



# Lupin Limited

**INTERNSHIP REPORT**

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MBA- II

## **Designing a grievance redressal system for Lupin Limited**

An Internship Report for

Course code and Course Title: MBIR002 Final Internship Report

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Submitted in partial fulfilment of Master's Degree

MBA in Human Resource

by

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Under the Supervision of / Mentor

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Goa Business School  
Discipline of Management Studies



Goa University

**Date: 29 April, 2023**



Examined by: 

Seal of the School

### DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "Designing a grievance redressal system for Lupin Limited" is based on the results of investigations carried out by me in the Management Studies at the Goa Business School, Goa University under the Supervision/Mentorship of Dr. Priyanka U. Naik and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

*Sharina*

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Date: 29<sup>th</sup> April, 2023

Place: Goa University

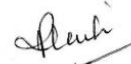
### COMPLETION CERTIFICATE

This is to certify that the internship report “**Designing A Grievance Redressal System for Lupin Limited**” is a bonafide work carried out by **Ms. Sayyed Sharina** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Masters in Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.

Date: 29<sup>th</sup> April, 2023



Prof. Jyoti Pawar  
Dean,  
Goa Business School  
Date: 29<sup>th</sup> April, 2023  
Place: Goa University



Dr. Priyanka U. Naik  
Discipline of Management Studies



School Stamp

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Date: 26<sup>th</sup> April 2023

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Ms. Sayyed Sharina** of Goa Business School Taleigao, Goa has successfully completed her in plant training in Human Resources Department at Lupin Goa starting from 01<sup>st</sup> March 2023 to 26<sup>th</sup> April 2023. This training was a part of the curriculum of Master of Business Administration.

During the training, she displayed great enthusiasm and interest in learning the various functional as well as operational aspects of the Plant.

It was heartening to see her showing such zeal of learning despite the fast pace we had set.

We wish all the success in her professional as well as personal growth. Please do not hesitate to contact the undersigned for any further clarifications.

For LUPIN LIMITED,

**Prashant Gavad**  
**Manager - Human Resources**

## Acknowledgment

On the very outset of this report, I would like to express my gratitude to everyone who supported me throughout this course of this MBA project. For their active guidance, help, corporation & encouragement, I am sincerely grateful to them.

I want to thank Lupin Limited for giving me the opportunity to follow my Internship at Lupin Limited. I want to thank HR Manager Mr. Prashant Gavad for allowing me to intern at Lupin Limited.

I am extremely thankful to Richya Naik and Jatin Kalangutkar for their support and constant supervision and guidance's provided to me throughout my internship with advice and feedback despite of their busy schedules.

I am also grateful for having a chance to meet many wonderful people and professionals at Lupin Limited who led me through this internship period.

I am very thankful & pay my gratitude to my faculty Dr. Priyanka U. Naik for her valuable guidance and support on completion of this project. I extend my gratitude to Goa Business School for giving me this opportunity.

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## Brief Profile of the Company

Lupin Limited is a leading Indian pharmaceutical company headquartered in Mumbai, Maharashtra, India which also supplies its pharmaceutical products internationally. By far according to revenue, Lupin is the 8<sup>th</sup> largest generic pharmaceutical company globally. The firm's key emphasis areas possess cardiovascular, anti-infectives, asthma, pediatrics, diabetology and anti-tuberculosis.

Big things are often seeded in modest beginnings, and so it was for Lupin. Lupin was founded by Desh Bandhu Gupta in 1968 who was a Birla Institute of Technology and Science in Pilani, Rajasthan lecturer of Chemistry. However, DBG as Mr. Gupta was fondly called had the desire to harness the power of science for his country- to bring about change and to improve healthcare in India. Initially, he borrowed a sum of Rs. 5,000 from his wife to start his venture. Eventually, receiving funding from the Central Bank of India, the company started providing a manufacturing facility for producing folic acid and iron tablets for the Government of India's flagship program aimed at improving mother and child health program.

