



Goa University
Goa Business School
Department of Management Studies

Internship Final Report

Mormugao Port Trust



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To,

Dr. R. Nirmala

Professor and Internship Mentor

Department of Management Studies

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Subject: Internship Final Report

Dear Ma'am,

This is my internship final report which is a requirement for fulfillment of the MBA course and I am pleased to present to you the internship report made on- **Performance Appraisal System and Departmental Manual of MPT**. The report has been prepared based on the requirements and the guidelines approved by the university authorities.

According to the guideline has provided for me, the focus of the final report should be on data analysis, recommendation, and learning drive. Therefore, I tried my best to follow the guideline in every aspect of my report. This report includes project hypothesis, project data findings, project data analysis, the recommendation to the company, and derived learning. I hope that you will find this report worth reading.

I am earnestly thankful to you for your guidance during the internship and preparation of this report. Hope you will appreciate my hard work and excuse my minor errors. My immense gratitude for your cooperation, and consideration.

Sincerely,

Hussain Ali Satie

Abbreviations

MPT	Mrmugao Port Trust
MPSW	Ministry of Ports, Shipping, and Waterways
GAD	General Administrative Department
PAS	Performance Appraisal System
ODM	Organization Departmental Manual
HOD	Head of Department
ACR	Annual Confidential Report
PCA	Personel Cell- A
PCB	Personel Cell- B

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Abstract

The internship is a requirement for fulfillment of the MBA course. For doing so, I have been assigned to work as an intern in MPT which is a governmental agency. I have worked with the HR department at the company during my internship period. According to the university policy, we had to submit two interim reports during the internship period. Accordingly, I submitted two interim reports to my mentor, the first on strategic analysis of industry and company and the second on the project research plan. Now, this report is the final report of the internship period. Among the many work we have done in the company, we have done two very big projects which are Performance Appraisal System, and Departmental Manual of the company. The summary of the report of these two projects is described below.

In the first section of the report, I tried my best to describe the PAS of the company comprehensively. A performance Appraisal system is about measuring, comparing, guiding, finding, and career development of the employees in an organization. First of all, I made a comprehensive research plan for making a good project report. Subsequently, I worked on the data findings, data analysis, and derived learning of the project. Finally, I had some recommendations to the company for further improvement of the PAS of the MPT.

The second section of the report is regarding updating the Organizational Manual of the company. An Organizational Manual gives complete details about the work of all departments of the organization. This represents the organization of the department, the relationships between different people in the department, including their power and responsibilities, the rules and procedures that are followed to perform different tasks, the relationships between departments, and so on. First of all, I made a comprehensive research plan for making a good project report. Subsequently, I worked on the data findings, data analysis, and derived learning of the project which is the Organizational Manual. Finally, I had some recommendations to the company for better updating of the Organizational Manual of the MPT.

Subsequently, I wrote the conclusion and acknowledgment for this report, and at the end of the report, the resources that are used to build this project are listed.

Mormugao Port Trust

Introduction

The Mormugao Port, established in 1885 is one of the oldest ports on the west coast of India, with its beautiful and natural harbor, has been in the service of the nation in its economic development for more than a century. This port was declared the main port in 1963. Mormugao Port is an iron ore exporting port with an annual production capacity of about 50.02 million tons of traffic. Although the ore is predominantly load-bearing, since joining the ranks of India's major ports, it has steadily increased in bulk liquid volume and freight transport in general. Excellent facilities, high efficiency, efficient management, and a dedicated workforce all make this port one of the most efficient ports in the Indian subcontinent.

During the year 2019- 2020, all the cargo traffic handled by the port is around 160.17 lakh tonnes, and the port handled around 176.83 lakh tonnes during the year 2018- 2019. Therefore, cargo transportation has decreased around 16.66 lakh tonnes in the year 2019- 2020 compared to 2018- 2019. And this decrease can be attributed to the impact of the COVID-19 on the work of the port.

