

INSTITUTE OF MANAGEMENT,
NIRMA UNIVERSITY

MBA-FULL TIME (2020-2022)

SUMMER INTERNSHIP PROJECT



BAJAJ FINANCE LIMITED- AUTO
FINANCE

FINAL REPORT

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Section C

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Purpose of report: To provide detailed analysis on the work done during the internship and its outcome

Prepared for: Institute of Management, Nirma University

Submitted to: Prof. Krishna Kanabar

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I sincerely thank Prof. Krishna Kanabar, my Faculty Mentor at Institute of Management, Nirma University for providing me encouragement and guidance throughout the period of this internship.

I would also like to thank Institute of Management, Nirma University, CRC and the Placement Committee for providing me the opportunity to embark on this project.

EXECUTIVE SUMMARY

Due to the COVID-19 pandemic, my internship with Bajaj Finance Limited- Auto Finance took place online. The below report is about my experience working as an HR intern at Bajaj Finance Limited- Auto Finance. The project I have mainly worked on is JD Updation for Business Verticals and I have worked on few tasks for Data Consolidation for Organization Life Cycle Process project.

Part- A of the report contains, the Profile of the Organization. It is about the Bajaj Group, Bajaj Finance Limited- Auto finance and the services provided by the company. The report further has the sector analysis of the BFSI sector and the different industries under it, among which is the NBFC sector. The report further has a detailed explanation of the NBFC sector: the Introduction, SWOT Analysis of NBFC, functions, and challenges of NBFC, the top 5 NBFCs in India, the challenges faced by NBFC due to COVID-19.

The Part B of the report is about the Project Work and it starts with the project title and the description of the projects. Following which the nature of the problem, introduction on Job Descriptions, the benefits of regular updation of JDs, then went onto explain the structure of the Organization and the departments, a brief about HR department, the methodology or approach taken to work on this project and also some of the observations made while working in BFL-AF, the organizational training that was provided for the interns by the company, few recommendations that the company can take up.

The Part C of the project is mainly about the learning gained from working as an intern in BFL-AF. There have been a lot of takeaways from working on these projects and the organization. It was a very unique experience to work remotely, which is the current new normal.

(300 words)

The major I have chosen is Human Resource Management. So in accordance with that, I had secured an HR internship at Bajaj Finance Limited- Auto Finance.

PART A

PROFILE OF THE ORGANIZATION

Bajaj Group

The Bajaj Group is an Indian multinational enterprise formed in Mumbai in 1926 by Jamnalal Bajaj. The Bajaj Group is situated in Mumbai, Maharashtra, and is one of the oldest and largest corporations in the country. The Bajaj Auto Group consists of 34 firms, with Bajaj Auto being the world's fourth largest two- and three-wheeler producer. Bajaj Auto Ltd, Bajaj Finserv Ltd, Hercules Hoists Ltd, Bajaj Electricals, Mukand Ltd, Bajaj Hindusthan Ltd, and Bajaj Holding & Investment Ltd are some of the important organizations. Automobiles (2- and 3-wheelers), household appliances, lights, iron and steel, insurance, travel, and finance are among the industries in which the group is involved.

The Bajaj Group is one of India's top ten business conglomerates. Automobiles (two- and three-wheelers), household appliances, lights, iron and steel, insurance, travel, and finance are among the industries where it has a significant presence. Bajaj Auto, the group's main company, is the world's fourth largest two- and three-wheeler manufacturer, with the Bajaj brand well-known in Latin America, Africa, the Middle East, South and Southeast Asia. The club, which was founded in 1926 at the height of India's struggle for independence from the British, has a long and rich history.

The group's current values of integrity, dedication, resourcefulness, and will to succeed can all be linked back to those early days of unwavering commitment to a single cause. The group's founder, Jamnalal Bajaj, was a close confidant and follower of Mahatma Gandhi. Gandhiji had actually adopted him as his son. Jamnalal Bajaj did not have much time to devote to his newly formed business enterprise because of his close relationship and profound commitment in the independence struggle.

Bajaj Finance Limited- Auto Finance

Bajaj Finance Limited is an Indian non-banking financial company that is a subsidiary of Bajaj Finserv (NBFC). Market finance, SME (small and medium-sized enterprises) and commercial lending, and asset management are all areas where the business operates. The business, which is headquartered in Pune, Maharashtra, has 294 consumer branches and 497 rural locations, totaling more than 33,000 distribution points. Bajaj Auto Finance Limited was established on March 25, 1987, with the sole purpose of providing financing for two and three wheelers. Bajaj Auto Finance Ltd conducted its initial public offering of equity shares and was listed on the BSE and NSE after 11 years in the auto finance sector. Bajaj Finserv Limited, the parent firm, owns 57.28 percent of the total shares and has a controlling interest in the subsidiary. Maharashtra Scooters Limited, the Government of Singapore, Smallcap World Fund INC, and AXIS Long Term Equity Fund are among the other major investors.

Services provided by the company:

Bajaj Auto Finance, the company's auto finance division, has served more than 30 lakh consumers in India since 1987. They provide car loans to consumers for the purchase of their favorite Bajaj bikes, including the Pulsar, Avenger, Discover, Platina, and the newest V, as well as KTM bikes. They also offer simple and appealing financing options for a variety of Bajaj RE three-wheelers.

Bajaj Finance features sophisticated infrastructure and cutting-edge technologies, such as automated check processing and computerized loan accounting with on-line customer data, to efficiently manage client transactions and requests. Bajaj Auto Finance believes in giving the best and fastest services to their customers while also delivering the greatest infrastructure such as automated cheques handling, computerized loan accounting, and immediate eKYC, among other things.

Sector Analysis- BFSI Sector

Bajaj Finance Limited- Auto Finance is a **NBFC (Non-Bank Financial Company)** which is part of the **BFSI** sector.

The abbreviation BFSI stands for Banking, Financial Services, and Insurance. Fundamentally, it encompasses all banking, insurance, and non-banking financial institutions, and so represents a significant share of the multi-billion dollar Indian economy. The latter are referred to as NBFCs. Financial service organizations such as broking and asset management are also included in the BFSI industry.

India, as a business destination, has all of the favorable conditions for the BFSI sector to grow at a rapid rate. Government policy, active public/private collaboration, tough regulatory measures, and technology progress have all conspired to propel the BFSI sector to new heights in recent years. One of the major components of the BFSI industry is banking. It's not an exaggeration to term it an industry in and of itself, as it's made up of the following components:

1. Central Bank

This bank is the most powerful in any national economy, with regulatory authorities to oversee the running of the national (country-specific) banking industry. It regulates the flow of currency by reducing or boosting it to keep inflation under control. Only a country's Central Bank has the authority to print its paper currency. The Reserve Bank of India serves as the country's official Central Bank.

