skill or too much engrossed with technical issue like Operations, Quality, Customer Satisfaction etc. that adequate attention is not devoted to the process of building rapport with its own team. This is evident when Superior's experience surprises from the behaviour of their own team, and for which they do not have even a clue. HR also tend to get engrossed with Administrative Roles and pay less attention to the process of building rapport with employees. Instituting various channels of communication might prove to be empty formality when it does not initiate genuine responses/feedback/grievances/quarries etc. Superior quality rapport with employees will avoid surprises and the relations will be more meaningful and engaging.

5. Establishing Multiple Communication channels is essential building block in the process of establishing Rapport with Employees. Active Listening is an essential skill required for all Superiors (irrespective of their level and designation). Unfortunately, some Superiors either have no habit of listening to its team or they consider Listening as a sign of weakness, which may threaten their Authority. Some of them Listen only to

Reply rather than to understand. There are some occasions when they tend to reply even before the employee could finish his communication. Such 'Super-Efficient' Superiors basically need to appreciate power of Active Listening and value of Rapport with its own team. The divide between Decision Maker Executives and Team of Employees who have first-hand experience at workplace – is detrimental to Employee Engagement Process. Employee may like to have chance/ opportunity to express their views (right or wrong) on matters concerning them and they expect that they are being heard by their superiors, and they participate in the process of Decision Making of Organisation. This is very essential for the process of Engagement.

6. Benchmarking against best practices followed in other organisations in respect of improvement in Employee Engagement – is good as part of information and for academic purposes. However, when it comes to designing intervention/activities for improving Employee Engagement in particular organisation, copy pest -ing such 'best practices' blindly, and without evaluating its suitability to the needs of that organisation/ set of employees, is not a clever idea. Each organisation has its own culture/ needs and expectations of its employees might be unique. Hence while designing intervention/activity of Employee Engagement, either pick suitable Best Practice and customise it to the needs of organisation or design suitable solution.

7. Superiors select their team members through costly process of recruitment, but do not have trust/confidence with their abilities and tend to underutilize them, which may turn off Engagement Levels of the Team Members. It may be appreciated that the cost of replacement is higher after adding temporary loss of productivity. Hence better utilisation of potentials of Team Members, empowerment and encouragement will lead to better level of engagement.

8. Superiors expect change in style, behaviour and thought process of Team Members. Similarly, employees may also expect Superiors to change their style, behaviour and thought process. Superiors need to be open and ready to change their style, behaviour and thought processes for better alignment and engagement with their team. Some Superiors are reluctant to change themselves. This reluctance may be due to superiority complex, ego, fear, laziness, or selfishness. However, this may hinder the process of Employee Engagement.

9. Engaged Employees are expected not only to 'stay' and efficiently perform routine/normal work but also to 'strive' for betterment of the organisation. However, to enable employee to contribute towards betterment of organisation, they need to be empowered and encouraged by Superiors/Organisation, by designing their job roles and setting challenging performance expectations, which may provide opportunities for the Team Members to strive beyond and perform at superior level. This will enhance Engagement.

10. Some employees may have excellent ideas and suggestions in their work areas, which needs to be captured and nurtured for the benefit of the organisation. Providing channels to capture the ideas, providing infrastructure to process the same and converting the idea/suggestion into a viable solution for improvement of work process will certainly create experience of involvement/participation in the process of decision making and may improve engagement levels of Employees.

11. Employees may like share constructive criticism on Organisation/ Superiors. Occasionally Superiors feel that they know the Best and feel offended by the Criticism – thought constructive. Superiors need to develop tolerance and process the

Criticism on merit/ logic rather than dealing at emotional level, which may improve Rapport and Engagement.

12. Organisation expect Honesty and Integrity from Employees. Similarly, Employees also may expect Honesty and Transparency in internal dealing of the Organisation. If there is inconsistency or anomaly in the same, Employees may like to know reasons/logic of the same. Many Organisations are not open for this type of discussion and may try to hush up the discussion taking plea of 'Management Prerogative'. In some cases, such decisions are taken by someone at Top Management Level, as per his/her logic, which are not shared with the Team of Leadership / Managers (or nobody dare to question the same). However, when any employee raises the question about the decision, the Superior is expected to defend the same (with conviction and courage). Such occasions and tendencies may hinder the process of Employee Engagement.

13. Employee Engagement is not mere HR Agenda, but it must be considered as Strategic decision of Business and entire Top Leadership must have total commitment to the same, since benefits of the Employee Engagement are enjoyed by entire organizations. Employee Engagement is not just one assignment but may be considered as Vision and a Philosophy for entire Organisation. This will be perceived as more authentic and meaningful support to Employee Engagement.

14. Flexibility is a strong enabler of Engagement and Rigidity is opposed to it. Flexibility does not mean absence of structure and firmness. Flexibility means openness to understand the logic and preparedness to tweak the scheme/decision to make it more relevant and effective. Flexibility is providing arrangement to accommodate convenience of any employee. Flexibility is to make the decision/scheme of operation warmer and human. This will enhance Engagement Levels.

15. Autonomy is a strong enabler of Engagement. Autonomy refers to ownership, trust and creating choices within the Boundaries of role/organisation. It does not mean working in isolation. Being autonomous does not give right to employee to work without supervision. Autonomy allows employee to control their work situation and preferred to overpower. Right understanding of Autonomy will enhance Engagement.

16. Work Behaviour of Employees is controlled and motivated mostly by Compensation. Employees expect Fair Pay or Compensation for the time, energy and talent invested/contributed towards the Business Goals of Organisation. Compensation is based on expectations of employees, capacity of employer to pay and compensation practices followed in other comparable industries in the region. There could be minor irritations or inconstancies in Compensation, which may disturb the employee out of proportion. Hence Employers are required to ensure Internal and External Parity while compensating its employee. Dissatisfaction in respect of Compensation leads to demotivation, disengagement and may lead to separation of employee.

17. Employees consider opportunity of career growth within the organisation structure as one of the stronger causes of Engagement. Organisation may offer structured career path backed with Competency Mapping with multiple choices of careers for every employee. The final decision of choosing the path of progress, may be left to the employee. Acquiring required competency level to perform higher role, is a responsibility of employee. Organisation may provide Learning infrastructure and resources. Meritocracy must be nurtured as culture within an organisation. This will enhance Engagement of employees.

18. Employee perceive organisation based on the Moments of Truth – practical experiences in respect of their day-to-day interaction with immediate superior and colleagues. If the interactions are smooth, comfortable, supportive, collaborative – the chances that employee may have elevated level of engagement. Hence all superiors need to be excellent People Managers with superior interpersonal skill. Superiors are pivot in the process of Engaging. They may generate experience of wellbeing to the team Members.

19. Stronger Reward and Recognition schemes supports Employee Engagement, since it recognises contribution made by employee toward goals of the organisation.

20. Small Grievances and complaints spoil feeling of wellbeing. It is important that the Grievances are resolved within shortest period and genuinely. Empty formality and delays in resolving the same may prove to be detrimental to employee engagement.

Those are selected Learnings/ observations / suggestions out of the several Data Points generated during process of Research.

Conclusions

Employees are in general willing to get engaged with the Organisation. There are certain mistakes, thought processes and inappropriate practices of Organisation/Leadership Teams, which dampen enthusiasm of Employees, which are mentioned above. If appropriate attention is paid to such areas, the process of Employee Engagement will be smoother.

The purpose of this Research Paper is to help Leadership Teams and HR Fraternity to be aware about such irritations and causes of frustration in the process of improvement in level of Employee Engagement and help them to tackle the same consciously and skilfully.

Rewards and Recognition of Talents – A Strategic HR Tool for Organizational Competitive Advantage

Dr. Subramanya Manjunath
Former Principal and Dean, SSIMS, Tumkur, Karnataka;
Visiting Faculty: Christ University and Jain University, Bangalore.
Advisor – HRM to Industries and Corporate Trainer

ABSTRACT

In the context of changing business environment and global economic trends, attracting, retaining and managing talents has become more complex for the organizations irrespective of their size, nature and type of business specifically for HR managers. The technology advancements and recent business developments witnessed over the last decade encompasses an ocean of employment opportunities for job aspirants with knowledge, skills and abilities regardless of geographic location since mobility and flexibility are the buzz words. Further, rapid technological advancements and digitization of the workplace have necessitated organizations to revamp their business processes and work culture. This has led the organizations to redefine the workplace and change expectations from their workforce. The aspirations of the employees and job aspirants / new incumbents are also becoming more demanding because of the abundant job opportunities. With this perspective, the research study aims to identify a few HR strategies to attract, retain and motivate talents through rewards and recognition initiatives. The study also aims at how these initiatives impact improving organizational productivity and achieving competitive advantage. The study emphasizes the initiatives such as instituting rewards as part of organization culture, making employees feel important and valued for their contributions, enhancing individual marketability, fair and transparent approach in the implementation of reward and recognition programs, work-life balance, integrated social media to campaign and communicate reward strategies, timely recognition of individual employee achievements, extending care and recognition as part of organization culture, fostering relationship among employees through reward and recognition initiatives, celebrating specific employee achievements, recognizing and appreciating employee behaviours, etc., facilitates and nurtures in managing talents. The study also examined the impact of institutionalization of mentioned rewards and recognition on the organization such as improving employer branding, teamwork and collaboration, improvements in organizational culture and performance management systems, facilitating attraction and retention of talents and engaging employees. The study concludes by emphasizing the role of HR in taking initiatives and implementing reward strategies to attract and retain talents and engage them with a higher level of performance.

Keywords: Rewards, Recognition, Appreciation, Talent, Organization Culture, Employer Branding, Employee Engagement, Work-life Balance,

Classification: JEL Classification Code – J24

I. Introduction

In the context of changing business environment and economic trends, attracting, retaining and managing talents has become more and more complex for the organizations irrespective of their size, nature and type of business and specifically for HR managers.

The technology advancements and recent business developments witnessed over the last decade encompasses an ocean of employment opportunities for job aspirants with knowledge, skills and abilities regardless of geographic location since mobility and flexibility are the buzz words. Gone are the days when employee loyalty, employee-employer relationships, lifetime employment and the like are declining and becoming visible only in a few organizations. The survival and success of an organization and its ability to sustain are linked to the skills, abilities and motivation level of the people employed. Hence, it becomes imperative for the organization to find ways and means to attract and retain talents and motivate them to achieve a competitive advantage. Thus, the focus of this research is to identify the rewards and recognition of the employees as one of the good HR practices that enable the employer to attract, retain and motivate the talents and analyze how it impacts to achieve the organizational goals.

II. Objectives

1. To understand the need for rewards and recognition of talents at the workplace.
2. To identify the rewards and recognition that facilitate managing and retention of talent.
3. To analyze how rewards and recognition enable the employer to attract, retain and motivate talent.
4. To examine the rewards and recognition that impacts the competitive advantage of an organization.

III. Methodology

This research study was carried out by reviewing the data available through online sources from various published research studies and journals in identifying the rewards and recognition at the workplace that boosts and motivates in excelling the employee performance to achieve the competitive advantage of an organization. During this review process, the rewards and recognition that augment individual and organizational performance have been considered for the subject of study.

IV. Need For Rewards And Recognition Of Talents At The Workplace

The unprecedented needs and demands of the customers followed by rapid technological advancements and digitization of the workplace have necessitated the organizations to revamp their business processes and work culture. This led the organizations to redefine the workplace and change in expectations from their workforce. Likewise, the aspirations of the employees and job aspirants / new incumbents are also becoming more demanding because of the abundant job opportunities. In the earlier years, the rewards and recognition of employees used to be a yearly occasion or on the company's annual day function or any of such events. But, the employees of today are looking for immediate rewards when they excel in performance and expect immediate recognition from their superiors, including advancement in their career besides reasonable and good monetary benefits. In today's organizational context, managing, nurturing and motivating talents have become a herculean task for HR managers as talents generally look for more job opportunities elsewhere and expect much faster growth. Hence, it becomes necessary for the organizations to revisit and redefine the policies and benefits to motivate and retain the talents to meet the needs and expectations of the customers.

Although various research studies are available on rewards and recognition of employees, the study of this kind is limited. This research study is all about identifying various approaches of rewards and recognition that facilitate and enable the employer to attract, retain and motivate

talents. Further, this study attempts to accentuate how rewards and recognition impact the competitive advantage of an organization.

V. Instituting Rewards And Recognition For Managing Talents At The Workplace

In the global environment, competition has acquired a centre stage not only in business processes, but it is also true in recruiting and selecting talent as well. The organization's whether domestic or MNC, recruiting and selecting a high-caliber talent is a great task for HR Heads and does not end only in the selection of talent's but also in managing and retaining them becomes much more challenging. These necessitate radical changes at the workplace and demand a paradigm shift by reorienting and reinventing employee-friendly HR practices.

The organization goals and objectives can be achieved when the employees make the best use of their skills and abilities and excel in their performance, which becomes possible only when they are continually motivated and engaged, where innovative HR practices play a vital role. Effective implementation of rewards and recognition of employees based on their superior performance could be one of the good HR practices to attract and retain talents. While the reward is 'instrumentality' that means it is established based on the accomplishment of specific performance or in other words means-to-end, whereas recognition is an acknowledgement for something done or noticing or honouring the employee, it may encourage and support an action but does not establish the instrumentality that reward does (Sage Publications, 2002). Forming effective rewards and recognition at the workplace is explained briefly herewith.

VI. Instituting Rewards At The Workplace

It is a well-known fact that the employer expects their employees to devote their time, ability and skills with a high level of performance, loyalty and commitment to fulfil objectives and goals of the organization. Likewise, the employees also expect from the employer a meaningful job based on their competency, growth and advancement in their career, rewards for their performance which may either financial or non-financial besides pay package. Financial rewards or extrinsic rewards are tangible such as performance-based promotions and pay, fringe benefits or perquisites (health insurance, company car, employee discount schemes, pension plans, etc.), bonuses, stock options and the like. Non-financial rewards or intrinsic rewards are intangible such as a sense of competence, achievement, responsibility, significance, influence, personal growth, job satisfaction, and the like. Indeed, financial or non-financial rewards is not a new concept, organizations need to reframe and realign rewards as a strategy to cope with the competitive business environment in line with the business strategy to build a culture of dedicated, passionate employees to facilitate attracting motivating and retaining talents besides pay package. Based on the nature and type of organization, rewards should be worked to ensure that employees feel valued and equitably compensated for their efforts. Even though many reward programs are available, they may differ concerning the type, size and nature of business, the following are a few of the reward strategies to attract and retain talents in today's competitive environment:

1. Make rewards as part of organization culture:

As culture is critical for an organization to make systems work and fine-tune the behaviour of employees, instituting rewards as part of organizational culture

enables the employees for a straightforward approach will have an impact to ensure that organization culture contributes to achieving competitive advantage.

2. Make employees feel customer experience:

Today's organizations are muddled with a diverse workforce. Understanding the needs and preferences of the diverse employees in implementing the company reward programs by offering a menu-driven mix of flexible benefits make the employees feel valued and perceive customer experience.

3. Enhance Individual marketability:

In today's competitive environment, highly talented employees look for improving their marketability or self-worth to continuously update and upgrade their skills and expect fast track career advancement. By implementation of reward programs that facilitate the talents to upgrade their skills through continuous learning and development programs will have a positive impact in improving organizational productivity.

4. Implementing rewards through transparency and fairness:

Company reward programs will be effective and meaningful when employees perceive that the initiatives are transparent and follow fairness in implementation.

5. Incorporate Work-life balance as part of reward strategy:

In today's organizational context, allowing talents to customize their work-life balance and providing flexible work arrangements is considered as a highly valued reward strategy that facilitates employees to lead a balanced lifestyle, reduce stress and increase productivity, making them happy and enabling the organization to retain talents.

6. Integrated Social Media tools as part of reward communication campaigns:

The rapid advancement in information technology and digitization of the economy have acclimatized today's workforce to connect with social media through mobile phones. The organizations when integrated into social media tools to campaign reward strategies enables the diverse workforce to make informed decisions about their rewards mix.

Thus for effective and successful implementation of reward strategies at the workplace, organizations need to strike a balance between performance and genuine concern of the employees, where HR plays a facilitating role in understanding the needs of the employees, taking initiatives, clear clarity in communicating the reward campaign and follow up action with the departments.

VII. Instituting Recognition At The Workplace

Recognition of an employee for performance excellence or outstanding achievement has long been a cornerstone of effective management of an organization. The research studies indicate that employee recognition is one of the most powerful motivators at the workplace that drives the organization to achieve its goals and objectives and gain a competitive advantage. Indeed, it is a natural human desire that everyone feels the need to be recognized as an individual and have a sense of achievement for work well done. Indeed, the employees need to know not only how well they have achieved their objectives or carried out their work but also interested to know that their achievements are recognized and appreciated.

Further, recognition and appreciation are the words used interchangeably. While both are important at the workplace, there is a clear distinction between the two.

The recognition is an acknowledgement for the work done or giving positive feedback based on results or performance, and it could be formal or informal, including monetary or non-monetary benefits. Acknowledging the person's inherent value or individual worth refers to appreciation. In other words, recognition is about what people do; appreciation is about who they are.

In the earlier years, recognition of an employee used to be sporadic and was not timely. However, some of the organizations used to praise and acknowledge the outstanding performance in company annual events. But, in today's competitive environment, as the companies strive to attract, motivate and retain talents, employee value proposition and recognition have become more important than ever before. The desire and expectations of a diverse workforce have gone beyond the expectations of the employer. The employees need to be valued for their performance and expect consistency in the employee-employer relationship by acknowledging and identifying their work, caring boss and a feeling of caring for employee's family, recognition and appreciation of their contribution in day-to-day interactions, and the like. Besides the various approaches to recognition adopted by the company, the following are a few recognition strategies at the workplace.

1. Make employees feel Important:

The most important asset of the company is committed and engaged employees. The employees are the ones who make the company vibrant and customers experience positive. Organizations should think of employees as first and customers as second. When the employees are valued and perceived as important, they care for the customers.

2. Identify and Recognize Achievements Timely:

It is important to recognize and appreciate the employee timely which gives double edge benefits. Firstly, the employee feels happy for timely recognition of achievement, and, secondly, it will have a significant impact on retention, productivity including engagement. Further, timely recognition reinforces the positive behaviour of the employees at work.

3. Develop Care and Recognition as part of organization culture:

Research studies indicate that 'care and recognition' are the two important attributes of employee engagement. While caring represents an emotional bonding that makes an employee feel valued and have a sense of belongingness to the company, recognition typically is the acknowledgement given for good work done. It is perceived that when care and recognition are practiced by the managers as a culture and tend to behave positively with the employees, they feel obliged and reciprocate that exchange leading to a mutually beneficial interaction which includes the relationship with colleagues and influencing the commitment and engagement level of employees.

4. Recognition of performance fosters a relationship with superiors:

In today's knowledge-based economy, the talents prefer their performance should be recognized promptly by their superiors followed by feedback on their quality of output and contribution. It is evident from studies that timely appreciation and acknowledgement will improve productivity and create a positive environment among peers, superiors and the company. Further, recognition of employee performance fosters the relationship between managers and employees, increases levels of individual and company-wide innovation and

encourages employees to maximize their output and productivity.

5. Celebrate specific employee achievements:

Praising an employee for his / her specific achievements and celebrating in public or group creates social bonding and will have a great impact on improving business. Further, praising in public brings more visibility and serves as a moment to inform peers and other employees company-wide on the value of the work. Praising in public can be supplemented by an employee of the month, token gifts, team lunch and the like.

6. Recognize and Appreciate employee behaviour:

The employees working in a positive environment is a result of modified and desirable behaviour. When good behaviours are recognized and appreciated, it boosts the morale of the employees, enhances productivity improvement and facilitates retention of talents. Some of the good behaviours of the employees that need to be recognized and appreciated are humility, adaptability, dependability, and employees exhibiting positive behaviours while at work such as delivering excellent customer services, action above and beyond the call of duty, generating ideas for performance improvements, and the like.

Thus, recognition is the key to making the employees happy and facilitates them to work in harmony among peers and superiors develop a sense of belonging to their company values and contribute to the success of the team and company as well.

VIII. Impact Of Rewards And Recognition On Organizational Competitive Advantage

While every business organization looks for profitability and growth, it's natural that compensation and other financial benefits aren't the only things that add to the employee growth which he/she can earn either with the competitor or elsewhere. Hence, when the employees are motivated and happy with the company's innovative rewards and recognition programs, opportunities for career growth, able to build positive relationships with peers and superiors, career advancement opportunities, perceived personal identity and earning respect are some of the features that impact engagement and performance. Research studies indicate that reward and recognition programs enable the organizations in terms of higher productivity, improve employee engagement, lower employee turnover and gain customer satisfaction. The following are some of the positive impacts of instituting rewards and recognition at the workplace.

1. Employer Branding:

Effective implementation of innovative reward and recognition programs enables the organizations to attract and retain high-caliber talents which in turn facilitates not only in improving productivity but in addition employees take the ownership of promoting as ambassadors to enhance their company's brand image which in turn enable the organization to gain competitive advantage and facilitates employees retention and customers as well.

2.Fosters Teamwork and Collaboration:

Reward and recognition programs serve as a tool to engage a team and develop team spirit through collaborative approach to achieve organizational goals besides motivating individual employees. It also provides an opportunity for the team members to understand that the organization is providing an equal opportunity for them to get rewarded.

3. Improves Organization Culture:

Implementing reward and recognition

programs effectively at the workplace, helps the employees to perceive that their company values their contributions to the success of their team and company as well. It also helps the employees to build a sense of belongingness and motivates them to continue to do great work.

4. Improvement in Performance Management Systems:

While the organizations are striving to achieve continuous improvement in performance management systems, instituting an effective reward strategy aligned with the business strategy comes as an enabler and when communicated clearly at the workplace by recognizing employees' efforts with equal frequency, it significantly brings positive results in overall improvement of organizational productivity. Further, rewards can be used as an effective strategy to motivate the employees by linking rewards with individual performance, team performance besides non-monetary rewards such as career opportunities, skill development and recognition and appreciation initiatives.

5. Attraction and Retention of Talents:

As organizations are striving to attract talents to face the unprecedented market conditions and growing competition, appropriate candidates eagerly look forward whether the employers would be appreciative for their efforts and achievements, and expect a great place to work with an inspiring work culture more than the just a high salary and benefits, for which rewards and recognition becomes an effective tool to attract talent. Further, effective implementation of reward and recognition as an HR strategy enables the employer to gain a competitive advantage by retaining the best talents and also facilitates the reduction of employee turnover and lower costs for having to recruit new people.

6. Employee Engagement:

As talent management is becoming a growing concern and priority for the organization to achieve their goals and gain competitive advantage, reward and recognition as an HR strategy becomes an effective tool to gain the commitment level and engagement of employees to achieve the desired organizational goals. Workplace rewards and recognition initiatives give a boost and drive the employees to a higher level of engagement. Engaged employees look beyond just monetary benefits as they are eager to contribute with a higher level of performance.

Thus effective and innovative reward and recognition programs as HR practice benefit the organization not only in attracting and retaining talents but also become an effective tool for organizational growth and gaining competitive advantage.

IX. Discussion & Implications:

This research study attempts to bring in fore reward and recognition practices at the workplace as a strategy to attract, motivate and retain talents and to analyze its impact on the competitive advantage of an organization. The following are the implications of the study:

1. Implementing rewards as part of organization culture enables to fine-tune the behaviour of the employees.

2.Organizations offering menu-driven reward programs and flexible work arrangements make employees feel valued and perceive customer experience.

3. Improving the marketability of the employees and making them self-worth by enabling them to upgrade skills and development will have an impact on organizational productivity.

4. The organization must have a transparent approach and follow fairness in implementing reward programs.

5. Allowing talents to customize their work-life balance and providing flexible work arrangements is a highly valued reward strategy and retention of talents.
6. Integrated social media should be considered to campaign reward strategy to facilitate diverse workforce to make an informed decision about their reward mix.
7. As employees are the pillars of the organization, making employees feel valued and when perceived as important, they take care of the customer.
8. Timely recognition of talents reinforces the positive behaviour of the employees at work.
9. Care and recognition should become part of the organization culture which will have an impact on the commitment and engagement level of employees.
10. Recognizing the performance of the employees boosts the relationship with peers and superiors.
11. Celebrating specific achievements of the employees creates a social bonding and will have a great impact on improving productivity and business.
12. Recognizing and appreciating employee behaviour facilitates a positive working environment.
13. Rewards and recognition strategies impact the organization to enhance employer branding, foster teamwork and collaboration, improve organizational culture and performance management systems and enable to attract and retain talents and engage them to a higher level of performance.

X. Conclusion

The competitive and global business environment has resulted in the creation of ample opportunities for talents who outperform and excel in their knowledge and skills. If the organizations are unable to attract, motivate and retain talents, it may not only lose the talents to the competitors but also whirl the question of business sustainability. Hence, effective implementation of innovative rewards and recognition strategies suffice as an effective tool to attract and retain talents. In this perspective, HR plays a vital role in taking initiatives and implementing reward strategies to attract and retain talents and engage them with a higher level of performance. This research study revealed a few of such strategies for managing talents and their impact to achieve organizational competitive advantage.

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A Study Of Recruitment Process With Recent Trends At Pharmafocus

Dr. Ashish K. Vyas
Asst. Prof., MBA, ZIBACAR

Ms. Meenal Nimbargi
Student, MBA, ZCOER

Abstract
The process of discovering, screening, and employing the right person for the right job is known as recruitment. Recruitment has changed as a result of technological advancements. To find the best employees and establish a successful company, traditional methods are no longer sufficient. Companies are struggling with how to manage their workforce in light of the COVID-19 pandemic and changing trends in business. This is where the concept of gamification comes into the picture. Gamification is a recruiting method that uses game dynamics to engage, educate, and recruit potential candidates. The report will also provide an outline of how gamification is implemented and the advantages of adopting it as a candidate attraction strategy.

Keywords: recruitment, recruitment process, changing trend, gamification, COVID-19

Introduction

One of the most crucial and integral parts of every organisation is recruitment. As the recruitment process is described, the goal is to find the best and most qualified candidate for the job. In simple terms, recruitment is a continuous process which involves attracting and obtaining as many applications as possible from a pool of candidates, followed by selecting the best candidate to fill job vacancies. At the right time, the right person for the right job must be employed. Hiring is sometimes the most challenging component of a business's operations.

The recruitment process is how a company identifies the best candidate for a position. The duration and complexity of the process varies based on the size and needs of the company, but the goal remains the same: to find the best candidate for the job opening. The recruitment process begins with planning. Here, planning involves creating a detailed job specification for the vacant post. The next step in this process is to come up with a successful strategy for recruiting people within the company. The next step in this process is to attract job seekers to the company. There are essentially two sources for recruiting candidates. There are two types of sources internal and external. The next step in the hiring process is screening. The purpose of this stage is to eliminate candidates who lack the skills or expertise required for the job. The final step in this process is evaluation and control, which is required because the recruitment process incurs significant costs.

COVID -19 has impacted many domains in the industry and recruitment is no expectation. Companies are struggling with how to manage their workforce in light of the COVID-19 pandemic and changing trends in business. As a result, many companies are revaluating their recruitment and talent acquisition strategies. Apparently, this situation has affected Recruitment domain with many challenges. Following are some of the emerging trends that were found to be important during the study:

- Remote Interviewing.
- Candidate Experience.
- Diversity ad Inclusion.
- Gamification.
- Artificial Intelligence.
- Analytics.

The corresponding author can be reached at vyas.ashishk@gmail.com

• Social Media Recruitment
• Project Based Hiring.
• Automation.

It's a technique for influencing user behaviour, improving performance, and increasing engagement by employing game design ideas. Gamification has been used in a variety of fields, including education, marketing, and health care, and is now being used in recruitment as well. Gamification is the use of game design and game thinking to drive change and encourage desirable behaviour in all of these contexts.

Gamification is a concept that has been around for a while. It can even be traced back to the Ancient Greeks, who utilised dice and the concept of chance to motivate people to achieve greater heights. Gamification is becoming a popular strategy for increasing user motivation, engagement, and retention in today's world. This is due to the fact that players are given a goal, or incentive, for obtaining a specific result. This could be as basic as earning coins or a set number of points that can be used to unlock more content later on.

Objectives Of The Study

• To study the recent trends in the recruitment process.
• To find out the scope of Gamification in recruitment at Pharmafocus.
• To suggest measures of improvement for the current recruitment process adopted at Pharmafocus.

Scope Of The Study

1. Recruiting the right person for the right job is the first and most important step in ensuring the organization's success.
2. The goal of this project is to learn more about the role of recruitment and some of the recent trends that have resulted in a new way of hiring people.
3. The project's goal is to shed light on the term "gamification."
4. The focus of this project will be on how Gamification affects organizations, simply by identifying some talent out there with an amazing set of enhanced skills that any organization requires.

Research Methodology Introduction

A research methodology is a method for solving an issue in a systematic manner. It can be viewed as a science that studies how research is carried out scientifically. In it, the researcher studies the various steps that are usually followed by a researcher when researching his or her research problem, as well as the logic that is behind it.

Research

Research is defined as "Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods". It is a type of investigation that is more focused and well-organized than a typical investigative method. In other words, Research is the methodical process of acquiring and collecting data in order to properly and meaningfully conveys facts, figures, outcomes, and other relevant data.

Research Design

A research project's research design is its blueprint. It's a plan or outline that lays out how a research project will be carried out, including the methodologies and processes that will be used.

Data Collection

Data collection is the process of gathering, measuring, and evaluating correct findings for study following defined and approved techniques. Any study would be incomplete without it. There is no way to do research without data. Data can be gathered from both primary and secondary sources.

Data Sources

Primary Data:
The collecting of primary data includes gathering information that does not previously exist. This can be accomplished in a number of ways, including questionnaires, interviews, observation, etc.
Primary data for this study is the data being collected through Questionnaire
Secondary Data:
Data that has already been collected by someone else is referred to as secondary data.
Data collected trough internet, blogs and various publications related to topic is being used.

SAMPLING TECHNIQUE

Sample Population:
There are in all 10 employees working at Pharmafocus which were the respondents for this study.

Sample Size:
The sample size for the study is 10.

Tools Used For Analysis
A Questionnaire was used for the study.

Technique For Data Analysis
A simple analysis technique is used to analyse the data. The data tool is percentage method. When comparing two or more sets of data, the percentage method is used. Relationships are described using this method.

$$\text{Percentage of Respondents} = \frac{\text{No. Respondents}}{\text{Total no. Of Respondents}} \times 100$$

Limitations Of The Study
• This study was conducted only at Pharmafocus.
• The no. of respondents was less.
• Biasness on the part of respondents while answering the questionnaire.

Data Analysis And Interpretation
1. What are the current sources of recruitment used in the company?
• Advertisement In Company's newsletter.
• Employee Referrals
• LinkedIn
• Online Job Portals
• All of the above

Table1.1

Options	Advertisement In Company's newsletter.	Employee Referrals	LinkedIn	Online Job Portals	All of the above.	Total
Response	-	-	2	3	5	10
Percentage	0%	0%	20%	30%	50%	100%

Chart 1.1



Interpretation:
It was found that 50% of the employees use all the above mentioned sources for the recruitment in their company. And 30% of the respondent use online job portals whereas 20% of the respondent use LinkedIn as a source of recruitment in their organization.
2. Which of the trends are you familiar with, in recruitment?
• Artificial Intelligence
• Use of online communication tools
• Use of Mobile Recruitment
• Gamification
• All of the above

Table1.2

Options	Artificial Intelligence	Use of online communication tools	Use of Mobile Recruitment	Gamification	All of the above	Total
Response	1	1	2	-	6	10
Percentage	10%	10%	20%	0%	60%	100%

Chart1.2



Interpretation:

60%of respondents said they were aware of all of the recent trends stated in the question. While 20% of respondents are aware of the trend "Use of mobile Recruitment." Only 10% of respondents are aware of the use of online communication tools

3. Have you ever explored any of the following trends in recruitment exclusively?

- Artificial Intelligence
- Use of online communication tools
- Use of Mobile Recruitment
- Gamification
- All of the above

Table1.3

Options	Artificial Intelligence	Use of online communication tools	Use of Mobile Recruitment	Gamification	All of the above	Total
Response	-	4	3	1	2	10
Percentage	0%	40%	30%	10%	20%	100%

Chart 1.3



Interpretation:

It was discovered that 20% of the respondents have tried all of the above-mentioned recruitment trends. Only 40% of respondents had looked into the trend "Use of online communication tools." 30% of the respondents have used mobile recruitment. In addition, 10% of respondents have looked into the recruitment trend of Gamification.

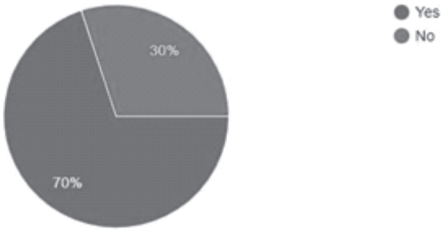
4. Have you ever came across the term Gamification?

- **Yes**
- **No**

Table1.4

Options	Yes	No	Total
Responses	7	3	10
Percentage	70%	30%	100%

Chart 1.4



Interpretation:

It was shown that 70% of the respondents had heard of the term “gamification." And 30% of them have never heard of the term "gamification."

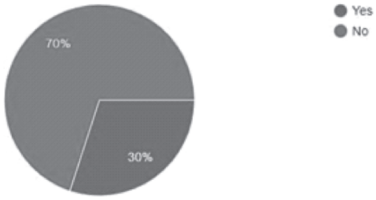
5. If yes, have you ever used Gamification for recruitment purpose?

- **Yes**
- **No**

Table1.5

Options	Yes	No	Total
Responses	3	7	10
Percentage	30%	70%	100%

Chart1.5



Interpretation:

It can be seen that, 30% of the total respondents have used gamification in recruitment, while the remaining 70% have never used gamification in

recruitment, while the remaining 70% have never used gamification in recruitment.

6. What do you think is the best advantage of gamification in recruitment from the following?
• Branding of the Company.
• Easier to attract candidates.
• Easy to understand the candidate.
• Reduces the time required for the interview process.
• Sourcing better candidates is much easier.

Table1.6

Options	Branding of the company.	Easier to attract candidates.	Easy to understand the candidates.	Reduces the time required for the interview process.	Sourcing better candidates is much easier.	Total
Responses	1	2	3	2	2	10
Percentage	10%	20%	30%	20%	20%	100%

Chart1.6



Interpretation:
According to the results, 30% of respondents believe that gamification, when applied in recruitment, makes it easier to understand the candidate. The best advantage, according to 20% of them, is that gamification minimises the time required for the interview process. The best advantage, according to 20% of respondents, is that gamification makes it easier to attract candidates. The best advantage of gamification, according to 20% of them, is making it easier to find better applicants. The remaining 10% believe that gamification's greatest benefit is that it aids in company branding.

Findings
1. 50% of the respondents told that they use all the mentioned sources i.e. Advertisement In Company's newsletter, employee referrals, LinkedIn, online job portals for the purpose of recruitment in their organization.
2. 60% of the respondents know all the mentioned trends in recruitment i.e. AI, use of online communication tools, use of mobile recruitment, gamification.
3. Majority (40%) of the respondents have explored the recruitment trend "Use of online communication tools."
4. 70% respondents said that they have came across the term Gamification.
5. 70% respondents told that they have not used gamification for recruitment purpose.
6. By the application of Gamification in recruitment process, understanding the Candidate will become much easier, says 30% of the respondent.

Suggestions
• According to a survey performed at Pharmafocus, Employees agree that with the advent of technology, the company must incorporate new technologies.
• Pharmafocus must adopt Gamification as a tool to attract more candidates, preferably the younger generation.
• Company should use LinkedIn more to post job opening and sourcing candidates.

Conclusion
The term "recruitment" refers to the process of finding the best candidate for the job. It is said to one of the most significant and integral part of any organisation. As we know that, Employees are regarded as a valuable asset in any firm. One of the key factors that distinguish a successful company from an unsuccessful one is the ability to have the right people at the right place at the right time.
As COVID-19 continues to impact the recruiting environment, we see organizations using new technology to attract candidates and provide them with a more positive experience through the

interview process. Pharmafocus employees believe that, with the rise of technology and the aftermath of COVID-19, the company must use new technology for recruitment and adapt to new recruitment trends. The use of gamification in recruitment is one such trend. Employees believe that adopting gamification in recruitment is effective and beneficial, according to a survey done at Pharmafocus. They believe that gamification will be the future of recruiting, and they would love to be a part of such recruitment where gamification is being used.

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Leveraging Talent Management in Pandemic Era for Organization Growth – An Indian perspective

Mr. Ramesh Srinivasan
Asst.Director – Graduate School of Coaching
Coaching Foundation India (P) Limited

Ms. Abirami Kanmani P
Asst.Director – Leadership Dev. Solutions
Coaching Foundation India (P) Limited

Purpose — The purpose of this research paper is to present the benefits of Talent Management initiatives taken by Indian Organisations in the pandemic era and how it will continue to contribute to growth in post-pandemic era.

Approach – In the introduction, the authors highlight the positive macro-economic pointers globally as well as for India for 2022 and beyond and the imperative ahead of the country to maintain a high pace of growth over the next few years. Then the authors go on to explain the overall talent management trend in Indian organizations, how the talent management landscape has changed in the past two years, projections for the future, and how the Indian organizations are gearing themselves up to meet the growing talent demands to march ahead in the path of success and growth.

The data, as well as information / interviews presented in this research paper, are from a blend of primary and secondary sources.

Outcome – At the end of this research paper, the authors objectively summarise that the talent management initiatives are gaining more credence today in the challenging business environment and responsive Talent Management initiatives would lead organizations in the path of success.

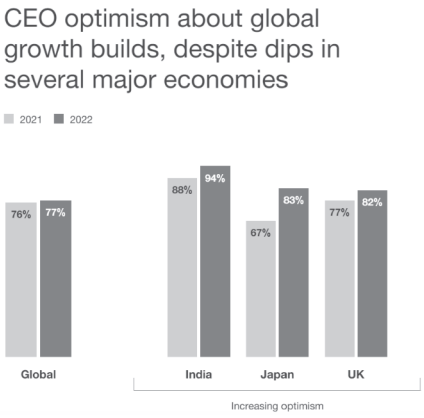
Keywords — Talent Management; Business Growth; Strategy ; Pandemic ; Coaching

I. Introduction

As we are nearing the two-year mark of the formal announcement of the COVID-19 pandemic, the global economy is looking to rebound from the dip of mid-2020.

In its report, "World Economic Outlook – Recovery during a pandemic" released in October 2021, International Monetary Fund (IMF) projects the global economy to grow at 4.9% in 2022. Though this is slightly lower than the earlier projections, still this seems formidable given the pandemic uncertainties that we face even today. The optimism of IMF has been corroborated in the PwC's 25th Annual Global CEO Survey titled "Reimagining the Outcomes that matter" released in January 2022. The 4,446 CEOs from 89 countries and territories, who responded to the PwC's survey display optimism about continued economic growth worldwide.

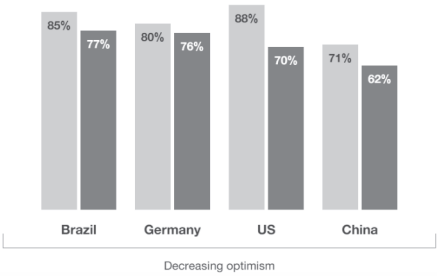
Especially, the optimism displayed by Indian CEOs is commendable and tops the chart leaving Japan and UK behind.



The corresponding author can be reached at ramesh1970chennai@gmail.com

The moot question asked by PwC to the CEOs was, "How do you believe global economic growth (i.e., gross domestic product) will change, if at all, over the next 12 months?

The global % is neutralized due to decreasing optimism in other major economies of the world.



The increasing optimism displayed by Indian CEOs augurs well for India Inc. and provides a fillip to the existing talent management initiatives taken by organizations as well as gives room for fresh initiatives on this front.

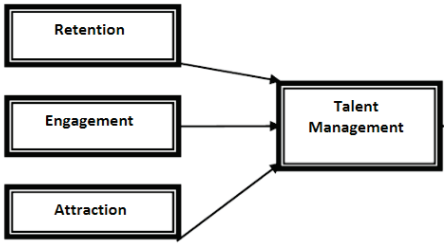
II. **Overview Of Talent Management**

Bill Conaty and Ram Charan in their book "The Talent Masters – Why smart leaders put people before numbers" (Random House Business Books, 2011) wrote as follows:

"If businesses managed their money as carelessly as they manage their people, most would be bankrupt. The great majority of companies that control their finances masterfully don't have any comparable processes for developing their leaders or even pinpointing which ones to develop. No matter how much effort they put into recruiting, training and assessing leaders, their talent management remains hit-or-miss; governed by superficial criteria and outdated concepts, depends much on luck as on skill".

Strong words by HR doyens to highlight the not-so-encouraging Talent Management awareness and practices worldwide, a decade ago. However, organizations, particularly Indian organizations have come a long way and have institutionalised Talent Management practices in their organizations commendably. Fuelled by macro-economic growth at a national level and the resultant increase in the growth rates of Indian industries, organizations have rightly laid their focus on Talent Management initiatives. The net result of these initiatives was seen during the pandemic period when Indian organizations not only found their way for survival but also registered strong growth. The amount of resilience and grit exhibited by the leadership team has been an inspiring story for contemporary researchers as well as for emulating in posterity. Indian business leaders ensured that the business growth and employee safety/welfare are complementary to each other and have shown remarkable success on both these fronts.

Though the Talent Management initiatives differ from organization to organization, one underlying factor that remains common is its objectives. The objectives of any Talent Management program are to Attract, Engage and Retain the Right Talent for organizational growth.