Mormugao port trust is connected through the road with the other part of the country. Two main roads (NH-17 and NH-4A) have been connected to the port with the rest of the country. At the same time, the port's railway system is connected to the south railway system, through which it is linked to the Konkan railway. Both these railways facilitate the connectivity of the ports with every part of the country.

Mormugao Port Trust is a governmental organization that operates under the Ministry of Ports, shipping, and Waterway. MPT has almost eight departments that each department is divided into so many sections. Now a day, around 1400 employees are working at the MPT. The employees are evaluated based on the new online system which is called "Sparrow". Performance Appraisal System is a new system which is implemented at the company for one year. This is a new system and the employees are satisfied with this system now. I have worked on the PAS of MPT and the details of the project will be discussed in the following section. Also, I have worked on the Organizational Manual of the MPT, and the details of the project which includes data analysis, derived learning, and recommendation to the company will be described in the next section.

First project

MPT's Performance Appraisal System

The MPT's Performance Appraisal System was previously an offline system known as "Confidential Report". This system has been used in the company for many years and the performance of employees has been evaluated based on this system. But, due to some problems with the system, the Ministry of Ports, Shipping, and Waterways decided to create a unified online performance appraisal system. Therefore, last year, the Ministry succeeded in implementing the new online system at all levels of the Ministry, especially at MPT. The new system, which is an online system, is called "Sparrow". According to this system, all company officers are required to have a user account to evaluate their performance accordingly.

The new performance appraisal system has four rotational stages. First, this is an online portal where all appraisees and appraisers have their ID and password to log in. In the first stage, they have to enter the portal with their ID and by filling out the form, they can register their performance. The officers must upload their digital signatures when filling out and submitting the form. The appraisee as well as the reporting officer must upload their digital signature when filling out the form. In the second stage, after filling the form by the officer, the form will go to the reporting officer for giving the score or mark. The performance is recorded by the relevant officers after the review and transferred to the next stage. There are different time limits for each step. Each time the performance review is transferred to the next step, the next review step is performed. In the third step, the reviewing officer will give the mark for the appraisee and it will be submitted to the next step. The final review and evaluation report will be done by the Deputy Chairman. He will be responsible for reviewing the final evaluation and publishing it on the portal itself.

It would be good to have a brief overview of our activities in this project. Since February 8, we have been assigned to this project to solve officers' problems in filling out the form. There were 8 departments with so many sections, and We have been started from the finance department and ended up in the general administrative department. Our work process was such that we first had a meeting with the head of the department and they provided us with a list of people who had problems with filling out the form. Accordingly, we solved all the employees who had problems with the forms. In addition, we interviewed the heads and officers of each department about the new and old performance appraisal system and their differences. We also

discussed with them the effectiveness and usefulness of the appraisal system. This led us to gather enough information about the company's performance appraisal system. We also monitored their performance during the work and gathered information about the company's operating system from this perspective.

It should be noted that, in the following sections, my focus is on the data finding, analysis, derived learning from the internship, and recommendation to the company.

Project Data Finding

We were assigned to this project to identify and assist those who have difficulty filling out the performance appraisal form. The performance appraisal system is one of the most important parts of the organization. By evaluating its employees, companies can measure the performance of their employees as an individual and the performance of the company as a whole. When we have started working on this project, we gathered a lot of information about different parts of the company. We took the opportunity to interview all department HODs and ask them about the problems and advantages of the PA system, and they answered us in a friendly way about the performance appraisal system. They also provided us a list of officers who had problems with filling out the form, and we met with all of them and discussed the problems.

MPT has eight departments, each of which performs specific tasks. We have been started working from the financial department and finished in the general administrative department. It was hard work but heart-warming. We met with lots of officers and learned a lot from their experiences and told them what we had learned in the classroom and from books. We figured out the following information from different parts of the MPT. Our findings are categorized as follows:

- First, to understand the functions of the company we started the work with the study of the different documents of the MPT. For gathering data about a specific project we need to know about all the organization working processes and functions. We gathered some information from company annual reports, company records, documents, and books and journals. Then we have started practical work with the different departments of the MPT.
- We began working in the finance department. The finance department is one of the main parts of the MPT. When we interviewed the finance department's HOD, he said

that, out of the total officers of the financial department, only 6 officers did not fill out the performance appraisal online form and have problems with filling out the form. Therefore, we met with them and asked about their problems. There were two main problems with filling out the form. The first problem was with the connection between the Aadhaar Card with the phone number which is connected with the online form. The second problem was the lack of awareness of officers about the new appraisal system. Also, lack of the holding of training to inform the employees about the new system, and dissatisfaction of some employees from the appraisal system was another problem in this department.