2. Scheduled and Commercial Banks

They are further divided into three groups:

Public Sector Banks (PSB)

It refers to banks in which the government owns a dominant stake (more than 50%) and whose stock is traded on a public exchange. The number of active public sector banks has been cut from 27 to 12 as of April 1, 2020. This is the consequence of the merger of a few PSBs into a single pre-existing bank. The merger of Vijaya Bank and Dena Bank became the Bank of Baroda is an example. A few examples include the State Bank of India, Bank of Baroda, and Bank of India.

Private Sector Banks

This refers to banks in which private owners own the majority of the stock or equity. As of this writing, there are 22 operational Private Sector Banks in India. HDFC Bank, ICICI Bank, Axis Bank, and others are examples.

Foreign Banks

Any bank with a headquarters outside of India falls under this category. Host-countries (in this case, India) benefit in two ways: foreign banks speed up international transactions while also expanding job opportunities in the banking sector. There are 45 foreign banks in India as of this writing. Citibank, Standard Chartered Bank, HSBC, and other financial institutions are examples.

3. Regional Rural Banks

Their incorporation is regulated by the Indian government, thereby making them government banks. Their primary goal is to serve the rural areas in which they were chartered to operate; nevertheless, this should not be mistaken with a statutory restriction on their ability to grow. In urban district centers, RRBs may or may not have branches. Karnataka Vikas Grain Bank, for example.

4. Cooperative Banks

Their goal is to improve social welfare; hence the programs are geared toward the underserved or financially underserved segments of society. The incoming cash is used to offer loans to the working class, such as agriculturists, despite the fact that they welcome business from all socioeconomic groups. They operate on a no-profit, no-loss premise and are further classified as follows:

State Co-operative Banks (SCBs), Primary Credit Society (PCS), District Central Co-operative Banks (DCCB), Urban Co-operative Bank (UCB)

5. Specialized Bank

Their financial services are restricted to a single industry. They are divided into three categories:

The Export-Import Bank of India (EXIM Bank) provides assistance to India's export and import sectors.

SIDBI (Small Industries Development Bank of India) — SIDBI provides loans to small-scale businesses with favorable terms.

The National Bank of Agriculture and Rural Development (NABARD) is a financial institution that assists India's agricultural sector.

6. Development Banks

Development finance institutions or a development finance firm are terms used to describe such organizations. They help fund economic development projects with capital. Their goal is not to make a profit, but to promote social progress, and they can be established by governments or philanthropic organizations. Industrial Finance Corporation of India (IFCI) and State Finance Corporations(SFC) are two examples of such banks in India .

7. Small Finance Bank

Micro industries, unorganized sectors, small or marginal farmers, and other underserved segments of society are among the groups they target.

8. Payments Bank

Payments Bank accepts restricted deposits from customers up to INR 1,00,000, in addition to granting loans and credit cards. Customers can get debit/ATM cards, current/savings accounts, and mobile banking and financial services through their array of services. Airtel Payments Bank, Jio Payments Bank, and Paytm Payments Bank are just a few examples.

9. Non-Banking Financial Institution

NBFCs are financial firms that provide a wide range of banking services but lack a banking license. In a traditional sense, NBFCs are not permitted to accept public demand deposits or funds ordinarily held in a savings account. Loans, credit, underwriting, retirement plans, and merger offers could all fall under their remit.

According to government-funded research, Scheduled Commercial Banks account for the biggest part of the banking sector (76.1%), followed by NBFCs (15.4%), Cooperative Banks (6.8%), and Regional Rural Banks (1.7%). The Indian banking industry, in particular, has advanced in leaps and bounds to its current status as a worldwide financial powerhouse over the previous three decades. The adoption of forward-thinking measures to revive the economy may be traced back to 1991-97, when new private sector banks injected competition into an otherwise stagnant industry.

NBFC or Non-Banking Financial Institution

A financial firm that does not have a complete banking license or is not overseen by a national or international banking regulatory organization is known as a non-banking financial corporation (NBFC). Investment, risk pooling, contractual savings, and market brokering are among services that NBFCs facilitate. Insurance companies, pawn shops, cashier's check issuers, check cashing outlets, payday loans, currency exchanges, and microloan organizations are just a few examples. The importance of NBFIs in strengthening an economy has been noted by Alan Greenspan, who states that they give "several choices to transform an economy's savings into capital investment that operate as backup facilities should the principal form of intermediation fail."

The Reserve Bank of India has expanded the definition of NBFC to include companies whose primary activity is to receive deposits in one lump sum or in installments by way of contributions or in any other manner under any program or through any arrangement.

NBFIs are a good complement to banks since they provide the framework for allocating surplus funds to individuals and businesses with deficits. Furthermore, NBFIs introduce competition into the financial services market. NBFIs unbundle and tailor financial services to meet the needs of unique clients, whereas banks may offer a range of financial services as a package deal. Individual NBFIs may also specialize in a specific area and gain an informational advantage. Unbundling, targeting, and specializing enable NBFIs to increase competitiveness in the financial services business.

Loans and credit facilities, private school finance, retirement planning, money market trading, underwriting stocks and shares, TFCs (Term Finance Certificates), and other liabilities are all provided by non-bank financial firms (NBFCs). These institutions also provide wealth management services, such as managing stock and stock portfolios, discounting services, such as instrument discounting, and merger and acquisition advice. As venture capital firms, retail and industrial firms have entered the lending market in recent years, the number of non-banking financial companies has exploded. They are, however, often not permitted to accept deposits from the general public and must find alternative sources of funding, such as issuing debt securities. NBFCs do not offer a checkbook, a savings account, or a current account. It only accepts fixed and time deposits.

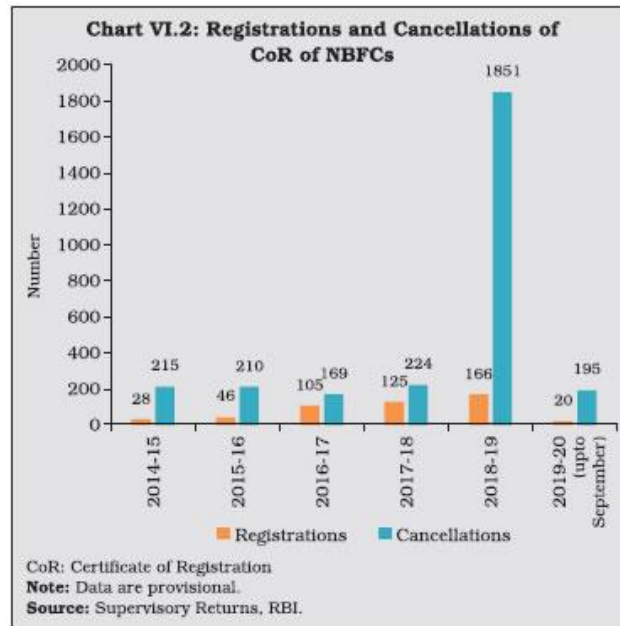


Fig: Number of Registration and Cancellation of NBFC's from 2014 to 2020

Source of the above graph: <https://m.rbi.org.in/Scripts/PublicationsView.aspx?id=19367>

NBFCs also offer a variety of financial services, such as chit-reserves and advances. As a result, it has become a highly important portion of our nation's Gross Domestic Product, with NBFCs alone accounting for a 12.5 percent increase in our country's GDP. Most individuals prefer NBFCs to banks because they are safer, more efficient, and faster in aiding with financial needs. Furthermore, a variety of loan packages are offered, and their services are flexible and transparent.