In the words of Dave Ulrich, "Effective Talent Management is deceptively simple." According to him, Talent is a combination of three vital ingredients:

Talent = Competence X Commitment X Contribution

He calls these 3 factors "Talent Trifecta" and points out that one cannot be called a Talent, without all these 3 elements in place.

As per Johns Hopkins University | Human Resources, Talent Management includes the integrated organizational HR processes that work together to attract, engage, motivate and retain the best employees for an organization.

Deloitte defines Talent Management as an organization's commitment to recruit, retain and develop the most talented profiles available in the job market, taking into account global demographic shifts, widening skill gaps and the entry of a more flexible and technology-driven generation into the employment market.

III. Talent Attraction

Talent attraction is used in the HR domain to describe luring the most desirable of passive candidates towards an employer and incentivizing them to apply for the job. This includes employer branding and creating EVP (Employee Value Proposition).

The pandemic of the past 2 years has forced organizations to focus more on the various employee-centric welfare initiatives and less focus on external hires. However, organizations ensured that they pursued the employer branding campaigns with the same vigour to reach out to prospective / passive employees. In addition to the traditional approaches of staying in touch with the educational institutions through various reach-out programmes, organizations have come out with novel ways of staying in touch with institutions. Monikut Sharma, Head – L&D of TATA Hitachi says, "Though we did not do campus recruitments from 2020, we saw the relationships with the educational institutions as long-lasting and enduring. We do not want the current situation to hamper our long-term relationships with the educational institutions and hence we decided to continue our engagement with them. We continued our collaboration by launching joint research projects and also by jointly developing curriculum for them".

IT industry saw hyper-growth in the last 2 years. Some organizations conducted reach-out programmes for employees' families as a part of the employer branding initiative. Employees' children were engaged through gamification activities and coding classes. "We from IT industry have relaxed the recruitment criteria. Instead of expecting a prospective employee with the desired skill set in all aspects, we are now hiring employees and training them on the necessary skill set through the micro-credentialing initiative. The hiring focus is more on rural areas, especially women. Specialised Resource Process Outsourcing (RPO) is evolving as an emerging trend", says Radha Rajapappa, Chairperson, Futura Decision Sciences.

"In our organization, we were focussing more on Employee Value Proposition (EVP) in our talent attraction effort. How we offer a superior quality of work experience in terms of individual's connect to the overall organization objectives as well as the work culture in terms of Work-Life Balance, transparency, etc. were articulated and projected to the prospective employees", says Tulasi Pochampalli, Head – HR of an IT organization.

Sharad Heda, Chief of Staff of Microland is of the view that the Indian IT industry is going to see a 'mega growth' in the next 5 years. "Flexibility, Purpose alignment, Human nature of the brand and Cross-Functional Task Forces are the hallmarks of our Employee Value Proposition (EVP) and we are focussing on communicating it to our prospective employees. We believe that once a person is a Microlander, he/she always is. We approached ex-Microlanders in the past 2 years and brought many of them back to our fold", says Sharad Heda.

The retail industry is hiring part-timers and also engaging with the final year graduate students through "Earn while you learn" programmes. Graduates in the final year are hired on a part-time / internship basis, assessed, developed, certified and placed upon successful completion of graduation in any of their stores. A reputed Retail chain claimed to have hired 65,000 people in the year 2020-21 alone under this scheme.

"As we are in the Energy sector, all our employer branding initiatives were focussed on 'Energy & Environment'. We also ensured that our group's culture and values are given due prominence in our employer branding initiatives", says Pravin Karve, CEO of Thermax Babcock Wilcox Limited, Pune.

IV. TALENT ENGAGEMENT & RETENTION

Technology has proved to be a great enabler, providing humans with the tools to remain emotionally and socially connected even while physically apart. With the outbreak of the pandemic in January 2020, organizations realized that their talent left the building and, in many places, it is unlikely to come back. From communicating with the employees to engaging with them / families electronically to welfare to revisiting work schedules, organizations effectively utilised Technology to engage and retain their workforce in the past two years.

In Ultratech Cement, the Chairperson of the organization, Mr Kumar Mangalam Birla directly established communication channels with the employees across levels and conveyed the message that the organization cares for its employees and their families including contract labour. The scope of insurance coverage got extended to include COVID care. They revisited the duty roster of employees and ensured that there is enough physical distance in the workplace. Navneet Jetly, Vice President & Unit Head HR of Ultratech Cement says, "For Supervisors and Managers, we introduced pod system and ensured that no two employees holding critical portfolio attend office the same day. Like other organizations, we moved all our meetings to virtual mode. Some of the high-touch HR interventions like the conduct of Assessment Centre / Development Centre got delivered through virtual mode. Employees' safety and welfare are our utmost priority".

"HR Technology has significantly disrupted the way employees are engaged and updated. The dependence on classroom training has decreased with online, mobile-enabled learning experience platforms that use innovative AI-based tools and provide personalised training inputs to develop talent", says Vibash Naik, CHRO, HDFC Life Insurance (Times of India – 13/Oct/2021).

Jeeva Balakrishnan, a senior HR leader concurs with this view. He says, "We have more than 200,000 employees in more than 7,000 locations and it is practically impossible for us to get them to classroom training. We create showroom experience for our trainees through VR, take them through the virtual tour of our stores and get them to interact with the staff.

This has been a pleasant experience for the trainees as well as a cost-effective solution for the organization. Similarly, we adopt the OKR methodology for performance management. In the last 2 years, we have effectively used the 'Work Board' platform to monitor the performance of our team members and give instant feedback. In addition to the ease of handling, this has also strengthened the discipline and cadence of performance review".

Though there were a few practices and systems in place even before the pandemic, the 'forced physical separation' of the past two years, enabled organizations to institutionalize certain practices and they see those slowly becoming a part of the DNA of the senior leaders.

Pravin Karve, CEO of Thermax Babcock Wilcox Limited shares, "Our thinking has become flexible now on various people fronts. We have infused flexibility in Attendance Management System for office staff. Internal talent mobility has been in force for quite some time now but has been used effectively to its full potential in the past 2 years. Our E-learning platform 'Honeycomb' has been utilised optimally and employees were encouraged to learn skills/knowledge in subjects even outside their domain."

Organizations availed of the pandemic opportunity to step up their L&D efforts to upskill / re-skill employees in all possible ways. V.Narasimhan, Head – L&D of Sundaram Learning (L&D arm of Sundaram Finance Group) says, "Customer connect was one key focus area during this pandemic. Our Customers couldn't operate their vehicles severely straining their cashflows and repayment. 'Connection First; Collection Next' was our mantra and our front-line employees were re-trained to establish personal connections with our Customers to take care of their needs in the pandemic".

Emotional and mental health development for self as well as for team is now forming part of leadership development need. "Building emotional resilience will be a key focus area in our leadership development agenda for 2022 and beyond," says Monikut Sharma, Head – L&D of TATA Hitachi.

In the IT industry, the Gig-workforce concept is picking up rapidly and Team Leads / Project Heads are trained to effectively deploy and engage them. "In the past 2 years, we saw more collaboration amongst team leads, particularly in sharing their resources. The monopoly claim over resources by the team leads is fading and we see them more willingly sharing their resources for other projects depending on the need. This is a welcome change on dual fronts – Productive utilisation and engagement of resources as well as cost-effectiveness for the organization" says Radha Rajappa, Chairperson, Futura Decision Sciences.

Organizations came up with unique ways of engaging with the newcomers in particular. "We launched 30-60-90 days programme, in which, there would be scheduled calls with the newcomers on 30th day, 60th day and 90th day of his / her joining by recruiting team, senior HR person and functional head / HR Head respectively to ascertain the comfort level, alignment to the organization objectives and also to offer support for a fruitful association. This has helped us to stay in tune with the pulse of newcomers", says Tulasi Pochampalli.

Microland has launched an Employee Engagement App to stay connected with the employees. "We created groups like 'COVID Warriors', 'Microlanders Speak' etc., of various employees based on their

passion and interests. 'CEO Chats' is an opportunity for employees to post their questions to CEO directly and get answers. As most of our employees are Gen Z and millennial, we encourage employees to undergo Reverse Mentoring. I have volunteered myself and got attached with a millennial for Reverse Mentoring. We are also re-visiting the HR policies from the lens of flexibility, to provide just a broad framework with an option for employees to build upon it that works for them within the parameters" says Sharad Heda, Chief of Staff of Microland.

Sandhya Shetty, Director – L&D, Deloitte India is of the view that the past 2 years saw improvement in the productivity of employees. The work which used to get done in 12 hours is now getting done in 8 hours. Though saving of travel time could be attributed to this part, she would like to give credit to the employees for swiftly adapting to the 'new normal' of Working from anywhere. "I could sense a climate of 'Herd Motivation' across the organization, which in turn supported individual motivation", says Sandhya Shetty.

V. Conclusion

Indian organizations have navigated the crisis adeptly through various structured talent management initiatives taken over a period of time. People centricity has enhanced due to these initiatives taken in the past, which got reflected in various empathic measures taken by the organizations.

V Narasimhan, Head – L&D of Sundaram Learning says, "In our group, the entire leadership team had pledged their support to employees and customers. At the onset of the pandemic in 2020, the Management resolved that no employee, irrespective of level, would lose his / her job because of the pandemic and that no salary cut would be imposed on anyone. In Sundaram Direct, the distribution division of Sundaram Finance, the Sales Associates depend on sales commission as a major part of their regular income. As the sales were down due to pandemic, the Management took a call to guarantee their pre-pandemic bonus as a minimum regardless of their performance".

Narasimhan further went on to add, "We continued our investment in leadership development initiatives. Even at the peak of this pandemic, in 2021, we identified around 100 HiPos to be trained in leadership development to be future ready. The intervention is now on and the first batch of 24 senior leaders are undergoing the fifteen month leadership journey".

A global survey by LinkedIn on the likely focus areas of development for 2022 throws up the following table:

1. Resilience & Adaptability	6. Leading through change
2. Technology Skills / Digital Fluency	7. Change Management
3. Communication across remote or distributed teams	8. Dealing with stress / being more mindful
4. Emotional Intelligence	9. Time management
5. Cross Functional collaboration	10. Creativity

'Gig workforce' and 'Working from anywhere' are likely to stay in the arena for a few years at least. A recent survey of the IT industry indicated that only 30% of the workforce may have to come to the office frequently, 20% need not come to the office at all, and the balance 50% need to come to the office on a need basis. The majority of the workforce is going to be Gen Z and millennials.

With the above background, organizations are vying to develop the competencies of their leadership team to lead the organization's growth initiatives.

Ganesh Sharma, Head – HR of Fuji Electric is of the view that senior leaders need to be provided inputs on working harmoniously with the Gen Z and millennial workforce.

"One major pitfall that I see in the contemporary leadership style is that we tend to project ourselves onto millennials and expect them to perform the same way as we would or we did. This causes a dent in the understanding and working relationship" says Ganesh Sharma. He also makes a strong pitch for developing leaders from within for all senior leadership roles. He would prefer the option of 'Build' instead of 'Buy' leaders to fill in senior leadership positions.

Vineet Nayyar, former CEO of HCL in his book "Employees First ; Customers Second" (Harvard Business Review Press, 2010) writes thus "HCL's journey of turnaround and innovation started with 3 fundamental questions. First, what is the business we are in? The answer for that was we are in the business of creating unique experiences and unique value for our customers. The more unique we are, the more market share we will create. Second question, where does this unique experience and unique value gets created OR who creates these for our customers. The answer was, it gets created where our customers and employees meet. We call that interface 'Value Zone'. If our employees create that unique experience and value for our customers that help us grow faster, then what should be the role of managers and management be ? The obvious answer for us was nothing but enthusing, encouraging, and enabling those employees to create that unique experience and unique value so that we grow faster. That is how 'Employees First; Customers Second' was born, where the management is in the business of enthusing, encouraging, and enabling employees, and employees are in the business of customers first.

The answer to the organization's growth lies in re-visiting and sharpening the Talent Management initiatives so that the employees are enthused and empowered to serve the customer better, which in turn helps the organizations grow. In short, it is high time organizations further augment their Talent Management initiatives so that the employees are treated as customers.

This is easier said than done. There are robust Talent Management initiatives in place for around a decade now which enhanced people centricity. However, in the normal circumstances, the primary focus of leadership was more on Results and less on Relationships. With the impending situation of uncertainty and ambiguity for the next few years at least, it would be imperative for leaders to focus equally on Results and Relationships and view them as complementary to each other.

Hence, organizations are looking at helping their leaders add a more human and empowering dimension to their leadership repertoire. This, in contemporary terms, is referred to as "Coaching Oriented Leadership". Though Coaching cannot be projected as a panacea for all challenges in Talent Management, it is one of the most viable and most sought-after remedies by Indian Corporates. Senior business leaders are looking to create a Coaching Culture in their organisations for nurturing the talent management initiatives.

VI. Acknowledgements

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Study on challenges in talent acquisition of persons with disabilities & strategies to tackle them.

Ms. Sayantani Bera
Symbiosis Institute of Management Studies

Dr. Naval Lawande
Symbiosis Institute of Management Studies

Abstract

Purpose- The purpose of this paper is to inspect the difficulties and challenges confronted while recruiting employees with disabilities and better comprehend the mentality of representatives towards the inclusion of hiring differently-able employees and workers in the workforce. It likewise attempts to look at how Human Resource Management practices improve or potentially hamper the engagement, contribution, and prosperity of differently able workers or employees and to chalk out targeted strategies and policies for enhancing the representation of people with disabilities in organizations.

Design/methodology/approach –A self-developed questionnaire was utilized to assemble significant data from employers, employees, representatives, and other collaborators, who have any sort of experience working with hiring differently-able people. The questionnaire was circulated responses were gathered from industry representatives from various backgrounds and experiences. The objective was to find the reasons why organizations decide to employ people with disabilities and to figure out how they effectively do it. The organizations were chosen to cover an assortment of industries and sectors. Descriptive and predictive analytics have been used to explore, summarize, and describe the data collected.

Findings – Most of the respondents agreed that their organizations aim to provide a conducive atmosphere, agreeable workplace and sensible accommodations to each and every employee and do not discriminate on the basis of being disabled or not.

Design- The project aims to get a better understanding of the ecosystem in which the companies are working which includes the talent pool and how they reach out to the candidates (differently-able people). If the companies are driven by any specific hiring targets or if the country's laws mandate the company to maintain a certain percentage of differently-able people representation. Apart from the various pre-hiring strategies, there is also focus on the post-hiring strategies (e.g. Employee Resource Groups, sensitization programs, mentorship programs etc.)

Keywords- People with disabilities, employing, retention, hiring, accommodations, strategies, challenges.

Introduction

As the demographic makeup of the world is becoming more and more diverse, managing workforce diversity continues to become a critical issue. Around 15%, or around a billion people in the world, are known to have some type of Disabilities (WHO, 2011). The 2011 Indian Census states that out of the 1.21 billion Indian populations, about 26.8 million people are 'handicapped' which is 2.2% of the absolute populace. In a time where 'comprehensive turn of events' is being underlined, the correct way towards the supportable turn of events, centered activities for the government assistance of impaired people are basic. Despite all these measures, the rate of employment amongst hiring differently-able people is significantly less than their non-disabled peers. This is because even today numerous organizations might be hesitant

The corresponding author can be reached at naval.lawande@sims.edu

to utilize the undiscovered talent and potential of specially-able people, dreading added expenses such as medicinal services, facilities, and lower efficiency and output without imperative advantages.

The underemployment of people with handicaps keeps on being a cultural issue; numerous people with incapacities experience issues making sure about and looking after work. This trouble adds to the generally higher paces of destitution among people with handicaps just as their underutilization as profitable citizenry (Markel & Barclay, 2009). There is both a genuine direness and immense opportunities to investigate new methodologies for empowering a huge number of grown-ups with inabilities to work in available, comprehensive, and compensating work environments. (Prince, 2014).

The purpose of this study is to investigate and analyze the difficulties, benefits, and technologies used for including differently-able people in organizations. The goal of the study was to compare the various employer perspectives across industries towards hiring people with disabilities. It also aims to ensure everyone has an equal opportunity to shine despite an individual's unique identity, background, and experiences. The project also involves an in-depth understanding of the various Diversity and Inclusion programs prevalent in the industry across various firms, with a primary focus on differently-able people.

Literature Review

People with physical or mental incapacities have every right to prove themselves as economically active and advancing citizens who positively contribute to the country's economy. In both creating and strengthening nations, advancing progressively inclusive social orders and business open doors for especially able human beings requires improved access to essential instruction, professional preparing applicable to work showcase needs and employments fit their skills, comforts, and capacities, with adjustments varying. Numerous social orders additionally perceive the need to disassemble other obstructions – making the physical condition increasingly open, giving data in an assortment of configurations, and testing mentalities and mixedup presumptions about such differently-able individuals.

The presence of people with disabilities is well pronounced and visible in each and every society but the social stigma, bigotry, and other societal barriers keep them away from the mainstream activities of the society and hence affect their productivity and economic independence (Ta & Leng, 2013). Individuals with disabilities are expected to form around 10 percent of the total populace or exactly 650 million individuals around the world. Around 470 million are of working age. Many have exhibited that with the correct chances alongside adjustments and backing, if necessary, they can make a significant commitment at all degrees of the economy even more, to the society. However, they are frequently rejected and underestimated, what's more, are especially helpless in the midst of emergency (Facts on Disability and Decent Work, 2009).

Studies indicate towards predisposition or separation in employing individuals with disabilities and also towards the fact that they are looked upon adversely doubting their productivity (Brown, Hamner, Foley, & Woodring, 2009). There is additionally a predisposition against meeting with them because of the partialities and confusions common among people in general in regards to their capacity to perform and contend in the activity showcase. They are ordinarily not given need when contrasted with those without disabilities (Colella,

DeNisi, & Varma, 1998).
The concerns regarding the weakness of individuals with disabilities in the workforce originate from these person's wellbeing and physical status which hinders them to get to or to comply fully and seriously to the standard job prerequisites (ILIE, 2013).

Amidst high joblessness among people with disabilities, an enormous part of the general population has worked close by associates with physically or mentally challenged individuals also have been served by individuals with incapacities. More importantly, people are known to have had positive encounters with differently-able people. Since one can accept that the people's affirmative emotions are drawn from personal encounters, it is empowering that, as a collaborator, they rate the activity execution of individuals with disabilities as high, and as a client, they are exceptionally fulfilled by the services they have gotten from individuals with handicaps. Given the people's high interaction with specially challenged individuals in the work environment and the positive experiences that go with this presentation, it is no wonder that they look well toward organizations that recruit individuals with incapacities (Sipersteina, Romanob, Mohlera, &Parkera, 2006).
Giving sensible working environment facilities to representatives with handicaps has been related with upgraded work residency, execution, and fulfillment. Nonetheless, bosses have battled to adequately meet worker convenience demands. It has been found that employers' and employees' perceptions about arranging facilities combined in a few different ways (e.g., representatives introducing dependable solicitations to businesses to improve work execution), they varied strongly on their desires for one another (Golda, Oirea, Fabiana, &Wewiorskib, 2012). Explanations behind improved gainfulness and lower turnover rates incorporated the sense of achievement and fulfillment workers with inabilities got from business and the feeling of devotion they feel towards the organizations that put resources into selecting and training them (V, 2014).
Recruiting differently-able individuals can make a progressively comprehensive work culture and increment capacity mindfulness. The advantages of having a sensitized and inclusive workforce improved execution of representatives expanded mental wellbeing and trust in the work environment, and a constructive outcome on organization items and administrations by making them increasingly comprehensive to clients/customers. Sensitization and training ensure mindfulness which is significant in business since this causes bosses to viably oversee and work with different individuals and standardizes a business model of employing people everything being equal (V, 2014). Additional advantages of hiring people with disabilities included improved personal satisfaction, upgraded fearlessness, a wellspring of salary, an extended informal organization, and a feeling of a network. These discoveries show consistency with other writing concentrating on the encounters of individuals with incapacities in the working environment (Buciuniene, Bleijenbergh, &Kazlauskaite).

There is a serious need for a progressive and thorough examination of the advantages of employing differently-able people. Future examination should concentrate on a few regions. To begin with, more spotlights are required on the incorporation and personal satisfaction of and benefits for individuals with handicaps, especially from their encounters. It is also essential to

investigate the contrasts in working environment incorporation among people with various handicap types (e.g., physical, scholarly, mental, non-noticeable and obvious incapacities) and the particular boundaries and facilitators they face (Lindsay, Cagliostro, Albarico, Mortaji, &Karon, 2018)

(Bezrukova, Jehn, & Spell, 2012) talks about a framework that groups the subjects identified with assorted variety preparing and gives recommendations for future exploration. It also mentions that diversity training has been commonly found in both scholastic and workplace backgrounds across a range of businesses, demonstrating its omnipresence in society. Reviews further show that the mode of instruction, which is defined as assimilated (training is directed as part of a methodical and strategic organizational improvement effort) though has been not much widespread, yet is regarded more constructively.

Organizations know about people's anxiety over wellbeing and environmental issues. Hence most of these organizations are getting increasingly mindful of the concept that recruiting these differently able people falls beneath the parasol of corporate social responsibility and is a significant structural pillar in making a legitimate image. Notwithstanding the advantages people, in general, see for themselves as a client, they likewise overwhelmingly recognize the estimation of work for the individual with incapacity. The general population firmly accepts that organizations that recruit individuals with inabilities help them to lead increasingly gainful lives, while simultaneously show their clients that they care pretty much all of their employees (Sipersteina, Romanob, Mohlera, &Parkera, 2006).

Methodology

A survey was conducted after floating a structured questionnaire, and data was gathered for 337 respondents. After this a statistical analysis was run on the data to identify the broad Challenges faced by the organizations while recruiting differently able employees or workers and also the hiring, advancement & retention strategies adopted by the organization for people with disabilities.

Studies show that the challenges involved in hiring people with disabilities majorly fall under three major categories- Lack of knowledge or information, Operational Challenges and Lack of Resources. Strategies which determine if the organization will face challenges or not are as much dependent on the organizational goodwill strategies like- top management commitment, mentoring and sensitization programs, provision for various assistive programs, flexible work schedules and more, as much on the organizational unique initiatives like- having a centralized accommodation fund, special internship programs for people with disabilities, specialized on job assistance, on site consultations and more.

Factor Analysis

Part 1

Factor Analysis for the challenges while recruiting people with disabilities, was used for data reduction and summarization. It helped us in identifying the underlying dimensions or aspects that explain the associations midst a set of variables.

Numbers of variables – 12 variables were present for Factor analysis

Technique for Factor Analysis – "Principal Component Analysis"

Technique for choosing number of Factors – Based on Eigen values (greater than 1)

Rotation method – Varimax rotation (where coefficients below 0.4 were suppressed)

Part 2

Factor Analysis of strategies for hiring,

advancement & retention of people with disabilities was used for data reduction and summarization. It helped us in identifying the underlying dimensions or aspects that explain the associations midst a set of variables.

Numbers of variables – 12 variables were present for Factor analysis

Technique for Factor Analysis – "Principal Component Analysis"

Technique for choosing number of Factors – Based on Eigen values (greater than 1)

Rotation method – Varimax rotation (where coefficients below 0.4 were suppressed)

Discriminant Analysis

Discriminant Analysis is conducted when the dependent variable is a categorical variable (having 2 or more categories) whereas the independent variables are metric variables. It was used to understand whether the factors obtained from factor analysis can discriminate if an organization will face challenges while employing differently able or specially challenged people or not.

Dependent Variable – Challenge ('Face challenges' or 'Not Face Challenges') - separate Discriminant analysis was run for each of the dependent variables

Independent Variable – Factors obtained from Factor Analysis

Findings

Factor Analysis Part 1 (Challenges)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	1228.049
	df	66
	Sig.	.000

Table 1 – Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) statistics is 0.789 (more than 0.5) – value greater than 0.5 indicates that factor analysis is suitable.

The Bartlett's Test – Chi square = 1228.049 with a sig. value of 0.000. Thus, we do not accept the null hypothesis testifying that "the correlation matrix is an identity matrix".

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.241	35.342	35.342	4.241	35.342	35.342	3.099	25.826	25.826
2	1.533	12.776	48.119	1.533	12.776	48.119	2.074	17.282	43.109
3	1.186	9.883	58.002	1.186	9.883	58.002	1.787	14.893	58.002
4	.971	8.089	66.091						
5	.854	7.117	73.208						
6	.747	6.222	79.430						
7	.549	4.571	84.002						
8	.538	4.484	88.485						
9	.493	4.107	92.593						
10	.393	3.274	95.866						
11	.307	2.561	98.428						
12	.189	1.572	100.000						

Extraction Method: Principal Component Analysis.

Table 2 – Eigen Values

There are three factors with Eigen values greater than 1. Factors with eigen values less than 1 are no better than a single variable. Hence, we extract three factors from this analysis and they explain 58% of the variance in the variables.

After doing orthogonal rotation (using varimax technique) we get the following result. Translation is encouraged by distinguishing the factors that have loadings on a similar factor.

Rotated Component Matrix[a]

	Component		
	1	2	3
Nature_Work		.553	
Accomodation_Cost_Unknown		.409	.523
Cannot_Find_Qualified_People			.798
Actual_Cost_Accomodating			.785
Workers_Comp_Cost		.703	
Healthcare_Cost		.711	
Fear_Litigation		.556	
Lack_Knowledge	.533		
Attitude_Customers	.683		
Discomfort_Unfamiliarity	.732		
Attitude_CoWorkers	.879		
Attitude_Supervisors	.840		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table 3 – Rotated Component Matrix

Grouping the 12 variables into 3 factors as below, we get-

FACTOR 1	FACTOR 2	FACTOR 3
Lack of knowledge	Work Nature	Lack of knowledge regarding the cost of accommodations
Attitude of customers	Concern about the workers compensation costs	Cannot find qualified people with disabilities
Discomfort or unfamiliarity	Concern about the cost of health care coverage	Cost of accommodating disability
Attitude of Co-workers	Fear of litigation	
Attitude of Supervisors		

Table 4 – Variables under each factor
Factor 1 – Lack of training and sensitization
Factor 2 – Operational Challenges
Factor 3 – Lack of Resources

Reliability Test

Factor	Variables	Factor Loadings	...
Lack of knowledge or information	Lack of knowledge or information	0.533	0.825
	Attitudes of customers	0.683	
	Discomfort or unfamiliarity	0.732	
	Attitudes of co-workers	0.879	
	Attitudes of supervisors	0.840	
Operational Challenges	Nature of the work	0.553	0.668
	Workers compensation costs	0.703	
	Health care coverage expenses	0.711	
	Litigation fear	0.556	
Lack of Resources	Not knowing cost of accommodations	0.523	0.690
	Unable to find qualified people with disabilities	0.798	
	Cost of accommodating disability	0.785	

Table 5 – Reliability test for each factor

For the first factor the Cronbach's alpha value is 0.825, for the second factor if nature of work is removed, then the value increases to 0.755. For third factor the Cronbach's alpha value is 0.690.
Factor Analysis Part II (Strategies)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett's Test of Sphericity	Approx. Chi-Square	1669.172
	df	66
	Sig.	.000

Table 6 – KMO and Bartlett's Test
KMO statistics is 0.902 (greater than 0.5) – value greater than 0.5 indicates that factor analysis is appropriate. The Bartlett's Test – Chi square = 1669.172 with a sig. value of 0.00. Thus, we do not accept the null hypothesis testifying that "the correlation matrix is an identity matrix".

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.700	47.500	47.500	5.700	47.500	47.500	3.562	29.680	29.680
2	1.332	11.099	58.598	1.332	11.099	58.598	3.470	28.918	58.598
3	.815	6.791	65.390						
4	.721	6.007	71.397						
5	.651	5.428	76.825						
6	.587	4.888	81.713						
7	.487	4.054	85.767						
8	.434	3.616	89.383						
9	.357	2.976	92.359						
10	.339	2.821	95.180						
11	.329	2.743	97.923						
12	.249	2.077	100.000						

Extraction Method: Principal Component Analysis.

Table 7 – Eigen Values
There are two factors with Eigen values greater than 1. Factors with eigen values less than 1 are no better than a single variable. Hence, we extract two factors from this analysis and they explain 75.14% of the variance in the variables.
After doing orthogonal rotation (using varimax technique) we get the following result. Translation is encouraged by distinguishing the factors that have huge loadings on a similar factor, from this analysis and they explain 58.6% of the variance in the variables.

Rotated Component Matrix[a]

	Component 1	Component 2
TaxCredits_Incentives	.710	
Top_Mgmt_Commitment	.843	
Mentoring	.771	
Disability_Awareness_Training	.621	.465
Assistive_Technology	.662	.404
Flexible_WorkSchedule	.613	.411
Training_ExistingStaff	.475	.621
OnSite_Consultation	.455	.557
OnJob_Assistance		.592
Internship_Program		.778
Centralized_Accom_Funds		.802
Reassignment		.727

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Table 8 – Rotated Component Matrix
Grouping the variables into 2 factors we get

FACTOR 1	FACTOR 2
Employer tax credits and incentives	Training existing staff
Visible top management commitment	On-site consultation or assistance
Mentoring	Short-term on the job assistance
Disability awareness and sensitization program	Targeted internship programs
Assistive and accommodation technology	Centralized accommodations fund
Flexible work schedule	Relocation

Table 9 – Variables under each factor
Factor 1 – Organizational Goodwill
Factor 2 – Unique inclusion initiatives
I.2. Reliability Test

Factor	Variables	Factor Loadings	Cronbach's alpha
Organizational Goodwill	Employer tax credits and incentives	0.710	0.857
	Visible top management commitment	0.843	
	Mentoring	0.771	
	Disability awareness training	0.621	
	Assistive technology	0.662	
	Flexible work schedule	0.613	
Unique inclusion initiatives	Staff Training	0.621	0.834
	On-site consultation	0.557	
	Short-term on the job assistance	0.592	
	Disability targeted internship program	0.778	
	Centralized accommodations fund	0.802	
	Reassignment	0.727	

Table 10 – Reliability test for each factor

For the first factor the Cronbach's alpha is 0.857, for the second factor the Cronbach's alpha is 0.834.
Discriminant Analysis
Dependent Variable – Satisfaction
1 – Face Challenges
2 – Not Face Challenges
Eigen values and Wilk's Lambda

Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Factor_1	.995	5.208	1	1120	.023
Factor_2	.995	5.514	1	1120	.019

Table 11 – Test of Equality of Group Means
Since the sig value for both the factors is less than 0.05 (this means 95
% confidence interval has been used), means that both factors can be used to discriminate

Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.010[a]	100.0	100.0	.098

a. First 1 canonical discriminant functions were used in the analysis.

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.990	10.712	2	.005

Table 12 – Eigen Value and Wilk's Lambda
The model is significant as 0.005 is less than 0.05, hence it can discriminate and predict if the organization is likely to face challenge or not.
Structure Matrix and Coefficients
From the canonical discriminant functions coefficients (unstandardized coefficients) the discriminant functions can be framed as below:
D = 0.00 -0.70 (Organizational Goodwill) + 0.72 (Unique inclusion initiatives)

Canonical Discriminant Function Coefficients

	Function 1
Factor_1	-.700
Factor_2	.720
(Constant)	.000

Unstandardized coefficients

Table 13 – Structure matrix

Group Centroids
The group centroids for the two categories of the dependent variable are given. The average of these two values is 0.0145, any test unit which has a discriminant score greater than this value can be categorized into the 'Factor 2' category whereas any test unit having a discriminant score less than this value will be categorized into the 'Factor 1' category, where-
Factor 1 – Organizational Goodwill
Factor 2 – Unique inclusion initiatives

Functions at Group Centroids

Likely_face_Challenges	Function 1
Face Challenges	.114
Not Face Challenges	-.085

Unstandardized canonical discriminant functions evaluated at group means

Table 14 – Group Centroid

Classification Results[a,c]

			Predicted Group Membership		
		Likely_face_Challenges	Face Challenges	Not Face Challenges	Total
Original	Count	Face Challenges	38	441	479
		Not Face Challenges	19	624	643
	%	Face Challenges	7.9	92.1	100.0
		Not Face Challenges	3.0	97.0	100.0
Cross-validated[b]	Count	Face Challenges	38	441	479
		Not Face Challenges	25	618	643
	%	Face Challenges	7.9	92.1	100.0
		Not Face Challenges	3.9	96.1	100.0

a. 59.0% of original grouped cases correctly classified.

b. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.

c. 58.5% of cross-validated grouped cases correctly classified.

Conclusion

The major forms in which challenges which are faced by organizations while recruiting, hiring and employing differently able people are- Lack of knowledge and information, operational challenges and lack of resources. The major operational challenges include worker's compensation costs, health care expenses and fright of litigation. Similarly, the major strategies which are in involved in hiring, retaining and advancement of differently able employees and workers fall majorly under the brackets of Organizational Goodwill and various unique inclusion strategies. Coming to the strategies, we cannot separate any of the variables which came under factor 1. This means that inability mindfulness preparing, assistive advancements and adaptable work routines is as important as onsite consultation, on job assistance, internship programs etc. The top management commitment and mentoring also contribute as one of the best strategies for in hiring, retaining and progressing hiring differently able employees.

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Leveraging Talent Management To Ensure Organization Growth

Dr. Indu Sharma,
Director IQAC, MIMA Institute of Management, Pune

Mr.Nitin B. Daangal,
Associate Director
HR & Administration

Abstract -
One of the Major Challenges faced in the process of Talent Acquisition process is missing the targets and deadlines after ensuring all checks and balances are in place. Yes…
Job Ghosting by the candidates is not an accepted norm for the Industry
In the present study the researcher explored & examined predictors of candidates 'ghosting, an extreme form of selected candidates' withdrawal in which no shows from candidates' side on the first day of the job2. The researcher conducts mixed empirical study to explore the predictors & design thinking approach to understand the drivers of ghosting behavior. Researcher prescribed the proven & effective strategies to curb this menace.

Keywords:
Job Ghosting, Candidates' Ghosting, Talent Acquisition, Design Thinking, Candidate's journey map, No show.

Introduction:
April 21 Cronofy survey results revealed that delays in the hiring process, 62% for senior-level candidates surveyed, left the process due to frustration. 77 % of senior-level applicants surveyed by Cronofy blame poorly handled recruitment processes for their bad experiences & responsible to turn off their perception towards employers' brand, in fact, 64% expressed they would be less likely to recommend the company to others.
As per more than 4000 job seekers polled conducted by indeed a popular search engine 900 employers across industries to find out what is the impact of prevailing job ghosting on recruitment 9.

Hence the inferences of all these surveys entail Talent Acquisition is Handle with care practices otherwise ruin employers' & company's reputation and negatively impact Employer's branding. Candidates' ghosting & Employers' ghosting made the job market a nightmarish experience. Companies do accept that every job applicant is a potential appraiser as well as potential critics, who have the power to recommend prospects in their company on social media posts and vice-versa.
Hence to conjure up the right and good candidates for the job openings, employer's now rolled up sleeves with their different strategies. Particularly effective recruiting practices as it impact on job choice decisions of the candidate4.

Ghosting, this term is having its origin in dating world with undefined unilateral cut off communication & silence1. Now the same phenomenon is set foot in industry, at workplace 6.

The present study is the empirical study of the researcher which he undertook in a Services MNC working at Pan India. The researcher experienced the same troublesome menace of candidates' job ghosting i.e. No show on joining day after accepting an offer.
Since 2018, the Talent acquisition team of the studied organization, reported candidates' no show trend is looking up, particularly of skilled technicians, engineers. It was a serious matter of concern for the top management. Initially, the researchers,

The corresponding author can be reached at nitin.daangal@gmail.com

thought it could be because of COVID-19 pandemic as it has changed the business landscape. It was also validated by other companies' talent acquisition teams. Their experiences were too no different. As the time passed and 2021 reached, the data shows the alarming signal that the number is surging from one or two cases to 20 % of job offers made & at one of the sites it is rose up to 40%, which made the hiring budget astray & hampered recruitment timelines & so the depended delays impact on projects.

This data compelled the researcher team to scratch their heads on the questions like - Why is it happening? What are the reasons? How much is acceptable or unacceptable? What is its frequency? Where is it? On which Levels of Work Groups: Fresher's? Experienced? Blue Collars? White Collars? Worker or Technicians? Engineers? Middle Level or Line Managers? Seniors/ Site Head Level Positions. What is the Impact? What could be the Strategies to mitigate the candidates' job ghosting rates?

With the single most priority, the researcher team along with HR team of the studied organization geared up to analyze and find solutions to all these questions with the declared objective for them in Business, Ghosting is not an accepted norm.

Background of the Company:

The Organisation is one of the Multinational Corporations spread over Pan India with 3000+ employee strength serving 80 client sites and multiple offices in different parts of the country and with an annual turnover of Rs. 100 crores.

Research Problem:

Ghosting happens across all positions, experience levels, and industries. It is becoming more & more costly affairs for the company in terms of money as well as reputation & thus coined as nightmarish among Talent acquisition team 7.

Research Purpose: In the present study, the researcher provides an effective & proven strategy, implemented in the subject area of the study and successfully reverses the creepy trend of candidate job ghosting.

Objectives:

1) To study the candidates' Job ghosting phenomenon

2) To identify the drivers for candidates' ghosting behavior.

3) To examine strategies and preparedness of the company, subject of the study to tackle selected candidates job ghosting trend.

4) To propose the methodology to assess, predict and curb selected candidates Job ghosting trend.

Research Hypothesis:

1) H1 - Candidates' existing company's counteroffer is the major reason for candidates' job ghosting behavior

2) H2 - Competitive offers are the most critical factor for candidates' job ghosting behavior .

Research Methodology: The researcher initiated the research & analyzed the situation on the basis of data. This applied research is a mixed empirical case study i.e. quantitative as well as qualitative of Multinational Corporations operating in Pan India. The researcher analyzed the data records available of the candidates who had not joined after acceptance of the offer since 2018. Along with ethnographic interview technique, interview calls had been made with such candidates to understand and identify the reason behind their ghosting behavior. To have accuracy up to possible extents agree /disagree 5 points Likert scale has been designed to ask questions in interview & collected the responses. Out of the 731 cases of No Show, we could get responses from 452 through phone calls.

The researcher analyzed the collected responses by using statistical tools & techniques like SPSS & tests the stated hypothesis with chi-square test.
Results: The researcher found & identified the following reasons on the basis of collected responses, behind candidates' job ghosting behavior at the studied organization. The statistical inferences are following

Reasons for No Show:
- Not ready to join because of COVID19 pandemic situation
- Family Pressure not to relocate
- Fear in mind as new company may terminate job in pandemic situation
- Not ready to work with services company
- Multiple Offers in Hand & Negotiations on Higher Salary
- Interview attended just to upgrade skills & evaluate own cost in market
- Lengthy joining formalities 3
- Working conditions & Climatic Conditions not suitable

to candidate's based on his own information
- Social media review like Glassdoor, WhatsApp, LinkedIn, Facebook etc.
- Decision Based on Benefits Provided by the Company
- Not satisfied with Job profile Designation or working Site
- Due to Children education or illness of family member
- Found Stability in present job, don't want to leave the comfort zone

Statistical Hypothesis:
H0: There is not statistically significant relationship between the reasons and declining the job offers
Against,
H1: There is statistically significant relationship between the reasons and declining the job offers
[Note: 1= Strongly Agree, 2= Moderately Agree, 3= Neutral, 4= Moderately Disagree, 5= Strongly Disagree]
Table 1: Observed frequency (Annexure 1)
Table 2: Expected Frequency (Annexure 2)
"In the Expected Frequency Table, researcher calculate the expected frequencies in Microsoft Excel by using the formula Expected Frequency for each cell = (Corresponding Row Total X Corresponding Column Total) / Grand Total of responses conducted through Interview questionnaire".
$E_{ij} = (R_i \times C_j) / N$, $i = 1,2,3\ldots\ldots n$, $j = 1,2,3,\ldots\ldots m$
Where E_{ij} = Expected Frequency of ith Row and jth Column.
R_i = Row Total of ith cell.
C_j = Column Total of of jth cell.
N = Grand Total

Table 3: P- Value table (Annexure 3)
"In the above P-Value table, researcher used Chi-Square Test of R X C contingency table. Using Micro-Soft Excel researcher calculate the P-Values by using Observed Frequency Table and Expected Frequency Table.

For calculation purpose, researcher used the following formula",
1st P-Value = Chi Test (Observed Frequency Table O1j, Expected Frequency Table E1j)
$j = 1,2,3,\ldots..m$
Similarly,
2nd P-Value = Chi Test(Observed Frequency Table O2j, Expected Frequency Table E2j)
$j = 1,2,3,\ldots..m$ etc.

Decision Criteria
"The chi-square test is for testing the null hypothesis, which states that there is no significant relationship between the expected and observed result. If P-value is less than or equal to the level of significance i.e. alpha is less than or equal

to 0.05 then researcher may reject the null hypothesis i.e. H0. Otherwise, researcher may accept the alternative hypothesis H1".

Interpretation:

In the above table of P-Values, researcher noticed that all the P-Values are less than the smallest level of significance i.e. 0.05 so researcher may reject the null hypothesis H0 and accept the alternative hypothesis H1.

It means that, there is statistically significant relationship between the reasons and declining the job offers.

Findings & Conclusion: In the present study, statistically research hypothesis 1 & research hypothesis 2 has been accepted with their P value as calculated in Table 3 – P value table (annexure 3) .Hence the researcher concluded that counter offer by the existing company and competitive offers by other companies are the major reason behind candidates'ghosting behaviour.