- Then we met with the head of the Mechanical Engineering Department (MED) to figure out the problems of this department. We interviewed with the HOD and ask him about the new system and the officers who are not filling out the form. He said, out of the total officers of the MED, only 6 officers did not fill the form. Also, he added that the main problems with filling out the form are the lack of holding the training about the way how to fill out the form and unawareness about the advantages of the new system. Also, in governmental organizations, promotions are made based on seniority and experiences not based on the performance of the officers. Because of that some of the officers not willing to fill out the form. When we met the officers, there were two main problems with filling out the form. The first problem was with the connection between the Aadhaar Card with the phone number which is connected with the online form. The second problem was the lack of awareness of officers about the new appraisal system, and they didn't know how to fill the form.
- Then we met with the HOD of the Civil Engineering Department. And ask him about the PSA and about the department's officers who didn't fill out the form. As we figured out, the main problem was the training issues and pressure of work. Out of the total officers, 3 officers didn't fill out the form. When we met with them, the main problem with filling the form was the lack of information on how to fill out the form and the problem with the Aadhaar Card.
- We interviewed with the HOD of the Traffic Department. The main problem with the traffic department regarding filling out the sparrow form was the lack of knowledge of how the fill out the form and the Aadhaar Card. Out of the total officers working in the traffic department, 7 officers didn't fill out the form.
- We met and interviewed the deputy of the Medical Department. We asked him about the department's problems regarding the PAS. He told us that the main problem with

the new PAS is the lack of the holding of the training about the new system. He said, some of the officers even don't know how to fill the form. Before we visited the MD, the deputy of MD was helped all the officers to fill out the form and there was nobody who didn't fill out the form.

- The Marine department is the core of the MPT. We met and interviewed with the HOD of the marine department and he answered our all questions in a friendly manner. Out of officers who are working in the Marine Department, 3 officers didn't fill out the form and the main problem was the Aadhaar Card problem and the pressure of work in the department.
- Then we met and interviewed with the HOD of the Vigilance Department. 3 officers didn't fill out the form. The main problem was the difficulty with filling out the form and the Aadhaar Card problem.
- Also, we met with one officer of the GAD. All the GAD officers filled out the PAS online form. There was no difficulty with filling out the form. We figured out that the only problem of the PAS is that there are no rewards based on the performance of the employees.
- Lack of a reward system based on the performance appraisal system at MPT. As we figured out there are no rewards for those who have a good performance in the company.

Project Data Analysis

Data analysis is a very major part of a project. The purpose of data analysis is to extract useful information from data and make decisions based on data analysis. As I mentioned in the previous section, all the data have been gathered through interviews, observation, and practical work. The main objective and our mission in this project were to find out the officers who didn't fill the PA form and solve their problems. Also, this project aimed to know everything about PAS at MPT and compare it to theories we have been studied at the university.

The new PAS in MPT is an online system, called "Sparrow". The system is new in the company and some of the officers didn't know how to fill out this online form, because there was an offline system before implanting the new system, called "Confidential Report". When we interviewed, discussed, and worked practically with all HODs and Officers, we figured out that the 28 officers out of the total officers of all departments didn't fill out the online form.

What were the main problems with the officers who didn't fill out the online form? As we discussed and interviewed the officers, there were three main problems. First, some of the officers had a problem with their Aadhaar Card. The second problem was a lack of knowledge of the new system and the third problem was the pressure of work on some of the officers.