SWOT Analysis of NBFC



Source of the picture: <https://www.searchenginejournal.com/seo-swot-analysis-how-to/395830>

Strengths

- Easy and fast appraisal and disbursements
- Product Innovation and Superior Delivery
- Strong Marketing Penetration and Increased operating efficiency.
- Collection Efficiency

Weakness

- There is diversification from core business.
- Increased regulatory coverage
- Volatile business environment
- There is no access to SARFAESI or DRT for recovery from bad loans and no access to refinance

Opportunities

- Large untapped markets, both rural and urban and also geographically
- Tie-up with global financial sector giants

Threats

- High cost of funds
- Deposit-taking NBFCs are restricted
- Banks' growing retail focus and competition from unorganized money lenders
- The economy has slowed significantly, hurting different NBFC industries. Asset quality is deteriorating, and the number of nonperforming assets (NPAs) is increasing.

Functions of NBFC

- Hire Purchase Services

The vendor delivers the items to the consumer without transferring ownership of the products through a hire purchase service. The things are purchased and paid for in installments. When the buyer has paid all of the payments on the products, the buyer instantly gains ownership of the products.

- Retail Financing

Companies that provide short-term cash for loans secured by stocks, gold, or real estate, primarily for personal use.

- Trade Finance

Dealer/distributor finance companies can help with working capital, vendor financing, and other types of business loans.

- Infrastructure Funding

Major NBFCs deal in this segment the most. Among the many segments, a large chunk of this segment alone accounts for a large portion of funds lent. Real estate, trains or metros, flyovers, ports, airports, and other infrastructure are among the most common examples.

- Asset Management Company

Asset management businesses are those that are made up of fund managers (who invest in equity shares to make handsome profits) that invest and actively manage assets collected from small investors.

- Leasing Services

Companies that deal in leasing, or for a better understanding of this phrase, we may think of it in the same way that we rent a house or a flat for living, provide property to small firms and sometimes even larger ones who can't afford it for whatever reason. The sole distinction between renting and leasing is that leasing contracts are for a specific time period.

- **Venture Capital Service**
Companies that invest in small enterprises that are still in the early stages of development but have a high success rate and promise a sufficient return in the future.
- **Financing Micro, Small, Medium Enterprises**
MSME is one of the foundations of our economy, and millions of citizens rely on it for a living, which is why the government has introduced such enticing plans to stimulate its growth.

Challenges faced by NBFCs

NBFCs have been strengthening their position in the market and have made massive progress as compared to the banks. However, newer or minor NBFCs found difficulty in defending their existence versus their popular rivals.

1. **Due to the lack of a refinancing option, funding is a challenge.**
Banks in India have a wide range of refinancing alternatives. Similarly, home financing firms have a variety of refinancing options available to them, including refinancing via the Housing Financing Companies Regulator.
NBFCs, on the other hand, are completely reliant on the capital market or banks for their funding. This works as a stumbling block to the growth of NBFCs. Also, keep in mind that the flows of information from these sources can disappear at any time.
2. **Obtaining an NBFC license presents a number of challenges.**
Acquiring an NBFC license is significantly more difficult and time-consuming than obtaining other licenses. The procedure entails time-consuming and extensive documentation, as well as RBI approval. Keep in mind that the RBI sets the procedure that the applicant must follow in order to obtain registration.
3. **Complicated NBFC Regulations in India**

Multiple compliances must be addressed when the NBFC is established. NBFC compliance varies depending on the type of organization. As a result, the challenge arose when an individual in charge of a loan and advance organization found it progressively difficult to address all aspects in a consoling manner. It is also tiresome to be aware of the filing requirements for the mandated returns. This is perhaps one of the most difficult problems that NBFCs face.

4. NPA Loan Classification Isn't Versatile

For the major players, non-performing assets (NPA) are extremely important, but businesses with unpredictable cash flow suffer from payment-related delays.

It is critical to classify non-performing assets as such and to schedule with flexibility. NPAs should be classified based on the assets financed rather than the borrower's personality.

5. There isn't a statutory recovery tool in place.

Another complicated issue that has plagued NBFCs for a long time is the lack of a statutory recovery tool.

6. Several Representative Organizations

NBFC activities are currently governed by a number of representative bodies around the country. It should be highlighted that NBFC is still in its early stages and is a long way from being recognized as a well-established business. As a result, it would be ideal if these entities were regulated by a single representative organization. It is also critical that each section is adequately recognized in the apex body that assures NBFCs' smooth expansion.

7. Capacity Building Isn't Happening

Non-banking finance companies must create an environment that is conducive to both individual and collective capacity building. The majority of NBFCs, on the other hand, still lack the aforementioned potential, which should be remedied as soon as feasible.

8. Unjustified Taxation

There is a significant difference in tax structures between banks and NBFCs, such as TDS, double taxation on lease or hire purchase, and so on.

9. Defaulter Database isn't present.

Under the influence of incomplete information, NBFCs are more sensitive to credit risk. Furthermore, crucial legislative changes are required in order to use the utility payments database in the credit evaluation process.

10. Bank lending to NBFCs is being stripped of its priority sector status.

This is one of the most significant challenges that non-banking financial organizations face. The restoration must be applied to the priority sector, bank lending, and non-bank financial companies (NBFCs). The synergy concept between banks and NBFCs will now ensure that the underprivileged part of society receives continuous financial support. It will enable NBFCs to build wealth and assets in India's rural areas. The RBI can enact a rule that directs a certain percentage of bank lending priority to NBFCs.

11. NBFCs must have a minimum credit rating.

Investment-based credit is now required of NBFCs (deposit-taking institutions). They will be able to receive deposits without any legal stumbling blocks. If an NBFC's rating falls below the minimum, it will be unable to obtain deposits in any circumstance. In addition, NBFCs must inform the Reserve Bank of their viewpoint.