Prescriptive Strategies to curb candidates' job ghosting menace 5: The researcher team prescribed the effective strategy in coordination with cross-functional teams like Business Development, Operations and the Top Management of the studied organization .They designed, developed & implemented a few effective strategies to curb this phenomenon, ensures this ghosting behavior should not become creepy and not affect the Company's Brand Image as an employer. Researcher exploit candidates journey map. This human centric tool 12. provides insights from candidates perspective in talent acquisition practices with background knowledge of implicit theory related to relationship 8.This Journey map sketched a shared frame of reference for talent acquisition team to give due consideration to candidate experience. Empathize with candidate to build Organizational knowledge of candidates' behavior. In this journey map the various touch points identified as interaction zones of the candidates with the organization. This activity helps researcher to diagnose problem & reasons behind ghosting behavior.

Candidates' Journey Map

Journey Stages	Awareness	Consideration	Interest	Application	Selection	Onboarding
Candidate Experience						
Touchpoints	Company's connection & Job alert via internet portals / direct source when the job has posted.	Visiting to employer website browse information about the company's internet Contact members & other relevant acquaintance	Connect to Recruiter through call/mail & explain about the opportunity	Share job application with HR through personal connection & make Application submission.	Interview panel interaction, Job selection procedure, Pre-post candidate through counterpart.	Digital mail from the company Buddy search with co-hopes of the department, HR Onboarding Manager interaction.
Doing, Thinking & Experience	Candidate become aware of employer's brand / finance & family perception about company & the employer	Candidate does research & checklist from the shortlisted, gives online brand & builds idea about the employee perspective	Plan & Update resume as per requirement & initiate applies & process.	Candidate applies for the job post via open platform without expectation of the benefit points & Employer must process & basis expectation of recruitment practice & benefit some positive viewpoint & keep with the practice of company	Candidate expected short-term information about the selection process as well as some flexibility consideration	Interact with recruitment team & process the culture of the organization through interaction with the panel. The selected, Information with welcome attitude to helped on become the source of hired candidate on joining the job as per
Challenges	Reliability & authenticity of the job post, daily search & profile issue with job description, Re- related	Less information & information exchange about the company. No positive feedback & issue employee about the company & the online platform.	Behavior of Recruitment team, Speedy & easy access ability of HR / query resolving team.	Lengthy & complex application process, lot of wait time in the platform & application eliminate	No timely & real information, Right timings, better idea & mechanism to ensure proper selection / Role behavior of talent acquisition team or interviewpanel members / HR paper facilities, logistics, & it can work as an agency	Positive panels actually welcome from the team they will do work & team, which remain in a calling team, provide, Indifferent behavior of the existing staff
Recommendation						
Metrics	Re- refresh portal to post vacant & attract job / position journal	Flagging more of visiting / social media, review and re- refresh working activities	Recruited, mediated & the helpful interaction & training process	Aligned position requirement & type of recruitment process	Selected candidate feedback & close with interviewpanel, all check & all the aspects	Appreciation to all the members / buddy & their contribution & onboarding process & the back of their performance
Improvement Opportunities/ Tipping Points	Improvement will be job posting with detailed job description and timeline & tip the country	Continue to observe / social media platform position posting and filling, also with the company profile & encouraging to social media platforms	To skilled, digital / Create helpful and timely query answer mechanism.	Streamlining application & eliminate & optimized / reduce recruitment process	Timely and prompt information & shared / candidate, on the facilities and work temperature of selected candidate during interview process	Buddy search & interactive open mail, interaction, Hiring Pipeline / drill be initiated, Then employee management needed which needs contact people, offer & company

Source: The researcher Dr. Jalpa Sharma & Mr. Mitin Dangol

HR team identified specific areas of improvement & developed counter tipping points to curb this ghosting phenomenon. The researcher design the exhibited informational poster Exhibit 1

(Annexure 4) .The researchers also appeal to use this journey map as a live document. The researcher followed following steps to design the candidate's journey map for the talent acquisition team.

1. **Identifying persona** of your prospect candidates 10.
2. **Collect the data** through applicant application tracking system &ethnography techniques, with an aim to analyze what candidate were doing, thinking & feeling at every touch points in recruitment terms at every stage of their hiring .Collate data and through this detailed research portrayed the candidate 's profile 10.
3. **Outline the journey's stages& identify touch points:** The touch points are those points through which candidates acquaint with the organization; this stage needs to be cautiously handled as it involves behavioral aspects i.e. emotions & perceptions.

4. Explore candidate's goals. Candidate's behavior is driven by his/her goals &needs to accomplish. Help desk to answer their specific questions should be established.

5. Zoom out insights. To focus on improvement in talent acquisition practices and enrich candidates hiring experiences zoom out candidates real time experiences & tick best part , worst part ,areas of improvement .

The researcher prescribed this journey map framework to curb ghosting behavior along this he has designed a Nudge13 . –'CREATE', an acronym for strategic dimensions of creating candidates experiences to steer talent acquisition team in curbing ghosting .The researcher recommended this as it proved as an effective strategy for the organization studied. So walk through these recommendations as an outcome of an applied research.

C- Stands for Consideration: Next date of Joining should be consider & agreed where genuine reasons are found.

R- Stands for Redressal committee: Redressal Committee should be established &HR of Work locations should redress the concerns.

E- Stands for Educating candidates:

Help desk must be established to answer any queries of the prospect candidates, so that No Show doesn't happen. Job Profiles should be share with the candidates and explain in detail .Learning& Development initiatives taken should be shared showing the future growth path to excel in the career path of the company.

A-Stands for Appreciations: In all hands meeting appreciations& recognition to the Mentors performing their jobs effectives with respect to new joiners.

T- Stands for Training of the Talent acquisition team: Recruiters are trained on sensing the triggers seen while speaking to the candidates. Efforts are made to understand and know if the candidate is going through other companies' selection process or anything in pipeline. HR Recruiters are trained on image building process to positively build company's Image on Social Platforms. HR is trained on Referrals counseling.

E-Stands for candidates' Engagement candidates: Employee Engagement Activities and the Company Newsletters, Rewards & Recognition System along with various Referral Schemes were shared for better understanding of the Organisation Culture. Involvement of Mentor was stretched right from Offer day till the Employee completes his probation period .One On One with New Joiners were implemented. Policy Level and Client Level Issues in implementation were handled with the Client's HR. Strategically designed Plan are given to make the calls, Whatsapp the posts, Take follow up, Raise alarms. Top Management involved as Mentor for Senior Level Positions. Weekly Hiring Status Meet and Report were shared with all the Stake Holders.

Practical Implications: The Present study of the research highlighted the major drivers' of the ghosting behavior that are competitive offers & counter offers, which also proved in as a declined reasons in a way of hypothesis testing & researcher prescribed, candidates' journey map framework & 'CREATE' connect as a third C for countering two C act as a driver of candidates' job ghosting behavior, one is counter offers & second one competitive offer.

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Annexure 1-Table 1 : Observed Frequency

Sr. No.	Reasons for Declining the Offer	1	2	3	4	5	Total
1	Not ready to join because of pandemic situation	32	108	41	197	74	452
2	Family Pressure not to relocate	83	99	55	133	82	452
3	Fear in mind as new company will terminate job in pandemic situation	64	85	45	164	95	453
4	Presently cannot join but may join in future	76	126	67	112	71	452
5	Existing company retained the candidate	112	214	34	41	51	452
6	Not ready to work with services company	35	74	43	212	88	452
7	Multiple Offers in Hand & Negotiations on Higher Salary	119	223	24	54	32	452
8	Interview attended just to upgrade skills & evaluate own cost in market	61	78	34	197	82	452
9	Lengthy joining formalities as per his own information	66	123	68	169	26	452
10	Working conditions & Climatic Conditions not suitable to candidate's based on his own information	32	67	62	221	70	452
11	Social media review like Glassdoor, WhatsApp, Linkedin, Facebook etc.	12	21	45	257	117	452
12	Decision Based on Benefits Provided by the Company	38	52	33	231	98	452
13	Not satisfied with Job profile Designation or working site	54	41	64	223	70	452
14	Due to Children education or illness of family member	51	64	52	192	93	452
15	Found Stability in present job,	64	113	23	201	51	452

Annexure 2 Table 2: Expected Frequency

Sr. No.	Reasons for Declining the Offer	1	2	3	4	5	Total
1	Not ready to join because of pandemic situation	59.92	99.19	45.99	173.57	73.32	452
2	Family Pressure not to relocate	59.92	99.19	45.99	173.57	73.32	452
3	Fear in mind as new company will terminate job in pandemic situation	60.06	99.40	46.09	173.96	73.48	453
4	Presently cannot join but may join in future	59.92	99.19	45.99	173.57	73.32	452
5	Existing company retained the candidate	59.92	99.19	45.99	173.57	73.32	452
6	Not ready to work with services company	59.92	99.19	45.99	173.57	73.32	452
7	Multiple Offers in Hand & Negotiations on Higher Salary	59.92	99.19	45.99	173.57	73.32	452
8	Interview attended just to upgrade skills & evaluate own cost in market	59.92	99.19	45.99	173.57	73.32	452
9	Lengthy joining formalities as per his own information	59.92	99.19	45.99	173.57	73.32	452
10	Working conditions & Climatic Conditions not suitable to candidate's based on his own information	59.92	99.19	45.99	173.57	73.32	452
11	Social media review like Glassdoor, WhatsApp, Linkedin, Facebook etc.	59.92	99.19	45.99	173.57	73.32	452
12	Decision Based on	59.92	99.19	45.99	173.57	73.32	452
13	Not satisfied with Job profile Designation or working site	59.92	99.19	45.99	173.57	73.32	452
14	Due to Children education or illness of family member	59.92	99.19	45.99	173.57	73.32	452
15	Found Stability in present job, don't want to leave the comfort zone	59.92	99.19	45.99	173.57	73.32	452
	Total	899	1488	690	2604	1100	6781

"The above Expected Frequency Table, researcher calculate the expected frequencies in Microsoft Excel by using the formula Expected Frequency for each cell = (Corresponding Row Total X Corresponding Column Total) / Grand Total of responses conducted through questionnaire".

Eij = (Ri X Cj) / N, i = 1,2,3…….n, j = 1,2,3,……m

Where Eij = Expected Frequency of ith Row and jth Column.

Ri = Row Total of ith cell.

Cj = Column Total of ofjth cell.

N = Grand Total

Annexure 3 –Table 3: P- Value

Sr. No.	Reasons for Declining the Offer	P-Values
1	Not ready to join because of pandemic situation	0.00154092
2	Family Pressure not to relocate	0.00029415
3	Fear in mind as new company will terminate job in pandemic situation	0.05533358
4	Presently cannot join but may join in future	0.00000001
5	**Existing company retained the candidate**	**0.00000000**
6	Not ready to work with services company	0.00001034
7	**Multiple Offers in Hand & Negotiations on Higher Salary**	**0.00000000**
8	Interview attended just to upgrade skills & evaluate own cost in market	0.01842176
9	Lengthy joining formalities as per his own information	0.00000000
10	Working conditions & Climatic Conditions not suitable to candidate's based on his own information	0.00000002
11	Social media review like Glassdoor, WhatsApp, Linkedin, Facebook etc.	0.00000000
12	Decision Based on Benefits Provided by the Company	0.00000000
13	Not satisfied with Job profile Designation or working site	0.00000000
14	Due to Children education or illness of family member	0.00021644
15	Found Stability in present job, don't want to leave the comfort zone	0.00005454

"In the above P-Value table, researcher used Chi-Square Test of R X C contingency table. Using Micro-Soft Excel researcher calculate the P-Values by using Observed Frequency Table and Expected Frequency Table. For calculation purpose, researcher used the following formula",

1st P-Value = ChiTest(Observed Frequency Table O1j, Expected Frequency Table E1j)

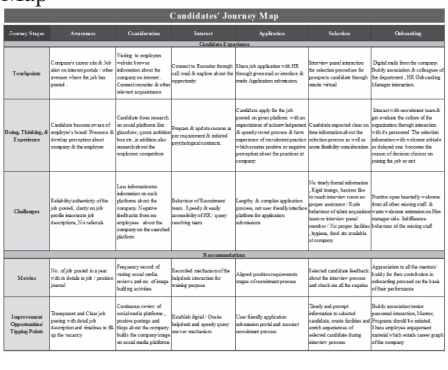
j = 1,2,3,…..m

Similarly,

2nd P-Value = ChiTest(Observed Frequency Table O2j, Expected Frequency Table E2j)

j = 1,2,3,…..m etc

Annexure 4- Exhibit 1 Candidate's Journey Map



Talent Development In The Context Of Organisation Growth

Dr. N.R. Unnikrishna Kartha
Trainer & Life - Member - NIPM

Abstract
Talent is generally understood to be a gift to carry out something or some function without being taught and could be the outcome of an innate gift or received from training or association or group working. Development of talent has various stages such as identification of taste or liking, developing or nurturing, and mentoring by a qualified supervisor to reach the zenith of excellence. Regularity in practicing of what is learnt or acquired is very important for retention and growth. Circumstances, opportunities and constant encouragement and motivation are essential for flourishing any talent. Practical application of ideas in the field of work can result in innovation. This will provide adequate chances for recognition and worldwide acceptance. The roles played by the individual and the supervisors will lead to nurturing the talent of personnel. There should not be any overdoing or under doing. My long experience of 20 years under Dr.A.P.J.Abdul Kalam in V.S.S.C. gave me sufficient impetuous on the values of Leadership, which can eventually enhance the development of the individual focused towards the growth of any organization. This article is based on investigation, experimentations, with the gifted children in 10th and 11th standards, who have passé LSS and USS examination in Kerala. The methodology, procedures and practices are employed are the same in the case of employees in an organization, as far as development of talents is concerned.

Keywords: assimilation, encouragement, promoting, recognition, innate talent, counseling, mentoring, training, skills, team roles, nurturing,communication

Introduction

There are thousands and thousands of employees in many organizations who are talented but do not reach high levels of excellence only because of their ignorance of opportunities, lack of training and guidance and inadequate knowledge of happenings around the world. Many members of our organizations or companies, though talented, are not aware that such a thing exists in them and even if they have awareness, to what extent they have, to what level they can develop and reach high in terms of excellence are not clear to them. A theoretical model is worked out to help the people for ensuring their growth through empowerment, which will help their organization to attain spiral growth

Objective: The objective of the research work is to identify the elements that are required to be improved or enhanced, which will enable and empower a talented person in any level to achieve their ambitions and goals, acquire ability to interact with unfamiliar persons, overcome difficulties in life, project themselves to become appealing and acceptable persons, competent to develop interpersonal skills, own good behavior patterns of humility, compassion and tam working etc. Acquisition of knowledge is a continuous process by appyning techniques to acquire tacit knowledge, in all the three dimensions of depth, width and breadth of knowledge so as to achieve astounding success. Talent development should be aimed by owning

The corresponding author can be reached at dr.nruk1944@gmail.com

processes to attract high- potential candidates.

Hypothesis

1. Precise identification of talents will help for achieving spiral growth
2. Peaceful and positive environment in the family will enhance development of talents
3. Timely recognition of talent and proper mentoring can bring out the best in the individual
4. Aiming at recognition in advance will bring down the quality of output
5. Awards and rewards should not be identified as goals, but should be considered as incidental mile stones in growth

Research Methodology

Self-assessment and a second person assessment through a structured questionnaire

1. The following assumptions are made in this context: everybody cannot do everything well; no job or position is superior or inferior to any other; nothing is unachievable by hard work, if there is aptitude and attitude. As per Dr. Meredith Belbin, there are nine team roles for professionals and they can find out the best roles they can play depending on their skills, behavioral patterns etc. Talented people should be asked to identify priority wise what they are looking for in the following traits:

a. Name and fame
b. Care, love and affection c. Recognition
d. Professional excellence
e. Job satisfaction
f. Friendship and fellow ship g. Opportunity to work
h. Justice
i. Social status
j. Popularity leading to acceptability by others
k. A job without much effort or strain

An analysis of these traits and proper guidance can help the professionals to make them competent to identify their goals depending on their approach to life.

2. Step by step instruction guide: This is called in management by another term called on the job training: in this any new activity is first explained, demonstrated where ever possible and the employee is asked to do by them under supervision. It is here that keen observation and correction can help
3. Effective methods of communication is the key to success: This has to be taught through well proven methods like Engage, Inform and Inspire, avoid dilution using Techniques like Chinese whisper and also following the guidelines of Toast Masters International, USA

While discussing about talent development of employees focused to ward organizational growth it is interesting to know the f actors which retains top talent of Mc Kensey are identifies as :

1. Compensation
2. Rewards Package
3. Career development opportunities
4. Culture

Results Section

I have a taken a sample of 30 students from different schools in Kerala and tried out the various research methodologies mentions above and my findings are as follows:

1. Where ever there were close interactions with the students, keeping in mind their aptitudes the results have been encouraging
2. For any profession, there are opportunities and challenges. Tacit knowledge, training and mentoring to

some extent are required for success
3. Where ever there are parental influences, against the wish of the student result has been disappointing
4. By following the dictum: Praise in Public Reprimand in Private, students realize their shortcomings and tend to make up these in course of time
5. Inspiring and motivation are essential to bring out the best in them
6. They should be taught not to compare with others, but compare with themselves, for easy and early correction
7. Following the principles of Fishbone Diagram by Dr. Kourou Ishikava, students were made competent to find out the cause for their failures and correct the errors.

These can be extrapolated to any situations in an organization for developing the talent of the employees

Discussion

Through the work carried out is for talent development of students, a big canvas has been opened for the growth of organizations through talent development. The results obtained have to be scaled up in the case of organizations. Two important elements which are identical are Team working and job of go getters as per Dr. Belbin. From my experience of having worked as Principal of UST Global learning Center, Trivandrum, I realized how important these factors are.

Gifted Children Program has been an ongoing program under Government of Kerala for decades

As a trainer I had the opportunity to interact with the gifted students of four educational districts of Kerla: Palai, Alleppey, Kuttanad and

Trivandrum in the last one year. The key person who develops talent is the guardian, which could be a teacher or parent or an established counselor or a mentor. I used to take the role of a mentor generally. Similarly in organizations, a mentor has to be identifies for a group of employees carrying out similar work

Whatever skills sets are mentioned below are essential for grown-ups also, when we keep the growth of the organization in mind

The domains I interacted with them were
1. Interpersonal skills
2. Time management
3. Stress management
4. Team working
5. Conflict management
6. Effective communication
7. Negotiation management
8. Leadership

The quality of knowledge of the students have been excellent and this is due to the innate talent the students possess and the training they get from the program through invited talk, visits to science labs and organizations of reputation like Vikram Sarabhai Space Center etc. They get opportunities to do experiment with in the labs of schools.

Stages of talent development in the case of employees

1. Spotting or identification
2. SWOT Analysis
3. Counseling
4. Mentoring
5. Monitoring of development
6.Career development by way of providing the right advice for career growth

1. Spotting or identification

This is done through the process of observation of the behavior or outstanding contribution by the peers or team members

2. SWOT analysis: The strength, Weakness or Opportunity and Threat analysis can be done during the process of

training/ deliberations/ team working etc. Continuous observation in performance in work spots/ acquisition of scholastic skills or practical outfits. This will also help in the choice of team roles or future multi-tasking abilities An evaluation of the various factors as in the questionnaire can point at the plan of execution of training and mentoring

3. Counseling is a process which should be deployed by the supervisors or mentors to help the employees to come out of the routine issues which they may face. Everyone will not be able to do the process of counseling. This needs a special training

4. Mentoring: This is a process of development of the working community which has a special requirement of mutual agreement and affiliation between the mentor and mentee. One of the common feature of training as well as training is that these processes should not be misused for personal benefits. These are divine process which is meant for the exclusive up gradation of the employees. A well trained counselor after special orientation can become a mentor. No personal attachments or binding should be developed by both parties in both processes, with the intention of achieving personal motives.

5. Monitoring of progress: There has to be a plan for development for each employee and it will not be the same or all. It will depend on the clarity of goal, enthusiasm of the individual and the initiative taken by the tutor and the parent. The strength and flexibility of the golden triangle of the student, teacher and the parent will influence the growth of the student and achievement of the goal.

Conclusion

Whether it is the case talent development for students for their personal growth or that of employees for the growth of the organization, the methodology of planning, execution are analogous. In order that these happen well, the quality of the supervisors of the mentors, the keen interest of the employees and their willingness to own the organization are very important. As a proverb goes, we can only take horse to water, we cannot make it drink is true.

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4. The 5 pillars of an EVP that attracts and retains top talent NOV 30 a survey of C-level executives by West Monroe Partners found that hiring and retention are the top threats to U.S. businesses

Students Perspective on Challenges Faced during the On-boarding Process in the New Normal (with Special Reference to Professional Institutes of G.E. Society – Nashik)

Mr. Krushna B Marapally
J.D.C. Bytco Institute of Management
& Research Studies, Nashik

Ms. Sonia G Datta
J.D.C. Bytco Institute of Management
& Research Studies, Nashik

ABSTRACT

A productive on-boarding process is a crucial aspect in the socialization process in an organization, which ensures the collective values, principles, traditions, and methods of performing a task that influences the way organization and its personnel execute their work and distinguish the organization from competitive organizations around the surrounding at learned in the initial joining period.

This research study provides a comprehensive review of the on-boarding of the students, panning light on the changes and the challenges that have arisen during the COVID-19 pandemic, and took its reach since 2020, followed by 2 major waves and the 3rd one on its cards.

The researcher has examined the effect of the on-boarding on students, institute and hiring organization levels. The researcher has gathered views from students to evaluate the challenges with respect to the implementation on-boarding during the COVID Crisis.

Keywords: On-Boarding, Organization, Students / Candidates, challenges, Placement.

Introduction

The COVID-19 pandemic continues to be a global crisis that is having unprecedented impacts on organizations and the students getting on-boarded therein. The stressors of working during a pandemic are even more pronounced for newcomers that are entering new jobs and organizations.

The on-boarding involves integrating new employee with an organization and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team. On-boarding at an organization should be a strategic process that lasts with good employee stability

In this pandemic era, on-boarding the candidates for positions in an organization are only part of building an effective team wherein, hiring new students is one of the most critical and challenging factors in ensuring recently hired talent will be productive, effective and efficient.

ON-BOARDING CHALLENEGES DURING THE "NEW NORMAL"

The on-boarding aspect from students' perspective has changed by bringing everything from traditional and physical setup to modern and digital platform, wherein the reachabilty and the cost and risk of physical attendance to such events at the organization has been majorly restricted.

The end to end on-boarding process has transformed onto the online mode, the pandemic era that started since 2020, the mode of on-boarding has gone online, wherein the organization arranges the online on-boarding, wherein the interview and the finalized and selected candidates would be informed by mail about their appointment, wherein physical presence setup and the time and cost to be invested are zeroed down.

Hence, the new normal introduced and forced upon the organization and the institute placement cell have adopted the online mode of on-boarding and allied processes for the placement aspirants, who would be enabled to get on-boarded in a convenient method, keeping aloof all the risks of the new normal and costs of physical setup.

The corresponding author can be reached at mpjoshi78@gmail.com

Literature Review

Various articles and papers were reviewed to get an idea about the on-boarding process adopted by the organizations in the new normal. Literature was also reviewed to understand challenges faced by the candidates going through the on-boarding process during this period.

Mr. Sanjiv Agarwal, Forbes Human Resources Council Member, in his article "Remote On boarding is The New Normal'': Tips for Building A Strong Connection for New Hire (OCT - 2020) suggests tips for building a strong connection for new hires during the on-boarding process in the new normal.

In this new normal crisis, the employees had to switch and adapt to new cultures and processes to fit into a different environment as well as ways of working. A big challenge that prevails is to hire new talent and effectively integrate them with the organization when everyone is working virtually.

In this article, it is mentioned that in order to make the on-boarding experience more effective, organizations invested in different processes and tech enablers. The challenge of creating a fit-for-purpose on-boarding experience continues to exasperate many organizations, especially during this time of virtual new normal, wherein the organizations need to look at the new hire on-boarding experience with a different lens.

Many organizations traditionally leverage a standardized on-boarding framework, which takes every new hire through the same process. Oftentimes, the individual feels additional pressure to align with the organizational identity, instead of feeling at liberty to be their authentic self. Organizations tend to lose out on the employee's unique identity and values.

Research Methodology

Exploratory research was conducted to understand the on-boarding process challenges for the new recruits during the COVID on-boarding practices. Both primary and secondary research methods are used.

The objectives for the study were as follows:

Objectives: -

- To understand the on-boarding challenges faced by students of professional institutes of **Gokhale Education Society - Nashik**
- To find and understand the student's perspective regarding the on-boarding during the COVID-19 Crisis.
- To ascertain the innovative improvements methods suggested by the students, on-boarded during the new normal.
- To present suggestions for the betterment and improvement in the organization's on-boarding process.

The methodology adopted by the researchers to collect the primary data was through an online questionnaire in the form of Google Form, which was designed for knowing the experience of the target groups.

Questionnaires were structured, considering the perspective of students of professional institutes of Gokhale Education Society, Nashik; J. D. C. Bytco Institute of Management Studies & Research, Sir M. S. Gosavi College of Pharmacy &R. H. Sapat College of Engineering.

Sample Frame & Sampling Technique:

Sampling technique adopted to collect the data was Convenience Sampling.

Students who were placed after December 2019 i.e. after the beginning of Pandemic and subsequent adoption of online/new methods for on boarding, were considered as the respondents.

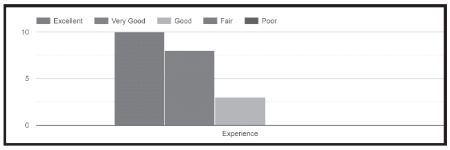
Sample Size:

In all, 55 students from all the 3 professional Institutes under Gokhale Education Society were asked to fill the

questionnaire.

Data Analysis & Interpretation

1) The overall on-boarding experience with the organization during the COVID-19 Crisis.

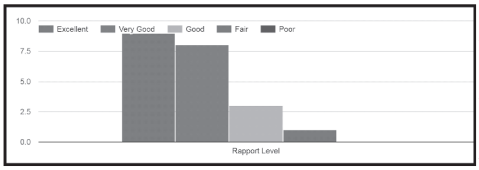


●The 60% of the respondents had an excellent on-boarding process, during the COVID Crisis, as it was easy for them to go through the process on the online mode, which reduces the additional physical presence requirements.

●The 30% of the respondents had a very good experience in the on-boarding process as they were better enabled for online mode of the process, forced by the COVID Crisis.

●The 10% of the respondents had a good, or it can be said that they had a normal experience with the on-boarding process, as they would be used to the online mode of on-boarding by frequent exposure.

2) The rapport level organization built with you in the new normal.



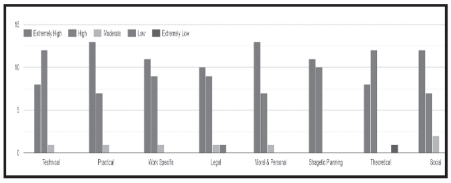
●The 40% of the respondents had built an excellent rapport with their organization during the on-boarding process, as the online on-boarding made it easier for the respondents to get cordial with the organization.

●The 30% of the respondents established a very good rapport with the organization, as they were well-briefed by the placement cell regarding the on-boarding process.

●The 20% of the respondents built a good or normal rapport with their respective organization, as they also faced some minor issues during the minutes of the online boarding process, wherein they got familiar with some of the organizations' procedures.

●The 10% of the respondents had a fair rapport, as somewhere they were not able to connect well with their respective organizations in terms of communication, technical issues.

3) The input level of your manager on the mentioned parameters.

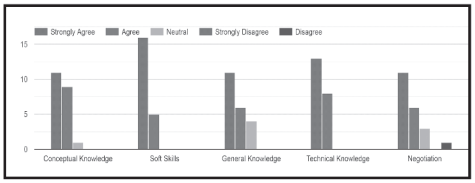


●The 50% of the respondents witnessed their managers to contribute extremely high inputs in terms of practical, work specific aspects, legal procedure, moral & personal support, strategic planning, theoretical know-how and social elements.

●The 40% of the respondents believe that their managers do their bit giving high inputs in technical know-how, practical thinking, strategic planning and theoretical aspects, as they are involved in the work related arena.

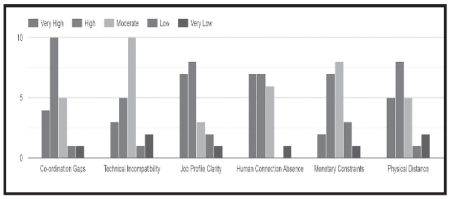
●The 10% of the respondents consider their managers to be moderately contributing their inputs in the technical, practical, work specific, legal, moral & personal and social only, as they do not get inputs in strategic planning.

4) The essential parameters for the successful on-boarding in the new normal?



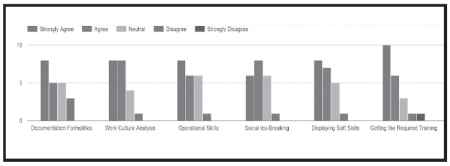
●The 60% of the respondents strongly agree with the conceptual knowledge, soft skills, general knowledge, technical knowledge and negotiation skills as essential elements, as they believe one should be equipped with these skill sets.
●The 30% of the respondents agree that only conceptual knowledge, general knowledge and technical knowledge are essential, as they belong to technical background, preferred on-roll work execution requires this knowledge.
●The 10% of the respondents disagree to negotiation skills, as they do not think it is an essential element, as the respondents are graduates and they think that are not in a position of negotiating.

5) The level of challenges in the below mentioned aspects, during the on-boarding process, in the new normal.



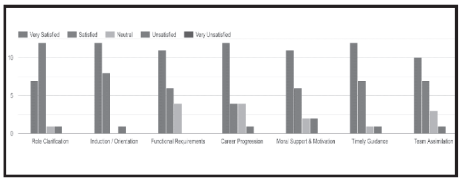
●The 50% of the respondents faced extremely high level of challenges with respect to the job profile clarity, human connection absence and physical distance, as the respondents were abruptly forced to face the new normal challenges involved in the on-boarding process.
●The 30% of the respondents faced high level of challenges related to co-ordination gaps, job profile clarity, due to the physical distance and human connection absence, because the respondents are aware of usual mode of on-boarding and sudden change took time to be adopted.
●The 20% of the respondents faced low and even very low level of challenges with physical distance, technical incompatibility, monetary constraints, job profile clarity and co-ordination, as the respondents found it easy to adopt the online mode of process.

6) The level of agreement, in terms of handling the following elements is challenging in the new normal.



●The 60% of the respondents strongly agree with the documentation formalities, work culture analysis, operational skills, social ice-breaking, displaying soft skills and getting the required training as major challenging elements, as all these elements have taken drastic change by relying on the online platform.
●The 30% of the respondents agree that work culture analysis, social ice-breaking and displaying soft skills are challenging elements, as these respondents have newly introduced to these elements.
●The 10% of the respondents disagree with documentation formalities and even strongly disagree getting the required training as a challenging elements, as they were familiar with the process and found it to be much easier procedure in terms of the on-boarding process.

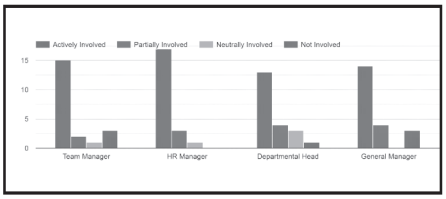
7) The level of satisfaction with the support / inputs given by the organization on following parameters.



●The 70% of the respondents feel very much satisfied with the role clarification, induction / orientation session, functional requirements, career progression, providing moral support & motivation, timely guidance and team assimilation, as

they feel that they are being only involved in work related purpose only.

8) The level of involvement of the mentioned personnel during the on-boarding process.

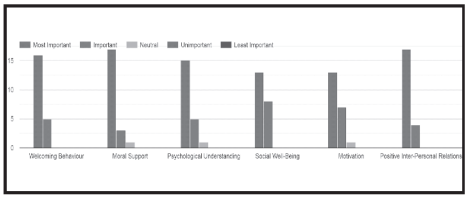


●The 80% of the respondents think that the team managers, HR mangers, departmental heads and the general manager should be actively involved in the on-boarding, as they feel that these personnel are of major significance to take the candidates.

●The 10% of the respondents think that HR managers, departmental heads and general managers should be partially and neutrally involved in the on-boarding process, as they feel that team manager are the ultimate personnel of authority whom they would be reporting.

●The 10% of the respondents do not think that team managers, departmental heads and general managers should be involved in the on-boarding process, as they think that HR managers should be involved, who can guide better with job role & profile.

9) The importance of the behavioral aspects expected the most from the organization, during the on-boarding process.

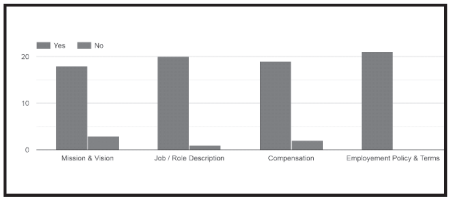


●The 70% of the respondents expect the organization to cater the behavioral aspects by way of warm welcoming behavior, moral support, psychological understanding, social well-being, motivation and establishing & maintaining positive inter-personal relationship, so the respondents expect these behavioral aspects from the organization.

●The 20% of the respondents expect and consider social well-being and motivation as important, along with psychological understanding of the new joiners, motivating them in achieving good performance standards.

●The 10% of the respondents expect the organization to provide moral support, motivation and psychological understanding, which would enable them to work with motivation by the organization.

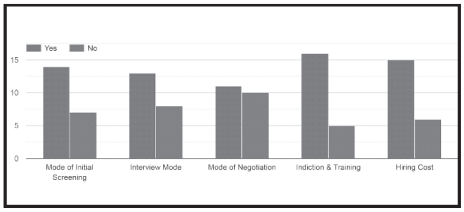
10) The agreement on sufficiency of inputs offered on the mentioned elements during the on-boarding process.



●The 90% of the respondents feel that sufficient inputs were offered during the on-boarding process, in terms of mission & vision, job / role description, compensation and employment policy & terms, as these elements are important that gives organizations' the clear picture and its execution.

●The 10% of the respondents stress that only organization's mission & vision, job profile description and compensation structure are significant elements or inputs to consider during the on-boarding process, as the employment policy and terms are by default explained during the corporate induction.

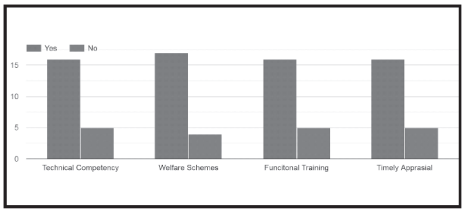
11) The agreement with organizations changes in their methods / policies for the mentioned parameters.



●The 60% of the respondents think that the organization has changed their methods / policies in all the above mentioned elements in their respective organization has changed for maintaining efficiency in work execution in the new normal, easing out the way to achieving the mission and vision.

●The 40% of the respondents think that these elements in their respective organization have not being changed or revised, as they think that the mode of these elements have changed i.e. mode of online, but the elements therein are constant to change.

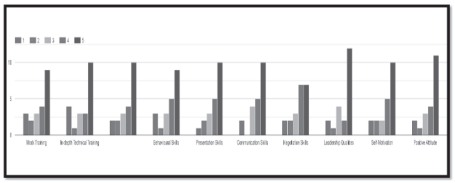
12) The agreement over the additional training needed to be offered by the educational institute, considering the challenges faced during on-boarding.



●The 70% of the respondents feel that educational institutes need to offer additional training, stressing more on to equipping their students by offering all the above mentioned matters for the fresher students / job aspirants, who want to equip themselves these skill set.

●The 30% of the respondents feel that the educational institutes can partially include these elements of learning, instead of making these things mandatory and compulsory for everyone, provided with choice which can be chosen as per one's own interest.

13) The most preferred inputs that the institute should offer to the job aspirant, considering the new normal crisis. (1-Least Preferred & 5-Most Preferred)

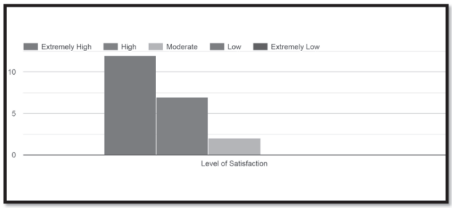


●The 60% of the respondents mostly prefer all the skill set mentioned in the bar graph, to ensure overall personality development that would be a confidence building element to face the challenging interviews.

●The 30% of the respondents normally prefer these elements to consider as inputs from their institutions, as this can be better experienced by facing the actual interview.

●Preferring these aspects at the least, the 10% of the respondents think that these elements can be learnt or can be acquainted by individually facing the interview, which can be learnt with personal experiences.

14) The level of satisfaction with the efforts of human resource department in the on-boarding process under the impact of COVID Crisis.



●The 60% of the respondents are satisfied on an extremely high level with their respect human resource departments, as they have experience maximum support in the all the significant aspects involved.

●The 30% of the respondents were highly satisfied with the role & involvement of human resource department during the on-boarding in the new normal, who

supported them with training and taking them though the organizational structure.

●The 10% of the respondents were moderately satisfied with the human resource department's support and assistance during the on-boarding process, as some respondents were having neutral opinion about the HRD's role.

Findings

The researchers have found various challenges, expectations, experiences and suggestions from the students' perspective on the challenges faced during the on-boarding process in the new normal with special reference to the professional institutes of Gokhale Education Society - Nashik.

Most of the respondents faced challenges on an extremely high level, which includes co-ordination gaps, absence of human connection, job role clarity and technical incompatibility, which is the most significant aspect in the online process of on-boarding.

On the behavioral front, the most of the respondents' stress on the warm-welcoming behavior, moral support & motivation, psychological understanding and maintaining positive inter-personal relationships, as the respondents consider these aspects being the major contribution in maintaining peace of mind at the workplace.

The majority of the respondents firmly emphasis on additional training should be offered by the educational institutes as a part of academic curriculum, which should include sessions of mock trainings, in-depth technical, behavioral & presentation skills, new placement methods, welfare schemes, functional training and negotiation skills, as these skill set should be implemented in training them for performing well in career.

Suggestions

• After analyzing the primary data and the finding, here are some suggestions that the researchers have mentioned for the challenges that the students faced during the on-boarding process in the new normal.

• The students should involve in new things.There are many aspects to learn, for every job aspirant. It is suggested that placement aspirants should enroll themselves for additional certificate or short-term courses, which is closely related to the specialization or the stream of study.

• The educational institutes should arrange sessions, which should be conducted by corporate employees, organizational personnel, business heads, and strategists.

• Focused & deliberate efforts are required to develop soft skills amongst the students irrespective of their background.

Online etiquettes must be strictly adhered to and developing technical compatibility is a need of an hour.

Conclusion

From the research executed by both the researchers, it was analyzed and concluded that the job aspirants are needed to be provided additional trainings and pre-placement sessions by the educational institutes, which would enhance the students' knowledge about the job opportunities and its requirements & eligibility criteria in the new normal.

When it comes to the new normal and the crisis within, the placement aspirants' responsibilities increase to equip with latest skill set to enter and survive in the current corporate arena.

The majority of the human resource professionals believed that an online on-boarding program does fall short of the expectations on both ends, and they would like to move to the physical model of on-boarding post-pandemic. In the present scenario, constant interaction with the new joiners has become even more important for sustainable on-boarding process.

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Importance Of Performance Management- Study On Competency Mapping, Job Satisfaction, Culture, Career Development & Benefits

Saloni Choudhary
HR dept. Ranosys Technologies Pvt. Ltd.
Jaipur, India

Shivani Bhatnagar
HR dept.
Qualcomm
Hyderabad, India

Abstract— In today's times, organizations operate in a dynamic environment, there are always new and unpredictable difficulties that achieve organizational profit and growth critical. Talent Management is the number one issue for all companies around the world. This is because we are living in a knowledgeable economy where there is a talent shortage. Companies need employees with the right skillset and attitude to fit in their culture and help the business to achieve its objectives while the employer brand refers to the company's image and its ability to attract potential employees and keep them retained. Here talent management plays an important role in maintaining equilibrium between both the right talent and the company's image (Sinha 2019). However, the importance of incorporating appropriate Talent Management practices is one aspect that is rarely studied or practiced. This study was conducted to understand the role of various Talent Management practices in managing business growth and sustainability. The effect of various dimensions of Leveraging Talent Management Practices like rewards/recognition, competency development, identifying/nurturing high potential employees, employee engagement, coaching/mentoring, and talent acquisition were studied. The relevant data was obtained with the help of a questionnaire which was distributed among 50 respondents who were chosen by convenient sampling. Quantitative analysis has been made to find out the impact of the above-mentioned Talent Management Practices on organizational growth and profit. Model CJMCC – Competency Mapping, Job Satisfaction, Monetary-Non Monetary Benefits, Career Development, and Culture is derived to show the role of Talent Management practices in business profitability. The analysis showed that the appropriate Talent Management practices had a positive and significant influence on the business performance (Brown et al., 2018).

Keywords— Sustainability, Career Management, Talent Management, Learning and Development, Talent Retention, Talent Attraction.

I. Introduction

A company that can leverage resources and management talents across a brand array of opportunities may have an efficiency advantage over firms that cannot. By – Gary Hamel

Nowadays Leveraging Talent Management plays a strategic role in organizations. It has raised its mere operational importance and has become a part of business development and growth. The purpose of Talent Management is to ensure the supply of the right talent to accomplish the set goals of an organization and organization efforts to attract, develop and retain the talent ®, 2019). With the help of HR activities, businesses plan their departmental targets, budgets, and growth. The organization needs to align its objectives with the Performance Management/Rewards & Recognition activities to ensure the targets are achieved with efficiency and effectiveness. So, various Performance Management functions are studied and also implemented in organizations still there is a need to make necessary changes

The corresponding author can be reached at salonichoudhary5@gmail.com

in those practices that will benefit not only the employees but also will increase the productivity and sustainability of the organization. With time the perspective of people for joining any company is changing. It is not merely limited to the salary package or the designation anymore but it has included many other aspects like the culture of the company, mapping the competencies of the employees with their job, the perks, and extra benefits in their salary package, or the kind of rewards and recognitions given based on performance and job satisfaction at the workplace. So it is important to understand all these parameters of Leveraging Talent Management through Performance Management in detail to manage the driving force of the organization i.e. the employees.