Based on the instruments of the organization and our knowledge about the PAS, we worked with the officers who had problems with filling out the form and discussed the advantages of the performance appraisal system, and also solved their problems. The work we have done with the officers classified as follow:

- We discussed and worked with officers who had problems with their Aadhaar Card. The problem was that the phone number was not updated with the Aadhaar Card and the OTP has not come to the phone number for login to their account. The only way for solving this problem was to take an appointment in the governmental office that is in charge of solving the Aadhaar Card problem and there was a bank that also could solve the problem of the Aadhaar Card. Based on our advice, all the officers took an urgent action to solve problems with their Aadhaar Card. In a short period, all officers went to the mentioned offices and solved their problems.
- We worked, discussed, and interviewed the officers who had a problem with filling out the form. Some of the officers had a problem with technology and even some of them didn't know how to fill out the form. Also, there was an internet problem with some of the officer's computers. First, we gave some information about the advantages of the PAS to them. Then, we helped them to fill out the online form. Second, we trained them on how they can fill out the form in the future. All the problems of the officers have been solved.
- We met with those who didn't have time to fill the form. There was the pressure of work on some of the officers, even some of them didn't have time to fill out the form. We discussed with them the benefits and advantages of the performance appraisal system based on our understanding from the MBA course. They welcomed us and took urgent action to fill out the form for further process.

It is worth mentioning that the project was an interesting and learning project. As I mentioned in the above points, we solved all the problems of the officers who had problems. The problems of the officers were solved completely (100%). We learned so many things from officer's

experiences and transferred to them some information about the performance appraisal system based on our understanding.

Subsequently, the difference between old and new PAS, effectiveness, and challenges of performance appraisal system at MPT will be discussed as follow:

Difference between Old and New PAS at MPT

The old PAS in MPT was an offline system, known as “Confidential Report”. According to this system, the performance of the employees of the organization is evaluated once a year. Evaluation usually took place at the end of the year. The new PAS is an online system which is called “Sparrow”. Because of some problems with the old system the government of India decided to implement a unified PAS at levels of the governmental organizations. The new system is more efficient than the old system. The main differences between ACR and Sparrow will be mentioned as follow:

- The old system was an offline system and the new system is an online system.
- The old system was very time-consuming and the new system is a time-saving system. Based on the old system the officers needed to fill out the offline form which was very time-consuming and they required a lot of time to fill the form. In the new system which is an online system, the officers can easily attach the required documents online.
- In the old system, employees were not aware of the results of their performance appraisals. They did not know what score they were given. The new system is cyclical, meaning that the result of the employees’ performance appraisal is returned to itself and the employee can see his/her score. If he/she is not satisfied, he can file a complaint and request for review of his/her marks.

Challenges of the PAS at MPT

It is clear that in any organization, the performance appraisal system has some problems that need to be solved. As we discussed and interviewed HODs and officers, we figured out some problems in the PAS at MPT. Therefore, in MPT, the performance appraisal system has some problems that are mentioned below:

- The system is very complex - To get a better result from the system, a simple and general understanding of the system must be designed. The performance appraisal system in MPT is very complex. To log in, the employee must receive multiple OTPs to log in. The system is connected to the employee's E-mail address, telephone number,

and Aadhaar card. This has led some employees to show little interest in filling out the form.

- No Rewards - In MPT, rewards or promotions are completely separate from an employee's performance appraisal points. When there is a weak link, employees and managers are unlikely to take the process seriously.
- There is no comprehensive team evaluation - although in MPT team members are evaluated, there is no simultaneous overall team evaluation. Often the potential workers on the team are not considered at all.
- Appraisers are not trained - In MPT, officers are not trained on how to evaluate and give honest feedback. Because this system is new and has been implemented in MPT for a year.

Effectiveness of PAS at MPT

The performance appraisal system in MPT was traditional and the company is now implementing an online system, which has some advantages for the company. An effective performance appraisal system provides a useful way to motivate employees to achieve their personal goals, measuring performance against the goals of the team and the organization.