The top 5 NBFC's in India as of 2021 are:

1. Power Finance Corporation Limited

Power Finance Corporation Limited is a Navratna Status firm that was established in 1986. Rajeev Sharma is the company's Chairman and Managing Director. The Electricity Finance Corporation Limited is known for assisting various power projects across the country with financial aid. It helps organizations that work in the power generation, transmission, and distribution industries. The company has itself listed on NSE and BSE.

2. Shriram Transport Finance Company Limited

Shriram Transport Finance Company Limited specializes in commercial and business vehicle financing, among other things. Since 1979, the company has provided financing for Light Duty Trucks, Heavy Duty Trucks, Mini Trucks, Passenger Vehicles, Construction Vehicles, and Farm Equipment. General insurance, mutual funds, common assets, stock broking, and general protection are the company's specialties.

3. Bajaj Finance Limited

Bajaj Finserv is a subsidiary of Bajaj Holdings and Investments, which was created in 2007. It is a well-known finance organization that provides loans to doctors for professional advancement, home loans, gold loans, individual loans, business loans, and entrepreneur loans. Apart from these, Bajaj Finserv also offers wealth management, money lending, and general insurance. It has approximately 1400 locations across the country and employs over 20000 people.

4. Mahindra & Mahindra Financial Services Limited

MMFSL (Mahindra & Mahindra Financial Services Limited) was founded in 1991 and now has over 1000 branches and over 3 million customers across the country. MMFSL is a well-known organization with two affiliates that provide insurance and financial services for rural homes. It also offers gold advances, vehicle advances, corporate advances, housing credits, working capital advances, and a variety of other services.

5. Muthoot Finance Ltd

Muthoot Finance Ltd was India's first non-banking financial company, founded in 1888 as a tiny lender in a Kerala village. Muthoot Finance Ltd solely gives out loans in exchange for gold jewellery. It is a market leader in the gold loan and finance business in India. Muthoot Finance Ltd also provides foreign exchange, money transfers, asset management, travel, and tourist services in addition to funding gold transactions. Muthoot Finance Branches also sell gold coins. The company's headquarters are in Kerala, India, and it has more than 4,400 locations across the country.

Impact of COVID- 19 on NBFC sector:

The Covid-19 pandemic has made non-banking financial companies' problems (NBFCs) worse. The reduction in non-bank credit growth that began in the second half of fiscal 2019 and continued through fiscal 2020 was exacerbated first by the economic slowdown and then - more forcefully - by the pandemic. While the impact of the economic slowdown was intended to be gradual, giving time to build a defense, the pandemic's impact was rapid and crippling. The consequences are being felt across the industry, albeit some segments have been hit worse than others.

The Reserve Bank of India (RBI) has granted lenders permission to extend the ban on loans till August 31, momentarily alleviating borrowers' misery. However, in the absence of a capital market borrowing moratorium for non-banks, providing adequate liquidity to satisfy upcoming obligations has become the key concern for most non-banks. Another difficulty is to maintain asset quality control, which may be accomplished by keeping regular contact with borrowers and assisting them through this extraordinary crisis.

It is apparent that NBFCs will need to rethink their strategies in order to adapt to the new business environment following the epidemic.

STEEP EARNINGS CUT AHEAD

	FY21E	Change (%)
LIC Housing	12.6	-72.9
M&M Finance	5.0	-72.2
L&T Finance	3.8	-56.3
Chola Inv. & Finance	9.5	-42.1
HDFC	98.0	-34.7
Shriram Transport	93.0	-33.6
Bajaj Finance	78.0	30.4

Source: https://www.indiaonline.com/article/general-blog/why-nbfc-s-may-be-more-vulnerable-to-coronavirus-than-banks-120061100371_1.html

The type of project that has been assigned to me is of **Experiential Learning Project**

PART B

PROJECT WORK

The observations noted below are based on my experience got by working on this project, interaction with my reporting manager (mentor) and interactions with other managers and employees.

Project Title and Description

As a HR intern, I majorly worked on **JD Updation for Business Verticals and Data Consolidation for Organization Life Cycle Process** projects in addition to other tasks. The projects that I have been assigned are the huge projects that has been undertaken by the HR department of the organization.

The primary objective of the **JD Updation for Business Verticals** project is to ensure that all Job Descriptions (JDs) for all of the organization's unique Job Roles are updated and documented. We must ensure that the JDs are up to date with the most recent information regarding the Job Roles and that they are recorded correctly and archived.

In **Data Consolidation for Organization Life Cycle Process** project we would be working on the trends across departments and levels and its impact on HR optimization, also analysis of the transfers that have happened across the organization.

Nature of the Problem

The issue found here is that the Job Descriptions (JDs) were not updated, dating back to 2017 and no new JDs were created for the many new Job roles that were created as per the requirements of the departments. The JDs were not in a proper format, few important sections were missing like the Key Responsibility Area (KPA) or the Skill Sets required and few

important details like the Experience, Qualification and etc were missing which is very crucial component of Job Description.

Job descriptions that are poorly written or non-existent can cause a variety of issues, including legal hazards.

HIRING:

Job analysis and detailed descriptions are used to guide the entire recruitment and selection process in companies with excellent human resource systems. Hiring managers can more accurately assess prospects when they have a good understanding of what is expected of a certain role. You enhance the chances of choosing someone who lacks the requisite skills, experiences, and personal traits for the job if the duties and performance requirements are not clearly outlined. Furthermore, if rejected candidates claim that screening techniques aren't closely related to the job and are prejudiced, you're more likely to face discrimination litigation.

EVALUATION:

Job descriptions are an important component of developing employee evaluation tools. Job descriptions are used by managers to provide feedback to employees on how well they are fulfilling their responsibilities. It is difficult for an employee to understand what is expected of him and for a manager to offer an accurate and effective appraisal without a good job description. Managers are more likely to evaluate employees based on personal preferences rather than pre-determined performance standards. Unfair work practices and wrongful termination claims may arise as a result of this.

MOTIVATION:

"Other duties as assigned" is the last line in many job descriptions or list of responsibilities. The goal is to show that employees are occasionally required to work as a team and execute activities outside of their typical workday. The issue with a poor or non-existent job description is that all delegated tasks come under the umbrella of "additional duties as allocated." This makes it difficult for an employee to come to work and perceive the link between his position and the organization's and department's performance. It also makes it tough for the employee to create goals and improve his or her abilities.

EMPLOYEE AND CAREER DEVELOPMENT

Job descriptions can also reveal areas where an employee's skills need to be improved. Employee development refers to a company's efforts to prepare personnel for advancement into higher-level jobs. It's tough to know how to train and develop personnel without solid job descriptions. Career development, on the other hand, is a structure that encourages people to learn new skills in order to advance their careers. Employees don't have clear aims to shoot for in training and development if they don't have good job descriptions.