1.1: Aim

This paper aims to study about few important aspects of Leveraging Talent Management through Performance Management/Rewards & Recognition practices and to understand their effect on business profitability (White, 2019).

1.2: Objectives

The objectives of this paper are:

1. To access the effect of Talent Management practices in Performance Management/Rewards & Recognition.
2. To access the effect of Talent Management practices in competency development/mapping and ensure positive culture in the organization.
3. To understand the value of coaching/mentoring and giving the opportunities of career development to employees (White, 2019).
4. To evaluate the effect of appropriate talent acquisition and nurturing of high potential employees.

1.3: Problem Statement

Business profitability depends on various factors including Manpower Planning, Talent Acquisition, Onboarding and Employee Engagement Strategies, Performance Management/Rewards & Recognition, and Talent Development. Businesses often ignore the importance of Performance Management/Rewards & Recognition practices which have a detrimental effect on managing business profitability. It is because employees are the brain and driving force of any company. Hence, appropriate Performance Management practices need to be implemented to ensure business sustainability, growth, and profits. It is in this aspect that this paper aims to study important functions of Performance Management practices.

1.4: Significance

It is important to study and understand Talent Management practices as with time the mindset of employees is changing drastically. These days employees evaluate the organization on various parameters like Job Satisfaction, Career Development, Culture, Monetary and Non-Monetary Benefits, and Competency Mapping (Brown et al., 2018). They do not view the organization only as a source of income anymore but as an opportunity for their career growth and development. The organizations try to attract talented employees and keep them retained in the organization to minimize employee turnover rate and increase the employee retention rate which results in business profitability. The Performance Management practices must be changed or revised as per the requirement to ensure the employees are happy working organization because happy, satisfied, and motivated employees always perform more than expected. In this research, we have analyzed key Performance Management/Rewards & Recognition practices that can make a huge difference in holistically ensuring organization

profitability (Sinha 2019).
"The competition to hire the best will increase in the years ahead. Companies that give extra flexibility to their employees will have the edge in this area."- Bill Gates, Founder of Microsoft Corporation

II. **Literature Review**

The authors of the article have reviewed various books, internet blogs, news articles, and published material to understand the various Talent Management practices and functions to create a concrete relation in the content of the article.

Rastgoo Moghtadaie and Taji researched to study the relationships between TM practices and organizational performance, the findings emphasized the significant effect that the resources have on the organization. The organization can grow effectively if they hire the talent as per the skills, competencies, and qualifications required to perform a task.
Aposporia et al took a study on human resource management and organizational performance in which it was found that talent attraction and organizational performance have a positive relationship. Hence, if both are managed properly can ensure organizational profitability (Carpi et al., 2017).
Dyer and Reeves have classified three different results for organizational profitability, which are (1) financial (profit and market share); (2) organizational results (efficiency, quality, and productivity); and (3) human resources results (satisfaction, attitudes and behaviors, and commitment).

According to Lockett, A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors .

III. **Research Methodology**

According to the research, we used secondary, primary, and quantitative methods that make effective and attractive research. The primary data is collected through various questionnaires and focus groups. The secondary data is collected through books, journals, and websites. We have designed our questionnaire based on 5 tools such as competency mapping, job satisfaction, monetary & non-monetary benefits, career development, and culture (CJMCC). The dependent variable is competency mapping, job satisfaction, monetary & non-monetary benefits, career development, and culture and the independent variable is Business growth, Talent Development, Business Sustainability. The sample size of the research is 35.

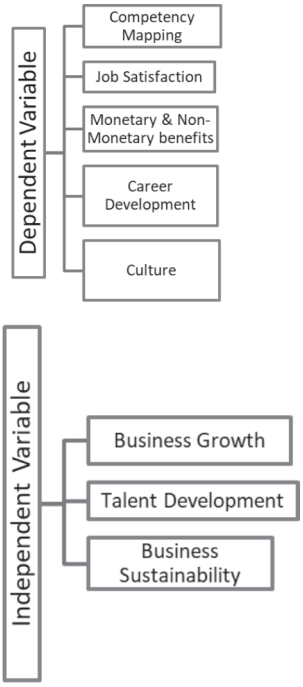
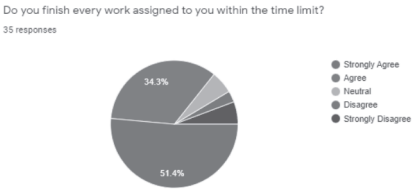
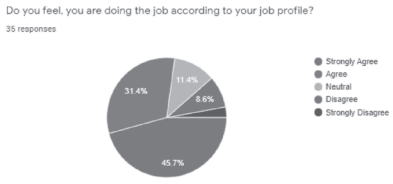


Fig. 1: Independent and Dependent Variable of BJMCC

IV. **Finding & Analysis**



Graph 1: Employee's Assigned Work
Interpretation: 51.4% of employees are strongly satisfied that they finish every work assigned to them within the time limit in the organization while 2.9% of employees are not. The employees should arrange their work according to the priority that helps to convert unsatisfied into satisfied employees.



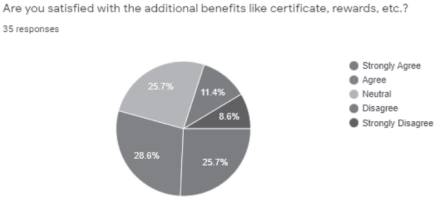
Graph 2: Job Profile
Interpretation: 45.7% of employees are strongly satisfied with the job according to their job profile in the organization while 2.9% of employees are not. The Employees should make the effective key result areas that help to align with their job profile.



Graph 3: Organizational Culture
Interpretation: 37.1% of employees are strongly satisfied with the culture of an organization in the market while 5.7% of employees are not. The organization should make a friendly atmosphere in able to convert unsatisfied into satisfied employees.



Graph 4: Career Development Opportunities
Interpretation: 25.7% of employees are strongly satisfied with the career development of the organization while 8.6% of employees are not. The organization should provide a better career opportunity plan to attract the employees in their individual and organizational goals.



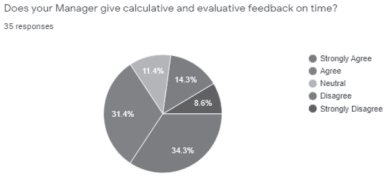
Graph 5: Additional Benefits
Interpretation: 25.7% of employees are strongly satisfied with the additional benefits of the organization while 8.6% of

employees are not. The organization should provide maximum additional benefit to motivate the employees and help to bring positivity to their workplace.



Graph 6: Align career with professional goals

Interpretation: 28.6% of employees are strongly satisfied with the career path to align with the professional goals in the organization while 5.7% of employees are not. The employees should make the balance between their career and professional life to achieve success in the organization.



Graph 7: Manager's calculative feedback

Interpretation: 34.3% of employees are strongly satisfied with the calculative and evaluative feedback from the manager on time in the organization while 3.8% of employees are not. The Manager should make effective feedback so that employees can change according to the requirement.

V. **Result Interpretation**

Data Interpretation	**Research Questions**	**Hypothesis**
51.4% of employees c an finish assigned work within the time limit that come under H1 while 2.9% are not that come under H0.	Do you finish every work assigned to you within the time limit?	H1: Employees can finish assigned work within the time limit. H0: Employees can't finish assigned work within the time limit.
45.7% of employees are satisfied with the work according to the job profile that come under H1 while 2.9% are not that come under H0.	Do you feel you are doing the job according to your job profile?	H1: Employees are satisfied with the work according to the job profile. H0: Employees are not satisfied with the work according to the job profile
37.1% of employees are satisfied with the culture of the organization that come under H1 while 5.7% are not that come under H0.	Are you satisfied with the culture of the organization?	H1: Employees are satisfied with the culture of the organization. H0: Employees are not satisfied with the culture of the organization (Puckett, 2018).
25.7% of employees are satisfied with the career development given by the organizations that come under H1 while 8.6% are not that come under H0.	Do you feel satisfied with the career development opportunities given by the organization?	H1: Employees are satisfied with the career development opportunities given by the organization. H0: Employees are not satisfied with the career development opportunities given by the organization.
25.7% of employees are satisfied with the additional benefits that come under H1 while 8.6% are not that come under H0.	Are you satisfied with the additional benefits like certificates, rewards, etc.?	H1: Employees are satisfied with the additional benefits given by the organization. H0: Employees are not satisfied with the additional benefits given by the organization.
28.6% of employees can align the satisfaction with the career path with professional goals that come under H1 while 5.7% are not that come under H0.	Do you feel you can align your career path with professional goals?	H1: There should be a good relationship between career path and professional goals. H0: No relationship between career path and professional goals.
34.3% of employees can take calculative and evaluative feedback from manager on time that come under H1 while 3.8% are not that come under H0.	Does your Manager give calculative and evaluative feedback on time?	H1: Employees can take calculative and evaluative feedback from the manager on time. H0: Employees can't take calculative and evaluative feedback from managers on time.

TABLE 1: Interpretation Of The Chart

VI. Discussion On Interpretation

In this study, we have developed a finest model based upon our knowledge, understanding, knowledge, analysis, and observation of the current scenario considering the mind-set of employees to know the performance in any organization. It is very transparent that the needs and expectations of the employees are kept on changing. The organization motive is to satisfy their employees to fulfil the necessary demands and expectations (Carpi et al., 2017).

In a better view to know the performance of the employees we have developed a model named CJMCC which stands for COMPETENCY MAPPING, JOB SATISFACTION, MONETARY & NON-MONETARY BENEFITS, CAREER DEVELOPMENT, and CULTURE. The figure below will represent the model. With the help of this model we have analyzed HR practices that need to be modified to meet the business and employee's requirements and if implemented successfully can impact positively in managing talent acquisition in the organization. The organization should keep a periodic check on all the parameters stated in the model.



Fig.2: Model of CJMCC

Description of the MODEL – CJMCC

1. Competency Mapping

Competency Mapping helps to determine the skill, knowledge, and ability to increase performance in the organization. There should be a perfect match between talent and competency. Employees should get the proper training or coaching to perform the tasks or duties and it should be evaluated from time to time. This helps the employees to deliver the job according to the expectations and it increases the performance and benefits (Hearn, 2018).

2. Job Satisfaction

: Job Satisfaction helps the employees to increase their productivity and focus on the work. This will indirectly help to increase the performance of the employees and increase the growth of the organization.

3. Monetary/non-monetary Benefits

Monetary and non-monetary benefits refer to an appreciation of token which is given by the employees according to their performance. Those employees who are motivated by themselves will be able to perform better in their workplace and they will get appreciation in terms of monetary and non-monetary benefits (Couwenbergh, 2021).

4. Career Development

Career development helps to balance between individual and organizational goals. This helps the employees to improvise their skills and knowledge by arranging various certifications, training, and webinars. Employees will get a better understanding of their work and full utilization of their talent in the organization.

5. Culture

Culture plays a vital role in the organization. This helps to interact with their supervisor, colleagues, managers, and subordinates that create a friendly atmosphere. Employees have an open culture to exchange their views, problems, and ideas. This helps to increase the performance of the employees and get various rewards from the organization.

VII. Limitations

This study was conducted on only 35 professionals' employees and there is no specific organization has been targeted. It will not give proper idea of particular department or sector or organization (Puckett, 2018). The HR practices discussed in the study are very limited which may not give a clear knowledge about the entire HR system and its

operations. The study was also conducted for a limited time span and responses.

Conclusion

Based on a model CJMCC, it defines the Competency Mapping, Job Satisfaction, Monetary and Non-Monetary benefits, Career Development and Culture that plays a vital role in ensuring organizations profitability (Couwenbergh, 2021). This study aims to understand the effect of Performance Management and Leveraging Talent Management in the organization. There should an appropriate Performance Management and Rewards/Recognition practices that help in growth, profit, and business sustainability. Based on the responses of survey that help to understand the employees agree or disagree with various factors like overall compensation, brand value, involvement in work, total benefits package, and many more. The survey, help to interpret and make hypothesis according to agree or disagree of the employees. The survey helped to understand the mindset of the employees in the organization. Based on the dependent and independent variables of the model CJMCC referred to, independent variables like Business Growth, Talent Development, and Business Sustainability and dependent variables like Competency Mapping, Job Satisfaction, Monetary, and Non-Monetary Benefits, Career Development, and Culture. The motive of this model is to focus on the dependent variable that will be a key for the profitability of an organization (Hearn, 2018). The organization should nurture talented and potential employees by creating an environment to retain by employee engagement activities that help to reduce the attrition rate and absenteeism of the employees in the organization. The organization should maintain its goodwill in the market and provide various benefits that attract the employees that help to bring loyalty towards the organization.

When Employees are happy, they are your very best Ambassadors.

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Talent Management By Leveraging Employee Experience Data For Organisational Growth

Mr. Sushilkumar Warkar,
Business Partner HR,
Mahindra & Mahindra Limited

Mr. Parth Jadhav,
Assistant Manager HR,
Bharat Forge Limited,

Abstract:
In today's era of digitization and Artificial Intelligence it is very important to understand the scope which technologies brings in to automate the processes and enhance employee experience. Once an employee is engaged with an organization it is the primary responsibility of the organization to provide excellent employee experience. Now if we see how the industry has grown from past few decades, we can understand that there has been various dynamics and the concept of agility and work life balance has gained high importance and there comes the difference.

Once the employee experience is enhanced the employee continuously makes best effort to fulfil the organizational goal and contributes the best possible from his end.

Now with the use of technology understanding the finest things about organizations ways towards bringing enhanced employee experience has moved to highest limits. Now the primary focus of each employer is to provide best class facilities to an employee and thus ensure that the delivers the best by providing best employee experience.

The assessment of the employee experience has been very important, this in turn would help to understand the way about employee perception towards organization.

Keywords:
Employee Engagement, Empathy, Employee Experience, Data Analytics, Work life balance, agility.

Introduction:

What Employee Experience is and why it's important:

Employee Experience is everything an employee observes, feels, and interacts with as a part of a company. It may be confused with employee engagement, but that while engagement is the end game, employee experience is the means to get there.

A few years ago, companies required employees to conform to their rules and regulations. But as talent became scarcer and competition for attracting skilled workers increased, companies began to make efforts to see through employees' lenses. Organizations that invested in their Employee Experience saw a significant business impact in terms of lower attrition rates and higher headcount growth.

According to survey from Hyperights, although 68% of companies report that their Employee Experience has improved in the past 5 years, only 52% state their company provides a positive employee experience. These percentages prove that there are factors that still need improvement for employees to be satisfied and have an excellent experience at work.

Some of the priority aspects that offer room for improvement are compensation and benefits, simplifying administrative processes, open and effective management, intuitive tools and technologies, training opportunities, company culture and work-life balance.

Stages of Employee Experience:

A. Recruiting and Pre-hiring-

Recruiting and Pre-hiring is very important stage and leads to long term impression about the organization. This phase is also called as image creator for

The corresponding author can be reached at warkar.sushilkumar@mahindra.com

new entrant into the organization. Once a perception is created for the organization it remains for a longer time.
So, this stage must be very clear and should be the best experience for any employee.

B. On boarding Feedback:
On boarding feedback comes as the first feedback during the actual entry within the organization. The employee now actual should be made comfortable since he has altogether seen a different culture and now would grow in a different culture. In that case the employee should be provide an empathy to bind with the organization.

C. Employee Engagement Survey:
The employee engagement surveys are very important source of data and are also most trusted and validated source. The data gives a deeper InSite about employee engagement within the organization and this is the reason that most of the observation can be derived through employee engagement surveys.

D. Exit Interview:
Exit interview are the most unbiased way of collecting the employee experience data. The data is shared by an employee who is already getting out of the system and it lead to creation of valid source of data which is basically unbiased.

Aspects of Employee Experience:
Employee Experience has been a focus area in various organization to understand the behavioral prospect.
The employee with positive experience has always been a very critical resource for the organization and thus it can be said that the impact by which the organization moves it drive for Employee Experience can lead to talent attraction.
In the past several years the organizations have realized that the employee engagement is a very crucial activity in making positive employee work experience. The life cycle of an employee is associated with various interlinked processes and thus it can help us to put better emphasis on the business requirement.
The detailed idea for the execution of various activities can be defined under the umbrella of talent psychological contract which an employee makes with the employer. Various influencing factors for Employee Engagement may be considered as –

A. Rewards & Recognition-
Rewards and Recognition plays very crucial role when we particularly describe its effect the behavior of an employee. More the employee is recognized for their achievements they considered to be of very much important to the organs aition. This enables the feeling of connectivity between the employee and the organization.

B. Employee Engagement-
The drive to keep employees engaged through various activities is very important when the entire process of employee experience is to be considered the employee who are more engaged turns to more positive on the scale and thus help the organization of focus on its overall objective of sustainable growth.
Thus, the employee feels empowered when they and engaged and have strong sense of bonding with the organization even after their separation from the organization.

C. Psychological Contract-

The unwritten contract betweeen the employee and the employer turn to be very effective in creating positive effect of employee expereince. The employee whos psychological contract had been positively influenced would always prefer to have a very good perception about the organsaition.
This perception would also lead to the way his journey has been with the organisation from the very initial phase. So it can be said that the fulfilment of psychological contract is very important in this aspects.

D. Skill Enhancement –
Skill enhancement is relatively very important part while consideration of employee experience. Employees developing various skill can lead to growth of

once potential under various areas. It lead to concreate way of dealing the skill set. The various skill achieved by the employee would enable the employee to achieve the targeted goals.
This helps the employee to understand the prospective of skill enhancement for his wellbeing.

E. Career Growth-
Employee feel more compassionate about the organsaition when they are provided with career growth oppurtunities. The employees road map towards continous growth and accomplishment of carrier goals is to be considered very important in many term and thus it should be considered very important for positive employee experience.

F. Moral, Ethics and Values-
In certain employees there connectivity with the organsaition is only due to moral and ethic the organisation carries. The more interlinakge is exhibited between the organisation and individual leads to overall dedication of an employee. This also elimates the chances of employee making negative perception about the organisation.

This bring in ability of an employee to react postively to any changes which comes in the first place and it also helps to develop the overall prospective of the individual towards the organisation.

G. Job Enlargement –
Most of the employees consider job enlargement a very important and crucial role in their career development. Since this is very important and the enlarged job leads to very good through put. So, it can be defined that job enlargement leads to very positive influence on Employee Experience.

H. Data Driven Analysis-
The data driven analysis is always very important the data provide insights. These insights help us to understand the various terminologies under the prospects. The strong analytical data and create miracles. The employee experience data has many things to contribute all together. Most important part of this data is that is can help to develop a meaningful procedure.

This procedure will not only help the existing employee but will also help to create a strong cohesive force to attract new talent. The interlinkage can also be provided for employee engagement since the employee experience is an unbiased source of information.

Literature Review –
The author has gone in through in-depth study of various aspect in continuation to the research content. The majorly used source are internet, books and various reading material along with daily newspapers.

The various internet sources like Digital HR, HR Info, Times HR, fistful of talent, HR morning have helped in studying the various aspect and terminologies in context to research.

The researcher has also used books like "Employee Experience by Design: How to Create an Effective EX for Competitive Advantage" authored by Belinda Gannaway and Emma Bridger. The book has extensively briefed about the various aspect where the employee experience plays a very crucial role and hence it can lead to good competitive advantage. The concept is overall very useful and hence can make is very reliable for organization to use its employee experience as benefit over the competitor.

One of the research books which has helped the author to understand strong highlights is "Digital Workplace Strategy & Design: A Step-by-step Guide to an Empowering Employee Experience" book by Henrik Gustafsson and Oscar Berg.
A book which has well defined the way through which the Digital Workplace can utilize the various data source to make a good level of communication to various terminologies in context to the required aspects.

."The Power of People: How Successful Organizations Use Workforce Analytics To Improve Business Performance" book by Jonathan Ferrar, Nigel Guenole, and Sheri Feinzig has helped the author to reach at the point of understanding that the real need to data to make effective HR practices. The process of creating a concrete data and then utilize this data to obtain various conclusion all together to set forth new targets. The target will broadly focus on the various improvement plant on strengthening the HR practices understanding the data.

The various new articles from Times of India, Economic times and HR today has also helped to gather data and details which has helped to formulated a strong solution towards various proposed observations.

Research Methodology-

The data is mostly based on Secondary data and the data is gathered from various sources. The data is then complied basis the understanding of various terminologies and then it is transformed into useful analysis.The researcher has studied various process where the interconnectivity of research is associated. The data driven analysis is then imparted and the transformed into useful interpretations. The data used for the research is been analyzed and is obtained from the trusted sources.

Data Analysis and Results:

The data analysis was done in order to create the data for various interpretations through questionnaire. The responses were collected from various stakeholders including Individual contributors, Team Leaders and strategic management. The data from respondents was analyzed and various insights were observed as per Fig 1.0.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Has your organization given value to your feedbacks?	11%	27%	21%	30%	11%
Is there a proper understanding of the strategic objectives of the organizations?	11%	20%	10%	30%	29%
Is your role in the organization clear to you?	47%	37%	1%	16%	0%
Do you believe you have an equal opportunity to have a stable career path in the organization?	30%	40%	5%	14%	11%
Are you satisfied with your role and responsibilities at work?	8%	57%	3%	17%	15%
Do you receive constructive feedback from your manager?	11%	20%	10%	37%	22%
Is there a strong feeling of teamwork and participation in the organisation?	27%	45%	4%	14%	10%
Are you inspired by the goal of the organization?	27%	10%	0%	33%	30%
Do you feel the organization is unbiased?	37%	50%	9%	3%	1%
Is your work environment distraction free and motivating?	50%	27%	0%	7%	16%
Do you think your work environments reflects your organizational culture?	43%	27%	0%	13%	17%
Do you believe the organization has your best interests in mind when making business decisions?	11%	20%	10%	30%	29%
Are you satisfied with the way your organization has managed both its business and people during this time?	39%	10%	6%	21%	24%
Have you continued to collaborate with your team during this Covid Time?	30%	40%	5%	14%	11%
Does your team inspire you to do your best work?	43%	27%	0%	13%	17%
When something unexpected comes up in your work, do you usually know whom to ask for help?	43%	37%	0%	13%	7%
Do you have a good understanding of your organization's informal structures and processes?	9%	38%	18%	20%	15%

Fig . 1.0 – Responses for Questionnaire

The questionnaire consisted 17 Questions which denotes various parameters for Employee Experience and following were the point of concern.

• Importance of Employee Feedback: Out of 53 Respondents 62% respondents felt that the feedback they are giving to the organization are not valued. Employees are the pulse of the organization and they are make or break the working landscape therefore continuous employee feedback is necessary but also giving value to their feedback is necessary because when employees feel that their inputs are valued their experience with the employers goes to the positive bar.

•Strategic Objectives and Employee Involvement: Out of 53 Respondents 69% does not feel connected to the strategic

decisions in their organization. Participation of employees in decision making process plays an important role in business as it influences quality and competitiveness. Participation inspires employees to volunteer and accept responsibility for collective purposes thus enriching employee experience.

• Constructive feedback from Managers: Out of 53 Respondents 69% stakeholders feels lack of constructive feedback from their seniors. Feedback not only clarifies expectations from employees also it lets the employees to build a pathway to their career. Some points which should seniors should keep in mind while giving feedback are:

• Pick right time and place to give feedback
• Be specific and use examples
• Avoid Negative Language
• Organization Goal: Out of 53 Respondents 63% employees feel that their employee experience is lacking because they are not inspired by their organization's goal. Following are importance of Goals:
• Goals provide focus
• Goals offer measurability
• Goals increases motivation
• Goals make overall vision attainable

Organization goals are the end towards which activity is aimed. Goals are desired outcomes for individual, groups or entire organizations. This not all increases employee experience but also ownership of employees.

Data Analysis:

A. Understanding employees' expectations of their organization are critical when creating a positive employee experience. According to Gallup, 60% of employees say "the ability to do what they do best" in a role is "very important" to them. Fifty-three percent of employees say a role that allows them to have greater work-life balance and better personal well-being is "very important" to them-Source Bonfyreapp.com.

B. About 6% of the organizations analyzed as "experiential" based on their significant investments in cultural, technological and physical environments for employees. These companies have four times higher average profits, two times higher average revenues, 40% lower turnover and 24% smaller headcount than those companies classified as non-experiential enterprises. Source Bonfyreapp.com.

C. Work-life balance is important to the employee experience. Approximately 87% of employees expect their employers to support a healthy work-life balance, according to a survey from Glassdoor.

D. Recognition is tied to performance. Approximately 92% of workers said that when they're recognized for specific tasks, they're more likely to do them again in the future. Recognition makes employees feel appreciated and motivates them to work harder. Source -Techtarget.com

Proposed Framework –
The researcher is proposing a framework where there would be consideration of each aspect under the roof of Employee Experience. The model drives the spirit from the analytical data and its impact on various factor in all different area leading to the overall utilization of data received from employee experience.

Excellence	Drive	Career Growth	Trust
Focus	Alignment	Capability Building	Collaboration
Required	Contribution	Job Security	Support
Parameters	Work	Rewards	People

Fig 2.0 -Excellence model for enhance employee experience.

The model has three level of the employee experience the very first comes a the required the second highest degree is focus and the topmost is excellence.

Further to explain this model Work, Rewards and People are the three-core foundation to be consider enhancing employee experience.
When we consider work as parameter the highest degree to which an employee can be made accessing through good employee practices is drive. Drive makes the employee an integral part of the organization making him Business Navigator.
The other parameter includes rewards, the employees must be rewarded and the highest degree which can be created is career growth and this makes the best sort of employee experience within the organization.
People factor can only be created when an individual reaches to highest degree of trust. More the Trust more is the transparency and that gives one's loyalty towards the organization.
This model explains the level of excellence which can be achieved within an organization through successful implementation of best practices which are basically derived from data fetched from Employee Experience.

Conclusion:
The research article has majorly focused on the impact of various data collection techniques and the way how data can drive the organizational wellbeing. Researcher have strongly focused on the constructive use of data to enhance employee experience within the organization. The experience by which the employee moves from an organization is mostly unbiased and can lead to various constructive observation.

These observation in term can drive the entire value chain and help each employee to be integral part of the organization. The employee should ink their personal goals with the organizational goals, and this will ensure growth of an individual, growth of organization and the growth of society. Thus, the digital technology and data analytics can help to derive these observations and allow to access the unfolded truth within the organization.

In longer term the organization would achieve its predefined vision through these small but useful insight and can drive entire process with an ease.

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Interviewer Bias and Personnel Selection: A Preliminary Study

Dr. Sivapragasam Panneerselvam
Assistant Professor (OB & HR Area)
& Corresponding Author,
Thiagarajar School of Management (Autonomous),

Ms. Shreya, V.,
Co-author
Team Member – Human Resources,
Saint Gobain India Private Limited

Abstract
Bias impacts our day-to-day lives. Work life is no different. This study has attempted to explore how HR practitioners and recruiters approach the problem of bias during employment interviews. This study finds out that HR practitioners and recruiters are quite aware of the bias they bring to the interview process. However, they continue to have confidence on the ability of the interviewer in making good selection decisions. The study also finds mechanisms adopted by organizations to minimize the impact of personal bias in employment interviews such as structured interview, competency-based approach, situational interviews as well as adopting combinations of selection methods.

Keywords: Bias, Decision Making, De-Biasing, Interview, HR Professionals, Perceptual errors, Recruitment, Selection

Introduction

Humans think in two ways – fast and slow (Kahneman, 2011). While fast thinking is intuitive and energy-based (gut), slow thinking involves analytical and critical thinking. Humans unconsciously decide based on the 'first impressions' or undertake a conscious process of analysis, problem-solving and reflection. The problem with fast thinking is that it is unreliable, irrational, and biased. Bias refers to human proclivity or temperament to present or hold a partial perspective accompanied by a refusal to consider alternative merit points. All humans are hardwired to act biased as result of our genetic as well socio-cultural upbringing. Bias help people to make decisions with less conscious efforts and protects human ego, as most of the humans do not like to test or falsify their original beliefs (which may be wrong). Conversely, bias prevents people from seeking new information about valuable alternatives, embedded (being) subjective in their dealings, and eventually notches up (to) significant opportunity costs.

Innately, the capacity to discern 'us' from 'them' is quite natural for humans and is well documented in research (Amodio, 2014; Cikara et al., 2011). Biases can be conscious (we know we are prejudiced or have a preference and others observe it in our behaviour) as well as unconscious (we are unaware of our prejudice or preferences and we believe that we are acting objectively and fairly). Whether conscious or unconscious, bias results in prejudice, discrimination, and stereotypes and it is rooted in the brain. Biases affect all humans in many ways, but they are seldom realized because of 'blindspots'. A "blindspot" is a metaphor used to refer to portion of human mind that houses unconscious biases (Banaji and Greenwald, 2013). Broader decision-making biases include groupthink (our tendency of a group to converge so as to ensure equilibrium), confirmation bias (our disposition to affirm a position or judgement already held), anchoring bias (our disposition to overweigh an initial proposition) and framing bias (our disposition to limit attention to our immediate frame of reference). In a similar work, the Neuro Leadership Institute's developed the SEEDS Model categorizing biases into five broad categories, similarity bias (our propensity to view people similar to us favourably and dissimilar one unfavourably), expedience bias (our

The corresponding author can be reached at sivapragasam@tsm.ac.in

propensity to make quick conclusions in an effort to minimize cognitive effort), experience bias (our propensity to rate one's perspective as true compared to that of others), distance bias (our propensity to assign greater value to people or things closer to us compared to those that are far away) and safety bias (our propensity to over-account for negative outcomes compared to positive ones).

Studies assert the role of social group experiences in the development of bias towards – age, ethnicity, gender, nationality, people with different ability, race, religion, sexuality, social class, etc (Gardner and Deadrick, 2012). The impact of bias in work organizations cannot be wished away being built-in. (is dramatic). Biases can interfere with individual relationships and group behaviours; it influences group composition as well as group debates. The consequence of homophily at work are flawed decisions and compromise organisational performance. In an era of technological advancements, global connectedness, workforce diversity and enhanced awareness of anti-discriminatory rights and laws, biases are impregnable but socially as well as legally unacceptable (Manshor et al., 2003). While some organizations are mitigating bias by spending greater deal of resources and training in educating people, most others ignore the obvious. Why do many organizations and leaders ignore the obvious?

Interviewer Bias

One area where bias occurs naturally, yet predominantly exists is in recruitment and selection (Lekchiri et al., 2019). Hiring process is incredibly vulnerable to unconscious bias. Among various processes employed in hiring, interview is an important one (Derous et al., 2016; Judge and Higgins, 2000; Macan, 2009). Biases wreck job interviews badly and time-crunch managers often employ to quick sorting of candidates based on intuitions and lack of pre-defined job-specific competencies. Though studies have shown interview process is flawed, biased and a poor predictor of employee performance, it continues to be the most commonly used method of employment selection. The inherent weakness of the interviewing process stems from the interviewer bias. Interviewer bias refers to unconscious bias that profoundly influences the attitude and behaviour of interviewers during the interview process. Today with social media recruitment opportunity, recruiters are able to have a measure about a candidate's attribute and abilities, gain a first impression and this unconsciously affects their later decisions (Cristofaro, 2017). First impressions, halo/horn effect, stereotypes, idiosyncrasies, etc continue to plague the effectiveness of the interview process (Carless and Imber, 2007). Bias on diverse demographic factors among others, infiltrates decision-making about talent - recruitment, promotion, and succession (Steiner and Dilliland, 1996; Manshor et al., 2003). Neglect of high potential performers, foregone workforce diversity along with law-suits challenging organizations for discriminatory practices are negative consequences of bias.

There are four type of interviewer bias observed in workplace settings. Confirmation bias refers to interviewer's tendency to elicit out information that supports one's pre-conceived beliefs (Dipboye, 2018). Affective heuristics refers to interviewer's tendency to make quick and superficial decisions based on the level of attractiveness of interviewee's – physical attractiveness, race, gender, background, etc., (Shahani et al., 1993; van den Brink et al., 2006). Anchoring bias implies an interviewer's disposition to employ an arbitrary anchor like expectations, which are likely to influence the way to evaluate the candidate. Intuition also plays its part in situation wherein neither the time nor information through objective measures is adequate to assess the suitability of the candidate for the job and the organizational culture (Miles and Sadler-Smith, 2014). To add to the challenge, HR managers and line managers continue to lack in the awareness of these evidences discrediting the validity of interview process. These managers continue

to have high confidence in their own judgements and create an illusion of validity about the interview process. Studies aimed at understanding as well as de-biasing organizations for diversity and inclusion are needed as a leadership mandate in business organizations. It is time that managers and leaders promoting sustained performance through human excellence understand and realize the widespread and powerful nature of biases that clot the organizations and people from being the best.

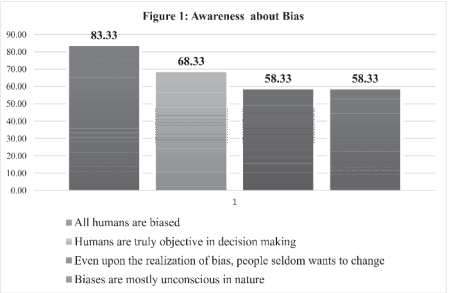
Methods

This study has attempted to seek the answer for the following key research questions. Are interviewers/recruiters aware of the bias they bring into the interview process? What factors are contributing to bias during the interview process? What mechanisms that interviewers and organizations must adopt to minimize the impact of bias during the interview process? A questionnaire developed was shared to the members of a National HR Association and 60 responses were returned. Greater majority (85%) of returned the questionnaire were male and from three types of industries – Manufacturing (38%), Services (25%) and IT (37%).

Measures

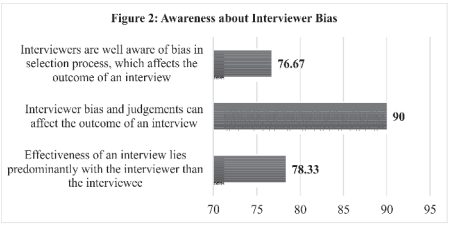
The researchers have developed a self-report questionnaire soliciting information on – Awareness about bias (sample item, All humans are biased), Awareness about Interviewer's Bias (sample item, Interviewer's bias and judgements can affect the outcome of an interview), Attitude towards Interviewer's Bias (sample item, Hiring decisions taken are based on one's intuition which are mostly right), Interview Process (sample item, Interviewers are generally drawn to a candidate who is similar in age and background to your current staff), De-biasing interviewer (sample item, proper understanding of JD and JS to the interviewer is necessary); De-biasing Interview Process (sample item, Behavioural interviews help to assess candidates better than generalized interviews), etc.

Results: Awareness about Bias



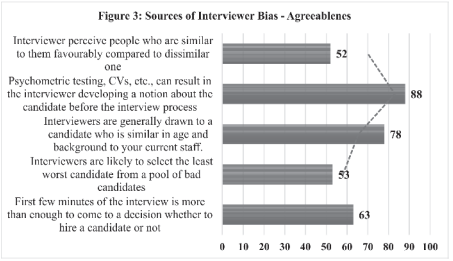
Greater majority of interviewers surveyed (83.3%) have agreed that all humans are biased and majority (55%) report biases are unconscious in nature. However, less than two-third of the interviewers (63.3%) are of the view that humans are truly objective in decision making and little majority (55%) have reported that even upon the realization, people seldom want to change.

Awareness about Interviewer Bias



Interviewers also reported agreeableness to the bias they bring to the interview process (76.67%), interviewer bias and judgements can affect the outcome of the interview process (90%) and the effectiveness of interview process lies with the interviewer than the interviewee (78.33%).

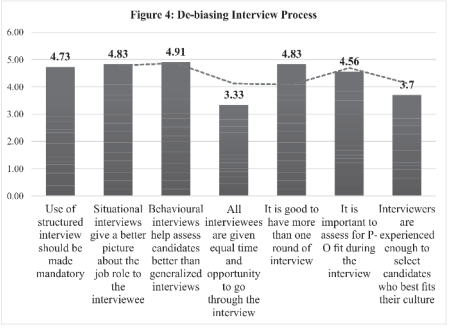
Sources of Interviewer Bias



When asked about sources of interviewer bias, majority of the interviewer reported that interviewer's perceive people who are similar to them favourably (53%), interviewers develop a notion about the candidate using psychometric tests, CVs, etc., (88%), interviewers are generally drawn to a candidate who is similar in age and background as that of their existing staff (78%), interviewers are likely to select the least worst candidate (53%) and first few minutes of the interview process based on first impressions interviewers are likely to come to a decision whether to hire or not (65%).

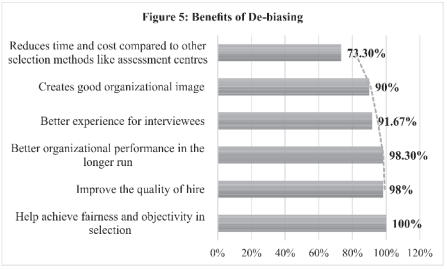
De-biasing Interview Process

All interviewers reported that training interviewers about bias is an important de-biasing intervention adopted by them in general. When asked about other de-biasing interventions on the interview process, the highest mean score was reported to use behavioural interviews that help assess candidates better than generalized interviews (4.91) followed by having more than one round of interview (4.83) and situational interview for better picture about the job role (4.83). Use of structured interviewed should be made mandatory (4.73) and the importance to assess P-O fit during interview process were other significant de-biasing processes reported by interviewers. The lowest mean score was found for the items, that interviewers are experienced enough to select candidates who best fit a company's culture (3.7) and all interviewees are given equal time and opportunity to go through the interview (3.33).



Benefits of Bias-free Interview

Benefits of bias- free interview includes better experience for interviewees (91.67%), better organizational performance in the longer run (98.3%), creating conducive organizational image (90%), reducing time and cost compared to other selection methods like assessment centres (73.3%), improving the quality of hire (98.3%), and help achieve fairness and objectivity in selection (100%).



Discussion

This study finds that interview process continues to be affected by interviewer bias. It can be stereotyping, generalisation, halo bias. Interviewer bias refers to error in human judgements based on preconceived evaluation about an interviewee. It can be conscious or unconscious. Bias makes the interview less objective rendering it unsuccessful. It comes anyway when two or more human beings interchange ideas in a social milieu. Besides stereotyping, generalization bias are common scenes. Generalization bias seeps in at the time manners pop up during interviews as an everyday behaviour. The interviewer may presume the candidate will repeat what he/she has done before. These biases are likely to influence interviewer recruiting someone based on what pleases him/her, or they have similar interests or traits. The competencies required for the job are not tested appropriately. Heuristics or mental shortcuts prevents our brain from tackling difficult situations efficiently and it helps us arrive at quick judgments. But this essential trait can be very chaotic for a recruiter, particularly while hiring for a niche job role.

Cultural bias again creeps in. This bias dominates when the interviewer likes to listen and listen as per his/her choices. Any honest opinion or answer is not liked. Here it is a test of true opinion jettisoned in favour of a socially acceptable answer. Halo/horn bias is a widely prevalent cognitive interview bias in which an interviewer allows one strong point about the candidate to overshadow or influence everything else he/she speaks. It can be something that pleased him (halo) or something that he didn't like (horn) that clouds all other responses of the candidate, making the interview succumb to interviewer's subjective opinions. First impression beliefs play a critical role in the subjective opinion of the interviewer and his/her decisions about the interviewee. At the awareness level, interviewers are quite aware of the bias they bring to the table, but they seldom want to change at least consciously.

This study finds that despite good intentions, hiring decisions continue to be made largely based on unstructured interviews, which allows biases to infiltrate talent decisions in most organizations. Quick screening of CVs, psychometric tests, etc., provide ample opportunity to permeate bias in interview discussions. Use of behavioural interviews or situational jobs tests (SJTs), multiple interviews, panel interviews, etc. among other processes are essential constituents to de-bias the interview selection. Initiatives more direct in nature can help organizations to overcome interviewer biases, encourage new ideas, screen out imperfections and acknowledge diverse cultural frames of reference. Many organizations worldwide, especially in advanced economies are spending great deal of resources and training in educating people about biases and the dire need to de-bias work organizations. Training people about unconscious bias, or latent subjective factors like cultural fit or value fit hinder diversity and inclusion efforts. What inspires then is to develop a common understanding and language, lexicon to talk about unconscious bias, and the platform to eradicate it.

Without being aware of our unconscious biases hidden forces that determine the choices we make, it will be difficult to hire, develop, retain talents and make decisions that help support organizations (Kray and Thompson, 2005). While individual cognitive efforts supported by continuous training is an essential prerequisite, it is not complete. Rooting out unconscious bias through inclusive training is crucial for creating inclusive environments for change and success. Through diagnostics, group workshops, individual coaching and self-paced activities (much like homework), a framework for eliminating bias in decision-making process must be established (Rudman et al., 2001). Google, Waddell and Reed Financial, Deloitte UK and many more are noteworthy pioneers in this direction. De-biasing is a leadership mandate. Awareness of bias and a curiosity in others are two of the key traits to seek in an inclusive leader. Highly inclusive leaders demonstrate extraordinary levels of commitment to diversity, are highly cognisant of personal and organisational biases and work hard to chisel biases and correct course. Making sure that all key personnel care about minimizing bias by understanding how it impacts the bottom line is the way forward. Interviewers often discover that a candidate gives superb answers to some questions but deeply disappointing ones to others. Although it complicates evaluation, identifying this internal inconsistency is worthwhile, especially if there are questions that receive more weight. Comparative evaluations not only help us calibrate across candidates but also decrease the reflex to rely on stereotypes to guide our impressions.