As we discussed and interviewed HODs and officers of the various departments of the MPT about the performance appraisal system, they moderately agreed with the effectiveness of the new performance appraisal system. They noted that the old system was not very effective and the new system is expected to be more effective in achieving the company's goals. Some of the advantages of the PAS of the MPT will be mentioned as follows:

- The online performance appraisal system of MPT is less time-consuming. One of the advantages of the system is that the officers can log in to their ID and attach the required documents and also the reviewing and reporting officers easily by entering their ID can evaluate their subordinates.
- The system provides quick communication between appraisers and appraisees. This system is an online and cyclical system. The result of the performance appraisal reaches the appraisee at the end. The advantage of this system is that the appraisee can request a performance review if he/she is not satisfied with the result.

Recommendation to the Company

As I mentioned in the section on MPT's performance appraisal system challenges, the performance appraisal system of MPT has some problems and gaps. To solve the current problems and the future problems of the company's performance appraisal system, I will suggest the following points based on my understanding from the MBA course and books and theories I have read during my academic journey:

- **Simplification of System:** for solving the current problem of the PAS at MPT, the government should simplify the system. The system is so complex, for entering the system requires an e-mail, two time OTP number. This is very boring for officers who are filling the form. The government should make it possible that the employees can enter their IDs only by e-mail or phone number.
- **Training and Development Program:** To solve the current problem of employees in knowing better the performance appraisal system, the organization should hold a training program for all employees of the company. Because this is a new system that is being implemented in the company and most of the employees are not aware of this system. Therefore, by holding training, the employees' problems in filling out the form will be solved and the employees will become more aware of the system.
- **Trained Appraisers:** Assessor training can be more effective in the future. Common errors in evaluation and scoring can be minimized or eliminated by the training of evaluators. However, the effects of training seem to diminish over time. Therefore, there is a need for fresh sessions and continuous training.
- **Establish a Reward System:** Another suggestion to the company is to create a reward system for accurate evaluators and those who perform well in the company. Managers who conduct appraisals need to understand that conducting accurate assessments is in their personal and professional interest. The company can reinforce this feeling by rewarding. Therefore, rewards for employees who have performed best in the company can also motivate them to work better in the future and encourage those who have not performed well to perform well in the future.
- **Employee Promotion Program:** The promotion of employees should be based on the performance of the employees. The organization should have a regular employee promotion program. Employee promotion should be based on employee performance, which will make all employees perform better.

Derived Learning

Practical work in the workplace is a little different from what we have studied in the books and MBA courses. Without enough experience, it is difficult in the first step to adapt to the work environment and practical work. So, starting practical work is a great experience to prepare for the next job. An internship allows an intern to become familiar with the work environment and prepare to be hired at a later stage, as well as to understand how theories become practical in the workplace. Therefore, by doing a variety of tasks at MPT, my participation in this internship allowed me to explore different work environments and organizational cultures, learned to interact with different personalities, and help me determine the appropriateness of job opportunities in this field.

Practical work in MPT allowed me to improve my skills in two dimensions, one personal skill and the other in organizational concepts. I would like to mention the effect of an internship on my professional career as follows:

- **Problem-solving:** As we have studied in the HR course, one of the important skills of an HR specialist is problem-solving skills. So, the first task we were assigned was to identify and solve employees' problems in different departments of the MPT. This allowed us to increase our problem-solving skills by communicating with different employees and solving their problems.
- **Communication skill:** Communication skills cover, verbal and written communication and listening. It is about being clear, concise, and focused. Therefore, it helps to set your message to the audience and listen to the opinions of others. Working in MPT made us deal with different people from different sectors and all of our work was communication-based work. Communication with different officers in the workplace has helped me a lot to improve my communication skills. So, my verbal and written communication is increased. Also, I learned how to deal and communicate with different people in the workplace and out of the workplace.
- **Time Management:** Time management is the ability to use your time effectively and efficiently. Time management allows a person to make the best use of limited time in every aspect of life. Time is very precious and irreparable. Therefore, each person should be careful in using time and schedule his work according to the time limits. Working at MPT helped us to realize more the value of time and time management. We moved to work in the morning and we had to be present at the office at a certain time,

then the practical work started according to the schedule. This avoided wasting time and helped to achieve the goals of the organization.