About Job Description:

A job description is a document that provides job seekers with an overview of the major duties and responsibilities of the position they are applying for. The description is normally written by the person in charge of monitoring the role's selection process, often with the assistance of the company's HR department and/or an external recruiter.

A thorough job description should clearly state the role's objective, as well as the primary tasks to be accomplished and the position's principal responsibilities. A brief background and description of the organization, as well as the name or position of the employee to whom the successful candidate will report, are frequently included in the paper.

You should also anticipate to learn more about the type of individual the organization is seeking for. This could contain things like their professional experience and accomplishments, skill set, educational background and qualifications, and any desired personality attributes.

The following are some of the major things that would generally be mentioned in a job description:

- The role's title and a brief description
- List of responsibilities
- Professional experience that is desired
- Level of education and desired qualifications
- a set of core competencies required for the position
- Certificates, licenses, and registrations that are required

- Who the prospective employee will report directly to and whether or not they will have any subordinates.
- Physical requirements are necessary (if needed)
- Condition at work

Structure of a Job Description

A job description should be written in a straightforward, accurate way that clearly outlines the role's requirements. While the exact form will vary depending on the role and the organization, a well-rounded job description will often be structured as follows:

- Job Title
- Location
- Reports to
- Job Purpose (a brief line or two)
- Responsibilities/duties (detailed)
- Essential and desirable criteria
- Company/ team overview
- Application information

Objectives of the Study:

The main objective of this project is that creating and updating all the Job Description's across the Organization and archiving it for future use. By having an updated JD at your disposal it would be hassle free process while recruiting as the recruiter will know what qualities are required to fill the position and the interviewee would be having clarity about what the job would entail.

Expected Benefits of updating and maintaining JDs

Despite the potential for organizational discomfort, there are tremendous benefits to writing and maintaining job descriptions.

1. Communication- Managers can utilize a current, accurate job description as a guide for discussion with employees concerning performance excellence, flaws, skill development

needs, teamwork, organizational changes, and/or career advancement. It also ensures that the content of the job is understood by both the managers and the individuals reporting to them.

2. Administration of Salary- Job descriptions give the required information to accurately match the organization's jobs to those identified in compensation surveys, based on actual functions and responsibilities rather than potentially deceptive titles. This matching allows the company to evaluate the labor market value of its jobs, allowing for competitive compensation levels to be set.
3. Framework to determine performance criteria- The job description is a source of content for defining the goals and/or standards against which employees are measured if an organization measures their employees' performance results on a regular basis.
4. Base for recruitment- This is by far the most prevalent and practical application of job descriptions. It is difficult for candidates, search companies, and/or other recruitment specialists to comprehend the nature of the job and the requisite credentials without a job description.
5. Manpower Planning- Identifying which roles will be required and how many of each will need to be filled with existing or new workers is critical whether a business is contracting, expanding, or changing direction. This becomes impossible unless there is documentation on the work topic and amount of responsibility.
6. Avoiding misleading titles- Because titles differ so much from one organization to the next, an explanation of the tasks and obligations connected with a certain title for a specific organization helps to avoid misunderstandings.
7. Improvement of process- Accurate descriptions of the organization's functional duties in relation to each distinct position is a useful tool for identifying areas where processes can be improved. They may also notice if there are any gaps in the work that need to be addressed or if there is any duplication.

About the Organization and its Departments

BFL-AF is a huge NBFC, which has various departments under it and each department has many verticals under it and each of them performs certain important functions which add weightage to the P&L of the company. The departments are ICV, TW Sales, Collections, and Support

function. **ICV** department is the InterCity Vehicles or the department for the Three Wheeler vehicles. It has further departments like ICV Sales, Refinance, and DST ICV. ICV Sales looks after the selling of the loans for the Three Wheelers. DST ICV looks after the product strategy implementation for ICV sales and the product evaluation. The **TW Sales** department is looking after the Two- Wheeler or the Motor Cycle Segment. The verticals under it are Rural TW Sales which looks after the sale of loans for Two-wheelers in rural areas, Refinance which looks after the reselling of the used two Wheelers, TW sales are where loans for the Bajaj two-wheelers is provided and then there is the Insurance Department. The **Collections** department looks after getting back the loan amount and it is a huge department. The verticals under it are the ICV flow which is for loan collection of Three Wheelers, MC flow which is for loan collection of Two Wheelers; Recovery is vertical which makes sure to get back the loans to avoid the NPA, in the worst case take the vehicles in case the loan is not paid. CSPM is the vertical looking after all the work related to Collections and is located at the Head Office. Legal vertical takes care of the legal end if a customer fails to pay the loan. **The support function** is the department that provides support to the other departments to work smoothly. The verticals under it are the Finance department, which looks after the financial end of the company, the RCU (Risk Containment Unit) makes sure there is the compliance of the systems, controls, and processes in the organization and also takes action on any suspicious transactions. The HR department looks after the managing employee life cycle and administering employee benefits, the Operations vertical looks after the front end of the Bank at the Head Office. The Stockyard Operation is the management of the vehicles at the stockyard, which has been collected when a customer fails to pay the loan. Tech and Digital team looks after the technical and the digital end of the company like the website application, the development of applications, maintenance, etc. All the support functions are present at the Head Office.

HR Department

The department that I worked under was the HR department as an intern. The HR department function is to manage the employee life cycle at an Organization which involves recruiting, hiring, onboarding, training and firing and also administering the employee benefits. At BFL-AF, the HR department has multiple verticals like the L&D, HR-BP, Recruitment & Selection, and Automating the HR functions, Compensation Management and etc. The roles in the

company are at multiple levels at L1 there is Vice President, at L2 there are DGM- L&D, DGM-HRBP, at L3 there are senior managers, Managers and Deputy Managers, at L4 there are Assistant Managers and Apprentice. The expected contribution to the business by the HR department is:

- **Budget Control-** the HR department devises techniques for reducing labor management costs, hence reducing overspending and assisting the organization in saving money in the long run. Negotiating better pricing for employee perks like as health insurance is one of these strategies. In addition, to guarantee that the company's pay are competitive and reasonable, the HR department monitors and analyzes employment trends, the labor market, and salaries based on job functions.
- **Employee Satisfaction-** For better or worse, the HR department is in charge of evaluating if employees are content with their supervisors, as well as the job and its responsibilities. Because employee satisfaction is difficult to quantify and at best ambiguous, HR managers must carefully design employee surveys, monitor focus groups, and implement an exit interview strategy to determine how the company may enhance its relationship with its employees. In other words, the HR department discovers the causes and/or reasons for current or former employee unhappiness and handles those issues in the most effective way possible to increase morale and motivation within the organization.
- **Training and Development-** Human resource specialists conduct assessments of firm personnel to identify what kind of training and skills they need to execute their jobs properly and efficiently. Although it is critical to ensure that all employees have the qualifications and abilities required to perform the duties of their jobs, new organizations or enterprises in the early stages of growth may benefit from identifying training needs for current employees. Because it is less expensive for these specialists to manage training and development than it is to acquire more qualified candidates or more staff, companies frequently delegate this obligation to the HR department. It also increases retention.
- **Conflict Resolution-** Regardless of how satisfied people are with their jobs, bosses, and coworkers, disagreements may arise in the workplace. Arguments and conflicts are bound

to occur given the range of work styles, personalities, levels of experience, and histories of employees. An HR manager or specialist who has been specifically trained to deal with employee relations can identify and resolve issues between a manager and an employee or between two employees, effectively restoring strong working relationships throughout the firm.