Lupin started with two employees, today has evolved and extended its business to untouched sites and areas, manufacturing drugs and medicines that flare an assurance of sound health to society across the globe. It has now become one of the largest pharmaceutical companies in India and across the world.

DBG named the company after the Lupin flower which grows in harsh conditions and also nourishes the soil. Inspired by nature's example of selfless giving and resilience, DBG set up Lupin to address unmet medical needs despite challenges on ground.

## Products by Lupin

- Pharmaceuticals
- Generic Drugs
- Over-the-counter Drugs



- Vaccines
- Diagnostics
- Contact Lenses
- Animal Health

Project Topic: Designing a Grievance Redressal System for Lupin Limited.

## Introduction on Project Topic

Organizations are a part of society and each employee has expectations that the company for which they work must meet. Employees occasionally have to feel uneasy or resentful about specific managerial decision, practices, or service circumstances due to varied social background and numerous psychological reasons.

Certain situations involve complaints from employees against their employer while other situations involve complaints from employers against their employees. These issues and grievances need to be addressed right away in order to ensure a smooth sale of the company.

An employee's unhappiness or sense of personal injustice over his/her employment relationship is known as a grievance. To become a complaint, a sentiment does not need to be articulated, nor does it need to be factual or accurate. Even if a sentiment is based on false assumptions or flawed logic, it still qualifies as a grievance if it makes you feel unfairly treated.

Contrarily, a grievance is merely a formal written complaint made by an employee who believes an injustice has been done to a management representative or to union authorities in the context of labor relations from a management stand point. The grievance has a limited scope, it is concerned with how a contract or benefit is applied to a particular employee or employees. In general, it causes sadness, discontent, and bad morale, which in turn causes ineffective workers, low productivity and absenteeism.

## Need for the Study

- In order to prevent needless escalation and unfavorable feelings, it is best for employers to manage grievances in a cordial and sympathetic manner.
- You can swiftly identify and address inappropriate or illegal practices via the grievance handling procedure.

## Literature Review

(Andrew Le Sueu) say's that designing redress systems for grievances against public bodies ought to be viewed as a discrete and constitutionally significant activity. However, because design is carried out by a wide variety of bodies, in different contexts and for different reasons, it has been insufficiently recognized. Recognition of design as a distinct activity may create opportunities for better joined-up thinking about how remedies relate to each other and help ensure that redress design is informed by basic principles of constitutional propriety and administrative justice.

(Lawrence Nurse, Dwayne Devonish) explores worker's perceptions about the justice of outcomes that derive from the use of grievance procedure in organizations where they work. It assesses the role that grievance management plays as a process for delivering just outcomes in organizations. The study will also shed some light on the extent to which worker's experience and perceive procedural and distributive justice as outcomes derived from the use of grievance mechanisms. More particularly, the research explores the influence of worker's demographic characteristics on their perceptions of procedural justice derived from grievance management.