Interview structure matters (McCarthy et al., 2010). When interviews are structured and conducted uniformly for all, it provides equal opportunities to all participants to showcase their competencies (Barclay, 2001). That results in 'democratising' interviews. Behavioural interviews are gaining popularity and for selection validity. Higher validity of situational judgement tests (SJTs) using video or animation or digital interviews

are gaining ascendancy (Whetzel and McDaniel, 2009). While video interviews could be argued for attractiveness bias, with the right training and supportive systems, organizations can ensure that managers focus on candidates on job-specific criteria or competencies (Langer et al., 2017; PRWEB, 2011). Anonymising job interview is a great way to foster inclusiveness of interview process. The use of analytics for talent decisions cannot be wished away, coming as it is largely due to data-driven approaches. Data is crunched to find out which interview questions are more highly correlated with on-the-job success (Upadhyay and Khandelwal, 2018). The use of intelligent automation - combining human decision making and machine learning helps to not only speed up the hiring process but also highlight any biases inherent within recruiters. AI removes bias from assessment, recruitment and training processes and can save businesses significant real time and resources as well as improve the cultural fit and diversity of recruits (Altemeyer, 2019).

Conclusion

Biases influence decisions, shape group activities and organizational culture. Therefore, it is harmful for organizations. Biases stymie diversity and inclusion efforts and are likely to skew talents selection outcomes, performance reviews and employee experience in work organizations. Recruitment and interview process are the starting point to start the conversation and commitment to diversity and inclusion. Inclusive leaders understand the importance and ubiquity of bias, the kind of damage it can inflict on the organisation fabric. So, they encourage total conversation to de-bias through conscious efforts and systematic intervention. Beyond ethical, moral and social standpoints, diversity has also got a legal perspective. Compose, a cloud storage company, decided to completely do away with resumes and instead evaluate job candidates based on how well they solved a job-related problem. Any bias in employment bias is viewed seriously from a legal standpoint too, that promulgates anti-discriminatory Laws. Diversity and inclusion are a legitimate business case. As leaders and managers, it is imperative to understand and then work to eliminate the unconscious bias that works like a termite. Key business decisions then can be much more fruitful and effective imparting a lasting effect even when pandemic Covid-19 tears down business fundamentals.

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Leveraging Talent Management to Ensure Organizational Growth

Dr. Abhijeet Shah
Vice President – IR and Admin
Bharat Forge Ltd. Mundhwa, Pune

Mr. Nirvikar Hingane
HR Business Partner
Hindustan Unilever Ltd. Khamgaon

Abstract— The world of HR is going through evolutions since last few decades. The fundamentals of HR have changed from just manpower management to talent management. Organizational development defines the structure necessary to enhancement of productivity and ensure continued organizational growth. Workforce Planning and Talent Management are directly proportional to the organizational growth.

Not only the quality of talent, but also how well they are integrated into existing teams is pivotal to the success of any organization. In the absence of this, the business may suffer more than it did before the new employees stepped in.

Keywords— Talent Management, Capability development, Talent attraction, Talent diversity, Talent outsourcing, Retention.

I. INTRODUCTION

In any organization high performer are more productive than average once. In more complex situations, high performers are found to be immediate solution provider to problems and issues. High performers are adding value to the business in different ways. Hence, most company's CEO realize that, talent is a core competitive asset. It is not important for any organization how much you spent per hire to attract the right talent, it is important that what are the initiative you are driving to retaining the talent.

Hence, researcher has decided to carry the study on leveraging talent management to ensure the organizational growth.

II. LITERATURE SURVEY

We have done the literature survey and it is observed that organization who are retaining talent are focusing on, to create the purpose of the organization, having a clear vision and mission, focuses largely on how to generate economic value of the business and creating long term gains for stake holders. They are also keen about people involvement and aware that, talent people can make the difference in the business, give them the sense of meaning and draws their supports.

The talent management is something that can be managed by the way of capability development, talent outsourcing and retention. The achievement of individual and organizational goals are combination of talent management and their utilization.

III. HOW TO RETAIN THE TALENT

Soon, companies will face critical HR challenges into three strategic categories –

1. Developing and Retaining Best Employees - Organization should have the system in place to identify the potential employee, structured leadership development program. To cope up the employees with new challenges, organization should have initiatives for managing work life balance. In addition, companies should consistently and deliberately communicate their HR values and market their messages to the new talent pools. It is also important that, company should able to create geographic footprint and future activities of the firm which will enable Talent affiliation and development.Leadership development is also linked with talent management. Employees engagement contribute for the growth of business performance.

The corresponding author can be reached at Abhijeet.Shah@bharatforge.com

Leadership plays important role for business development and they convey mission and sense of purpose of the organization. Organization should invest considerable resources in defining the leadership models, system for assessment and development of leaders.

Nowadays, employees have multiple employment options and can pick a job on the basis of flexible work hours, retirement age, flexible work arrangement, flexible pay check etc. Hence, organization have to find out the beneficial non-traditional offers to retain the talent.

2. Anticipating change – The 2nd category encompasses on managing demographics, managing change, cultural transformation and globalization. In the developed economy, organization should have systematic approach to analyse the future supply and demand for employee's growth scenario. Organization should have philosophy of continuous learning, adopt the change quickly, able to develop the capabilities, ability to take the risk and creating the rigorous mechanism for tracking and reporting to stay on the schedule. At the same time, company should have to face competition from global market and for that purpose the concept of, "Do it right the first time every time" shall be implemented effectively i.e. place the right people for the right locations.

3. Enabling the Organization – It is already mentioned when we are driving in the world, innovation and rapid change will be the keyword for the organization from top to bottom. This will possible when there is culture of learning in the organization. At the same time, it is important, all educational systems, skill development programs shall be in tune with business needs and future requirement. Corporates shall invest in learning and training activities and need to monitor more significantly the returns on these investments.

IV. SURVEY

A survey was conducted amongst the HR professional across manufacturing industries to understand the diversified opinion on the Talent Management and Progression.

1. Type of Industry -

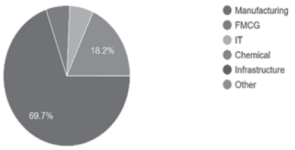


FIG (1)

Majority of respondent belongs to Manufacturing sector

2. Capability Development and Enhancement is the joint role of Operational team and HR.



FIG (2)

Maximum respondents are replied that Capability Development and Enhancement is the joint role of Operational team and HR.

3. Talent Management will become the most important HR aspect in next few years.

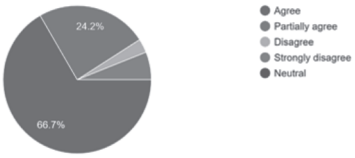


FIG (3)

2/3rd respondent are stating that Talent management will becoming the most important aspect of HR in short coming.

4. The current lineage towards Work life balance will create shortage of talent in forthcoming years.

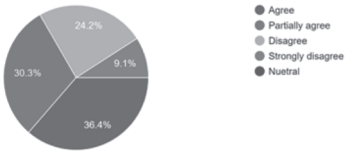


FIG (4)
Mixed feedback received from respondent for above question regarding work life balance and shortage of talent.

5. Declining birth rates will lead to shorter talent pool.

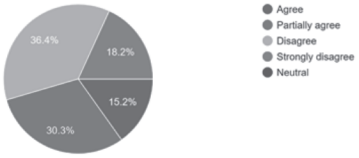


FIG (5)
Very less respondent agreeing that birth rate declination results less talent pool.

6. Talent Diversity, Digital Transformation and Talent outsourcing are key challenges and critical for the future to the HR.

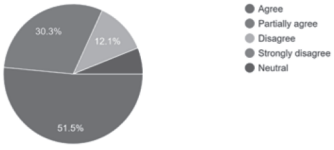


FIG (6)
50% respondents are agreeing and 50% respondent having mixed feedback that Talent Diversity, Digital transformation and Talent outsourcing will be the key challenge for HR.

7. Talent Attraction and Retention will be game changer in HRM.

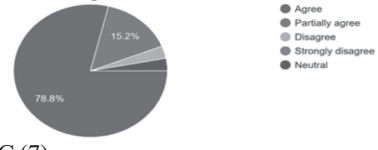


FIG (7)

About 80% respondent are stating that Talent attraction and retention will be the game changer in near future.

8. Engaged Manpower will deliver best performance.

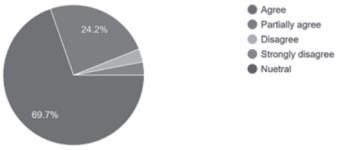


FIG (8)
Maximum respondents are agreeing that engaged manpower will deliver the best performance.

9. Creating employee desired growth plans will helps improve the internal talent development.

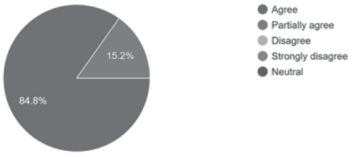


FIG (9)
About 85% respondent are stating that creating employee desired growth plans will helps to improve the internal Talent Development.

10. Leveraging, coaching, counselling, and mentoring helps to retain the talent.

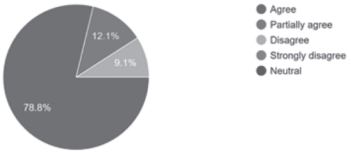


FIG (10)
75% respondents are agreeing that leveraging, coaching and counselling are helps to retain the talent.

V. PATH ANALYSIS
As introduced in our previous paper Creating Competent Manpower for Future – Role of HR in Business Sustainability

"Path Analysis is a statistical tool used to estimate the significance and magnitude of casual connection between variables. It is a process of evaluation through examination of relationship between dependent variable and independent variable".

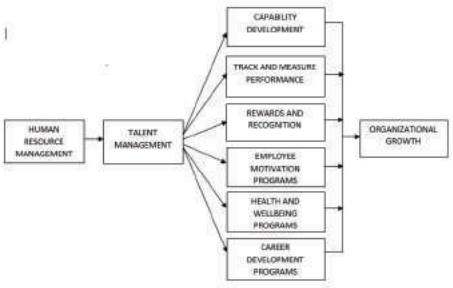


FIG (11)

Human Resource Management plays important role for acquiring, retaining the talent in the organization. Talent Management required exhaustive program in the organization for Capability Development, Track and measure performance, Rewards and Recognition, Employee Motivation, Health and Wellbeing and Career Development which result in to the Organization growth.

VI. PERSPECTIVE ANALYSIS

Perspective analysis is an advance analytics method to answer the question of "what is to be done? or what can be done?" using the data and graphs.

Here is a study done by Mckinsey on the effectiveness of the Talent Management Practices.



FIG (12)

Relationship between Talent-Management practices and Outcomes -

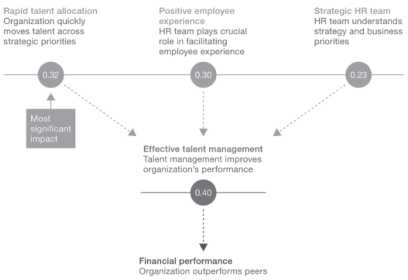


FIG (13)

From the above diagram, it is observed that the three key Talent Management practices create significant impact on Effective Talent Management which results to improve organizational financial performance.

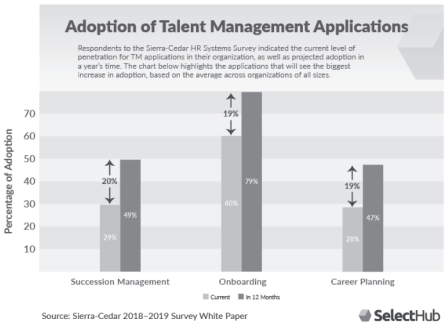


FIG (14)

• The critical nature of Human element in succession planning will impact the talent allocation

• Skill Gap management will also impact the skill evaluation

• Onboarding experience will impact the talent attraction and employee branding

• Onboarding experience will all be a key factor in talent attraction

• Employee career planning will be a key factor in moving the skill across organizationx

Findings:

1. Capability Development
2. Engaging Onboarding Process
3. Track and Measure Performance
4. Reward and Recognition

5. Skill Gap Analysis
6. Employee Motivation Programs
7. Career Development Programs
8. Health and Wellbeing initiative

Above programs will helps to resolve the question of what is to be done to leverage the talent management or what can be done?

VII. CONCLUSIONS & FINDINGS

The study aimed to understand the perspective of how leveraging the talent management across the cadre will help organizational growth. In the study we found that, overall 80% of HR professional across industries relate to the statement of Talent Management being the key mover in Employee performance resulting into the Organization growth. The constructive survey done by multiple organization in the last 2 years have also proved the significance of Talent Management.

We conclude from the study proving the problem statement through Path and Perspective Analysis to leverage the talent management as stated above.

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Management By Objectives For Successful Performance

Prof. Dr. Venugopal, J.,
Ph. D – Management Science & Ph. D – Economics; Professor of MBA, Life Member - NIPM Kasireddy Narayan Reddy College of Engineering & Research, (Brilliant Group of Technical Institutions), Affiliated to Jawaharlal Nehru Technological University, Hyderabad.

Abstract
The present research paper has examined on the concept of Management by Objectives (MBO) whether it improves the performance of the employees at various levels through the adoption of the approach based upon joint goal setting between superiors and subordinates at various levels. The organization selected for the purpose of the study is the airline located at Hyderabad. The sample respondents identified those who have reasonable knowledge about the MBO process. The raw data collected was computed with the application of statistical analysis. The inferences based upon the overall consistency have been incorporated. The discussion with the subject experts was also incorporated. The overall findings have resulted in the implementation of MBO technique on mutually agreed basis would contribute significantly to the development of individual performance which finally contributes for the overall success of the organization.

Keywords: MBO, Goal Setting, Performance and Success

Introduction: The basic objective of the present research study is to enlighten the role of Management by Objectives (MBO) on the achievement of the organizational objectives. Every organization like manufacturing, service oriented, nongovernmental organizations, research and development, academic institutions etc., irrespective of size, nature of activity, induction of technology, degree of automation and modernization develops certain action plans related to various functions to achieve certain predetermined goals like profit maximization, wealth maximization, increase in earnings per share / increase in shareholders wealth, corporate social responsibility or functions with no profit / loss basis. The criteria adopted by various organizations are the measurement of performance of the concerned organization with suitable yardsticks like assessment of the financial statements like income statement / profit and loss account, balance sheet etc. The organizations develop various strategic business plans at corporate level / at top level. The overall organizational objectives formulated at the strategic / corporate level would be broken down into various functional goals in hierarchy form and the same thing would be communicated throughout the organization. The employees at all levels aware of the vision, mission of the organization. The functional superiors delegate the authority to their immediate superiors about the tasks to be performed. The emphasis is laid on the achievement of the allocated tasks successfully as per the predetermined schedules. The concept of MBO proposed by the eminent management expert Peter Drucker is valuable tools which contribute significantly for the development of performance at individual employee level, group level, team level, sectional level, department level and functional levels. In the case of bigger organizations whether manufacturing or service oriented, there are many functional activities wherein further divided into various departments/ sections. The employees working at various sections / departments / functions have to adhere to the tasks given by their

The corresponding author can be reached at drvenu.janaswamy@gmail.com

their respective superiors in a hierarchical fashion. The superiors delegate the authority at various levels to their subordinates with an expectation that the outcomes result in as per expectation. The ultimate responsibility lies with the concerned superiors who act as functional heads of various departments. The concept of MBO could be stated as a comprehensive process where the superior and subordinate discuss in a mutual understanding manner about the common objectives and activity to be completed and the overall results of the assigned task would be assessed. In this process the superior and subordinates also have detailed discussion about the various controllable and uncontrollable factors. The superior ensured that all the required qualitative inputs would be provided with time schedules for the completion of the assigned task. Once the task is assigned, the subordinate will plan the activity to perform as per the standards already fixed by the superiors. The superiors monitor the end results to analyze the contribution of the subordinates.

02. Significance of the study: The implementation of MBO process enables the superior and subordinate relations in a very healthy way. The superiors and subordinates set the goals on a mutually understanding basis which ensures the achievement of goals in a very comfortable fashion. The MBO process contributes to the integration of individual employee goals with the organizational goals. It provides scope for active involvement of various employees at various groups / teams. The systematic implementation of the MBO process enables the superiors to identify the star performers, fast performers, poor / weak performers and dead woods. It is possible for the management to identify the weak spots, trouble spots, and also possible to identify the prospective employees with the highest potentiality. It facilitates the management to impart need based training, internally or externally to the required people. In the process of improvement of performance of the organization, the concerned management adopts various proactive strategies like optimum utilization of the resources, restructure of the organization, expansion, diversification or induction of the latest sophisticated technology at various functions with the expectation to achieve the overall organizational objectives like achievement of profitable returns.

03. Rationale behind the study: The liberalization of the Indian economy has provided many avenues to the entrepreneurs, some of them are having enriched experience and some are having moderate and few are having little experience.. The organizations like public sector airlines have no other option except to redefine their strategies at corporate level otherwise it is very difficult to survive in the long run. The implementation of the MBO process throughout the organization definitely contributes to improving the performance of the employees at various levels which finally results in the overall development of synergy which could be measured in terms of financial performance and physical performance. An attempt is made to assess the MBO technique to enhance the performance of the organization. The induction and implementation of the economic reforms have focused on the organizations to cope up with the new challenges. The environment, both external and internal, is very dynamic and turbulent. The organizations have to design and modify their internal functional policies from time to time keeping in view of the external competitive scenario. Otherwise, organizations may not succeed in the long run.

04. Objectives of the study.

- To assess the perceptions / attitudes of the employees towards the implementation of the MBO approach
- To assess the implementation of MBO approach whether contribute for the development of performance
- To provide suggestions

05. Hypothesis: The implementation of the MBO technique contributes significantly for the development of performance

06. Scope of the Study: The present study carried out is confined to the organization located at Hyderabad. In order to maintain confidentiality, the name of the organization is not disclosed. It is an airline organization, located at Hyderabad.

07. Research Design: The methodology adopted for the purpose of the study is exploratory, descriptive and analytical. It is explanatory in the sense that the study is based upon fact finding. It is descriptive in the sense that the theoretical inputs related to the concept, MBO, are incorporated. The information collected is analytically assessed.

08. Literature Survey: There is a huge volume of literature available in the areas related to MBO. The various contributors have contributed significant empirical results from time to time. There is a need to integrate the latest concept that emerged in the field of management to integrate the individual goals with the organizational goals in order to cope up with the changes which are the result of a dynamic turbulent environment. The contributors, Xhavit & Others, (2018)1 have stated in their article that the MBO technique is an important method that enhances the effectiveness of employee performance. The authors, Kinga Hoffmann & others, (2016)2 have advocated that the human contribution in the application of MBA technique is still crucial. Conny Antoni,(2005)3 has opined that the goals of group and commitment that predicts the productivity and satisfaction of job but felt that group processes mediate the relationship to the job satisfaction. Thomas M. Thomson (1998)4 has observed that the managers always have to show the results but he felt that the modern manager has to produce the result in a rapid technological and social change. Olga Ponisciakov,(2021)5 has discussed that the variations in the environment that have been established in the formation stages of management have been changed so the right choice of strategy has to be implemented.

09. Data Collection Process: The data is collected from the primary sources. The structured questionnaire is administered to the employees of the airline which includes both present and retired.

10. Determination of Sample Size: The size of the sample was 80 intellectual respondents identified from all the functional departments of the airline.

11. Data Analysis: The raw data collected was edited and computed. The simple statistical technique employed was the percentage method.

12. Limitations:

- Due to time constraint, the study has been carried out at the Hyderabad base of the airline organization.
- The identity of the organization has not revealed out due to prior commitment
- The results of the study may or may not be valid for other organizations.

Interpretation of Data Analysis: The table has indicated that there is positive response from all the respondents on implementation of the MBO based assessment system. Some employees have expressed that some motivational rewards / incentives may be offered which boosts the morale of the staff at various levels.

Testing of the Hypothesis:

The Table – 01 has indicated that the various items stated in the questionnaire have been responded positively by the vast majority of the employees. It is inferred that the stated Hypothesis is valid.

Table – 01.

SL NO	Questionnaire	Response (Per centage %)
01	I aware about the vision, mission, goals of the organization	95
02	I fully aware about the implementation of MBO systems	92
03	The goals formulated at strategic level are very clear, attainable, and realistic.	88
04	The concept of MBO is clearly explained by the superiors	91
05.	The superior measures the performance purely on objective basis	96
06	The superiors and subordinates have clear understanding about the achievement of the goals.	92
07	The all qualitative inputs are provided by the superiors	93
08	The MBO techniques provides scope for improvement of performance	96
09	The superiors monitors the progress of work on regular basis	98
10	The performance standards fixed are acceptable to the subordinates	96
11	The MBO system facilitates for motivation of the employees	95
12	The MBO technique provides scope for recognition of the talent / potentiality	92
13.	There is no employee resistance when the superiors implements the MBO technique	91
14	There is no conflict in integration of individual objectives in achievement of the organizational objectives	92
15	The MBO is the best way to measure the performance of subordinates in objective form	92
16	.....	97

Conclusion: The implementation of the MBO system is very effective. The vast majority of the employees at various levels have expressed their opinions positively. Some employees have stated that the performance based incentive systems may be introduced. The constructive efforts of all the employees results in the overall organizational development. The MBO based performance appraisal acts as a very powerful intervention on the development of performance.

Discussion: The subject specialists, professionals have expressed that the joint goal setting between superiors and subordinates should be very transparent. Some experts have suggested more future research on the subject has to be carried out. It is concluded that the systematic implementation of the MBO technique significantly contributes for the overall development of the performance of the employees at various levels which finally results in the overall productivity.

Footnotes:

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Art Of Effective Talent Management

Dr.Santosh V.Bhave
Director (HR & IR)
Bharat Forge Ltd,
Mundhwa,
Pune 411036

Ms.Lorraine Coelho
Manager (HR)
Bharat Forge Ltd,
Mundhwa,
Pune 411036

Abstract
Talent Management is considered as one of the important activity of business. Having talent which can support your business is a source of competitive advantage. Like technology, talent management is also considered as complex and critical task. Therefore, having right talent at the right time for the right purpose is the key of business success. Alongwith various idea of nurturing talent, these days succession planning is considered as an important aspect. Seriousness towards hiring process, effectivity in performance management system and on the top of it visible support of top management is considered as important aspects.

Keywords
Talent, organisation, employees, succession planning, performance management, transparency, high potential.

Introduction
For the growth of any organisation effective talent management is considered as an important aspect. Organisation can compete only when there is availability of competent human resource at all times. Talent Management consists of attraction, selection and retention of employees. Each employee needs to be involved in a process which consists of combination of his life cycle in the organisation. It encompasses workforce planning, employee engagement, learning and development, performance management, recruitment, on-boarding, succession, retention and other connected aspects.

Talent Management supports entire life cycle of business in developing and retaining high potential employees supporting and improving business performance through practices that makes employee more productive.

Question arose for discussion, if talent management is different than human resource management or it is a part of it. Generally speaking HR is more focused dealing with reward and recognition benefits, redressal of grievances, welfare. However, talent management is strategic, more manifesting as companywide long term plan, closely associated with overall business goals. Talent Management can be considered as a holistic life cycle staring from long term manpower planning leading to succession planning. It is the role of leaders of organisation to ensure that environment of excellence is fostered in working.

Talent Management Strategies:
1. Use of employee training tool
2. Standardize Talent Review and On-boarding process
3. Track and measure performance.
4. Review the performance - periodical feedback.
5. Increase employee motivation
6. Provide career development path
7. Establish organisation goals and objectives
8. Define high potential employees
9. Make high potential employees understand their strength and opportunities
10. Ensure job rotations to understand the capability of high potential employees to take business challenges.

The person responsible for Talent Management are undoubtedly valuable

The corresponding author can be reached at lorraine@bharatforge.com

partner of organisations frontline management.

No company can expect to beat the competition unless it has the best human capital and promotes these people to pivotal positions. This is a serious job. Top management needs to focus mindfully on finer aspects of Talent Management 365 days. Talent Management is continuous process. It cannot be considered as Event Management.

Talent Management is strategic tool which enables the organization to attract and retain high potential employees. It is the first step of organization for competitive, agile, motivated and effective workforce so as to help achieve its goal. The concept is not restricted to recruit the right people at right time but it extends to explore the quality of employees and developing them to get the desired results.

The purpose of this conceptual paper is to assess various challenges present today in Talent Management and practices which can ease the process. Various journals, research papers, books and other such material have been studied and referred.

Talent Management is a multi-faceted concept which has different definitions and approaches. Organizations who are able to manage Talent Management effectively meets its strategic objectives which makes it competitive in nature. HR professionals have to shift their focus to strategic talent management which will help the organization to:

• Become proactive rather than reactive
• Identify the right skillset required and therefore increasing the focus area of development.
• Help the organization to reduce attrition so as to retain its top talent
• Helps the organization to increase its performance, productivity and profitability.

Talent Management concept was introduced by Mckinsey Consultants in book titled The War for Talent in 1998. The study done by Mckinsey Group says that employers must develop talent through efforts of every leader in organization. It also tells us how to take proactive approach to recruitment and make talent management part of organization's goals as well as how to differentiate between low to high level performers.

Business dynamics are changing every day. Environment demands realignment and restructuring not only of product but of talent also. Competencies which are required today can become redundant with change of product mix, market conditions, government policies etc. Today the world has undergone changes in both nature of work and also emergence of new forms of work. Work life is characterized by complexity, unpredictability and insecurity. Today's principle challenge is to remain current with changes and be intact with new practices so as to meet the evolving need of organization. The identification and retention of appropriate talent is becoming key requirement. Keeping pace with changing market scenario ensuring right talent at right place and a right time to support the present and future needs of business.

This study aims to analyse the various strategies of talent management adopted by organizations and also what are the challenges involved in talent management.

To ensure reinforcement of workforce following steps are needed:

Prepare
To be future Ready
a. Building Stakeholders readiness
b. Develop on integrated people strategy
c. Access gap to desire business objectives

Elevate
Through A1 & Automation
• Predict job automation
• Redesign jobs to prepare for the future.

Align

● To new work expectations

● Strategize and leverage the talent eco system.

● Audit brand-fit for key population

● Implement a competency talent proposition

● With value system of Company.

Source

● The skills of the future

● Cater to changing employee expectations

● Access skill gaps

● Invest in future learning and reskill workforce.

Sustain

● With agile Talent practice

● Transfer Talent Practices including technology platform

● Align the operating rhythm between HR & Business.

As said by Shwan Bersin and Thomas Chamorro – Premuzic – Leaders are hired for what they can do, not what they have done. Keeping this in mind author has categorised following points:-

1. Does the candidate have the skills to be a high performing contributor or the skills to be an effective leader?

• Ability
• Likeability
• Drive
• Psychopathy
• High performer – poor coach
• Adaptability
• Studious nature

2. Can I really trust the candidate's individual performance for long term?

• Single subjective rating
• Biased / politics
• Creating the right impression
• Ability to bring people together
• Different types of situation / different face of leadership
• Ability to drive great results.

3. Am I looking forward or backward? What is my nature?

• Organizations ability to identify the people
• Ability to manage uncertainty
• Cultural fit
• Ability to rethink on alternatives
• Ability to consider rating high potential – not just top performer.
• Deep insight / connection and drive to make it happen.
• (e.g. Steve Jobs of Apple and Mark Zuckerberg – CEO Facebook)

To ensure that you get talent from within, organisation needs to work seriously spotting high potential employees. Question is who can be considered as a high potential employee? Following few points will answer to this question:-

• Proven track record for accomplishing impressive results.
• Able to take charge of situation and make things happen.
• Awareness about individual / personal goals
• Fully aware about roadmap to achieve end result.
• Able to inspire self confidence in decision making.
• High reliance of stake holders on his opinion
• Confidence building ability
• Has global perspective
• Priorities are well defined
• Tactical in approach
• Free from undesired details
• Ability to lead through persuasion
• Able to put positive influence over colleagues and seniors
• Ability to transform environment to organizations requirements.
• Proven ability to overcome unexpected changes / challenges and threats.

High Potential employees have some peculiar habits in their personalities. Superiors in collaboration with HR need to understand which high potential employee is having liking for what habits. Few of the habits of high potential employees are as follows:-

• Take ownership of their career path
• Demonstrate flexibility
• Are collaborators
• Are driven and ambitious
• Are receptive to feedback
• Consistent

To ensure strengthening the future bench of talent it is necessary to retain high potential employees in your organisation by taking following steps:-

• Tell them they are special
• Align individual and organizational needs during a consultation process
• Delegate real responsibility
• Be flexible
• Shown them they matter
• Tap effective mentors
• Foster visibility
• Make learning and advancement seem never ending
• Focus on developing the attributes leaders are bound to need.

Only spotting high potential employee will not be important step to strengthen your talent management process. Organization must plan and executive structured development centres / assessment centres. This is an important tool which will help organization to spot best talent amongst the selected lot to take future leadership role. This is must in changing economy. Institutions like People Metrics have capability to support development centres to tap future ready workforce on following rationale:-

"Given the changing dynamics of global economy and considering the talent shortage in mature and emerging markets, identifying and ensuring constant flow of talent pipeline with appropriate skill – sets is essential to build sustainable growth"

It is critical to have the right people with right competencies in custom-fit roles to define and implement an organization's strategic and operational initiatives.

Assessment & Development Centres (AC/DC) are scientific and extremely robust intervention which helps organizations in bring sustained business outcomes, by understanding the strength and Development needs in your present talent pipeline and plan key HR interventions. These may also be suitably developed to enable you to hire the right people for critical position across levels.

Some of the applications of AC/DC Methodology

• Placing Right Talent on the Right Job
• Making appropriate Promotion Decisions
• Identifying Hi-Pots
• Planning Employee Developmental Initiatives
• Creating Career Path
• Building Succession Plan

Creating Development Plan

Development plan should be robust and actionable keeping in mind the organizational requirements and individual needs.

Research suggests that success of any developmental plan depends on how well it is aligned to individual's style.

In any organisation you will find generally two types of talent:-

a) Uni-dimensional Talent
Individual possessing a singular talent in any particular field can be described as Uni-dimensional Talent.
b) Multi-dimensional Talent –
Employee who are able to adapt to multiple skills and ability are called as Multi-dimensional Talent.

LITERATURE REVIEW

From innovative strategies to providing educational assistance leading to different culture companies are trying various methods to retain talent and upskill their workforce. (Eco Times 17.09.2019)

Changing workplace scenarios are making it imperative for companies to take up skilling of employees seriously. If numbers are to go by, there seems to be no choice as well. According to a recent study by Gallup, more than 50 percent of employees are always looking for a job change, and 25 percent will leave in their first years.

Hiring talent involves a lot of cost and time. So, retention particularly in terms of tech employees, is a priority for most HR heads today. The HR Next roundtable discussion on "Upskilling and Retaining employees: What Works", organized by The Economic Times and Indorse, was an insightful discussion involving senior HR heads from across the industry. The outcome was unanimous: Learning and development is the focus area for all them, as is upskilling and retaining.

One big challenge faced by one and all is the dearth in required tech talent, making it crucial for companies to invest in their workforce. But learning cannot be forced, instead, why not create the demand for it? Some companies have made learning a part of their culture = motivating and educating the workforce about the need to upskill themselves, and providing them with the ecosystem.

They are trying various strategies to make people stay. But one thing that is critical, particularly in today's changing times, is communication – creating a connect with your people. An emotional connect not only helps the individual but also the organisation – an employee who feels connected will perform better and will be a good team member.

So, it's not only about upskilling employees, but also about coaching your leaders to evolve and be better people managers. After all, retention is more a manager's responsibility than an HR head's.

As per a Gallop study one in every two employees is looking for a job. This makes employee retention an extremely important exercise and L&D an equally important function. An employee must see a career path in the company for him to stay. – Gaurang Torvekar- Co- founder & CEO, Indorse (The Economic Times 17.09.2019) One important thing that HR leaders and L&D teams should do is think of the scenarios that even business leaders are not thinking about. Having a futuristic view and planning accordingly can help the entire organisation – INA BAJWA – Head – L&D, Tata Communications (The Economic Times 17.09.2019). A company's learning journey is a four stage one. First : about 2-3% - people who are self- motivated, willing to pay and lear; second: company reimburses fees – number foes up to 4-5%; third: company gets into an enterprise level relationship with the employee – number swells to 20-30%; lasting company says it has built a culture of learning, allows employee to choose and learn. – RAGHAV GUPTA – Director – India and APAC, Coursera (The Economic Times 17.09.2019) We prefer fresher's and interns in our workforce. They do not come with a baggage and you can train them to be data engineers, data scientists. – ASHA SUBRAMANIAN – Senior Director – HR Goibiba - (The Economic Times 17.09.2019). Our retention rates have been excellent and our overall attrition rates have been less than 8 percent. It's the culture that is the differentiator in our case. – SHIRIN SALES – Vice President – HR Ingersoll Rand (The Economic Times 17.09.2019)

As per literature survey as published in Talentscapes – Volume 3 - Issue 2 Quarterly - Aon Best Employers – India 2017, there are following dimensions of Organization Effectiveness:

• Organization Design

Enable business to articulate and redesign their approach to achieve their strategy through designing, revitalizing and re-engineering organizations.

a) Vision and Mission
b) Organisation Structure
c) Job Design
d) Manpower Planning

• Career
Support organizations to architect high growth careers for employees and to achieve business results by capitalizing full potential of employees.
a) Technical and Functional competencies and Assessment
b) Career Architecture

• HR Effectiveness
Enhance effectiveness and efficiency of HR Function through aligning people and talent strategy with business strategy.
a) HR Diagnostics
b) HR Strategy
c) HR Operating Model and HR Structure
d) HR processes and Policies
e) HR Functional Competencies & Assessment

• Performance
Enable organizations to create, bolster and sustain a high performance culture.
a) Strategy Map
b) Organization Scorecard
c) Functional scorecard Cascade
d) Performance Management Process

Further literature review **(Health Wealth Career – HR 2025 – Talent Technology and Transformation – Make Tomorrow, Today – Mercer)** Building a Thriving workforce for the Future is an important aspect as described on the following dimensions.

1. Craft a future – focused people strategy

• Align Vision
o External trends
o Market Disruption
o Business Strategy

• Define Future
o Organizational capabilities
o Leadership and Culture
o Skills and know-how
o Work model and capacity

• Determine Strategy
o Attract
o Source
o Reward

• Design Solutions
o Balance
o Engage
o Grow

• Drive Performance
o Metrics and governance
o Communication
o HR Process Review

1. Curate a compelling value proposition
Humanize the employee experience – Employees today want jobs that work for them – but only two in five say that their company offers a compelling and differentiated value proposition. In contrast, 75% of thriving employees say their company has a strong sense of purpose.

Purpose
Creating staying power through a UNIQUE proposition with purpose
• Connect me to our company's mission and vision.
• Provide me with meaningful and fulfilling work
• Help me feel like I belong here

Career / Well Being

Create A DIFFERENCIATED Experience
• Support me on my career journey
• Provide me with flexibility to make work for me
• Help me manage my physical, financial and emotional well-being

Compensation / Benefits

Provide a COMPETITIVE compensation and benefits offering
• Pay me fairly and competitively
• Reward my contributions
• Provide programs to manage my health and wealth

3. Create a Thriving Work Environment

Bring out the best in your people: To thrive day-to-day, employees want clear career paths to know where they're going and supportive leaders to help them get there. Thriving employees are 10x more likely to feel career – empowered than those not thriving. And 71% of thriving individual say their company offers them flexible work arrangements.

Transparency
Transparency on what it takes to move / progress

Velocity
Velocity with which employees can progress from one level to the next.

Control
Control over employees' careers and the options available to them

4. **Cultivate a Lab Mindset**
Evolving to stay ahead: Preparing for tomorrow requires a mindset that encourages innovation, experimentation, risk-taking and an unrelenting focus on data-driven decision-making. Yet, while 94% of executives say innovation is a core part of their 2018 agenda, only 39% have allocated specific funding to it.

- Define Mission
- Scan
- Challenge
- Ideate
- Shortlist
- Experiment
- Implement
- Promote

Further Literature survey substantiates importance of Developing with Potential (TOPGRADING – BRADFORD D, SMATD Ph.D.)

As per author, Topgrading must be driven by the CEO, Not Human Resources. The CEO's job is to achieve results by getting the strategy, talent and organisation culture right. No CEO can survive poor results for long blaming low-performance culture on his managers, blaming the VP strategy for a failed strategic plan, blaming the CFO for the stock's tanking, or blaming the VP human resources for too many B/C Players and not enough A Players in the company. Only in a Saturday Night Live sketch and could a CEO who has been in the job several years stand up before the shareholders, board of directors, investors and say, "Have confidence in me! Our company is in a tailspin, we have to close ten plants, and there is a mediocre talent at all levels, but I have a plan - I'll replace the Vice President of human resources!"

HR cannot drive topgrading because it lacks the line authority and political clout, and because a lot of HR system (compensation, performance management, hiring, succession planning) require CEO intervention to maintain the A player standard. HR Managers can devise a world-class performance system, but cannot require their peers to use it properly to reinforce the A player standard. When performance appraisals are too generous, the HR manger can plead with peers to stop being so generous, but it's the CEO who ultimately must tell a division head.

Research Objectives

The present study has following objectives:-

a) Examine present practices of identification and retention of High Potential Employees
b) Collect relevant data from various manufacturing organizations, analyse and study the same.
c) Suggest a way forward on the subject.

Authors have done adequate review of literature. Information is collected from research papers, books and internet.

Research Methodology
The study is based on qualitative and quantitative research.

Qualitative analysis is done based on literature review. That submits certain limitations to the issue, hence quantitative analysis is also performed for this study.

The study is exploratory in nature. Competitive analysis is done using the descriptive data analysis method. The questionnaire was made to seek the perception of respondents. The data was collected through the questionnaire and 25 participating managers dealing with the subject have responded to our questionnaire. The respondents were informed about the objective of the study. No reference of individual / company is done for the purpose of study.

The data was analysed using excel and charts various figures prepared for better understanding of responses.

Data Analysis

At total of 25 HR / Business professionals across manufacturing industries from all India basis took part in this survey. Based on the data collected through the questionnaire following are the key findings:-

a) Respondents considered for this study are from automobile, automotive, banking, technology, IT, manufacturing, robotics and automation sectors.

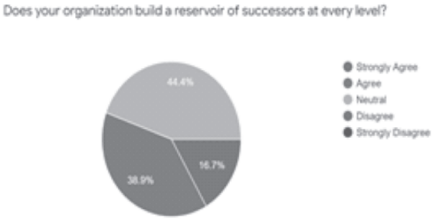
b) Respondents are with mixed experiences in the bracket of 1 to 5 years, 5 to 15 years and 15 years and above.

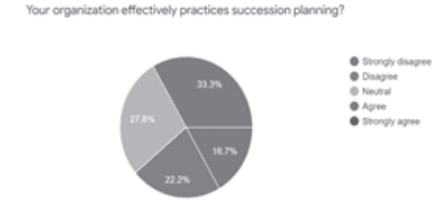
c) It is evident from the responses that 78% of the organizations are serious in Talent Management activities. Attached graph will through light on the same.



It is surprising that about 25% of the organisations are not yet serious about talent management activities. There can be various reasons for not being serious, like non-involvement of top management, lethargy on the part of HR, etc.

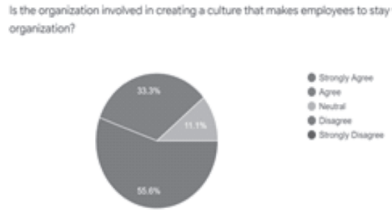
d) Management of Talent for future needs of the organisation is considered as topmost important aspect. Organisations are considering succession planning as an important agenda. About 80% respondents have opined that their organisations are very serious towards building a reservoir of successors at every level. Contrary to this only 50% of the respondents have opined that their organisations are effectively practicing succession planning in their respective organisations. It is evident from this research that though organisations are building reservoirs of high potential employees as successors not necessarily these organisations are serious in implementing the succession planning into reality. Following two graphs will throw light on above statements.





statements.

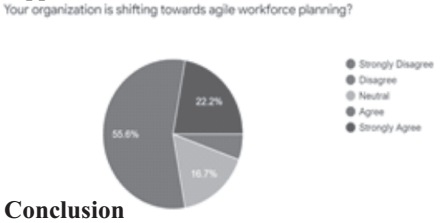
e) It is said that employees leave their boss and not the organisation. In other words positive culture of organisation plays an important part in ensuring the retention of talent in organisation. Minimum attrition always support for ensuring taking long term strategic decisions. To ensure high level of retention of talent, each organisation needs to take visible steps in transparent manner with full involvement of stakeholders to ensure that employees those who are considered as a core strength of organisation are staying for a longer time. During this study, about 90% of employees are in agreement with the view that organisations involved in creating positive culture will make employees to stay for a longer time. Following table will support this statement.



f) Competency is the end result of combination of skills, knowledge and attitude. HR stakeholders' alongwith business partners need to ensure inculcating positive habits in development of business skills, transformation of attitude and support employees in getting more knowledge, is the key of competency development model. In the research under study through this article 62% respondents have opined that in their respective organisations competency development model is introduced seriously. Following graph will support this statement.



g) To ensure future growth in business, plan and develop agile workforce is most important aspect of talent management. Business stakeholders right from CEO to down below need to consider development of agile workforce as an important agenda. Present study focuses serious of about 75% of the respondents towards development of agile workforce. Following graph will support this statement.