- **Performance Improvement-** The development of performance management systems is yet another job of the HR department. Employees may end up in occupations that aren't ideal for their experience and skills if a human resources specialist isn't hired to create a plan that measures employee performance. Not only would this increase employee dissatisfaction, but individuals who consistently perform below the employer's performance objectives may fall through the cracks and wind up on the payroll, costing the company money.

Methodology/ Approach Adapted

I have updated and created approximately 60 Job Descriptions for the organization I am working i.e. Bajaj Finance Limited- Auto Finance. From the list of departments like the HR department, IT, ICV Sales, TW Sales, etc. I had been assigned to a huge department in the organization called Two-Wheeler Sales (TW Sales). This department further had multiple verticals like Refinance, Rural TW Sales, Product, and Marketing, DCC Collection, ADC, Insurance, TW Sales, etc. Based on the requirement under each vertical, we were given unique Job Roles for which JDs had to be made.

The HR manager (my mentor) had finalized a new JD format that would be used for all the roles of all departments across the organization. The new JD format mainly had 4 components i.e. Description, Skillsets Required, Roles and Responsibilities, Key Responsibility Area (KPA). The descriptions contain details like Level, Designation, Experience, Reporting For, Job Title, Location, etc., Skillsets would be the basic skills that would be required for the particular role, Roles and Responsibilities- describe the basic essence of the job, which takes up a significant percentage of the employee's time and the KPA refers to the overall scope of tasks that an individual employee is expected to do. The major reason to have the new format for the JD was to make it look clean, crisp, detailed, and to the point.

For the already existing JDs, I took each vertical at a time from the department assigned to me, then noted down all the unique job roles that were assigned to me and dropped a mail requesting for the old JDs of these job roles from the concerned HR manager. I would get the old JDs only a few roles, as few job roles are newly added and JDs have yet to be created. Taking these old JDs we would try to incorporate them in the new format, many of the old JDs did not have the Key Responsibility Area (KPAs) or the Skillsets required. I would first do research externally by checking in internet or articles about the roles and write down the KPAs or skillsets that would be apt for the said role. Then this would be verified by my mentor and if any additions or deletions found would be incorporated as mentioned. The above procedure was followed for all the verticals of the department.

If there is no Job Description present for the roles in a particular role, I would first drop a mail to my mentor regarding the same with all the unique job role names. She would further connect me to the manager or the vertical head to take it further. The manager/ Head would either send me the roles and responsibilities for the roles or would arrange a meeting so that we could discuss the details that have to go in the new Job Description. Using all the details that have been provided, I would form the JDs and in case details like KPAs were missing, I would research externally and analyze the Roles and Responsibilities, and put it in JD. After forming the JDs for these new roles, this would be sent to my mentor for cross verification and any changes made would be incorporated.

I along with other interns working on this project were given an excel file containing the Organization chart to regularly keep track of our work. I would regularly update excel with the JDs I have completed and job roles that required new Job Descriptions.

After creating and updating the JDs, we had to get them verified and approved by the respective vertical managers/heads. I would drop a mail to my mentor with all the JDs of that particular vertical and my mentor would further connect us with the respective manager for verification and approval. The said manager would verify the JDs and would set up a meeting if any changes had to be incorporated in the JDs or would give the changes to be implemented through the mail. The changes could be addition, correction, or deletion in the Responsibilities, KPAs, or Skillsets. Few times we had to revamp the entire JD. After the final approval from the managers, I had to send

it to my mentor (Sr. Manager at the HR department) for archiving these newly updated and created JDs.

The objective of the second project, **Data Consolidation for Organization Life Cycle Process**, is to identify trends and practices in transfer and up-gradation across departments, as well as how this might aid HR optimization. Understanding the talents required for a work, as well as an employee's strengths and limitations, and then designing a strategy to maximize strengths while reducing weaknesses in order to perform the assignment efficiently is what Human Resource Management (HRO) comprises.

This project, which the Organization's HR section has undertaken, is currently in its infancy. Data analysis and missing data recovery were the tasks I was given. It's progressing in stages. The first task I was given was to calculate the number of transfers at various levels from a given data set. My next task was to approach individuals whose up-gradation data was missing for a specific date and inquire about the type of up-gradation or transfer they had at that date. My third task was to figure out why there was a discrepancy between the employees' Date of Joining and Date of Transfer.

In addition to the above tasks, I along with the interns working on this project would have a review meeting on every Friday with our Organization mentor, where we would discuss the progress in our tasks and also clarify the doubts or correct the mistakes as advised by our mentor.

Every Friday, one intern from the team would do research on a topic related to Human Resource Management and give a presentation on it. The first week we had a presentation about the Performance Management System (PMS) followed by which our manager gave us an overview of the PMS procedure that takes place at BFL- AF and cleared our doubts regarding the same. The following week I had to give a presentation on "Manpower Planning". It was a great experience for me as I had to do thorough research from learning the different definitions, to types and then advantages and the drawbacks. Further, my manager made it more understandable with the practical examples, thereby giving us more clarity. For the next week, we had a presentation on Business communication, followed by which our manager conducted an activity, which showed us how impactful proper communication is for business. We also had an HR manager who headed the Exit and Disciplinary process for the organization give us a very

detailed idea of how the process takes place for different scenarios and the different disciplinary actions that happen. This was a very new concept for me and I had plenty of doubts that we cleared very effectively. Later we had a session about 'Employee Relations' and its importance for an organization to grow. The last session we had, was about 'Compensation Management and Benefits', which was presented by me. The content regarding this topic was humongous and it was a task for me to present only the relevant content in the session.