## Objective

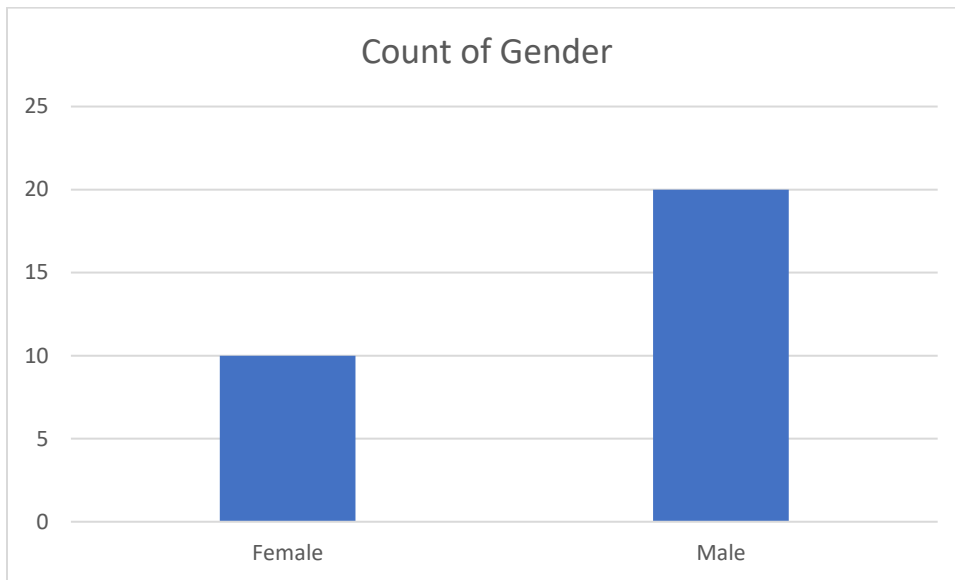
- To design the Grievance Management System for the company.

## Project Methodology

This study will be carried out by collecting the sample size of 30 people from various departments. The survey will be based on primary data, which is obtained through a structured questionnaire which include multiple choice questions, open ended questions and close ended questions. The data is presented through bar graphs and pie charts and tables for the better understanding.

## Project Data Analysis

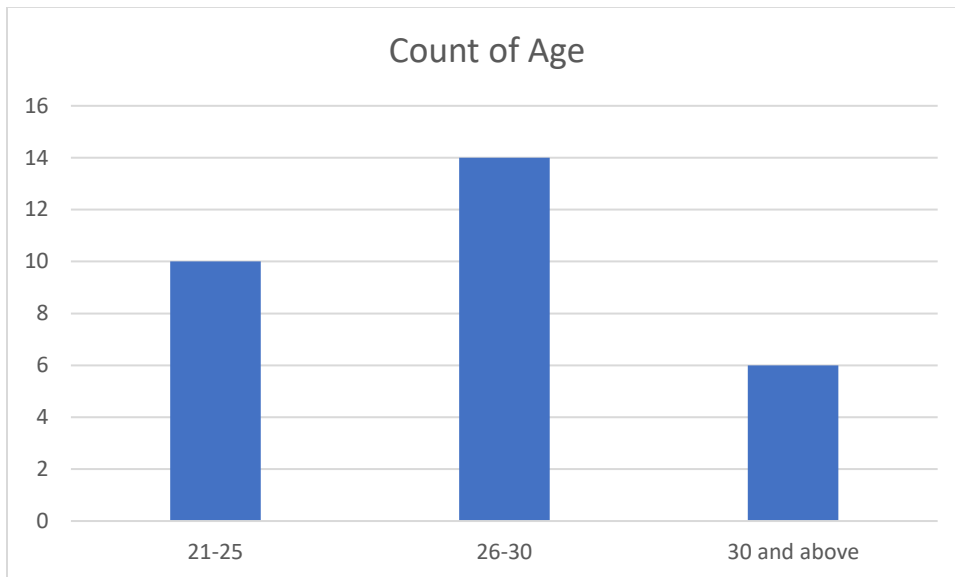
**Fig. 1.1 Gender:**



### **INTERPRETATION:**

A total of 30 employees responded to the survey. 20 respondents are male while the rest 10 respondents are females.

**Fig. 1.2 Age:**



**INTERPRETATION:**

A total of 30 employees responded to the survey. 10 employees are between the age of 21-25 while 14 employees are between the age of 26-30 and remaining 6 employees are 30 and above.