Conclusion

For strengthening the business, development of agile workforce is considered as one of the important aspect. Talent management involves various issues like manpower planning and acquisition, reward and recognition, welfare activities, etc. However, for development of talent to strengthen the business, there has to be serious involvement of top management as well as all stakeholders. It should be visible, transparent and continuous process activity. On the basis of research it is evident that organisations are taking talent management as a mission. Such approach always support to reach to business purpose. Seriousness in talent activities also helps in supporting vision of industry in positive manner.

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HR Technology As A Tool Of Sustainable Business Transformation During The Pandemic Time

Dr. Durga Madhab Mahapatra
Lecturer, PG Dept. of Commerce,
FM Autonomous College, Odisha, India

Dr. Sukanta Kumar Baral
Professor, Department of Commerce,
Faculty of Commerce & Management,
Indira Gandhi National Tribal University
(A Central University)

ABSTRACT

The year 2021 has been a tumultuous year vacillating between hope, fear, grief, optimism, and hopefully transitioning into a much-desired normal 2022. The Disruption which began with COVID in 2020 continued though world leant to live with it. It has consolidated some of the trends which got accelerated with COVID while creating newer ways of coping with the uncertainty and continuing education delivery in an uncertain environment of disruptions. Technology has been aiding the growth of different industries in diverse shapes and forms. In the ongoing pandemic, technology has acted as a catalyst for reinforcing work patterns. The pandemic has left many organisations with limited finances that ultimately led to layoffs and salary cuts. Therefore, they are adopting the model of internal mobility. HR (human resource) managers and leaders are investing in various learning and development programmes for upskilling their existing workforce. Through this, their employees are gaining new experience and opportunities within the organisation. That is leading to new job roles, and ever-evolving dynamic organisation structures. Although the HR industry is witnessing several radical changes and professionals are adopting the same, many organisations are lagging. This paper deals how they need to be able to use and leverage HR technology like mobile apps and artificial intelligence, taking regular feedback from employees and ensuring action on those is essential. It is also highlighted that the HR industry needs to focus on the dual goals of employee experiences and HR process automation. AI is making recruitment and retaining employees easier and data driven. In addition, internal mobility, hybrid workforce models and cross-functional work strategies are needs of the hour.

Keywords: HR, Tech, Feedback and Code.

Introduction

India is one of the youngest countries in the ageing world, with a median age of 27 years. Generations are defined as follows by the Strauss and Howe Generational Theory (1991) and the Centre for Generational Kinetics: Traditionalists / Silent Generation: born between 1915 and 1945; Baby Boomers: 1946 to 1964; Generation X: 1965 to 1976; Millennials (Gen Y): 1977 to 1995; and Gen Z (iGen / Centennials): born after 1996. Going by the United Nation's population statistics at medium variant, as a result, Gen Zers account for 42.5 percent of India's overall population, followed by Millennials (29.4 percent). Nearly 42 percent of the whole population is thought to be tech-savvy, ranging in age from 15 to 40 years old. The widespread use of digital technology and the availability of digital infrastructure in the country would expand the country's digitally knowledgeable customer base to unprecedented heights.

The workforce in a Gig economy is also open to exploring "work-from-home" opportunities while looking for new jobs that match their qualifications, bolstering the argument for "remote working" and "seamless offices" powered by 5G and the network of the future. According to the World Economic Forum's (WEF) "Future of Job" report, by 2025, the division of labour between humans, machines, and AI will have shifted to 48 percent human and 52 percent machine or algorithm.

The Gen-Z (individuals born between 1996 and 2012) is progressively becoming a part of the workforce, with millennials moving into mid to senior management posts. In today's hyper-personalized and connected world, an individual's dreams and self-belief are what motivates them to work for a specific company or industry.

The corresponding author can be reached at sukanta.baral@igntu.ac.in

As a result, the global economy is shifting away from traditional employment patterns and toward a part-time or gig economy. To maintain a competitive edge, gig workers would be required to be continually studying and keeping up with industry developments. In the gig economy, participants must constantly market themselves by cultivating relationships and working to maintain a steady stream of opportunities. **Sridhran, Srinath. and Iyengar, Srinivasan. (2020)**

With the advent of AI-based human resource management systems, the entire recruitment cycle is getting transformed. The time to fill important job positions by getting jobs posted, sourcing the ideal candidates, managing the interview process, and providing offers are significantly reduced with the help of HR tech innovations. "Chatbots" also help lessen the time recruiters need to respond to applications and create a much more positive experience The right use of HR technology frees up the HR team from several manual and administrative tasks. As a result, the time to engage in revenue-generating activities, like planning for the growing workforce and helping team managers to identify and retain good talent.

Table 1: Average age comparison of women and men CEOs and CFOs

	Women		Men	
	In India	Globally	In India	Globally
Director	58.4	58.6	62.3	61.5
CEOs	51	54.6	56.6	57.3
CFOs	58	51.3	53.8	53

Source: EgonZehnder's 2020 Global Board Diversity Tracker, Kotak Wealth Hurun Leading Wealthy Women 2020 Report

In today's world, HRs have access to cloud-based HR software that automates insights into employee performance using natural language generation and machine learning. These augmented analytics platforms provide easy ways to get deeper insights and analyse large sets of data. Jain, Vicky (2021) The unemployment is considered a yardstick for measuring the health of the economy. If the unemployment rate is low, then the economy is considered healthy, and if it is high then the economy is considered sick. Further, the impact of the Omicron variant is visible in the corporate world as well. Companies are again forced to implement work from home policy. The Centre for Monitoring Indian Economy (CMIE), unemployment rate in January 2021 was 6.52 per cent, in the following months, it stood as follows: February 2021 (6.89 per cent), March 2021 (6.50 per cent), April 2021(7.97 per cent), May 2021 (11.84 per cent), June 2021 (9.17 per cent), July 2021 (6.96 per cent), August 2021 (8.32 per cent), September 2021(6.86 per cent), October 2021 (7.75 per cent), November 2021 (7 per cent), and December 2021 (7.91 per cent). These figures indicate that the second wave of the pandemic caused an increase in unemployment rate. Singh, Satish. (2022)

Table 2: stated the New Labour Code

THE NEW LABOR CODE	
The Code on Wages	a) It was published in August 2019 and incorporates the provisions of four statutes: the Payment of Wages Act, the Minimum Wages Act, the Payment of Bonus Act, 1965, and the Equal Remuneration Act. b) It covers all businesses and employees in both the organised and unorganised sectors. c) The code forbids wage discrimination between men and women for the same task performed. This code also envisions the provisions of timely payment of wages and minimum wages being applied

	uniformly to all employees. It establishes the concept of a floor wag e, which will be established by the federal government after taking into account the minimal living conditions of workers, which may vary by region. d) Under no circumstances can a state government set a minimum wage rate that is lower than the federal government's floor rate.
The Code on Social Security (SS)	a) The Code on Social Security (SS) subsumes nine laws and empowers the Centre to notify various social security schemes and laws like the Employees' Provident Funds and
	Miscellaneous Provisions Act, 1952; the Employees' State Insurance Act, 1948; the Employees' Compensation Act, 1923; the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; the Maternity Benefit Act, 1961; the Payment of Gratuity Act, 1972; the Cine -workers Welfare Fund Ac t, 1981; the Building and Other Construction Workers' Welfare Cess Act, 1996 and the Unorganised Workers Social Security Act, 2008.

	b) It also gives the Centre the authority to create any such plans for self - employed, unorganised employees, gig and platform workers, and their families. Under this rule, companies with more than 20 employees are required to post job openings online. c) The Code provides for the establishment of a social security fund for unorganised sector workers. Employees may be able to work a four-day workweek if their total working hours for the week do not go below 48 hours. *The Code of Wages and the Code of Social Security (SS) include a uniform definition of 'wage,' which was previously construed variously under several labour regulations. A fundamental modification in the definition of 'wage" would have an impact on take-home pay while also increasing retirement savings, something that some companies oppose since it might raise employee costs. Employers have previously split earnings into a variety of allowances in order to keep basic wages low and cut provident fund and income tax expenditures. The new wage code mandates that provident fund contributions be made at a rate of 50% of gross pay.*

The Code on Industrial Relations	a) The Code on Industrial Relations combines three previous statutes and broadens the definition of worker to encompass anyone who work in manual, technical, operational, or clerical jobs, whether skilled or unskilled. b) In addition, persons in managerial positions earning less than Rs18,000 per month have been included in the definition. c) The code adds a new provision for fixed-term employment, allowing companies to hire someone on the basis of a signed contract. Employees on a fixed-term contract will receive the same perks as permanent employees. d) In addition, the new industrial relations legislation would make it easier to do business by allowing companies with up to 300 employees to go forward with layoffs, retrenchment, and closure without seeking government approval. Currently, all businesses with fewer than 100 employees are exempt from government approval for layoffs, retrenchments, and closures.
The Occupational Safety, Health and Working Conditions (OSH) Code	a) The Occupational Safety, Health, and Working Conditions (OSH) Code combines 13 existing labour laws and applies to workplaces with at least 20 workers if the manufacturing process is operated, and 40 workers if the manufacturing process is done manually. b) Employers are expected, under this law, to ens ure that the workplace is free of dangers that cause damage or occupational disease to employees, as well as to provide free yearly health examinations or tests to specified classes of employees. c) Employers are required to offer an annual travel allowance to an interstate migrant worker who makes a round-trip journey to his or her home state. In addition, providing appointment letters to personnel has been mandated.

Source: Joshi. Rakesh (2021) "Tussle over labour reforms", Business India, pp.30-34

Future Of Workforce: Hr Analytics

With India's second-largest workforce, finding the appropriate hire can be difficult, especially in the midst of a pandemic. However, more than four-fifths of employers in large and medium Indian and global organisations, SMEs or start-ups, said they just started adopting "virtual hiring" during the pandemic. Flexible and remote working are on the rise in 2020, according to Indeed statistics, which shows a 362 percent increase in searches for work from home (WFH) jobs on the site since March 2020. Employers are increasingly interested in Tier-2 and Tier-3 areas as a result of remote working. Umsarji, Vinay (2020) Companies who had laid off personnel to survive the hard Covid times are now eager to hire again as the economy shows signs of recovery. Because a huge number of roles have moved to remote working, the Covid-19 has given a boost to the Gig work force. According to a "Aon poll" on "Decoding the Gig Economy," roughly half of the companies and 16 percent of the 145 organisations surveyed hired gig workers. The Companies reward the Gig workers in different models such as: (i) Fixed free models as decided during contract initiation (ii) time and effort model (iii) On the basis of actual ends of work delivered; (iv) On Quality of outcome, (v) Combination of all the models.

According to the Centre to Monitor Indian Economy (CMIE), the Economic Carriage in the aftermath of the Covid-19 outbreak has left an estimated 6.6 million white-collar professionals and another five million industrial workers out of work between May and August 2020. The Government's "Atmanirbhar Initiative" if adopted by entrepreneurships and SMEs may bring more Job back, especially the skilled labour force. Coming out of the lockdown, the Economy is showing opening up, the revival of job scenario past March 2021. The Axix Bank is looking at a blended workforce a mix of Gig white collar professionals and fall timers. The Gig workers who have the necessary niche skills sets, especially in legacy skills. The Covid-19 pandemic has had a profound impact on have companies manage their workforces

and it will eventually drive changes in compensation strategy.

The covid-19 pandemic has wrought have across the world, but some roles and sectors have held their own in the Job market. Because of changing demographics and globalisation, an insatiable desire for new skills, and the growing need to take advantage of new generation digital opportunities, the Future of Work appeared to be unclear. Workplaces of the future and their equally vital dimensions: (a) "Work" (what can be automated), (b) "Workforce" (who can do the work), and (c) "Workplace" (where in the work being done). Companies with a positive work culture will triumph in the future in terms of talent attraction, with geography as an advantage losing much of its value. The company must communicate openly and care for its employees. The people-first approach will define future workplaces, and businesses must rise to the occasion and embrace the new normal. Employees will work from numerous locations in accordance with their work schedules and lifestyles in the future of work. The concept will dramatically alter the physical office arrangement, with offices being re-imagined to facilitate faster collaboration.

The future of hybrid work means how we worked yesterday will not be how we work tomorrow. Robson, Glen (2020). The Infosys pointed out 99% of its workforce continues to work from home. The future work place will be a hybrid one. The Social capital is extremely important. As location and time zones become less essential during the Pandemic, technology has served as a tremendous leveller. This has increased the number of opportunities for gig workers and platform providers who enable the gig workforce marketplace. A gig economy is a free and global market in which businesses create short-term gigs or projects that are flexible and skill-based. Digital transformation is all about culture and technology. The working from home has improved productively.

The 9AM to 5 PM working hours are a thing of the past. The government intends to draught the guidelines for the Social Security Code 2020. From April 2021, it is expected to begin soliciting contributions from Gig firms for the fund. Gig workers will be asked to contribute a small amount to the "Employees Provident Fund" and the "Employees State Insurance Schemes.

Sl.	Company	Best HR Practices
1.	Intuit India	Soft Skill Training "Intuit Again".
2.	DHL	"As One Mobile Application".
3.	Ujjivan Small Finance Bank Ltd.	Nominate to represent each state of Ujjivan as "State Leader" and "Employees-First-Approach".
4.	Harrisons Malayalam Ltd.	Each year, 2nd Saturday in December is celebrated as "Thanks Giving Day".
5.	Bajaj Finance Ltd.	"Illume – A Mobile based App for in boarding".
6.	Cisco Systems India Pvt. Ltd .	Bridge Awards.
7.	Barbeque - Nation Hospitality Ltd.	"My Happiness App"
8.	BMC Software India Pvt. Ltd.	Meeting The Village Elders and Family Members.
9.	Sayaji Hotels Ltd.	Happiness Level Using "I an Unhappy" to "I am Excited".
10.	Mahindra Insurance Brokers Ltd.	Patneved with Impact App which is a Unique platform to raise fund by making people fit.
11.	HDFC Bank	"I got helpful FeedBack" for received Quality FeedBack.
12.	Hilton	Talent Acquisition Process @ HDFC Bank- To focus on Digitisation and Diversity.
13.	Tele performance	Baseline Enterprise Standards for Tele Performance. (BEST).
14.	Tech Mahindra	Mahindra's Global Leadership Cadare Programme.
15.	Wipro	Digital architect Academy.
16.	Indian Oil Corporation	The Gurumitra Programme.
17.	Blue Dart Express	"Blue way Programme" a Delivery Programme.
18.	Adobe Inc.	International Traders- The World is your Oyster.

Source: India's Best Companies to work for 2020, Economic Times, June 24, 2020, "The 13th Edition of corporate India's Most Anticipated Ranking, Great Place for Work", Economic Times

The post Covid generation will be more open to change. They will more from passive to active in building their marketable skills. In the new normal, credibility espouses the need to give employees a sense of directions. The Analytics has emerged as a popular domain in the field of human resource management. The purpose of analytics is to make decisions that improve organisational performance. They help frame questions that analytics need to answer, which also indicate the kind of analytics needed descriptive (what is happening now?), diagnostics (why is it happening?), predictive (what might occur in future?), prescriptive (what should be done about it?) and cognitive (how can machine

learning and Artificial Intelligence help?).

Table 3: Most Common Birth Countries of Higher Educated Migrants Residing in OEED Nations*

India	**3.12m**
China	2.25m
Philippines	1.89m
UK	1.75m
Germany	1.47m
Poland	1.20m
Mexico	1.14m
Russia	1.06m

*Having received vocational or Academic training as of 2015-16 latest available
Source: Statista, OED, Economic Times, 3rd December 2020, p.12

The HR metrics are used in staffing (time to hire), learning and development (reaction to training), performance management (net promoter score), compensation (calculating compa-ratio) and employee relations (absenteeism rate). It helps to identify gaps and improve the performance of a function, in terms of quality, innovation, productivity and service. Undoubtedly, data analysis requires specialised knowledge and competencies in data management, statistics, visualisation and software applications. Various kinds of metrics and their utility need proper comprehension. Data should be suitable, accurate, complete, unique and timely, and extracted seamlessly from existing applications. Besides, factors like visualisation, storytelling and stakeholder management also need consideration. Only when HR analytics is approached and executed by systematic and holistic means, would it be able to make the difference intended by companies. Chaudhry, Smita. (2021)

Table 4: Stated female labour free participation rate (%)

Countries	**1990**	**2019**
Bangladesh	20.4	30.5
China	45.2	43.6
Indonesia	38.0	39.5
India	**25.0**	**20.3**
Pakistan	13.2	20.1
Philippines	37.9	39.4
Vietnam	48.5	47.9
world	**39.1**	**38.9**

Source: World Bank, Business Standard, 1st July 2021, p.10.

Facets Of The Employer-employee Relationship

In the early 2000s, the function of the HR department was to track employee records and check recruitments. But now, the role has transformed to be called HR manager or human capital manager, whose main job is to acquire, retain and most importantly grow and hone talent, and provide great employee experiences. The flexibility of working hours, saving on transportation and time, and side-hustles, among other things, have made this method favourable for millennials. Remote working is giving the required shape to the industry. HR leaders are embracing new digital technologies and tools to boost the efficiency and productivity of employees because of the absence of person-to-person interaction. Employee experience. Mukhapadhya, Chayan. (2021)

"The fourth industrial revolution will mark a new era of partnership between humans and AI, with potentially beneficial global consequences," according to the World Economic Forum (WEF). AI breakthroughs can assist society in addressing issues such as income inequality and food hunger, resulting in a more inclusive and human-centered future.

Artificial intelligence (AI) refers to the simulation of human intelligence processes by computers, particularly computer systems. Machine learning (ML) is a subset of AI that encompasses the techniques that allow computers to deduce meaning from data and produce AI applications. Deep learning is a branch of machine learning that

allows computers to solve more difficult tasks. AI is commonly utilised to present customers with customised recommendations based on their prior searches and purchases, as well as other online behaviour. In business, AI plays a critical role in product optimization, inventory planning, and logistics, among other things. Artificial intelligence (AI) improves the speed, precision, and efficacy of human efforts. Antharam, A. (2021)

With the advent of increased competition and survival, employee experience has become critical for the success of an organisation. According to the majority of talent professionals, HR is at the forefront of fostering great employer employee relationships. Millennials and the generation after, who account for most of the workforce now, love such aspects because they come with a new mindset of openness, respect for each individual, equality and expect the same from their employers. Mukhapadhya, Chayan. (2021)

Work From Home (wfh): The Case Study

The WFH regulations have also been contested by labour unions. The Industrial Relations Code is one of four labour codes for which the Ministry of Labour is finalising guidelines; the goal is to adopt all four codes, which combine 29 labour laws, by April 1, 2021. The Social Security Code, the Wages Code, and the Code on Occupational Safety, Health, and Working Conditions are the other three codes. Sharma, Yogima Seth. and Agarwal, Sourabhi. (2021) Hospitals are developing a slew of new flexible work arrangements. The medical industry can benefit from WFH. As a result, Apollo Hospitals, Fortis Healthcare, and Max Healthcare are among those introducing various flexible working choices for doctors, including work-from-home (WFH) options for certain specialties, in an effort to recruit and retain doctors and patients while also decongesting hospitals. The rise of the work-from-home concept, as well as the economic consequences of the Covid-19 pandemic, such as job losses and wage reduction, have harmed the rental market. Khan, Sobia and Babar, Kailash (2020) Bhattacharya. Rica (2020)

The EMM (Enterprise Mobility Management) solution was launched by SBI (State Bank of India) to provide a technical platform for "work-from-home (WFH)" facilities. In many respects, the covid epidemic will alter the planet. WFH has the potential to reverse India's severe drop-in female labour participation rates (FLPR). Two-thirds of women over the age of 15 work in developed countries, raising earnings and living standards. In every Asian Miracle Economy, a rising FLPR enabled GDP growth to reach 7%. Women may now work from home on par with males, with no social shame or fear of safety, thanks to Zoom, Google groups, and other teleconferencing tools. (Aiyar, S. (2021)

The E-commerce giant Flipkart has extended its work-from-home policy for its 12,000 employees till may 31,2021 due to pandemic. Flipkart is continuing its efforts to bring "wellness and engagement" programmes to its employments. Flipkart had encouraged all employees to take care of their health and fitness with the introduction of "Covid Care Leaves" employees can take up to 28 calander days of paid leave. Abrar, Peerzada. (2020) Another E-Commerce Company "Amazon" has also told its employees who work in a role that can effectively be done from home until June 30,2021. The timeline on returning to office due to pandemic. Blended workforce/Hybrid work place is the need of hour. Companies are toying with a mix of work from home, work from office, and work from anywhere model with work from home (WFH) becoming the new normal, videos conferencing platforms became the means to connect for work as well as personal life.

With work from home becoming the new order, The MICE (Meetings, Incentives, Conferences, Exhibitions) segment has gone virtual and corporate are looking for novel ways to engage with the stakeholders. The Amid Night Curfews and Travel restrictions getting the work done through home is the new normal. In a contactless world where direct to customer is the mantra.

Mohile, Shally Seth (2021) The pandemic has also accelerated the shift towards digital across industries, resulting in greater demand for professions who excel in the latest technology skills like analytics, artificial intelligence and machine learning, cloud computing and cyber security. Technology companies are boosting their video communicating tools with more lively touches (a) Cisco Webex will introduce animated meeting reactions. (b) Microsoft Teams will bring in a "Virtual Commute" mode so people can book meeting - free times; (c) Zoom has enhanced security by allowing people to pause and kick gate crashers out of meetings. Ganesan, Ranjita. (2020) As digitisation grows in extent and pace, The Universe of predation expands in tandem, work from home (WFH) increase, the Vulnerable to cyber-attacks manifold. Because of the quick pace of technological change, persons working in this profession must be constantly learning. Deep subject expertise will remain an important part of a technologist's job. These vocations will be based on the pillars of mobile, cloud, data, artificial intelligence, and automation. With the acceptance of remote work and feedback, the globally integrated world of work will bet heavily on behavioural abilities. Bhattacharya, Soumya. (2020)

Another global survey conducted by Lenovo found that 72% of respondents worldwide agreed that they would WFH more than they did before the health crisis. According to HFS Research, the global IT industry demonstrated a dramatic transformation in how it operated by allowing over 75% of the workforce to WFH. It ranges from 62% in the Philippines to 72% in the United Kingdom, 77% in India, and 93% in China. According to a research by the Associated Chambers of Commerce and Industry of India (ASSOCHAM), 74% of regular workers would like to continue with some type of WFH arrangement in the post-Corona era. According to the survey, the business process outsourcing (BPO) and information technology enabled services (ITES) sectors employ over half of the country's remote workers, followed by IT software, education, e-commerce, publishing, banking, financial services, and insurance. Since the beginning of the year, nearly 90% of India's 4.3 million IT/BPO/ITES workers have switched to the WFH model.

The Ministry of Labour plans to create recommendations for workers in the services industry, such as work flexibility and an explicit WFH provision for businesses, according to the Labour Secretary. These measures are critical for the future of work, not just in the IT industry, but also in other service industries. This will assist to foster a new work ethic and give a much-needed boost to India's burgeoning gig economy, which has enormous potential to create new job opportunities for the country's unemployed men and women. Companies like Google are allowing e-mail, video conferencing, document collaboration, instant messaging, and much more to be integrated. Workers and supervisors are using AI-based applications to schedule meetings and do work on the go. Many AI-based apps make work easier by automating many mundane and repetitive chores. Automatic reminder apps can alert when a meeting is approaching. These devices also serve as reminders to take medications, stroll, and take a rest. Flexibility is harnessed by technology: Artificial intelligence (AI) embraces flexibility in the workplace. Employees can now work remotely thanks to AI and other solutions. Online and virtual meetings are made easier with tools like Google Hangouts and Zoom. Physical attendance at a meeting is no longer required, resulting in travel time and expense savings. Technology aids in achieving work-life balance by saving time. Transparent: AI-based tools allow teams to communicate in a smooth and transparent manner. Employees utilise wellness applications to keep track of their health and well-being. Technology can help you achieve a decent work-life balance. Upadhaya, Ashwani et. al. (2021)

Conclusion

The advances in technology and innovation are changing the way organisations employ digital resources to improve their business

operations. From soft skill management and payroll automation to AI in recruitment and using technology to improve physical and mental wellbeing, HR technology can have a significant impact on the different aspects of business operation. The adoption of such technologies not only increases productivity and speeds up communications but also reduces administrative burden and lowers costs for companies.

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Work Life Balance a best move to achieve the Employee Engagement Strategies

Dr. Shalamlai Gadge,
Assistant Prof. MBA Dept,
KKWIEER, Nashik

Abstract:
Industry 4.0 era creates a "smart factory" and speed of information and technology increased with great speed. But it makes a life more problematic and challenging and overloaded. A study was based on 100 sample sizes chosen with the help of Simple Random Sampling and Descriptive Research Methodology has been carried out with weighted Score Method is used to find out the perception of the employees about Work Life Balance (WLB). It also denotes highest and lowest rank of each parameter which helps managers to know in which parameter they are good and in which parameter they need to pay more concentration. For the study a structured questionnaire contains multiple choice questions based on 5-point Likert scale which focuses on WLB and its five parameters: Job and Family, Work Interfering with Family, Family interfering with Work, Organizational Commitment and Quality of Work Life. Researcher will like to suggest few remedial measures on the basis of Weighted Score for 5 parameters of WLB.
Key Words: Work Life Balance (WLB), smart factory, Likert scale.

Introduction:
There are differences between a typical traditional factory and an Industry 4.0 factory, which is "smart factory". Artificial Intelligence, IoT and so many other things are making life soother but it has increased the burden on employees who worked in the service sector. These demanding field makes an employee's life more problematic and challenging and overloaded. So, day by day work life balance is a challenging issue for everyone Human Resource Manager for Policy Makers, its implementation globally. The pressure of the workload and personal life can lead to stress and then affecting to productivity, absenteeism, customer services, health issues of employees. Achieving WLB in the fast pace of IT system and creating a balance between professional and personal life is a challenge for an individual. Employees' are the pillars of the organization. So organization should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role i.e., work as well as personal life. By way of this research work researcher tries to explore; how WLB is affecting employees and their personnel life. No dought organization are giving due importance to WLB and most of the companies are implementing the measures to balance the issues. Work Life Balance is the term used to describe the balance that an individual need between time allocated for work and other aspects of life.

Objectives of the study:
1. To discover the status of Work Life Balance (WLB) of managers from IT industries.

Scope of the study:
WLB study was conducted among only for managerial level this is a scope of the research paper as well as it is limitation also. Another limitation is answers are totally depending upon respondent's capacity and personality so the accuracy of the answers depends upon the mode of interest of respondents. Research does not have a control over it.

Review of literature:
The review is to scrutinize what has already been done on the topic. It gives a deep insight of the overall field. It helps in creating a base for the research and helps to gives guideline for more focused work for investigation purpose. Three are almost 6,04, 00,000 results are available within 0.55 seconds on web about WLB. Still more and more research is going on to uncover the truth about this burning issue. Many research articles focus on WLB and Gender based

The corresponding author can be reached at thipse.shalmali@gmail.com

study, employee performance, employee turnover and WLB and EI also. Specific 3 reviews were mentioned as a follows:

1) N. Divya A. Suryanarayana , October , 2017, National Conference on Marketing and Sustainable Development Issues and Challenges in Work Life Balance in IT & ITES Industry of India Osmania University presented.

2) Work life imbalance of employees in IT sector- a study conducted at nest technologies, Trivandrum Sakeerthi S, Assistant Professor, Xavier Institute of Management & Entrepreneurship, Kochi. Rijesh K B, Customer Relationship Officer, Abu Dhabi Commercial Bank, Abu Dhabi, UAE. International Journal of Scientific & Engineering Research, Volume 7, Issue 11, November-2016 780 ISSN 2229-5518.

3) Work-Life Balance in the IT Sector: A Case Study of Delhi, Nidhi Tewathia, Maidan Garhi, New Delhi 110068, India. International Journal of Advancements in Research & Technology, Volume 3, Issue 7, July-2014 89 ISSN 2278-7763.

Research Methodology:

The present study has used Descriptive and Exploratory Research Designed and both Qualitative and Quantitative Data has been collected by way of Survey and Formal Informal Telephonic conversation. As it describes characteristics of managers specifically related with WLB.As discuss earlier the area of research is limited to the managerial level only. By way of Simple Random Sampling researcher has collected primary data and the data size is restricted to 100 managers which include both male and female having minimum 5 to 20 years experienced. Respondent are working on various positions like Team Leader, Assistant Manager, Senior Manager and GM.

Formal and Informal discussion with managers helps to collect the maximum information along with structured questionnaire has framed to collect responses.

Questionnaire is divided into 2 parts- part A of questionnaire covers: demographic questions and part B of questionnaire focus on 'Work Life Balance' constructed on 5-point Likert scale which focuses on WLB and its 5 parameters. It includes questions about –

A. Job and Family, (4Q.)
B. Work Interfering with Family, (10Q.)
C. Family Interfering with Work, (4Q.)
D. Organizational Commitment (8Q.)
E. Quality of Work Life. (13Q.)

There is total 39 sub questions related to the all five points of WLB. Secondary data is collected from relevant research papers and research articles.

Table -Weightage Score's Dimension and Scale

Scale	Dimension	Weightage Calculation	Score
1	Strongly Agree	1/15	.07
2	Agree	2/15	.13
3	Neither Agree nor Dis - Agree	3/15	.20
4	Dis-agree	4/15	.27
5	Strongly Dis-Agree	5/15	.33
TOTAL = .07+.13+.20+.27+.33 = 1.0 = 1			

By considering the above scale, Weightage is calculated: (1+2+3+4+5=15). This means for Strongly Agree the scale is 1 and its weightage is 1/15=0.07 and same way for Agree, Neither Agree nor Dis-Agree , for Dis-Agree and for Strongly Dis- Agree .This Weightage Score is used for finding the highest and lowest rank of WLB Parameter and the perception of managers towards it.

Data Analysis and Interpretation:

The Data Analysis is done for 100 Managers to identify the comparative position of different parameters.

Job and Family which include 4 sub questions. It has been observed that managers are able to maintain Job and Family responsibilities. Where Q.No.1 focus on managers are able to fulfilling their personal life and adequately perform their work life responsibilities. For this statement (34+49) =83 managers agrees that they are able to fulfil their personal life and work life adequately. Q. No. 2 refers to good work life balance provides a more effective and sussesfull profession as it helps managers to fulfilling their personal life goals as well as their professional goals. Q. No. 3 focuses on WLB helps to retain good ethics in profession, 80 managers agree for this statement as good WLB and ethics improves

the organization environment which leads managers to perform more effectively. Q.No. 4 refers that managers family supports in WLB which helps them to be more productive and to live their life more peaceful. It has been observed that for Q.No.1 disagreement by managers are low but 11 managers remain Neutral and 20 in case of Q. No. 3.

A) Job and Family						
Q	Str. Agree	Agree	Neither A. /DS	Dis-agree	Str.DS	Total
1	34(2.38)	49(6.37)	11(2.21)	6(1.62)	0(0.00)	12.58
2	67 (4.69)	24 (3.12)	0	0	9 (2.97)	10.78
3	50(3.5)	30(3.9)	20 (4.00)	0	0	11.4
4	23 (1.61)	77 (10.57)	0	0	0	11.62
					Total	46.38
					Average 11.595=11.6	

B) Work Interfering with Family Life:

The second parameter is work interfering with the family it includes ten sub questions. Mangers express that due to work their family life get disturbed and it affects WLB.As the mangers need to extend their work for more time so that they can remain in a competitive world.

B) Work Interfering with Family Life						
Q	Str. Agree	Agree	Neither A. /DS	Dis-agree	Str.DS	Total
1.	11(7.7)	15(1.95)	21(4.20)	24(6.48)	29(9.57)	29.91
2.	9(6.3)	51(6.63)	11(2.20)	10(2.7)	19(6.27)	24.1
3.	31(21.7	111.43)	7(1.40)	33(8.91)	18(5.94)	39.39
4.	0	6 (.78)	17(3.41)	41(11.07)	36(11.88)	27.13
5.	34(23.8	24(3.12)	0	23 (6.21)	19(6.27)	39.4
6.	33(23.1)	47(6.11)	0	11(2.97)	9(2.97)	35.15
7.	42(29.4)	31(4.03)	0	18(4.86)	9(2.97)	41.26
8.	13(9.1)	42(5.46)	5(1.00)	16(4.32)	24(7.92)	27.8
9.	22(15.4)	31(4.03)	18(3.60)	12(3.24)	17(5.61)	31.88
10.	17(11.93)	22(2.86)	13(2.61)	31(8.37)	17(5.61)	31.38
					Total	327.4
					Average	32.74

C) Family Interfering with work

The third parameter is family interfering with work it includes four sub questions. In Q.No.1 managers respond genuinely that they have to manage home issues also and so that their work gets suffered (11+13=24). Q. No. 2 refers that manager's administration and peers' dislikes often when they are preoccupied with their personal life while at work. It may be because of manager works demands more time and commitments. The Q.No 3 focus on lack of WLB has leads for distraction from work as well as it affects the performance also. In the Q. No. 4 managers mentioned that they took leave often for family matters these responses may be more from female candidate as sample size of 100 include female also. 81 respondents are from nuclear family and to manage their duties at home and for children they need to take a leave.

C) Family Interfering with work						
Q	Str. Agree	Agree	Neither A. /DS	Dis-agree	Str.DS	Total
1.	11(.77)	13(1.69)	18(3.6)	22(5.94)	36(11.88)	23.88
2.	7(.49)	21(2.73)	0	33(8.91)	3912.87)	25
3.	14(.98)	54(7.20)	7(1.4)	14(3.78)	11(3.63)	16.99
4.	47 (3.29)	27(3.51)	6 (1.2)	12(3.24)	8(2.64)	13.88
					Total	79.75
					Average	19.94

D) Organizational Commitment

The fourth parameter is organisational commitment; it includes 8 sub questions which focuses on how managers are committed with organization and occupation. It has been observed from the table that for Q. No. 5 and 7 responses are quite alarming because some of the managers are dissatisfied with their occupation. It may be because managers cannot give justice to work.

D) Organizational Commitment						
Q	Str. Agree	Agree	Neither A. /DS	Dis-agree	Str.DS	Total
1	7(0.49)	11(1.43)	6(1.2)	43(11.61)	33(10.89)	25.62
2.	27(1.89)	49(6.37)	11(2.2)	13(3.51)	0	13.97
3.	5(0.35)	11(1.43)	13(2.6)	53(14.31)	18(5.94)	24.63
4.	23(1.61)	39(5.07)	17(3.4)	13(3.51)	8(2.64)	16.23
5.	0	7(0.91)	23(4.6)	31(8.37)	39(12.87)	26.75
6.	11(0.77)	16(2.08)	0	21(5.67)	52(17.16)	25.68
7.	5 (0.35)	13(1.69)	6(1.2)	53(14.31)	23(7.59)	25.14
8.	0	6(0.78)	16(3.2)	37(9.99)	41(11.07)	25.04
					Total	183.06
					Average =22.883 =22.9	

e) Quality of Work Life:

The fifth parameter is quality of WLB, it includes 13 sub questions which focus on reward and recognition of work, performance feedback, salary, etc.100% managers are agreed for statement number 1 and 10 and they mentioned happiness with formal informal communication and secured work environment. Also there are adequate equipment's and machinery provided in the organization to work properly and effectively. The Q. No. 4 focus on there are team work in the organization which helps to achieve the organization goals effectively.91 mangers are agreed for the statement number 7 that they feel respected by senior members in the work place which leads to good team work and help to achieve the goals and objectives of an organization. The Q. No. 12 refers that manager believes that their jobs are secure and they are happy working in their respective organization

e) Quality of Work Life						
Q	Str. Agree	Agree	Neither A. /DS	Dis-agree	Str.DS	Total
1.	57 (3.99)	43(5.59)	0	0	0	9.58
2.	42 (2.94)	37(4.81)	12(2.4)	9(2.43)	0	12.58
3.	37 (2.59)	32(4.16)	19(3.8)	12(3.24)	0	13.79
4.	56 (3.92)	24(3.12)	11(2.2)	9(2.43)	0	11.67
5.	37 (2.59)	42(5.46)	13(2.6)	8(2.16)	0	12.81
6.	44(3.08)	39(5.07)	17(3.4)	0	0	11.55
7.	47 (3.29)	44(5.72)	9(1.8)	0	0	10.81
8.	26 (1.82)	49(6.37)	11(2.2)	14(3.78)	0	14.17
9.	44 (3.08)	37(4.81)	19(3.8)	0	0	11.69
10	63 (4.41)	37(4.81)	0	0	0	9.22
11	13 (0.91)	21(2.73)	11(2.2)	31(8.37)	24(7.92)	22.13
12.	31 (2.17)	47(6.11)	9(1.8)	13(3.51)	0	13.59
13	29(2.03)	36(4.68)	11(2.2)	17(4.59)	7(2.31)	15.81
					Total	169.4
					Average	13.03

On the basis of above 5 tables Weighted Score for 5 parameters of WLB has been platted–

Parameters	Average Scores	Ranking
1) Work Interfering with Family	32.74	1
2) Organizational Commitment	22.9 =23	2
3) Family Interfering with Work	19.94 =20	3
4) Quality of Work Life	13.03	4
5) Job and Family	11.6	5

Findings and Suggestions:

• Industry 4.0 era has stretched the working hours and work-related commitments and it leads to make a life of employees more challenging and overloaded. 24*7 employees are physically and mentally involved in work so many health issues arise among the mangers which is known as professional diseases such as hypertension, heart-attack, Diabetics, etc.

As per Weighted Score Method work interfering with family is at highest position (32.74) this is alarming for company. There are no hard-and-fast rules on what constitutes an acceptable work/life balance – this will depend on the operational requirements of your business and the needs of your employees. This includes part-time working, flexi-time, job sharing, Compressed Work Weeks, Job Sharing, free time: for hobbies and leisure activities and home working. Organizational Commitment (30) is on second position this can improved by making the working environment more attractive, improvements to the working environment can boost morale and help you retain valued staff. The typical techniques include: free exercise classes, a free/subsidized canteen, company days out, childcare vouchers, time-off for learning and third position is family interfering with work (20) this can be manage by providing paternity leave, parental leave, Paid leave for short period of time, working time reduction: part time upon request and if possible, Crèche facilities. Work Life Balance is a best move to achieve the Employee Engagement Strategies and which in turn helps to retain the talent.

• Companies are incorporating many activities for personal and professional development of employees. Many recreational activities are also arranged for mental peace. But there are many external unavoidable reasons which also equally affecting the work pressure on employees such as nuclear family, DINK couple, per group pressure, excess stress etc. which results into high employee turnover.

• Initially qualification and skills are essential for onboarding but employee engagements are essential requirement for long productive tenure of the employees. WLB employee's voice should be taken into consideration which will work like magnet for employees and it helps them to stick to organization. Company needs to geared up further to minimize the issue of bad WLB. There are many qualitative and quantitative survey reveals about employee's real opinion about company climate and that should be taken seriously. Employee Engagement Strategies in a company.

● There are certain ways to invest in the employees –
● Increase team engagement,
● Supporting cross-functional improvement initiatives,
● Plan company trips,
● Invest in employees' mental health,
● Expand the upskilling programs,
● Implement a health stipend,
● Invest in training and development,
● Create more opportunities for collaboration

Conclusion

WLB is an important area of Human Resource Management and HR development which is gaining more attention from Policy Makers, Organizations, Management, Researchers, Employees, and their representatives globally. The pressure of the workload and personal life can lead to stress.

According to the study, it has been found that such situations affect an individual's health both physiologically and psychologically.

The Work Life Balance policies and programs are an investment in an organization for improving productivity, reducing absenteeism, achieving improved customer services, better health, flexible working as well as satisfied and motivated workforce especially in IT industry. Achieving WLB in the fast pace of IT system and creating a balance between professional and personal life is a challenge for an individual. Employees' are the pillars of the organization. So organization should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role i.e., work as well as personal life.

If WLB is managed properly then employees are happier towards work and commitment. Initially it may be difficult to implement but slowly it is possible by way of employee engagement ways and it is energy booster at the same time.

To sustain in the competitive world employees WLB is essential task. Company management should train and motivate their employees for improving the quality of work life further.

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Employing People with Disabilities (PwDs) for Managing Talent in Business Organizations

Mrs. Kavita Pandey (Mishra)
Placement Officer
Alkesh Dinesh Mody Institute
for Financial and Management Studies,
University of Mumbai

Dr. Aruna Deshpande
Professor
Alkesh Dinesh Mody Institute for Financial
and Management Studies,
University of Mumbai

Introduction: -

National Sample Survey Report 2018 states that "Person with disability" means a person with long term physical, mental, intellectual or sensory impairment which, in interaction with barriers, hinders his full and effective participation in society equally with others. "Barrier'' means any factor including communicational, cultural, economic, environmental, institutional, political, social, attitudinal or structural factors which hampers the full and effective participation of persons with disabilities in society.

The Rights of Persons with Disabilities Act, 2016, in the definition of persons with disability mentions 'long term physical, mental, intellectual or sensory impairment which, in interaction with barriers, hinders his full and effective participation in society equally with others'.