In addition to this, BFL- AF like every year celebrated the Annual Award Ceremony. The event went on for 4 days and it took place online due to the COVID- 19 restrictions. The first day of the event was June 2nd, 2021, for the Collections department. The second day of the event was June 3rd, 2021, for the MC Sales department. The third day of the event was on June 4th, 2021, for the ICV Sales department. The last day of the event was on June 7th, 2021, for the team HO and support function. This event was mainly conducted to honor and appreciate all the employees across different departments. They were awarded based on department, region, and vertical. The winning employee and their manager spoke for few seconds. The company also remembered the people who lost their lives due to the pandemic, as a token of respect. This shows that the company values their employees and their well-being and consider them a very important asset.

Some of the observations that I made about the company and its employees:

The company has a lot of loyal employees who have been working for more than 10+ years. The manager and the subordinates share a very good rapport and they believe in two-way communication. The managers are understanding and accommodating, in case of any grievances the company hears them and tries to resolve them. This can be a point for employee satisfaction. In addition to this, they also conduct annual award functions appreciating the employees across different departments for their tremendous performance. This year the event took place online and was a grand success. This boosts the confidence of the employees and increases the zeal to work for the organization. One of the sources of conflict I noticed was the communication gap between the Head Office and the field workers once or twice during their service, will the field workers visit the Head Office. Many of the field workers are poorly educated about the company's policies; this might sometimes lead to unintentional policy breaches. The company is also very strict about the breach of confidential matters. BFL- AF takes strict action against the

employees like sacking if they are engaged in such practices as the company has lots of confidential data about the customers. The company must regularly update the data about the employees, as there will be chaos if it's delayed because of misinterpretations of data and it is also a waste of productive time.

Organizational Training

In addition to the project work that was assigned to us, we were given extra training while working on the job and also in the form of weekly presentations. On the first day of the internship, we were given a brief about all the departments and the verticals present under them that are present in BFL- AF, the responsibilities and the goals that have to be achieved by these departments, and also all the unique job roles that are present in each department. Each one of the interns was then assigned particular departments to work on. The on-job training would be our mentor/ manager guiding us while updating the Job Descriptions and creating the JDs. We have also received guidance from our mentor regarding the way of communication with the different levels of employees, especially while communicating with the senior employees and also concerning the email communication.

In addition to the above, the weekly presentation sessions, which would be usually conducted on Fridays was always very insightful with each intern presenting a topic and our mentor would give us practical or examples that have happened at the company(BFL- AF). The first session was on **Recruitment** on 7th May 2021. In this session, the manager gave us a brief about what recruitment is and also the process that BFL-AF. How the hiring process is different for Head Office and the Regional Office. Details on how COVID-19 had affected hiring at BFL-AF. About the internal and external hiring and the different process used for the same. The long process of recruitment and selection takes place while hiring from outside. All the above provided me with great insight into how recruitment goes about with practical examples.

The second session was about **Performance Management System (PMS)** on 14th May 2021, the session started with an intern explaining briefly about PMS. Then our mentor took over the session and gave us insights on how Performance evaluation takes place at BFL- AF. The different performance metrics used for evaluating different departments in BFL- AF were explained. We were explained about the procedure of evaluation at Bajaj Finance Limited- Auto

Finance. Our mentor further took a deep dive into PMS and explained the different generations of Feedback, its uses, and ratings. This session gave me a great amount of information about PMS about which previously I had very less knowledge.

The third session was about **Manpower Planning** on 21st May 2021, this was the topic that was given to me for my presentation. I prepared a 25minutes presentation about Manpower planning after going through various articles across the internet. My presentation consisted of different definitions of Manpower Planning, main objectives, importance, factors to be considered while manpower planning, the process involved in manpower planning, major classifications, the advantages, and the problems faced during manpower planning. After giving my presentation, our mentor took over to explain Manpower planning concerning the business strategy and HR. Considering the business plan, How would the HRs will go over manpower planning, the importance of budgeting for the manpower. How Covid-19 had affected the manpower planning of BFL-AF.

The fourth session was about **Business Communication** on 2th May 2021, which is very important especially for HR personnel. After a brief presentation by one of the interns, our mentor conducted an activity for the interns who had to. The simple activity was an eye-opener to all of us because it showed that how clear communication can make difference.

The fifth session was about the **Exit Process** on 11th June 2021, this was one of the best sessions in terms of the knowledge got through the topic and practical examples. The HR manager responsible for the exit process presented this session to us. First, we were given the idea about the regular exit process that takes place at BFL- AF. We were also explained about the HR personnel's involvement in the exit process. Later the discussion moved on to the special cases of exit process i.e. in case of any fraud or issues of integrity. We were explained the disciplinary actions that would be taken against the employees involved in fraud. The process that would be followed before terminating the employee. The involvement of the Risk Containment Unit (RCU) in these fraudulent cases. Steps are taken if the employee is not guilty. Steps were taken in case of data leakage. The exit interview process at BFL- AF. We, interns, had lots of questions regarding the exit process at BFL- AF which was answered satisfactorily.

The sixth session was regarding **Employee Relations** on 23rd June 2021. After a brief about the topic by one of the interns, our mentor told us how they reduced the turnover or improved the retention rate in BFL- AF from the past few years using Employee Relations. The changes and expectations in terms of Employee Relations from the previous generation to the current one.

The last session was on **Compensation Management** and Benefits on 25th June 2021, this was presented by me. I spoke about various things like definition, objectives, importance, components of compensation, benefits, type of benefits, compensation mistakes, and the best practices. Later our mentor explained various things like the impact of different laws on compensation, further about the compensation. How the structure of compensation differs from company to company. Information about the minimum wage pay. The practice at BFL-AF concerning the minimum wage pay. The Leave policy practices at BFL- AF. The benefits provided by BFL-AF for the employees who lost their life due to COVID19. These were some of the insights we got regarding compensation and benefits.

Recommendations

- The Organization instead of keeping a backlog can regularly update and create the Job Descriptions (JDs) so that they can have a hassle-free time while planning for recruitment as sometimes creating JDs can be tedious and time-consuming.
- The organization can keep the regularly updated and created JDs at a central database with proper security. So that the recruiters or people authorized to access it will get to it without any trouble and time can also be saved.
- Keeping the JD clear and to the point with valid Roles and Responsibilities, KPAs, skills required and not having any redundant details which might lead to confusion for the candidates applying for this position and also the person who is recruiting. The JD should clearly communicate what is expected from what re the responsibilities or performance standards that are expected out of an employee.
- While Internal Job Posting is happening, when a person is upgraded to a higher role, it is recommended that the Job Description is updated immediately to avoid confusion going further as in the future the employee applying for this position would have a clear idea about the job role.