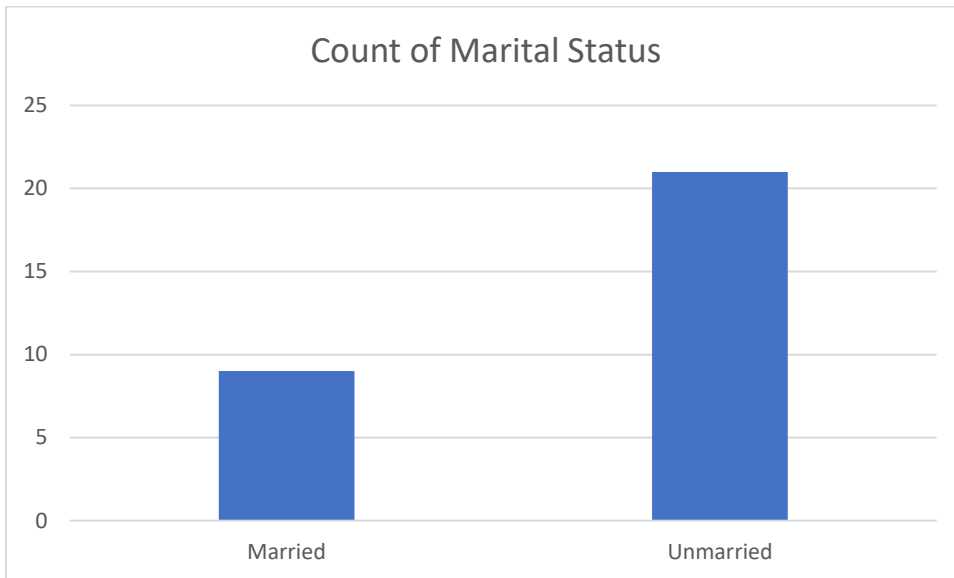
**Table 1.1 Educational Qualification**

Sr. No.	Options	Responses
1.	Under Graduate	10
2.	Post Graduate	13
3.	Diploma	09

**INTERPRETATION:**

A total of 30 employees responded to the survey. 10 of the 30 employees are under graduate, 13 employees have completed their post-graduation and the remaining 9 said that they have completed their diploma.

**Fig. 1.3 Marital Status**



**INTERPRETATION:**

A total of 30 employees responded to the survey. In this the majority of employees that is 21 are unmarried and 9 employees are married.

**Fig. 1.4 In case the grievance has to be immediately redressed to whom do you communicate?**



#### INTERPRETATION:

A total of 30 employees responded to the survey. 9 employees in this case communicate to their reporting manager while majority of it communicates to the head of department and remaining 10 employees directly report to grievance committee.

**Table 1.2 Is the real basis of your problem identified?**

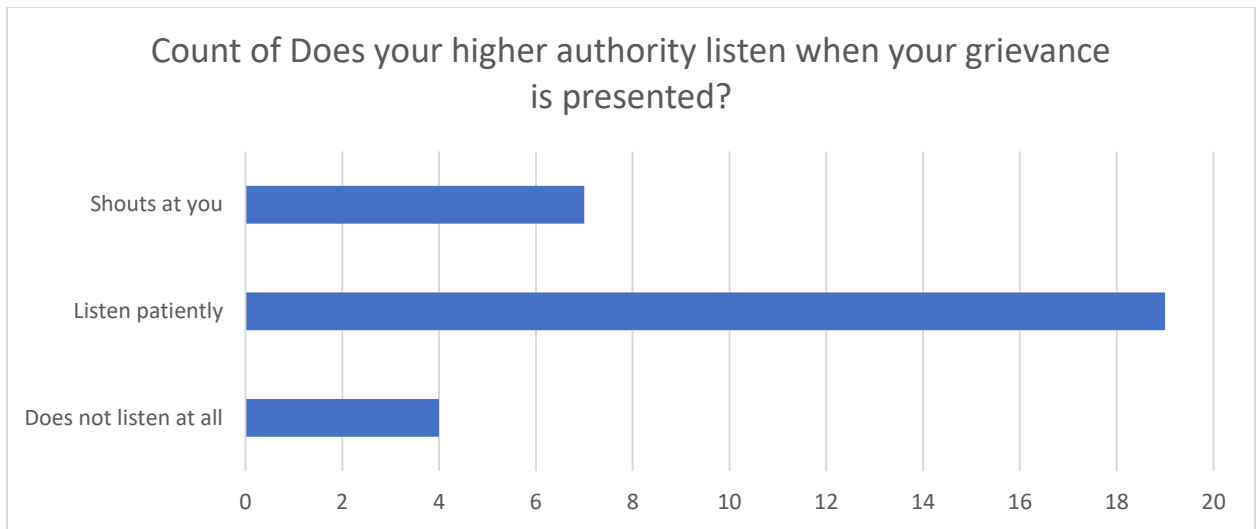
Sr. No.	Options	Responses
1.	Yes	09
2.	No	08
3.	Maybe	13