As per RPWD Act 2016, there are 22 types of disabilities in India which is as follows: -

Figure 1 – Types of Disabilities

Locomotor disability	Visual Disability	Hearing disability	speech and language disability	mental retardation / intellectual disability	mental illness	Other disabilities	Multiple Disabilities
i) acid attack victims ii)leprosy cured person (iii) polio iv) cerebral palsy (v) dwarfism (vi)muscular dystrophy (vii)other locomotor disability	(viii) blindness (ix) low vision	(x) hearing disability	xi) speech and language disability (a) chronic neurological conditions	(xii) specific learning disabilities (xiii) Autism Spectrum Disorder (xiv) other mental retardation/ intellectual disability	(xv) mental illness	a) Neurological conditions (xvi)Parkinson's disease, (xvii) multiple sclerosis, (xviii) Other neurological conditions (b)blood disorder (xix) thalassemia (xx) hemophilia xxi) sickle cell disease	(xxii) more than one of the above specified disabilities including deaf blindness

The Census 2011 estimated that there are around 2.21 % of India's population are facing one or the other types of disabilities. The 2.21 % is approximately 26.8 million people. The RPWD act 2016 identified 21 types of disabilities and categorized into eight types which has been exhibited in Figure 1 (above). These eight categories are related with Sight (18.8%), Hearing (18.9%), Speech (7.5%), Movement (20.3%), Mental Retardation (5.6%), Mental Illness (2.7%), multiple disabilities (7.9 %) and any other (18.4 %). These eight categories are mentioned in RPWD Act 2016 as well. The impact of disability varies from people to people, based on their gender, states, age, environment, culture and exposure towards dealing with societal concern and issues. Because of the stigmatization and low involvement of people with disabilities at public platform, they suffer a lot economically and socially. The education level of People with disabilities are less as compare to people without disabilities and their drop out rates are higher for secondary and higher education as compare to primary level. The low education and stigmatized mindset of people impact on their employment status which is very low vis a vis their counterparts. It is estimated that around 65 % to 70 % of people with disabilities are out of the labour force among participation age of the workforce of people with disabilities. It is surveyed that out of 26.8 million people with disabilities, there are around 15.7 million are in the age group of 15-59 years. It is difficult or next to impossible for people with disabilities to get the work in organized sectors or into mainstream employment. Though the Government of India has mentioned the various initiatives and incentives to public and private sector and encouraged them to include people with disabilities into the workforce. Few of the mentioned points in RPWD Act is as follows: -

- The Act has suggested to reserve three percent jobs in government sectors for people with disabilities.
- The Act also stipulated about the employment incentives such as "EPF refund" for private companies for hiring more than 5 % of their workforce with disabilities.
- To make sure that people with disabilities are given a chance to be represented properly, there should be an appointment of "Disability Commissioner" separately.

The corresponding author can be reached at kavita@admi.mu.ac.in

Objectives of the study: -
Primary objective
• To explore the importance of employing PwDs in business organisation.
• To understand the reason for not hiring PwDs in the business organisation.
• To provide suitable recommendations for employing PwD employees for Human Resource and Business Development.

Research Methodology:-
The research methodology is based on quality content analysis of published primary and secondary government records, business reports, case studies, newspaper articles, etc. Online research tools like EBSCO, PROQUEST, Springer etc. were used to extract the quality content of data.

Primary Hypothesis: -
1. H0 – PwDs cannot be considered a pivotal human resource for business development.
H1 – Employment of PwDs in business organisation is crucial for business development.

2. H0 – Business Organizations is not willing to hire PwD employees in their business organisation.
H1 – Business Organizations is willing to hire PwD employees in their business organisation.

Literature Review:-
Arindam Bhattacharya, Sameer Agrawal and Meera Shenoy (2015), in their research work identified six practices for employment of PwDs which creates a sustainable environment for employment of PwDs. These six practices are related with vision sponsored by CEO/Board, organization responsibility, organization sensitization, workplace adaptations, specialized recruitment and training; and lastly recognition, rewards and celebrations. Apart from six practices, the study touched upon the various other factors which are essential for hiring PwD employees in any organization such as – sensitizing employees of an organization, setting up a proper communication channels to voice the concerns of PwD employees, to build a strong foundation and involvement of their organization practices for enabling the disable people along with regular interventions and systematic involvement and follow up for the social and economic inclusion of PwDs. The study believed that there is a need of multiple elements to fall into place for the successful inclusion of PwD employees in the organization which includes: initial motivation (intrinsic or extrinsic) of the person, enablement and training availability to employment and career development. A successful organization starts from the leadership team to include people with disabilities at workplace.

America India Foundation, New Delhi (2014) conducted a detailed study. In the research study, it has been narrated that employer and employees both are being benefited together in public and private organizations. For employer it is beneficial because it helps the organizations to improve their public image, get loyal and committed employees whereas employees get the dignity life, contribution in nation's economy and meaning to their life. The study conducted a survey of 105 companies across industries such as retails, FMCG, manufacturing, IT & BPO, KPMG, Manufacturing, Hospitality etc. Through the study, the researchers have found the impact of hiring people with disabilities in their business and society. The research also seconded the opinion that for hiring people with disabilities and bringing them into mainstream employment, the efforts of senior management team is extremely crucial. The should also collaborate with training agencies who work as an intermediary for skilling and imparting training programme to them.

Mukta Kulkarni –Janhavi Kote (2013) have done a very relevant study on the role undertaken by training and disability agencies to empower them. The study highlighted the importance of training and disability agencies to build the confidence

level of people with disabilities and train them as per corporate expectations.

People with disabilities remain underutilized because of the lack of skills required by companies for their employment. These training agencies actually works like a bridge and collaborate with organizations related with their business requirements and drafting a diversity policy. Based on the requirements of companies, the agencies design the training programme and provide training to people with disabilities which not only help them to gain their confidence but also help the businesses to get the right fit. The study further explored that the training agencies play the role as trainer, counselor, facilitator etc.

(Lengnick Hall, Gaunt Philip &Kulkarni Mukta (2008) found the reason for not hiring PwD in company. In their research, they have found that the concern is from both employers and employees side. From employers' side, there are concerns related with: -

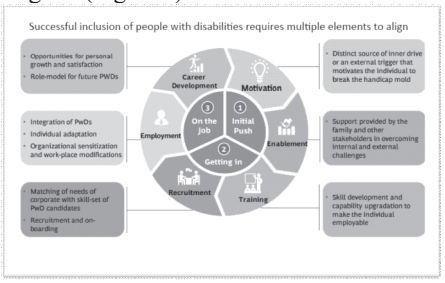
Job Qualification, Performance concern – The research found that one of the concerns because of which companies are unwilling to hire people with disabilities are due to their lack of educational qualifications, and fear of being less productive of people with disabilities at workplace.

Costs Associated with Hiring PwDs (PwDs face many health issues because of which there is a high health care costs than those without disabilities. The company also has to build the reasonable accommodations for physical disabled people which will lead to develop lots of arrangements and costly to implement. Company also has a concern that people with disabilities PwDs because of their physical impairment may prone to more safety problems. Due to their challenges, in case they face any mishaps or accidents, then the company will face major trouble and sued by employees.

Another concern which people with disabilities face is related with Reactions/Responses to others (Coworkers may react negatively to working PwDs, Customers may react negatively to employees with disabilities, there is a fear of the unknown (e.g. how to communicate, how to treat them) in working with PwDs. The lack of basic training to people with disability employers also become a major challenge for them to deal with disabled employees in the organization.

(Schur 2009, Eschevian 2013, Patel 2014, and Kulkarni &Mukta 2016) in their subsequent research paper advocated the importance of hiring PwD in business organization. They viewed that recent demographic and global economic scenario related with aging of baby boomers definitely increase the challenge of hiring skilled workers. Organizations should be ready to adapt the flexible work policies related with recruitment and adaptation of diversity as a main part of their business. To bring this change, organizations should develop human capital management to ensure their survival and maintain their market share and revenue streams. Employment is an important factor of livelihood and self-esteem for individual because it enhance standard of living, provides income and security. For PwD, employment is a way to overcome social isolation, feeling of unequal status and give them a respect in society. It also provide an opportunity to contribute in India's GDP as tax payer and become a socially responsible citizen.

Arindam Bhattacharya, Sameer Agrawal and Meera Shenoy (2015) in their study identified that there are multiple elements to align for a successful inclusion of people with disability which can be understood on below diagram (Figure 2): -



In the above diagram, the concept of leveraging ability of disability has been explained systematically. According to the above diagram, it is shown that there are three levels through which a disable person can achieve a dignified life and employability.

The First level isInitial push indicates internal and external motivation & support systems which inspires an individual with disability and enablement of an individual with disability to pursue and achieve a dignified status in their life.

After getting inspired and motivated the Second level comes for getting in which connotes the term of recruitment and training wherein the intermediary agencies provide relevant counseling and training, identifying opportunities, preparing their applications for specific career requirements on the basis of nature and extent of disability and corporate requirements. The Intermediary agencies roles are very imperative as they are actually the one helps both sides between employees and employers.

The third level is on the job employment and career development from employer's side may bring phenomenal changes in their life. It further states the attitude of top management and their co-workers towards them; organizational culture and climate, and reasonable accessibility and accommodation to them on the nature of their extent and disability will determine the success path of the candidate.

Conceptual framework for study:-

(Misra Sushendra Kumar 2015) states that the there is a major challenge related with world's aging population which is growing rapidly. It is estimated that by 2040, this population which is aging will reach to around 1.3 billion against the 5.3 million of 2010. These rapidly aging population would definitely challenge the business to get the labour which benefit to their business. Trained and skilled workforce definitely consider as a capital to the business organizations. In future, if the shortage of human capital will continue then it will largely impact on business and nation's development. Therefore, it is imperative to enable and empower the marginalized communities of the society and make an effort to bring them into mainstream employment.

Case study of some successful business companies for hiring PwDs in their organization:-

1) IBM: -International Business Machine, IBM is an American multinational technology company, situated in New York, spread across 170 countries in the globe. IBM has a long history of hiring people with disabilities in the business organizations. The first people with disability was hired in IBM in the year 1914. Since 1914, IBM has been continuously showing its commitment to hire and retain people with disabilities in their workplace. IBM has several employees with disabilities contributing to the transformation of IBM into the next generation of Cognitive and Cloud. IBM started their journey by bringing technology to people with disabilities in 1946 when IBM manufactured a pocket-sized Braille printer, and in 1971 it achieved first operational application of speech recognition.

The Diversity Engagement Partner, IBM Asia Pacific shared "Being internally inclusive helped us to build the best products in the marketplace. By having employees with PwDs in various products and service teams, it ensure accessibility and quality of products and tools that build for our clients, most of which we also use internally.

2) Mirchi and Mime: - The organisation was set up in 2011 at Mumbai, the dine out restaurant believes in hiring PwDs. It plans to have 21outlets by 2021. It has around 50 employees with speech and hearing impaired.

The co-founder of organization states that," The PwD employees have pleasantly surprised us. Our challenges have been more with people who can speak and hear."

3) Lemon Tree Hotels: - The organisation was set up in 2004, a mid-scale hotel chain

which has around 40 hotels in 24 cities. The company has more than 4000 employees and around 22% of company's staff are suffering from Down syndrome, autism, and disabilities like speech and hearing impaired.
The founder of organization states that, "this is not a charity but a business decision for us. The owner believes that 22 % of its staff has a major impact on their HR policies in terms of their attrition and better productivity."

4) KFC India: - The American Fast Food Chain which came in India in 2003 has around 300 stores in 84 cities and 2300 employees. It has around 70 % of the staff in KFC outlets which are speech and hiring impaired.
Though its Chief People Officer agreed that, "their career path and moving them up the ladder is a challenge, still company keeps on hiring PwD employees in their organization".

5) Aegis Limited: - The BPO Company has 45000 employees with operations in nine countries and 30 centres in India. It has around 600 PwDs in India under the category of visual impairment, locomotor disability, epilepsy and albinism.
The Chief People Officer shared that," Having a diverse staff has helped us understand and service our customers needs better."

6) Landmark Group: - The Dubai based retailing, hospitality and healthcare chain has multiple brands, including lifestyle and Max which has over 400 stores and 19,000 employees in India. It has over 500 PwDs in India and planning to hire for different roles under the category of speech and hearing impaired staff.
The group president (HR) states that," their (PwD) eye for detail and integrity are higher. Customers are emphatic when they know an employee is differently abled."

7) Valeo India: - A Chennai based French automotive supplier has been in India for over two decades and it has around 35,000 employees. The organisation at initial stage was apprehensive to hire PwDs but now it has 85 speech and hearing impaired people on the shop floor of its factory in Chennai.
The country HR director of organization states that," Being first in the industry, we were apprehensive initially but we were wrong. They (PwDs) being 43 % productivity higher in the organization.

Scope of Study:-

The research has focused on working population age group (15-60 years) of PwDs under consideration and covered detailed critical success factors of various business organizations that have demonstrated inclusive policies and documented productivity of their organization based on the contributions of PwD employees in their organizations.
It would be interesting to study the other factors which are mentioned in the above diagram (Exhibit 2) related with internal motivation of PwD employees and role of companies to be more sensitive towards hiring and retaining of people with disabilities in their business organizations. The study will become more useful if the further study is done on the basis of industry preference than all industry areas.

Conclusion: -

Hiring PwDs is neither a charity nor a social responsibility activity. It is crucial from labour market perspective and business growth to generate profits. There is a need of successful inclusion of people with disabilities into mainstream employment which not only benefit them but also add for nation's development. The dignity of life and improvement in standard of life will create financial independence for a section of society and reduce the need for government support. Therefore, employing PwDs will immensely benefit to company, employees, and nations at large.

Limitations and Suggestions: -

The study has certain limitation which are as follows: -

• As the research methodology of study has used the analysis the quality content of published primary and secondary sources, a detailed primary study with pioneer organizations would give some more concrete ideas.

• The focus of study was only to understand

the reason for employing persons with disabilities for business development with reference to organizational perspectives. The other factors have not been considered in study. The further study may be taken into consideration related with organizational policies, the contribution of diverse population to bring change etc.

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A study of Talent Development for Organisational Growth

Mr. Shashikant G. Kurbetti
Fellow NIPM & Principle Consultant HR

Dr. Snehal Maheshkar
Professor, Professor HR and OB at Dr. D. Y. Patil Vidyapeeth's Global Business School and Research Centre, Pune

Abstract: In the global world employees are developed through training for organizational growth. The purpose of the paper is to present the need of talent development for business sustainability in COVID time & how organizations are equipped with to deal with the interventions. This research paper presents qualitative presentation based on focus group discussions, interviews conducted with selected business professionals in different organizations & secondary data. It covers various aspects of pandemic effect on organizational growth & sustainability. This research paper presents the outlook of training development, scope, research gap, changing business scenario, strategies, disruptions in training development, approach, hypothetical framework, etc.

Keywords: Talent, Performance, Business Sustainability, Career growth, Competencies, Human Resource, etc.

Introduction:
In India as well across the world there have been dramatic and extraordinary changes in the way people work and do business in the recent past.
COVID have thrown many new challenges & opportunities to all Business & HR professionals. It has brought many new terminologies in business & education. Like Hybrid Learning & Hybrid Training , Work from Home & Work from Anywhere , Gig Economy, Gig Employment , Janata Curfew, VOCA WORLD, Normal to New Normal, BIG ZERO in Auto Business, Change from Golden Handshake to Compulsory Mass Job Separation, Social Distancing, etc.
COVID has not emerged suddenly. It has come as disruption in Business & Life. COVID is moving in different phases started from Pandemic to Endemic which is not yet ended.
- Pre- Lockdown, - Post Lockdown
- Stagewise Lockdown, - Extended Lockdown.
These uncertainties, difficulties in different phases are posing new challenges for Talent Development to act differently for the success of the organisation. It also compels us to change our approach towards TALENT DEVELOPMENT.

Pandemic has given time to reflect, reassess & recalibrate priorities in employees & organizational life. Hence Training development becomes very important due to some causes:

Lack of Career Growth: Some exited employees mentioned a lack of visible career path forward, a sense of stagnation and few opportunities to up-still themselves as reasons they chose to move on

Dissatisfaction with Quality of Work: Employees who left their jobs felt that they were engaged in monotonous and operational work with fewer opportunities to learn

Boss –Subordinate Relations: Lack of manager's support in growth, unethical/unprofessional behavior, excessive workload/extra pressure, lack of appreciation is a significant fraction of employees to quit.

Hence, the pandemic has been a means for many organizations to revisit their requirements of available workforce, their talent development while refining their competence as a response to the situation. Developing employee's potentials to increase learning impact, support employees to manage new skills, enhance organizational knowledge and create a win-win situation for all stakeholders became the need of the hour.
The pandemic and the subsequent economic crisis has become the cause for revisiting

The corresponding author can be reached at shashikurbetti7@gmail.com

crisis has become the cause for revisiting talent development, skill upgradation and building HR capabilities to suit the new normal.
Globally, it has become very important to address talent shortages and redesign capability development to drive business impact. One of the most essential tools is the learning management for Talent Development.
Talent development is much more important now than before the COVID-19 crisis began.

Outlook Of Talent Development
Changes are taking place due to work culture, Work from home, Work from anywhere. As a result today we're in a situation where many earlier skills are becoming obsolete very fast and organizations are realizing the true value of building a capable workforce that adapts and acquires newer skills. Talent development & employee capability upgradation is of prime importance as it makes powerful employees to take unexpected opportunities and develop approaches to address challenges more effectively.
Employees today seek career progression in their profession more than anything. They want to be in a job that helps them grow as an individual, personally as well as professionally. They want to progressively shape their careers with every job-role they play. Facilitating career growth in the job will become one of the top-seeking employee engagement trends in 2020.
The approach towards talent development system is changing at a dramatic rate. Economic stability has become a reality & need of the hour. Companies are now competing among one another to attract the best talent & adapting new techniques for talent development. Also the job profile including the perks and benefits offered by a company plays an important role.

Objectives
- To study the new requirements of talent development due to pandemic situation
- To study the issues & challenges in the talent development initiative
- To study the significance of talent development for the employees.
- To suggest strategy & structural framework to address talent development issues & challenges in the organization

Statement Of The Problem:
Competent people make the organization competent. They make progressive & successful organization with their talent, capability, competency, skill, dedication, etc. Talent of employees plays important role to increase effectiveness of organization. Dissatisfied employees change their job from one organization to another for their career progression. It happens due to lack of training development initiatives of the organization. The incapability of the organization affects in the long run as the Management tries to fill the vacancies by inducting new employees rather than give ample scope of talent development to current employees.

This paper determines the importance of talent development for the employees & organizations.

Scope Of Research:
• The study of the employees from selected organsations from Pune
• The study focus is on findings of talent development issues & challenges

Literature Review:
Identification and retention of talent has been one of the most important challenges of the organization ever since, the pressure to identify highly talented employees and therefore future leaders have recently been rising. Due to changing demographics waves of retiring employees and shrinking talent pools at the same time, the early identification of high potentials has become crucial for succession planning

1) M. Amiri and A. Nobakht (2016): It was discovered that performance management is a critical component in increasing an organization's effectiveness and achieving its objectives. However, the impact of talent management among HR experts and

managers is more critical for improving the organization's situation and meeting its objectives

2) Fernández Aráoz (2014): Organizations frequently voice their concern about the leaking pipeline of talent. Surveys show that 56% of the executives are concerned about the ability to have sufficient successors to fill leading positions, and 62% of CEOs question the availability of talented workforce to operate their organization in the future

3) P Chattopadhyay (2013). The author has indicated that the return on talent is a quantifiable metric in both quantitative and qualitative aspects. In the author's perspective, this notion may work in ordinary organisational scenarios, it must be noted that in the organisation, particularly among those in the same ranks, company issues might arise. The author goes on to say that developing the correct attitudes and long-term managers and individuals with the necessary abilities may provide results that are many times greater than the cost of locating, harnessing, and deploying talents

4) Fernández - Aráoz et al. 2011: Boston Consulting Group 2010: Price Water House 2014) : Current developments in the implementation of high potential programs reflect these concerns and needs: about 46% of the organizations have a formal "HiPo" program in place, with 25% more planning to invest in one. Even when not directly focusing on succession planning, the explicit distinction between high potentials and high performers is expected to help the organization to place the right people into the right positions, thereby creating the necessary pipeline to fill any future demand

5) Dorothy Berger and L. A. Berger (2008). The authors have provided a talent management model based on high-performing firms' practices. It is made up of three interconnected elements: a philosophy, a strategy, and a system. The presented model requires that the organization's principles be incorporated into both its talent management strategy and system by incorporating its doctrines into selection criteria, competency definitions, and performance appraisal system for driving organisational success, as well as discussed on how to integrate succession planning and employee career plan

6) Novona, Douglas 2005: The author of the research has identified the variables that contribute to the effectiveness of talent management efforts. In this context, the author claims that talent management tasks may be challenging for managers and human resources in organisations to manage. However, while addressing 'talent,' the author has alluded to the organization's most important purpose. Organizations, in the author's perspective, cannot live without people, and when the organization's management people consider and prepare for the growth of these valuable goods, things might be complicated and look many

Statement Of The Problem,need Of The Study

- The organization needs to align, manage its strategic priorities and realignment of new talent development needs.
- Research problem is to study the causes of HR issues and challenges faced by the organization.

Research Gap

1. Need of detailed study on talent development is felt due to the changing scenario of COVID.
2. The researcher will study the strategies for talent development & plan to tackle them
3. The past research has focused on the talent acquisition of the organization. Researcher also observed detailed knowledge about the talent development is essential.
4. The available literature on the talent development of the organisation and relevant studies were observed to be minimal.
5. The researcher therefore tried to do a research. Work on these issues will provide valuable knowledge for the preparation of various approaches and policy framing to educational institutions & industry.

Resarch Methodology:

The present study is based on Secondary data .The secondary data is collected through various journals, research work & websites.
The data is collected in selected industries in Pune. The data has been collected & is in the process of analyzing by various statistical tools.

Limitations Of The Study:
- The study is based on secondary data.
- Geographical limitation: The study is constrained to the orgainisations in Pune
- The respondents not desired to spend time with the researcher due to current COVID environment
- Respondents were unwilling to give impartial judgment as they are frightened

DISCUSSION: Changing Scenario:
1) In new manufacturing sector work force is going to be young and qualified. In these new manufacturing facilities need of HR professionals who can also handle tough IR issues. Here the need of talent development in new direction is felt to meet the challenges.
2) Due to higher salaries /opportunities in service sector there will be dearth of talented persons in manufacturing sector. There is need to relook at salaries and working condition in manufacturing sector.

3) There is need for innovative strategies at attracting talent. Since the pace of technological growth is high there will be a need to upgrade skills required for middle and higher level managers who have worked in older manufacturing unit.
4) In the pandemic period WFH becomes part of professional life. There is need to have a work life balance at the work place. In this competitive environment when there is pressure on the top and bottom line and at the same organizations have youngsters , the challenges to HR is to bring in work life balance for the welfare of the employees and the benefit of the organization. Need to keep balance between family & profession.

Hybrid Learning:
It is making best use of time, space & opportunities to grow skills, capabilities & opportunities. Hybrid learning is learning at home & office. The shift to hybrid working is the opportunity to revisit in training development. Here in such type of flexibility, employees are often worried that if they let a few employees work from home, then the office will always be empty. For this it is necessary to design face to face, visual & hybrid training & expertise to get it correct. Cultivating a positive employee experience is more important than ever, as employees are more conscious about their career growth.

Create Hybrid Learning Culture
Hybrid model will impact the future of talent development of the organization.
Hybrid work can mean both that some employees are in-office and some remote, or that all employees spend some time working in-office and the remainder of their time working from home. Hybrid work can allow for the flexibility to adapt to the changing dynamics and also allow for an organization to attract workers on both sides of the remote work debate. HR leaders need to manage a hybrid team with ease to keep employees morale up.
In a hybrid setting, the very nature of the work environment is fluid. Some employees may come into the office a few days a week, others more or less frequently. Talent development leaders must make an effort to be clear about the opportunities available, and the scheduling requirements for them.

HR To Go Digital - Need Of New Talent Development
For competitive global business, digitization become more fundamental to business activity and need of agile people management practices for sustainability. HR needs truly to be digital. Digital disruptions are generating new approaches to hiring. Differentiation between top talent and the rest of the employees will rise. Leaders will be excellent shapers of talent. This will lead to employers taking a broader view of talent. In

digital organisations, collaboration is a much sought after competence. HR needs to be more IT savvy.

Findings :
- High employee attrition is a major issue for talent development. Training is a continuous activity, for that long service employee is not available to train them.
- Lack of a Human Resources Strategic Plan is an issue. Need focused plan for hiring, training, delegating, promoting and releasing employees.
- In industry for HR "Developing the next generation of corporate leaders" is a key challenge. Train the leaders is also a challenge for the organization.
- Lack of time for leadership development programs is a challenge. They are more busy in fire fighting jobs.
- In the orgaisation for "Train the Trainers "absence of good team & team work is an issue.
- Absence of required skill & competency to handle new & innovative technology issues.
- Attracting competent people is essential & adopt new way to develop people and to retain them
- Openness, transparency, career development, IDP-Individual Development Plan & Employee support is important for talent development
- Need to create industry environment of 'Work life balance, effective employee retention plan, design lucrative reward system
- The findings & suggestions of this study will be an eye - opener to functionary of the organization to understand the exact issues & challenges of talent development. It will help them to focus, analyse & will give proper guidance for organisation building - manpower planning, career building, succession planning, etc
- The researcher suggested that HR Managers should give equal importance to all the variables

Strategies:
Some Strategies for Talent Development.
1. People scheduling: Organisation needs to decide what type people needed & when required? The organization required to make a manpower planning strategy & recruiting target alignment with both Current and future needs of the Organization.

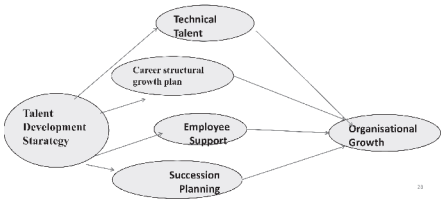
2. Recruitment Strategy: Organisation needs to decide, how are you going to attract people for your business? It requires to target specific employee team for few vacancies through Channels. It is important to diversify recruiting channels.

3. Recruitment Process: Recruiting Processes need to be fast and effective.

4. On Boarding: Once people are hired, quickly train them & get them contributing at high level. Initial training, mentorship & setting KRA is important task for HR. Setting out Individual Development Program (IDP) is the key to motivate new employees for talent development. A good candidate experience can mean the difference between clinching top talent and losing it to your competitors.

5. Retention: Long term job continuity is a challenge. Factors like Career Development, reward & recognition are also prime factor for retention & motivation for talent development.

Hypothetical Framework



Way to handle career disruption in Talent Development:

In the first stage, learning functional skills is not that difficult. If the person is having the basic talent, he will grasp fast. All employees may not know all things, but they can read and learn. For example, one may be an expert

in taxation, but if he has the learning ability, he will also learn accounting. He also can learn business, market and all business-related things here easily. This applies for all functions.



Suggestions:

- Technical talent development of employee is very much important challenge for the organisation, they should focus more on employee knowledge up gradation, Individual Development plan, Career planning, etc
- Skill development & enhancement program need to be arranged in proper way to meet changing environment issues & challenges.
- For sustainable growth of the organization new talent aspect of the industry should be focused. i.e. HR Head should speak the language of HR in the context of business so that employees understand the decision of management taken for business that gives overall impact on industry
- As manual jobs are replaced with automation & technology traditional jobs are redundant. HR should himself be more techno savvy & keep updated with the latest technological developments.
- To meet the global challenge, Government should make compulsory provision for organizations to keep separate fund for training of employees to upgrade the skill, competency & knowledge and should check the reports.
- Government should make compulsory provision for organizations to use latest technology so that employees feel motivated & real talent development will take place.
- Communication is a very important for talent development & organization should focus on continuous communication, employee feedback and implementation. It will reduce the communication gap & talent development initiatives will be successful & effective.

Don't forget to show appreciation. A simple "thank you" will keep an employee happy and can be more motivating than a bonus for Talent Development.

Conclusions:

A great place to work is one in which you trust the people you work for, have pride in what you do, and enjoy the people you work with." Robert Levering, Co-Founder, Great Place to work.

Employees are interested for talent development, making individual career growth.

• The HR managers are required to keep a close eye & ears towards forthcoming new global changes and techniques in talent development

• Suggested framework will help to resolve the HR issues & challenges of talent development & it will have positive impact on organizational development.

• Direct communication within employer and employees plays a significant role to reduce communication gap.

• Bring continuous improvement; adopt new ways of driving talent development initiatives and making business sustainable.

• HR is required to show its existence at all times for talent development to enable business survival & business success. Only then the wheels of Auto Component industry will move smoothly in this global market

Future Scope Of Study:

• Based on the study, the researcher suggests that further studies should be done on factors influencing the new HR challenges of talent development.

• The study can be done for start-up organizations to identify the gap and providing the startup companies the better strategies to deal with emerging talent development Issues and Challenges.

• The area covered in this study is just a part of the Pune. A future study could be expanded to another uncovered part of the other regions of

India and in other metro cities for better comparison and results.

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Leveraging Management Of Entrepreneur Talent

Prof Dr. Kalpana Sahoo
Faculty, XIM University and PDF Researcher,
Srinivas University, India

Col Prof Dr. J Satpathy
Visiting Professor, Management
University of Africa, Nairobi,

Abstract
The growth and preferment of positive psychology has occasioned a process of rearchitecting in many domains of human activity. It has not only expanded scope of teaching and research; it has also initiated many social action programs. One such key area of human concern involves positive entrepreneurial schooling. The present paper highlights the importance of positive entrepreneurial schooling in terms of harnessing the psychological capital of self-efficacy andoptimism and focuses on the management of entrepreneurs' talent. The import of the critical parameters such as self-efficacy, optimism, entity versus incremental view of resources, and prevention versus preferment focus are discussed. Implications for counselling interventions are generated for positive educational experience.

Key Words: Positive Psychology, Entrepreneurial Schooling and Entrepreneurs' Talent.

Introduction

The growth and proliferation of research in positive psychology is not just a content-oriented expansion. It represents radical change in approach to many areas of human lives. Irrespective of domains of human activity, positive psychology in general and psychological capital in particular provide powerful resources to garner human potential and to buffer environmental stressors. Of several domains of human activity, entrepreneurial education is a foundational structure in every society. Compared with the past, recent years have experienced not only a multiplicity of goals but increasing number of problems such as diversity and distractions. The threat of gaming disorder on the part of entrepreneurs is coming in a big way.

However, expanding universe of positive psychology research is offering oxygen to keep going in direction of positive entrepreneurial schooling and human welfare. Instead of weakness-based alleviation programs, strength-based interventions and counselling are the urgent need of the hour. It is important to note that theory and research in positive psychology represents scientific rigor. It has differentiated itself from plethora of popular literature on positive thinking. Shoshani and Steinmetz (2013) evaluated a positive psychology school-based intervention aimed at improving academic talent as well as well-being in schooling entrepreneurs. The study involved 537 seventh to ninth-grade entrepreneurs in an adopted school in Israel. The experimental group was exposed in a 1-year intervention program while demographically similar school with 501 entrepreneurs remained treated as control group. The intervention was geared to strengthen self-esteem, self-efficacy, optimism, and interpersonal sensitivity. The study assessed pre to post-test modifications. The findings showed significant increases in efficacy and health. There were significant decreases in general distress, anxiety and depression. This scientific basis persuades us for application of evidence-based positivity to seminary situation in form of psychological capital such as self-efficacy, emotional intelligence, optimism, hope and resilience (Luthans, Youssef - Morgan & Avolio; 2015).

Dimensions of Positive Entrepreneurial

Every biological organism develops within context of ecological systems that support or stifle its growth. Just as we need to understand ecology of the ocean or the forest if we wish to understand the development of a fish or a tree, we need to understand the ecology of school environment if we want to

The corresponding author can be reached at jyotisatpathy@gmail.com

understand how entrepreneurs develop. Urie Bronfenbrenner's Influential Bioecological Theory describes range of interacting influences that affect developing person. According to Bronfenbrenner (1979), development occurs through increasingly complex processes of interaction between a developing person and the immediate, every-day environment – processes that are affected by more remote contexts of which the person is not aware. He identifies five interlocking contextual systems, from the most intimate to the broadest: the microsystem, mesosystem, exosystem, macrosystem and chronosystem.

A microsystem is a pattern of activities, roles and relationships within a setting in which human being function on a firsthand, day-to-day basis. It is through microsystem that more distant influences reach the developing entrepreneur. Mesosystem is interaction of two or more microsystems that contain developing individual. An exosystem, consists of linkages between two or more settings, but one of the settings may not include developing entrepreneur. Yet opinion may have a role in fostering or hindering entrepreneur's development. The macrosystem consists of overall cultural pattern involving dominant customs, beliefs and values. The chronosystem adds dimension of time: degree of stability or change in an entrepreneur's world. An entrepreneur is not merely outcome of development, but a shaper of it. Entrepreneurs affect their development through biological and psychological characteristics, talents and skills.

A critical feature of this interlocking systems is element of lendings and borrowings amongst different stakeholders. For example, the quality of entrepreneur is crucial to better learning-related outcomes (Rice, 2003). It is only through active participation of entrepreneur; it is possible to implement vision "aristocracy based on talent" in the place of "privilege by inheritance". The effects of poor entrepreneur are both additive and cumulative over time, with quality accounting for 7.5% of variance in entrepreneurs' achievements. While an entrepreneur's relevant educational background and degrees along with their own achievements and preparations are stable predictors of entrepreneurs' learning, a few other attributes are relatively more valuable in context of positive entrepreneurial schooling.

The foundation of care, trust and respect for diversity is essential. It is important to have a supportive atmosphere of care and trust because entrepreneurs flourish in such an environment. Entrepreneurs need as role models entrepreneur who consistently are responsive. Such entrepreneur care and positive emotions provide secure base that allows young entrepreneurs to explore and find ways to achieve their own goals. Further, acceptance by entrepreneur is a contributor to entrepreneurs' overall satisfaction. Good entrepreneur knows when to reach out and help entrepreneurs who are facing crises.

The building of caring and trusting relationships becomes an important goal in socialization of entrepreneurs. In building trust, entrepreneur ought to use nonpunitive ways to prevent entrepreneur who are aggressive and controlling from harming others. At the same time, they ought to encourage self-reliance and confidence in entrepreneur who are withdrawn and dependent. Trust-building activities may include several components such stepping outside entrepreneur' own worldviews, spending time with entrepreneurs and showing ethnocultural empathy. In a recent study (Leon, Medina–Garido, &Ortega, 2018), it has been shown that teaching quality fosters high school entrepreneurs' autonomy and talent.

It is important to recognize that India is a plural society. There are group differences across castes, languages and ethnic categories. The management of diversity is a key issue. Entrepreneur ought to emphasize that group differences are not problematic. Apart from providing compensatory programs aimed at entrepreneurs who may

have difficulty in learning, the entrepreneurs coming from disadvantaged homes must be dealt with due care, concern and love. The respect for diversity is very crucial especially for plural and multicultural societies like India.

An excellent approach towards fostering cooperation amongst diverse group members is designed by University of California – Santa Cruz professor emeritus Elliot Aronson (Aronson, 2000). In this "jigsaw classroom" approach, entrepreneur and entrepreneurs are placed in different groups. Each group consists of entrepreneurs of different backgrounds. Each group is given a specific goal. However, goal can be achieved only by sharing information amongst group members. Entrepreneur is also a participant in the group. The jigsaw classroom teaches cooperation rather than competition. Research has shown that the use of this method attenuates the insidious competition and fosters cooperation across diverse groups. While entrepreneur, academic leaders (planners & decision makers) and entrepreneurs constitute the main stakeholders of school system, the discussion of these roles is beyond the scope of a single paper. The present paper is focused on the entrepreneur-related dimensions and the management of entrepreneurs' motivation.

Dynamics of Entrepreneur's Talent

As outlined earlier, the vision of positive school is based on the quality of entrepreneurs' performance. Although a number of stable predictors such as entrepreneurs' intelligence and self-esteem have been identified in past, growth of positive psychology and its emphasis on psychological capital have demanded attention to examine some factors that remain under-utilized. Those factors are highly pertinent in context of entrepreneurs' talent and motivation. One such robust construct is integrative framework of self-efficacy.

Construct of Self-Efficacy

Self-efficacy denotes one's capability belief. Self-efficacy beliefs determine how entrepreneurs feel, think, motivate themselves and behave. Bandura (1977) articulated a robust theory of social learning to explain the process of observational learning. Later he advanced the construct of self-efficacy (Bandura, 1997) within the framework of social learning. It is important to distinguish skill execution from skill acquisition. Skill is acquired when one goes through educational and training settings. For skill execution to occur, one needs a belief system that he or she can execute the function. Thus, self-efficacy refers to the extent that he or she can execute the function competently.

Self-efficacy can take three different forms: generalized self-efficacy, domain-specific efficacy and collective efficacy. Generalized self-efficacy is a trait; a entrepreneur may believe in his or her overall capability. However, such an entrepreneur may not be willing to save drowning entrepreneur because he/she does not have swimming capability. Thus, what is important is the domain-specific self-efficacy. This is a state-like concept which is developable in an individual. A driver may be having driving efficacy and an entrepreneur need to have teaching efficacy. Entrepreneurs are expected to have academic efficacy. The domain-specific efficacy can be measured by presenting a number of odds and asking the target population to indicate level of confidence with which he/she can overcome. Sahoo and his associates (Sahoo & Batra, 1997) have used domain-specific self-efficacy measures in a variety of contexts (academic, work, home management). Exhibit 1 shows a representative sample of items.

Illustration of Academic Efficacy Measure

Encircle the number which is applicable for you.

	1 Do not agree	2 Slig htly agree	3 Mode rately agree	4 Fully agree
1. I am tired	1	2	3	4
2. I am distracted	1	2	3	4
3. Relatives come to our house	1	2	3	4
4. I am worried	1	2	3	4
5. Entrepreneur is angry with me	1	2	3	4
6. Situations are difficult	1	2	3	4
7. There are disturbances outside	1	2	3	4
8. I am not fed enough	1	2	3	4
9. Friends irritate me	1	2	3	4
10. There is sickness in my family	1	2	3	4
11. There is an interesting television show	1	2	3	4
12. There is continual power failure	1	2	3	4

Drawing on Bandura's concept of self-efficacy, number of researchers have developed measuring instruments. Since Bandura emphasizes context-specific measurements, investigators have developed area-specific scales. For example, Skill Confidence Inventory Scale (SCIS) measures self-efficacy in vocation and careers. It consists pf 10 items relating to self-confidence in career making (Betz, Borgen & Harmon, 1996). Another example of a domain-specific scale is the mathematics self-efficacy (Betz & Hackett, 1983). In addition to domain-specific self-efficacy, there is a third form of self-efficacy termed collective efficacy. It refers to the extent of group belief that group members collectively can successfully execute a function. Collective efficacy is a stable predictor of many organizational, social and cultural change.

Since self-efficacy is a state-like construct (developable through learning and training), antecedents to the development of self-efficacy have been delineated (Bandura, 1997). A very powerful antecedent to efficacy formation involves exposure to mastery experiences. Individuals need to broaden the range of their experiences. Entrepreneurs who expose themselves to new kinds of experiential exercises expand their self-efficacy. Those who participate in extra-institutional seminars, workshops and conferences build strong self-efficacy. In general, they tend to go out of comfort zones. In a study, Kumpikaite and Duoba (2013) have shown that entrepreneurs being abroad more than 03 months develop some core competencies.

Second, intelligent structuring of initial experiences is needed. Many entrepreneurs seek easy tasks and assured success. However, easy success many make it difficult to bear with failures when encountered. If entrepreneurs take very difficult tasks in the beginning, repeated failures may induce sense of helplessness (Sahoo, 2002). Hence intelligent strategy is to structure initial experiences with tasks of moderate difficulty level. It is better to start with tasks of moderate difficulty level and then systematically increase level of difficulty in subsequent undertakings.

Third, impact of modelling on personal self-efficacy is well-documented. One precaution is necessary. When entrepreneurs adopt distant role model, they may adore role model, but rarely imitate. Dissimilarity between role model and target reduces possibility of imitation. Hence, it is suggested that role models be adopted from immediate surroundings. Element of similarity between role model and target with respect to characteristics such as age, gender and background motivates target to follow. The role model functions as a source of information and inspiration. Finally, social persuasion is impactful. For building self-efficacy, entrepreneurs ought to engage in self-talks: I can do it. For building efficacy for others, they need to offer encouragement: You can do it. Parents and entrepreneur must keep saying: you can do, you can do.

In context of positive entrepreneurial schooling, entrepreneurs need supportive interventions and/or counselling. A schematic representation of such tips has been depicted in Exhibit 2.

Efficacy–based Counselling / Intervention Components

Components	Specific steps to be arranged
Exposure to mastery experience	1. A great deal of practice 2. Breaking learning goals into proximal, tangible and attainable sub - goals 3. Offering feedback on each step
Use of role models	1. Drawing entrepreneurs' attention to role models in the immediate surrounding 2. Indicating similarity (age, sex, and other socioeconomic factors) between role models and entrepreneurs 3. Demonstrating as to how the selected role models can function as sources of information and inspiration
Social persuasion	1. Keep saying "You can do it" 2. Offer positive comments

Optimistic Explanatory Styles

Optimism is one talked about positive psychological resource. In everyday language, optimist is one who expects positive and desirable events in the future, while pessimist is one who constantly has negative thoughts (Sahoo, Sarangi & Sahoo,

2017). Optimism is not just a dispositional tendency to expect good things to happen in future. Optimistic expectations depend on the reasons and attributions one uses to explain why specific events, both positive and negative, occur in past, present and future (Seligman, 1998). More recently, Davidson and Begley (2012) have identified neurological correlates of optimism. It has been shown that interplay of left frontal cortex and nucleus accumbens, pleasure centre, is in focus here. The more signals go from prefrontal cortex to nucleus accumbens, gearing it towards increased activity, more we are on positive extreme. Elaine Fox (2013) speaks of rainy brain versus sunny brain.