- The organization has a chance of losing a valuable candidate, if the JD is not clear. SO keeping the JD detailed, clear and crisp with proper clarity about the role and its responsibilities are important.
- Integrating the Job Descriptions effectively for the use of other HR functions like Recruitment, Orientation, Compensation ,and Performance

PART- C

LEARNING FROM THE SUMMER INTERNSHIP PROJECT

There were a lot of takeaways from the internship. The concepts that were thought to us in the class were more connectable after I started working here and we were given real-time examples.

1. The project of Redesigning JD and documentation gave me an in-depth idea of what goes behind in creating a JD for every job role. The theory concept about JD and its uses was clearer after working practically in creating the JDs.
2. I also got to know how JD could be connected across different HR function. For **Recruitment**, knowing what knowledge, skills, and talents are required for a position and what to search for in a competent candidate will be easier with a clear job description. It also emphasizes the key responsibilities of each role. For **Orientation**, Managers and supervisors can utilize the job description to create an orientation plan that sets expectations for new employees and ensures that they are appropriately trained to perform all job functions. For **Compensation**, Employee compensation must be competitive, and job descriptions are an important aspect of the market benchmarking process. The job description should include sufficient detail to allow the pay analyst to make acceptable job matches to publicly available compensation survey data. For **Performance**, before finishing employee appraisal documents, the manager should review the job description to ensure that the individual is satisfactorily performing all job functions. If an individual is doing poorly, the job description can be used as a tool to communicate exactly what activities should be completed, what work regulations should be followed, and what quantity or quality criteria must be fulfilled.
3. The value of communication, especially for the HR department is very key was what I learned through the internship. We got a real-time experience of interacting with employees at a very senior level like DGM and GM to Assistant Managers. We were repeatedly guided by our manager about interaction or communication nuances that should be used while interacting with employees across different levels. Considering the current delicate situation of COVID-19, we were made to understand how it is important to be understanding and empathetic while interacting with the employees especially as an

HR person. We were guided on how to introduce ourselves to enquiring the wellbeing of the employee, questioning them about something, and to requesting them to complete a task.

4. Email communication was another aspect that was highly emphasized by our manager. We were guided on how to frame an email while interacting with managers at the senior level. We were informed as to how to frame an email with a deadline to complete the task so that we get the task done on time and at the same time not offend the senior-level managers. After this was implemented by me in the emails, the work got done more smoothly and on time.
5. The presentation sessions that we had every Friday were great learning as we got to know not only in-depth theoretical knowledge on the crucial HRM-related topics but we were also given the process that is being done at BFL- AF concerning the topics with real-time examples of the same. This made us understand the topics with better clarity.
6. During the presentation sessions, I had the opportunity of giving presentations on HRM-related topics like Manpower Planning and Compensation Management and Benefits each for duration of 25minutes. Here not only did I get knowledge about the subject, but this also helped me gain confidence to give presentation to a senior employee with knowledge about the subject, answer any questions related to the topics presented by me, helped in communicating smoothly, improvement in the way I prepared the PowerPoint Presentation because of the guidance from my mentor, who believed that PPTs should be simple, appealing and understandable to all.

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ANNEXURES

	ICV			
		ICV Sales	Refinance	DST ICV
Level	L0			
	L1	Vice President		
	L2	Deputy General Manager		
	L3	Regional Manager	Senior Manager	
		Manager	Manager	Manager
		Area Manager	Area Manager	
	L4	Asst Manager	Assistant Manager	Assistant Manager
		Apprentice		

Fig: Organization chart of ICV department with the Job Roles

	TW Sales					
		Rural TW sales	Insurance	KTM	Refinance	TW Sales
Level	L0					
	L1	Vice President				
	L2	DGM				DGM
	L3	Senior Manager	Senior Manager	Senior Manager	Senior Manager	
						Regional Manager
		Area Manager				Area Manager
	L4	Asst Manager		Assistant Manager	Assistant Manager	Asst Manager

Fig: Organization chart of TW Sales department with the Job Roles

Level	Collections	CV Flow	CSPM	MC Flow	Recovery	Legal
L0						
L1	L1* COLLECTION- HO					
	L1*/ National Collection Manager				L1*/ National Collection Manager	
L2	Deputy General Manager	Deputy General Manager	Deputy General Manager	Deputy General Manager	Deputy General Manager	Deputy General Manager
		DGM				
L3		Senior Manager				
	Regional Manager		Regional Manager	Regional Manager		
	Manager	Manager- HO				Manager
	Area Manager		Area Manager	Area Manager		Area Manager
		Deputy Manager				Deputy Manager
L4	Assistant Manager	Assistant Manager	Assistant Manager	Assistant Manager	Assistant Manager	Assistant Manager
		Appraintence				

Fig: Organization chart of Collections department with the Job Roles

Level	Finance	RCU	HR		Branch Operations	HR Operations	Stockyard Operations	Tech and Digital				
L0	Vice President											
L1	Vice President		Vice President		Vice President			Vice President				
L2	Deputy General Manager	Deputy General Manager	DGM L&D	DGM HRBP		DGM-HO Operations		INFRA-DGM	SFDC	APP SUPPORT DGM	SOLUTION DESIGN-DGM	INFO SECURITY
	Asst. General Manager					DGM-Reconciliation						
						DGM- Customer Service						
L3			Senior Manager	Senior Manager		Senior Manager-Customer Service		Sr. Manager				Sr. Manager
					Regional Manager							
	Manager	Manager	Manager			Manager		Manager	Manager	Manager	Manager	Manager
					Deputy Manager Assistant	Area Manager		Dy. Manager			Dy. Manager	
L4	Assistant Manager	Assistant Manager			Manager- HR Operations	Assistant Manager	Assistant Manager	Assistant Manager	Assistant Manager		Assistant Manager	Assistant Manager
Apprentice	Apprentice			Apprentice								

Fig: Organization chart of Support Function department with the Job Roles

CERTIFICATE OF INTERNSHIP

Dear Ms. Gaganashree S

This is to certify successful completion of your Internship under our Campus to Corporate Program for the period from 3rd May 2021 to 30th June 2021.

During this internship you have submitted Project/s on the Topic of:

- JD Updation for Business Verticals and Data Consolidation for Organization Life Cycle Process.

The above project was completed under the guidance of Ms. Anuja Krishna (Senior Manager - Human Resources) who has confirmed satisfactory completion of your Internship.

During internship, you have engaged with Managers at our following office:

Bajaj Finance Ltd
Old Mumbai-Pune Road,
Akurdi, Pune-411035

We congratulate *Gaganashree!* And wish her good luck for her professional Journey.

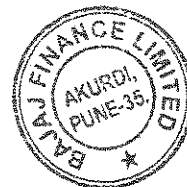
Warm Regards,



Anuja Krishna

(Senior Manager - Human Resources)

Date: 12th July, 2021



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