#### INTERPRETATION:

A total of 30 employees responded to the survey. Out of which 9 employees said that the real basis of their problem was identified while the 8 of them said that the real basis of their problem was not identified. On the other hand, 13 employee's respondent that maybe their real basis was identified.



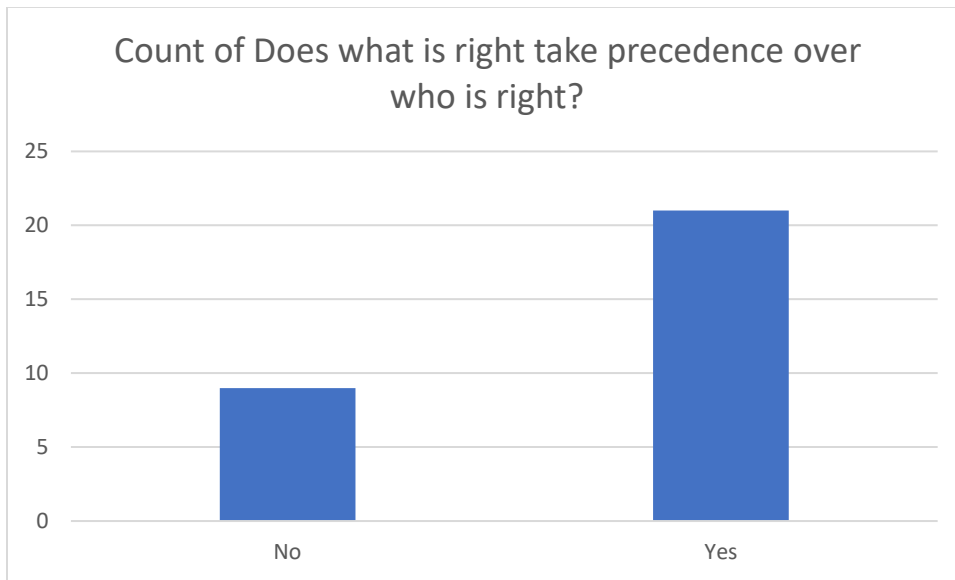
**Fig. 1.5 Does your higher authority listen when your grievance is presented?**



**INTERPRETATION:**

A total of 30 employees responded to the survey. A total of 7 employees said that the higher authority shouts at them while majority of them said that the higher authority listens to their grievance patiently and very few that is 4 employees said that the higher authority does not listen to them at all.

**Fig. 1.6 Does what is right take precedence over who is right?**



**INTERPRETATION:**

A total of 30 employees responded to the survey. Here majority of the employees that is the count of 21 said that more importance is given to what is right rather than who is right and very few said that more importance is given to who is right rather than what is right.

**Fig. 1.7 Are you constantly informed what is being done about your grievance?**



INTERPRETATION:

A total of 30 employees responded to the survey. Majority of the employees said that they were being constantly informed about their grievances, while 9 employees said that they were rarely informed about their grievances and very few that is 5 of the employees were not informed at all about their grievances.