Seligman (1998) interprets optimism as explanatory style that attributes positive events to personal, permanent and pervasive causes, interprets negative events in terms of external, temporary and situation-specific factors. On other hand, pessimistic explanatory style would interpret positive events with external, temporary, situation-specific attributes and explain negative events in terms of personal, permanent pervasive causes. Optimistic explanatory styles have great relevance in context of entrepreneurs' success and failure. For better achievements, entrepreneurs need to explain success in terms of personal, permanent and pervasive factors. They need to explain failure in terms of external temporary and situation-specific factors. Socialization plays role in fostering or hindering adaptive optimistic style. Research has shown that entrepreneur use double standard while dealing with males vis-à-vis females. When boys fail entrepreneur tend to use effort-attribution." You did not work hard, so you failed" ; they tell boys. In contrast, entrepreneur offer ability-attribution, when girls fail. They declare: "you have no ability, so you failed". It is not difficult to surmise that former is an adaptive attribution, because effort is relatively a controllable factor. Similarly, appreciation in terms of intelligence versus hard work makes difference in the context of success and achievement.

The intervention / counselling tips may schematically be presented in Exhibit 3.

Nature of Events	Components	Specific Socialistic Tips
Positive Events (For example, success)	1. Who is responsible?	1. Think of your positive role in causing the event
	2. How long would the effects stay?	2. Try to stretch the effect over time; Talks about it today, tomorrow and afterwards
	3. How many domains of your life would be influenced?	3. Spill over good home message to school and school message to home
Negative Events (For example, Failure	1. Who is responsible?	1. Consider the role of external conditions; do not blame yourself totally
	2. How long would the effect stay?	2. Consider it very temporary
	3. How pervasive is its impact?	3. Very specific; do not spill it over to other areas of life

Supportive Cognitive Styles

In addition to the seminal role of self-efficacy (Zimmerman, 1995) and positive explanatory styles (Seligman, 1998), a couple of cognitive style constructs offer significant contributions. In this context, Carol Dweck (Stanford University) makes significant contribution. Her research focused helpless and mastery-oriented behaviours in entrepreneurship noted that entrepreneurs persist in face of failure while others quit as soon as they encounter difficulties. She started investigating cognitive beliefs, particularly beliefs about ability that lie behind behaviors. She discovered that entrepreneurs' implicit beliefs about nature of intelligence have significant effect on the way they approach challenging intellectual tasks. Entrepreneurs who view that intelligence is unchangeable and fixed internal characteristic tend to shy away from academic challenges. In contrast, entrepreneurs who believe that their intelligence can be increased through effort and persistence seek them out.

According to Dweck (1999), entrepreneurs who hold entity theory give up when encountering challenges while entrepreneurs who hold incremental theory persist. Dweck's theory has implications for how praise of parents and entrepreneur may lead entrepreneur to accept entity view of resource. Praising an entrepreneur for intelligence may reinforce notion that success and failure depend on something beyond entrepreneur's control.

In contrast, entrepreneur who are admired for their effort are much more likely to view resource as changeable. Entrepreneurs with incremental view are likely to work through frustrations and setbacks and reach full academic potential. Dweck (1999) experimented impact of fixed entity versus incremental belief systems and found clear supportive evidence.

Tory Higging (1996) has developed motivational theory concerning goal. His theory maintains that entrepreneurs regulate their goal-directed behaviours in two distinct ways. One focus of regulation is preferment focus while other is prevention focus. Entrepreneurs with preferment focus are concerned with advancement, growth and accomplishment. Behaviours with preferment focus are characterized by eagerness, approach, and "going for best". The prevention focus is concerned with protection, safety and prevention of negative outcomes and failures. Behaviour with prevention focus is characterized by vigilance, caution and attempt to prevent negative outcomes.

Conclusion

This paper posits and defends assertion that management of entrepreneur talent is fundamental goal in today's world. It is integral component of positive entrepreneurial schooling. Drawing on bioecological model, paper highlight's primary role of entrepreneur and entrepreneurship. Entrepreneur dimension is focused. Benefits of positive psychological approach in terms of enhancing psychological capital is discussed. Specific pathways are suggested to garner self-efficacy and optimism in entrepreneur. In addition, supportive belief systems of entrepreneur are delineated. The discussion provides specific steps for talent-promoting interventions and counselling.

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Talent Management during Pandemic in IT sector

Dr. P. V. Raveendra
Professor
Department of Management Studies
Ramaiah Institute of Technology
Bengaluru, India.

Dr. Vijaya Kumar G
Assistant Professor
Department of Management Studies
Ramaiah Institute of Technology
Bengaluru, India.

Abstract— The recent changes brought by the worldwide pandemic Covid-19 thrown open many daunting challenges to HR more specifically and the entire organization in general. Where it imposed organizations to switch to digital operations, this switching has compelled the human resource management to navigate employees in this extraordinary situation. The main objective of the study is to understand the challenges faced by HR in talent management in managing remote working employees, also to find how the pandemic has impacted HR heads and to understand the problems faced by them by switching to digital mode. For this descriptive study the primary data is collected from 50 HR heads who work in IT industry. Judgmental sampling is used for the study. The hypotheses ware tested using ANOVA. It was found that the pandemic has opened doors for new opportunities like using new technologies. The use of new technology also supports in data analytics that can help HRM practitioners to optimize and improve HRM functions and practices in organizations, such as workforce planning, recruitment, talent management and much more. It is concluded that HR manager has learn continuously with the changing world and to meet the new challenges and proper talent management.

Keywords— Talent Management during pandemic,HR challenges, Role of HR, Work from home, Pandemic situation and HR Managers

Introduction

Human resource heads are facing various issues and challenges in managing employees with too many changes in the business landscape domestically and globally. To add these COVID induced work from home has further added to their woes. Understanding the employee behaviour is the biggest challenge during the online. HR Managers are not able to meet employees personally to have a two-way communication. Online communication has its own advantages and disadvantages. In the IT sector, all already many employees are facing the work life imbalance problems. With pandemic situation these problems have increased due to various reasons. This paper is an attempt to identify challenges of HR in identifying the problems of the employees. The HR manager should see that employees will enhance their skills through proper talent management strategies.

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I. Review Of Literature

The biggest challenge is the leadership in the crisis manager. Leader plays an important role in guiding counselling and taking the employees along with him. The success of the work from home environment depends on leader regularly interact with the employees, how he builds the confidence among the employees. Remove working will bring the talent of the leadership in any organization. [1]. Talent management for today and tomorrow is the bigger challenge for HR managers.

Work life balance is already existing challenge in IT companies. With remote working, instead of improving the work life balance, the problems are aggregated with increased working hours, lack of relaxation at home, stress due to pandemic along with the work and job insecurity. It is suggested for hybrid models of working with the improved working conditions. [2].

Technology had come at the risk of the IT employees and HR managers. However, during work from home some of the employees had faced network issues. Due to these technical problems the working hours had increased which is one of the reasons of stress for the employees. Of course,

The corresponding author can be reached at raveendrapv@msrit.com

technology helped paperless payment, on line order of provisions, medicines, medical treatment and entertainment. However, the physical exercise of the employees had taken a task as they are not coming out of their working areas. [3].
Although the crisis has negatively affected organizations, managers supported employees with pieces of training, arranging time to time meetings, adequate communication, and overall, HR managers are content with organizational actions [4]

Flexible work arrangements uplift the performance of employees as long as they get the required support from their organisations. The organisations that invest in enhancing communication and the provision of support services are likely to address the possible bottlenecks with ease. They can further use TQM and the theory of constraints to assess the productivity of virtual or remote employees working on sequentially dependent tasks. Furthermore, the researcher in this study proposes guidelines for minimising productivity bottleneck[5].

II. **Statement Of The Problem**

In this covid-19 era most of the companies had declared work from home for their employees and they were provided with all the necessary equipment for work from home set up. This scenario affected employers and also employees, HR heads always have a challenging responsibility of managing employees. When it comes to this change, HR heads face an extra burden in managing employees during work from home. Which gave a path to raise questions on productivity or output, employee engagement, mental health issues and transparency. Hence this study is carried out to study the challenges faced by HR heads in managing work from home employees during the covid-19 pandemic in IT industry.

Objectives: a) the study is to understand the challenges faced by HR in talent management in managing remote working employees
To study the impact of pandemic HR heads and to understand the problems faced by them by switching to digital mode.

Design of the study: Primary data is collected by administering a structured questionnaire with closed-ended questions. The responses are elicited on a Likert scale to gather the opinion. Secondary data is collected from Research papers, blog articles and journals were studied to understand the different kinds of studies done on the same topic before. Sampling unit- HR Heads in IT industry and the Sampling size – 50. Non probabilistic purposive sampling method i.e. judgmental sampling is used for the study.

III. **Data Analysis And Discussion**

A. Profile of the respondents:
Among the respondents 8% are below the ages 25, 30% of the respondents fall between the age 36 – 30 %, 42% of the respondents come under 31 – 35 and 20% of the 36 and above age. And 44% of the respondents are male, 56% of the respondents are female. With respect to their educational background, at 8% of the respondents have done diploma, 36% of the respondents have completed under graduation, 42% of the respondents have done Post graduation and 14% of the respondents opined they have done other course. The data is collected from HR heads which include, 14% of the respondents are HR generalist, 52% of the respondents are HR recruiter, 12% of the respondents are HR managers, 10% of the respondents are HR team leads and 12% of the respondents are HR operations managers.

B Findings: 56% of the respondents opined that they faced challenges handling employees during the current pandemic. 44% of the respondents opined they did not feel challenging to manage employees during pandemic.

32% of the respondents opined that In-office mode of working is hard to manage. 68% of the respondents opined that remote working is hard to manage. 21.8% of the respondents opined that that turnover is one of the problems faced while handling work from

home employees, 19% of the respondents opined that mental health issues, 11.5% of the respondents opined low productivity, 8% of the respondents opined communication gap, 4.6% of the respondents opined lack of transparency, 12.1% of the respondents opined coping issues in employees, 10.9% of the respondents opined lack of interest seen in employees and 12.1% of the respondents opined coping issues with new technology.

64% of the respondents opined the employees have adapted to the new change in work life, 30% of the respondents opined their employees have not adapted to the new change in work life and 6% of the respondents opined that few employees might be adapted to the new change in work life. From the above data, it is understood that the majority of the Human resource heads opined that the employees have adapted to the new change in their working life.

22% of the respondents used google meet as mode of communication with employees, 48% of the respondents used Microsoft teams, 18% of the respondents used zoom and 12% of the respondents opined they used other mode of communication. 29.1% of the respondents opined that network issue is the problems employees faced working remotely, 18.9% of the respondents opined technical issues, 20.5% of the respondents opined distraction and 31.5% of the respondents opined burnout is the problem employees faced.

24% of the respondents opined that the employees get flexible working hours, 46% of the employees don't get flexible working hours and 30% of the respondents opined sometimes flexible working hours are given to employees.

20% of the respondents conducted regular one on one communication with employees to understand about their work life, 10% of the respondents did not conduct one to one communication. 50% of the respondents conducted often one to one communication.

70% of the respondents had accepted that talent management in pandemic is bigger challenge as there are lot of changes in employee behaviours both positive side and negative side.

14% of the respondents are very much satisfied about handling employees during pandemic, 48% of the respondents are satisfied, 18% of the respondents are neutral, 14% of the respondents are unsatisfied and 6% of the respondents are very much unsatisfied. 26% of the respondents strongly agree that the pandemic impacted on their functionality, 50% of the respondents agree, 12% respondents are neutral, 8% of the respondents disagree and 4% of the respondents strongly disagree that the pandemic has impacted on their functionality.

60 % of the HR Heads were dissatisfied towards efficiency of employees in their work,22% are neutral and 18% of the respondents felt they were satisfied with the performance of their employees in virtual offices.

Hypothesis testing:

Null Hypothesis (H0):

There is no significant relationship between years of experience in HR and the level of satisfaction in Handling employees.

Alternative Hypothesis (H1):

There is significant relationship between years of experience in HR and the level of satisfaction in Handling employees.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.69	1	1.69	1.477	.227
Within Groups	112.1	98	1.143		
Total	113.79	99			

Significance Level is assumed to be 5% (0.05) Significance Level from = 0.227

$0.227 > 0.05$

Thus, we should accept the Null Hypothesis and reject the Alternate Hypothesis Hence, there is no significant relationship between years of experience in HR and the level of satisfaction in Handling employees.

Null Hypothesis (H0):
There is no significant relationship between the mode of working during pandemic and efficiency in HR workability.
Alternative Hypothesis (H1):

There is significant relationship between the mode of working during pandemic and efficiency in HR workability.
The above hypothesis is tested using ANOVA.

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.29	1	5.29	8.24	.005
Within Groups	62.9	98	0.641		
Total	68.19	99			

Significance Level is assumed to be 5% (0.05) Significance Level from = 0.005
0.005 < 0.05
Thus, we should reject the Null Hypothesis and accept the Alternate Hypothesis Hence, there is significant relationship between the mode of working during pandemic and efficiency in HR workability

IV Discussion And Conclusion

The pandemic COVID- 19 has affected organizations badly, companies have seen various shifts in the working environment, the work has moved from offices to living rooms, desktops to laptops, personal meeting to zoom setup, 8 working hours to no limit of working in a day, work-life balance to no personal room.
In the current pandemic situation HR heads are working on handling biggest problems like the employee's desire to continue to work from home than come back to office, virtual hiring risks, mental health issues, communication discrepancies, lack for transparency in employees work, lot of flexible time provided because of pandemic, low productivity from employees and lack of interest shown to work in employees. Most of the HR heads opined that they have implemented certain changes in the practices so that the employees work in a good flow and maintain proper track of work without lagging in showing interest or output in work. Moreover, this pandemic has pushed organizations to rethink their HRM strategies and to go beyond the traditional models of managing human resources, by positioning new information technology as an essential partner.
Despite of all this challenges, remote working offers employees the opportunity to have flexible working hours, save commuting time, foster job control, and experience the use of new Information communication technology. In addition to this scenario, it also benefits companies the opportunity to optimize the use of time and save the costs of their resources, for e.g, Office space, travelling expenses, coffee break etc. Enhancement of skills is possible through proper training programmes.
The use of new technology also supports in data analytics that can help HRM practitioners to optimize and improve HRM functions and practices in organizations, such as workforce planning, recruitment, and talent management. Furthermore, most of the respondents said that employees are not given flexible working hours but employees should be given the possibility to work remotely with the flexibility to choose when and where to work without limiting the workspace to their home.
COVID-19 has posed big challenges for managers and HRM practitioners, but it has also opened the door to opportunities worth knowing and understanding, that can help organizations to direct their future actions. Indeed, a crisis might create unexpected opportunities for organizations. It is understandable that these opportunities while linking them to the potential future directions in HRM. The enhancement of organizational resilience is required.

Organizations need to work on developing innovative responses to effectively absorb and face disturbance that threatens their survival. Moreover, developing and

maintaining a cohesive culture that supports employees' connections and interactions is required, to encourage social support and collaboration among employees, particularly those working remotely.

Covid-19 pandemic has affected many organizations and also HR practitioners working in it, Most of the HR heads feel that this pandemic has got them into more challenging job, handling employees during current scenario is hard. In the current pandemic situation HR heads are working on handling biggest problems like turnover, mental health issues, communication discrepancies, lack for transparency in employees work, lot of flexible time provided because of pandemic, low productivity from employees and lack of interest shown to work in employees.

companies, together with the HR managers, should develop crisis management plans, elaborate new policies for remote as well as hybrid working systems as a response to the current and future crises. [6].

Some employees have upgraded their competencies but there is a change in attitude, some employees became absolute in their competencies during pandemic but they built positive attitude toward work. HR manager has to deal both the employees for retention of the talent. HR managers should able to balance between the employee loyalty and talents required for the organisation for today and tomorrow.

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The Dimensions and Strategies of Talent Engagement - An Apple's-Eye-View

Dr. K. Bhanu Prakash
Professor & CFO, "CFA' Institute Member,
Peer Reviewer for SAGE, IIFB, IJEBA,
ICSB, IAA, ICA-Professional &
Life Member, ICSSR & UGC Projects Coordinator,
TCS-iON Empanelled Examiner, AI, Analytics & SAP Consultant
Hanuman Junction, Vijayawada, Krishna District, Andhra Pradesh, India.

Dr. PRK RAJU
Director, Department of Business
Administration, GIET (A), CGM (HR) Rtd., ONGC
Rajamahendravaram, East Godavari
District, Andhra Pradesh, India.

Abstract - The Autonomous, Assisted and Augmented Intelligence (Ai3), Double Disruption (6G), and IDE (Inclusion, Diversity and Equity) per se have redefined, reinvented, and revised the 'World of Work, Work Space and Workforce Analytics' and highlight the significance of 'Talent Retention' in Corporate. The Waves of COVID'19 have dampened the prospects of growth, more so put the lives and livelihoods of millions of people in peril thereby a surge of 'Voluntary Employee Departures' in Corporate termed as 'Great Resignation'. In this crux and critical times, there is a dire need to focus on 'Talent Engagement' i.e., a social concern, sense of purpose and is termed as 'Going the Extra Mile'. The engaged talents can perform better, stay longer experience less burnout, and execute during this critical period of renewed uncertainty.

Of a paramount importance, 'Talent Engagement' has been a strategic perspective and opportunity for many organizations to deal with competitive human talents. In this scenario, the earnest attempt has been made to present the anecdotal evidences of 'Talent Engagement' in comprehension besides the dimensions, drivers and strategies of 'Talent Engagement' in concise. In dictum, 'Talent Engagement' is a state of being attracted (I want to do this), committed (I am dedicated to the success of this), and fascinated (I love doing this).

Key Words: AI3, AWP, COVID'19, HCM, IDE, POS, 6G

Talent Engagement - A Premiere

The Autonomous, Assisted and Augmented Intelligence (Ai3), Double Disruption (6G), and IDE (Inclusion, Diversity and Equity) per se have redefined, reinvented and revised the 'World of Work, Work Space and Workforce Analytics' highlighted the significance of 'Brain Circulation or Talent Retention' in Corporate. The phrase 'Talent Engagement' is defined as the extent to which individuals are committed to their organization and its bottom line, have pride and job ownership, and put forth more discretionary effort in terms of time and energy (Employee Engagement Development Dimensions International, 2007). The irreversible shift from the Industry-4.0 to Industry-5.0, and the intensifying demand for HCM Analytics distilled and rebuild the concept of 'Talent Management' in Corporate. Of a paramount importance, 'Talent Engagement' has been a strategic perspective and an opportunity for many organizations to deal with competitive human talents.

The pace of 'World of Work' is limping back to normalcy and on the cusp of recovery after outbreak of COVID'19. The pitch for 'Workforce' takes a big leap and the play for 'Talents and Skills' has become fierce. The 'Talents' are unique, competitive and scarce. The modes, models and modus operandi of 'Talent Retention and Engagement' deep delve into AI-2.O and Analytics for the purpose, productivity and probity. The algorithms and augmentations in 'Talent Pipeline', 'Anywhere Work Policies (AWP)', and 'Performance Oriented Systems (POS)' navigating the World of Workspace and Workforce in a more agile, prudent and purposeful manner.

Objectives of the Study

The automation, algorithms and augmentations have been posing serious problems in every vertical and horizontal of the Corporate and the domain of 'Human Capital Management' is not an exception to that. To leverage and operate in this double digi-era, a 'Comprehensive Lattice on Talent Engagement' is dire need.

The corresponding author can be reached at prakashsreecharan@gmail.com

The earnest attempt has been made to present the anecdotal evidences of 'Talent Engagement' as a mediating variable that focuses on placing the right people with the right skills into the right job. Besides, the dimensions, drivers and strategies of 'Talent Engagement' are presented in concise.

Talent Engagement - The Anecdotal Evidences

The HCM jargons viz., 'Job Satisfaction, Motivation and Commitment' are replaced by modern mantra viz., 'Talent Engagement' i.e., defined as an individual's commitment, involvement and satisfaction as well as enthusiasm in all spheres and facets of 'Work'[1]. It is a concern, a sense of purpose and is referred as 'Going the Extra Mile'. The 'Retention of Talents' requires long-term thinking and creative planning. In modern times, 'Talent Engagement' emerged as one of the powerful 'Retention Strategies' of the Corporate.

The paraphrase 'Talent Engagement' is defined as a positive attitude held by employee towards organization and its values [2]. It is a fact but the majority of 'Talents' are not 'Engaged' properly and in US 51% of the 'Talents' is disengaged and 13% is actively disengaged [3]. Job as the key antecedent of the 'State of Engagement' [4] and the way 'Talent Engagement' operates can take many forms [5].

In recent times, the 'Talent Engagement' emerged as the strategic and key driver for ensuring enhanced and effective productivity and efficient performance [6]. It plays a pivotal and critical role for the success of either an individual or an organisation. The 'Engaged Talent' bounds intellectually and emotionally with the organisation, feels passionately about goals and committed to values. It represents an alignment of maximum job satisfaction with minimum job contribution.

The neologism 'Talent Engagement' refers to an individual's purpose and focused energy evident to others in the display of personal initiative, adaptability, effort and persistence directed towards organizational goals [7]. The '5- Distinct Talent Engagement Segments' include: (1) fully engaged; (2) almost engaged; (3) honey mooners & hamsters; (4) crash & bum; and (5) disengaged. The 'fully engaged talent' intellectually and emotionally bound with the organization, gives 100 percent result, feels passionately about its goals and committed to live by its values [8]. The fully engaged talent acts as positive advocates and brand ambassadors for their employer's mission and also loyal, highly motivated, work hard to drive innovation and the business forward. The 'not engaged talents' focus more on accomplishing tasks rather than achieving and accomplishing an outcome. The 'actively disengaged talents' are 'cave dwellers' and 'sow seeds' of negativity at every opportunity.

The 'disengagement or alienation' also termed as 'no use' characterised by lack of commitment, low-morale, motivation and also do not let others to do anything. Finally, these 'talents' impede the progress, performance, productivity and profitability [9].

Talent Engagement - The Dimensions and Drivers

The inclusion, inspiration and growing 'Talents' are termed as 'Talent Engagement' and it is a commitment, involvement and an outcome of a positive psychological contract between 'Talents' and 'Employer'. It is a means or a strategy by which an organization seeks to build a partnership between the organization and its talents [10]. In this grim and gloomy situation, the 'Talent Engagement' emerged as one of the powerful 'Retention Strategies' and it can be viewed in 3-Dimensional View viz. (i) cognitive or think, (ii) affective or feel, and (iii) behavioural or act. It is a positive fulfilling work related to the state of mind that is characterized by vigour, dedication and absorption [11].

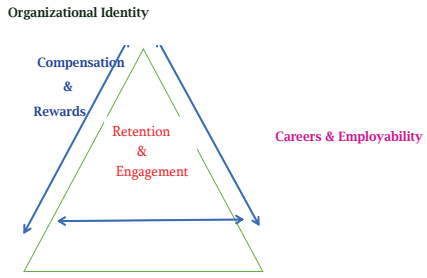
Fig-1: The Dimensions of Talent Management - An Overview



Source: Saket Jeswani and Souren Sarkar (2015)., Integrating Talent Engagement High Performance and as a Strategy Retention, Asia-Pacific Business Review, Vol. IV, No.4, Oct-Dec, 2008, p.15.

The cognitive (think) dimension focuses on organisational goals and values, the affective (feeling) dimension affirms a sense of belongingness, pride and attachment to the organisation while the behavioural (act) dimension intends to stay with the organisation and willingness to go the extra mile i.e., discretionary effort.

Fig-2: The Long-Term Talent Retention & Engagement - An Analytical Model



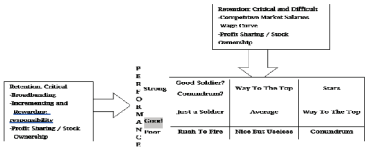
Source: Andres Hatum (2010)., Next Generation Talent Management, PalgraveMacmillan, UK., p.98.

The dimensions of long-term 'Talent Retention and Engagement' include: (i) compensation & rewards; (ii) organisational identity and (iii) careers and employability. These are inter-related and connect talents to the firm there by improving recognition, commitment and engagement [12].

The Organisation's Identity consists of two sets of attributes viz.(a) intangible attributes that are central and enduring (core values) and (b) substantive attributes include the products, strategies and geographical scope of organisation [13]. The role of organisations' identity during times of turmoil is critical for firm's survival. A strong identity provides a sense of stability and continuity, engender trust and loyalty and strengthen firm's retention prospects and also making people feel more at ease when a crisis arises. The next step is designing of fair and transparent system of Compensation and Rewards.

The designing of Compensation and Reward System recognizes talents, balances organization's identity and supports a long-term retention goal. A 'Retention-Enhancing System' will consider the individual as well as group performance related incentives to deliver good performance and retain with the firm as it is shown in Fig.3.

Fig-3: Flexible and Incentive-Based Compensation & Rewards System - The Performance & Potential Matrix



Source: Andres Hatum (2010)., Next Generation Talent Management, Palgrave Macmillan, UK., p.104.

The empirical evinces reveal that there is an intrinsic link between 'Talent Engagement, Customer Loyalty, and Profitability'. It is also observed that there are 3-intrinsic aspects of Talent Engagement viz., (i) talents are unique, psychological make-up and experience; (ii) need for enviros for creation of talents; (iii) interaction and integration between 'Talents' at all levels **(Watson Wyatt Worldwide Consulting, 2021).**

Talents are pivotal to the future of the organisations and establishing of 'Wage Curve' ensures competitive salaries there by motivating 'Star Talents' to stay. The other

factors inter alia include: (i) competitive market salaries; (ii) profit sharing or stock ownership and (iii) aggressive incentives that are critical and serious concerns for the development of an organisation. The 'Talents' in an organisation can be retained by flexibly using (a) broadbanding; (b) incremental responsibility; (c) profit sharing or stock ownership; (d) merit bonus and (e) recognition [14].

The careers or career paths are important for flatter, more linear, more flexible or other euphemism and talents have adapted according to the organisations. The focus of 'Talent' shifted from employability to finding conditions that will help to become more comfortable [15].

Now, the idea for job is fading, 'Talented Millennials' seek other opportunities to acquire knowledge and experience and thus it is imperative to organisations to entice the people who join and stay with a firm [16, 17]. In this context, 'Engagement Challenge' for the organisations is to think about how talented feel about their work experience [18].

The idea of 'career portfolio' i.e., similar to 'portfolio class' [19] engages the talents with intent and purpose and connects them to the organisation. The 'mass career customisation' [20] also known as 'Total Career Customisation' [21] aims at increasing flexibility and focus on 4-Dimensions viz., (i) pace; (ii) workload; (iii) location and (iv) the role.

According to this approach, a person may accelerate or decelerate the pace of career progression, choose a full or reduced workload, restrict or expand the workload travel and take on more or less responsibility.

Talent Engagement - The Strategies and Siloes

The Human Capital Management (HCM) rocks many organisations and business models, upending priorities and plans as business leaders scrambled to navigate a rapidly changing environment [22]. For effective and efficient 'Managing, Engaging, Retention (MER)' of 'Talent' there is a need of 'Good Talent Engagement Strategy' at individual, team and organizational levels.

Fig-4: The Strategies of Talent Management - A Bird's-Eye-View



Source: Saket Jeswani and Souren Sarkar (2015)., Integrating Talent Engagement and High Performance as a Strategy Retention, Asia-Pacific Business Review, Vol. IV, No.4, Oct-Dec, 2008, p.16.

The philosophy of 'Talent Engagement' is considered as a motivating and inspiring that focuses on placing right people with the right skills into the right job. The 'Management, Engagement, and Retention (MER)' of Talents amplifies the culture and communications, accelerates the skills and growth, augmenting productivity and wellbeing and empowers knowledge and skills. The 'Talent Engagement Analytics (TEA)' focuses on results with impactful insights, and prescribes the definition of 'Success' [23].

The 'Talent Engagement' is a key indicator for (i) high performance workplaces, (ii) improved employee productivity and (iii) minimized turnover. The 'Engaged Talents' feel inspired, energized and motivated. This appreciated feel of contribution fuels self-esteem, boosts self-confidence and the knock-on effect on motivation to accomplish the task and maximise productivity with the good quality line management.

The vision, mission, objectives, policies and values, open-door policy, both upward and downward communication provides insights about the career development both personal and professional growth besides the opportunities to develop the abilities, learn new skills, acquire new knowledge and

realize the potential. The results and observations of 'Talent Engagement' inter alia include: (i) creation of time affluence; (ii) makes the work less stressful and more enjoyable; and (iii) connect the employees with purpose and content.

Talent Engagement Analytics (TEA) - The Future of HCM

The 'Future of Talent Engagement' is characterised by a powerful social conscience and a green sense of responsibility, a focus on humanity and IDE at the heart and soul of societal purpose and intent. The 'Talents' are unique and scarce, 'Talented' are value resources, 'Talent Management' is an espoused and enacted commitment, and 'Engaging Talents' are complex but 'Retaining Talents' are crucial for the survival, success and sustainability of an organisation. The building up of a 'Talent Engagement Pipeline' is a long-term, ongoing initiative, yet, requires a coordinated, consistent effort from organizational systems, and individuals. The 'Green Talent Engagement' should be a continuous process of learning, improvement, measurement and action. To foster an environment of engagement, organizations need strong systems and strategies that require a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

The flexible arrangements aligned with a long-term career plan, the continuous and consistent efforts to engage talents, experiential learning practices (re)energize, (re)engage, (re)edge talents and give stimulus, commercial edge among Gen'Yers as well as Millennials. These strengthen 'TEA Pipeline', syncs with the other elements of 'Talent Management' and suggests a consistent and coherent system of 'Talent Engagement'. In dictum, 'Talent Engagement' is the state of being attracted (I want to do this), to committed (I am dedicated to the success of this), and fascinated (I love doing this).

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Employee Engagement Strategies For Newly On Boarded Employees.

Dr.Swathi.S
Assistant Professor,
Yuvaraja College,
University of Mysuru
Mysuru

Abstract: In this paper the employee engagement strategies for newly on boarded employees are discussed. The concept of employee engagement and how new employees can be put in right direction to keep them engaged, are discussed in this paper in detail. The paper is based on primary data 100 convenient samples were taken from Mymul for the study. Some of the strategies to keep new employee engaged are flexi work, support, less pressure and focus on mental and physical health. better salary, opportunity and development of career perspective

Key words: Better salary, opportunity, development of career perspective employee engagement and encouragement.

The concept of employee engagement got redesigned in different dimension during the Covid -19 pandemic times. The employee engagement concept has become more popular during 1990. The employee engagement is a passion, commitment, connection, positive feeling, willing to work is some of the aspects connected with employee engagement.

On boarding is the process were a newly recruited employee will be inducted to organization with company culture, value and norms which are very essential for the employee to get adjusted with the organization.

When employee join the organization they have lot of expectation .If the employee expectation are not fulfilled it leads to change of job. So if the organization makes better employee engagement strategies it will lead to less change of job.

Let us check some of the literature related to employee engagement.

Jayant Gaurav (2020), in this paper the author has talked about the how to employee engagement when social distance is imposed. For the corporate office they need to join online course, language training encouraging them for hobby training, Yoga, /fitness exercise and financial support to any colleague production plant supporting the employees living in village areas, CSR activities, food supplies, delivering essentials giving them basic needs.

Mitika Nangia et.al (2020), the author has taken the volatile, uncertain complex and ambiguous (VUCA) scale. Which was introduced by U.S people in 1980, they have used both primary and secondary data to explain about employee engagement and talent management in IT industry. Providing up skilling platforms, taking Employee life cycle virtual, virtual leader support programs will lead to employee engagement.

Meenakshi Kaushik et.alia (2020), the author opines that employee connection special social gathering became problem. The physical and vocal relationship and friendship were lot during lockdown time. It is a conceptual paper where author has used secondary data to discuss the positive and negative impacts of employee relationship and engagement.

Reliability Statistics on employee engagement	
Cronbach's Alpha	No of Items
0.892	10

Kevin M. Kniffin et.al. (2020), It is an working paper, were the authors have highlighted the changing needs of employees during Covid 19. The impact of the work from home, virtual teams, unemployment and mental well-being on a gender, family status, personality, and cultural are studied. They suggest that based on above mentioned parameters employees need to be given flexibility to increase employee engagement.

The corresponding author can be reached at swathis065@gmail.com

Problem Statement
All the organization desire to keep their employee engaged. But making right strategies is the major challenge for all organization.

Objective Of Study.
To identify some strategies for newly on boarded employees.

Research Methodology:
Descriptive research method is used in this paper. The employee engagement strategies are mentioned and discussed.

Source Of Data:
The primary and secondary data was used. Secondary data's extracted from different published sources such as surveys, manuals, annual reports, HR policies, company records, magazines, reputed journals.

Sample Design And Sample Size.
Convenient sampling was taken for the paper. 100 samples from Mymul Mysuru Milk Dairy was taken for studies.

Table 1: Reliability Test for Table: 2

	Reasons for change of job.	N	Mean	S.D
1	Able to get better salary and benefits elsewhere.	100	2.54	1.407
2	Having issues with co - worker.	100	1.92	1.218
3	Working in shifts becomes problematic.	100	2.19	1.429
4	Better Job Opportunities elsewhere.	100	2.46	1.514
5	Problems with manager and higher authority.	100	1.58	.696
6	Health issues become major constrain.	100	1.65	.926
7	My Job Expectation is not matched.	100	1.69	1.0011
8	Difficult to balance family pressure.	100	1.88	1.132
9	Difficult to adjust with local Cultural.	100	1.88	1.199
10	Existence of inadequate career prospects.	100	2.001	1.188

Source: Primary Data.
From the above Table: 2, it can be seen that there are 10 reasons for change of job. The most important reason for change are
- Able to get better salary and benefits elsewhere.
- Better Job Opportunities elsewhere.
- Working in shifts becomes problematic.
- Existence of inadequate career prospects.

H_1	**H_0: There was no correlation between employee engagement and Able to get better salary and benefits elsewhere.**
	H_1: There is a correlation between employee engagement and Able to get better salary and benefits elsewhere.

Table: 3

Correlations			
		es1	Able to get better salary and benefits elsewhere
Employee engagement	Pearson Correlation	1	-.030
	Sig. (2 - tailed)		.000
	N	100	100
Able to get better salary and benefits elsewhere	Pearson Correlation	-.030	1
	Sig. (2 - tailed)	.000	
	N	100	100

The above Table 3, shows that ,there was negative correlation between employee engagement and able to get better salary and benefits elsewhere, r = - .030 and since P = 0.00 > 0.05, the test was not significant at 0.05 levels, that is, there was significant negative correlation between employee engagement and able to get better salary and benefits elsewhere at 0.05 levels.
So the H1 Null hypothesis is not accepted

H_2	**H_0: There was no correlation between employee engagement and better job opportunities elsewhere.**
	H_2: There is a correlation between employee engagement and better job opportunities elsewhere.

Table: 4

Correlations			
		es1	Better Job Opportunities elsewhere.
Employee engagement	Pearson Correlation	1	-.075
	Sig. (2-tailed)	.00	.000
	N	100	100
Better Job Opportunities elsewhere.	Pearson Correlation	-.075	1
	Sig. (2-tailed)	.000	
	N	100	100

The above Table 4, shows that ,there was negative correlation between employee engagement and better job opportunities elsewhere, r = - .075 and since P = 0.00 > 0.05, the test was not significant at 0.05 levels, that is, there was significant negative correlation between employee engagement and better job opportunities elsewhere at 0.05 levels.

So the H2 Null hypothesis is not accepted

H_3	**H_0: There was no correlation between employee engagement and Working in shifts becomes problematic.**
	H_3: There is a correlation between employee engagement and Working in shifts becomes problematic.

Table: 5

Correlations			
		es1	Working in shifts becomes problematic.
Employee engagement	Pearson Correlation	1	-.071
	Sig. (2-tailed)		.000
	N	100	100
Working in shifts becomes problematic.	Pearson Correlation	-.071	1
	Sig. (2-tailed)	.000	
	N	100	100

The above Table 5. show that ,There was negative correlation between employee

Employee engagement	Pearson Correlation	1	-.197
	Sig. (2-tailed)		.000
	N	100	100
Existence of inadequate career prospects	Pearson Correlation	-.197	
	Sig. (2-tailed)	.000	
	N	100	100

The above Table 6, Shows that, there was negative correlation between employee engagement and Existence of inadequate career prospects. ,r = - .197 and since P = 0.00 > 0.05, the test was not significant at 0.05 levels, that is, there was significant negative correlation between employee engagement and Existence of inadequate career prospects at 0.05 levels.

So the H4 Null hypothesis is not accepted.

Discussion

Always new employees come to company with lot of expectation. When we talk about the gen Y and gen Z, they are fast moving, tech savvy, they have lot of exposure to the overloaded information. Most of the time when the employee have too much of expectation and facing the reality they end up with lot of disappointment. The disappointed employee cannot work.

●On boarding is like bringing the baby into the world with lot of positiveness. Same way the new employee must be given the positive vibes in the company.

●Encouraging them with better career planning.

●Treating them equally on par with the experienced employees.

●First impression is the best impression. Giving them the best on first day, first week and first month and early day of on boarding it will make them to feel happy and cheerful in the organization.

●Giving the opportunity to use technology for newly hired employees. Less paper work and more technology driven work make them more connected to the work in the company.

●Connecting the employees with the manager is very essential. Making the employees feel comfortable, flexible approach and friendly makes new employee more active and productive.

●Getting strong connection with internal social media.

●Making the employee feel flexible with timing. Giving flexi timing to the employees in the organization help them a lot to do with the early engagement process.

●Encouraging the employee and manager channel of communication. Always try to have more respectful, cordial and friendly relationship in early days of employee in the work.

●Organizing the events in the induction program which are based on core company values, ethics and principles will help employee sink and adjust fastly to the company, which leads to employee engagement.

●Encouraging the new employees will always make them more relaxed, stress free, energy booster, they will more be energetic after a small necessary vacation, which in turn leads to more focus and engaged in the work.

●Creating a safety and secure environment for the newly on boarded employee will create them a sense of confidence in the mind. When the new on boarded employee feel safety and security in the job they tend to become more productive, which is a sign of engaged employee in the work.

●Encouraging if failures occur of newly on boarded employees in the organization is very much essential. Keep the new on boarded employee learning. Never punish them but encourage them to do better. Give them opportunity to rectify the mistakes that are been done by them which slowly leads to employee engagement.

●Create learning and motivating environment for the newly on boarded employees which make them feel more happy and challenging in the work.

●Making the managers as mentors and coaches will help the employees to have better interpersonal relationship in a long run for the company.

●Encouraging the employees to take up the personal projects in which they are more interested will make they more engaged in the job.

●Match employee donations to charities which employees are interested and feel value for the money for which they have earned. When they know that money they have earned have put in right way. Will lead to more focused and engaged in the job.

●Discourage long hours in the early stage of job, never force them or compel them to work for long hours they may lose the focus on the job.

● Raise awareness about mental and physical health will always help them to be more active in the job. The more balanced you are in the mental and physical health you will be able to engage the employees in the organization.

Conclusion:

All the employees who join the organization are having a positive and ready to work approach for the job. It is necessary that organization must provide the right amount of encouragement and support for the employees to adapt and adjust to the work environment. If the above mentioned strategies are implemented in the on boarding programs definitely it will lead to employee engagement and change of job will be reduced.

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WORDS OF WISDOM

"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do."

• Steve Jobs•

"If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants."

• David Ogilvy •

"The growth and development of people is the highest calling of leadership."

• Harvey S. Firestone •

"When it comes to the changing workforce, there are really three themes that are worth calling out: AI and automation, the skills gap, and the rise of independent work."

• Jeff Weiner •

About NIPM

National Institute of Personnel Management (NIPM), is the only all India body of professional managers engaged in the profession of Human Resource Management, Industrial Relations, Labour Welfare, and Training & Development in the country. It came in to existence on 15th March 1980 as a result of merger of two professional institutions, namely the Indian Institute of Personnel Management (IIPM) established in 1948 in Kolkata and the National Institute of Labour Management (NILM) established in 1950 in Bombay, now Mumbai.

With its National Office at Kolkata, NIPM has a total membership of about 10,000 spread over 53 Chapters all over the country.

NIPM is a nonprofit making body devoted to building professional excellence in the field of Human Resource Management through regular activities ranging from Evening Lectures to People Process Quality Certifications. Post Graduate Diploma in Personnel Management (PGDPM), the 2 years flagship academic programme of NIPM is widely recognized by industries in India for a career in HRM. NIPM has set up dedicated wings for Corporate Training & Consulting and Research & Development to leverage its vast experience and expertise. NIPM 4000-2016, the Global Standards for Quality of People Process, is aimed at defining global benchmarks for HR processes in organizations. NIPM 4000-2016 certification is the mark of Excellence of people processes in organizations.

The annual National Conference (NATCON) of NIPM is the greatest learning event in the country attended by eminent business and HR leaders from India and other Asian countries. The HR Excellence Award of the Institute, to be the most valued Award, is set up to track and recognize the HR professionals who make a significant difference. NIPM also organizes regular seminars, workshops, conferences on contemporary themes, and HR technical trainings for technical update through its Chapters across the country. NIPM reaches out to Management Students for their early professional grooming to make them 'Industry Ready'. The Student Chapters of NIPM are taking Root. 'Personnel Today' the professional journal of NIPM, is the most valued publication.

All endeavors of the Institute are aimed at continuously defining and redefining the benchmarks of Professional Excellence for People and People Processes and supporting the professionals and organizations achieving them.

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

Address : Southend Conclave, Tower Block (3rd Floor), 1582, Rajdanga Main Road, Kolkata – 700 107.

Ph :. 033-2441 7255