**Table 1.3 Has the mechanism been followed resolves your grievance?**

Sr. No.	Options	Responses
1.	Yes	12
2.	No	13
3.	Maybe	05

INTERPRETATION:

A total of 30 employees responded to the survey. Only 12 of them said that the mechanism that was followed to solve the grievance resolved it while a majority of them responded that the mechanism could not help resolve their grievance. And a very few employees felt that maybe the mechanism solved their grievance.

**Table 1.4 How do you feel about the decision given corresponding to your grievance? Is it;**

Sr. No.	Options	Responses
1.	Highly Satisfactory	16
2.	Moderately Satisfactory	10
3.	No satisfaction	03

#### INTERPRETATION:

A total of 30 employees responded to the survey. Majority of the employees were highly satisfactory about the decision whereas 10 of the employees were moderately satisfactory and the remaining 3 employees were not at all satisfied with the decision.

## Project Findings

In the data collected and analyzed in the earlier heading I found the following findings:

- A total of 30 employees responded to the survey. In the survey, 20 respondents are male while the remaining 10 respondents are females.
- Majority of employees are qualified, well experienced and between the age group of 21 and above.
- A total number of 10 employees feel that the real basis of their problem was identified.
- Less is made of employee participation, ideas and suggestions by the manager.
- The majority of workers believe that the higher authority listens calmly to their complaints.
- Management gives importance to what is right rather than who is right while solving the grievance.
- Majority of the employees were being informed about their grievances.
- The majority of employees claimed that their issues were resolved by the process used to settle concerns.
- Majority of the employees were highly satisfied about the decision taken correspondence to their grievance.

### Suggestions

- Supervisors must encourage employee engagement, ideas and suggestions as this will inspire workers and increase their level of job satisfaction.
- It is possible to put in place a system of suggestion boxes that will make it easier for staff members to contribute ideas for how to organize themselves and perform better.
- Time barrier must be fixed to solve problem at different levels which will encourage the employees to express their grievances.

## Conclusion

One of the main contributing factors to an employee's performance is a grievance; resolving the grievance will boost job satisfaction and employee productivity, which will benefit both the employees and the organization.

Grievance management is a significant challenge for the organization because employee expectations are rising as a result of lifestyle changes. Employee expectations are high and it is impossible to meet them all.

### Learnings

- Helped to create Induction Sheet for new joiners.
- Have assisted in giving access cards to casual workers and housekeeping workers.
- Arranging the files of the employees in their respective sections.
- Helped in coordinating and conducting Apprentices Interview.
- Assisted in sending offer letter to new joiners, their on-boarding and completing the documentation work.
- Updating medical reports for the year in the excel sheet.
- Uploading the scanned files of the employees in the SAP.



## References:

## References

(n.d.). Retrieved from <https://www.lupin.com/>

Lawrence Nurse, D. D. (2007). Grievance management and its links to workplace justice. *Employee Relations* 29 (1), 89-109.

Sueur, A. L. (2012). Designing redress: who does it, how and why? *Asia Pacific law review* 20 (1), 17-44.

## Annexure

1. Name:

2. Gender:

- Male
- Female

3. Age:

- 21-25
- 26-30
- 30 and above

4. Educational Qualification:

- Diploma
- Under graduate
- Post graduate

5. Marital Status

- Married
- Unmarried

6. In case the grievance has to be immediately redressed to whom do you communicate?

- Reporting Manager
- Head of Department
- Grievance Committee

7. Is the real basis of your problem identified?

- Yes
- No
- Maybe

8. Does your higher authority listen when your grievance is presented?

- Listen patiently
- Shouts at you
- Does not listen at all

9. Does what is right take precedence over who is right?

- Yes
- No

10. Are you constantly informed what is being done about your grievance?

- Very often being informed
- Seldom being informed
- Does not inform at all

11. Has the mechanism been followed resolves your grievance?

- Yes
- No

12. How do you feel about the decision given corresponding to your grievance?

Is it;

- Highly satisfactory
- Moderately satisfactory
- No satisfaction

## Specimen of Grievance Redressal System

### Preliminary Steps

- a) Attempt to resolve the grievance directly.

The employee should try to resolve the matter directly with the individual or people who are the subject of the grievance, if they feel comfortable doing so. The employee might discover that the other party was unaware of their complaint and that a direct resolution is possible.

- b) Report the grievance to management.

Employees should report grievances to their line managers in the first instance if they do not feel comfortable approaching the party involved, have attempted to do so but were unsuccessful in doing so, or if there is no other party engaged.

Following the filling of a grievance, the line manager will make reasonable efforts to hold a first meeting with the employee to discuss;

- Elicit information about the employee's specific complaint and their proposed solution.
- Describe the personal grievance process in detail.
- Identify whether they are the right person to address the complaint. This involves evaluating if they have the required power and are capable of handling the complaint fairly. The line manager will send the issue to the HR Manager or another more suitable supervisor if they believe they are unable to resolve the employee's personal complaint.

### Step 1: Informal Procedure

The complaints can frequently be settled by a variety of informal actions. According to the specifics of the complaint, such actions may be taken. Among other things, possible actions might be:

- The line manager discussing the matter with the individual who is the target of the complaint; or
- To address the matter and move forward, the line manager will arrange a meeting between the parties.

The informal process can be used to settle a lot of personal disputes. The grievance may be moved to the next step, which involves more official procedures, if the line manager believes the informal method is inappropriate and the complaint is serious enough.

### Step 2: Formal Procedures

This step entails a formal investigation of the complaint and a choice regarding the best course of action. The HR Manager will handle this in the initial stages.

The investigation often entails gathering information on the complaint before drawing conclusions based on the material at hand. The HR Manager will offer suggestions on the grievance after a conclusion has been reached.

### Step 3: Appeal

The employee has the right to appeal the decision to the Grievance Committee if they are unhappy with how the formal investigation turned out.

### Step 4: Referral to an external mediator

The grievance may be submitted to an outside mediator if all parties (including Lupin Limited) concur that mediation may be suitable in resolving the issue.

### Possible Outcome

The result will differ based on the type of complaint and the processes used to handle it. A person may face discipline if an investigation reveals that they participated in behavior that violated the Lupin policy. The content of the complaint and other pertinent consideration will determine the type and severity of disciplinary action.

If the investigation reveals that the person who was complained about committed substantial wrongdoing, this could lead to immediate dismissal. Any disciplinary action is a private matter between Lupin and the impacted individual.

### Other Procedural Issues

While a personal grievance is being resolved in accordance with these guidelines, business as usual will continue. To ensure an effective and equitable handling of the complaint, Lupin expects cooperation from all parties affected by it. Any person who victimizes or retaliates against a person who has filed or is involved in a personal grievance matter under this policy, shall face disciplinary action. Such a move can involve firing an employee.

### Confidentiality

The line manager will make every effort to ensure confidentiality, along with the HR Manager. However, in order to ascertain what occurred, provide fairness to those against whom the complaint has been made, and resolve the grievance, it might be necessary to speak with other workers or participants at the workplace.

Confidentiality is expected of all employees and other parties participating in the grievance, including the employee who filed the complaint. The complainant may speak with a designated support person or representative (who is not an employee employed or retained by Lupin) about their grievance. However, the representative or support person must also uphold confidentiality.

A person may face punishment for violating confidentiality.

#### Documentation

Resolutions of individual complaints resulting from the informal process may, when deemed appropriate, be written down and signed by all parties. In most cases, it won't.

Personal grievance documentation must be included in an employee's personnel file, unless there has been the complaint led to any disciplinary action being taken. A copy of any disciplinary actions history that is obtained as a result of a formal inquiry shall be added to the personnel file of any disciplined individual.

#### Access to support and representation

At any point during the grievance procedure, the employee may consult their line manager, supervisor or a support person. If desired, an employee may bring a support person to grievance meeting.