- **Professional Knowledge Improvement:** My field of specialization is HR. my internship in MPT was also in the HR field. Practical work improved my skills and expertise in the HR area. I learned so many things about recruitment, selection process, training and development, organizational changes, job analysis, promotions, rewards and compensation, employee relationship, hierarchical relationships, and performance management. I learned about all the HR functions but this project was about performance management, now my focus is more on the performance appraisal system. one of the most important parts of HR is performance management. I learned how performance management works in the MPT. Before entering the MPT only I studied PAS, but I didn't know how the performance appraisal is implanting in the organization. When I was assigned to work on PAS in the company, I learned everything about the performance appraisal system in a practical environment. I learned where the evaluation work starts and ends and what steps it goes through. It was very learning and interesting and I understand everything about it.
- **Project-Related Skills:** Project-related skills allow you to complete a project more successfully from start to finish. Regardless of your role on the team, improving project management skills can have a direct impact on the team's ability to take on responsibilities. Many skills in project management can improve your performance, but require practice and development. The skills such as communication, problem-solving, technical writing, reporting, research, and time management needed to be improved. When I start working on the PAS project, I learned and understood so many things about project-related skills. Our work was teamwork, and we learned how to work in a team and how should act as a part of the team. At the same time, we improved our problem-solving, time management, and communications skills. It worth mentioning that the practical work at MPT helped me to improve my skills in writing, research methodologies, and report writing.

It is worth mentioning that working in MPT was one of the best experiences in my academic journey.

Second Project

MPT's Departmental Manual

The Department Manual is a combination of policy and procedure written for a specific section. In this guidebook, all the responsibilities and duties of a department are clearly stated. Separate manuals have been prepared for the different sections. A departmental manual gives complete details about the work of a department. This represents the organization of the department, the relationships between different people in the department, including their power and responsibilities, the rules and procedures that are followed to perform different tasks, the relationships between departments, and so on.

MPT is a very large organization that has different departments. Each department is divided into smaller sections, each with specific tasks. To facilitate the work and for the awareness of the employees of each department, a departmental manual has been written for each department so that each department can carry out its work accordingly. The MPT's Organizational Manual was updated in 2010, now the company authorities decided to update the company's manuals. Recently, some of the duties and responsibilities of the departments and sections shifted to other departments and sections and some new responsibilities have been added to the departments. Therefore, it is time to bring some changes to the Organizational Manual. We were assigned to work on the changes that came in the manual and some other changes were to come. It is worth mentioning that we started by reading the entire old Organizational Manual. Then we started practical work with different sections of the General Administrative Department (GAD). The details of this project will be discussed as follows:

Project Data/Findings and Analysis

After finishing our first report we were assigned to a new project that was about Organizational Manual. An Organizational Manual gives complete details about the work of all departments of the organization. This represents the relationships between different people in the department, including their power and responsibilities, the rules and procedures that are followed to perform different tasks, the relationships between departments, and so on.

MPT is a large governmental organization that has different departments. Each department is divided into smaller sections, each with specific tasks. To facilitate the work and for the awareness of the employees of each department, a departmental manual has been written for

each department, so that each department can carry out its work accordingly. The Organizational Manual of MPT was updated in 2010, after 10 years some new changes happened in the duties, responsibilities, and tasks of different sections of the organization. Therefore, recently the MPT authorities decided to update the MPT's, Organizational Manual.

Due to COVID- 19 pandemic, and state-level restrictions we were advised to work on the GAD Manual. GAD has a total of 11 sections, and each section has specific duties, responsibilities, and tasks. We started working on different sections of the department. We began working from General Sections and finishing up with the Accounts and Dispatch Section. We interviewed responsible officers about their current duties and responsibilities and also about the duties and responsibilities which are mentioned in the Organizational Manual. We gathered and received the following data and information from various parts of GAD, and each section information and data will be mention and analyze separately as follows:

- 1. General Section:** One of the main sections of GAD is the General Section. Most of the necessary works of the department is doing in this section. The General Section deals with general administrative matters like indents and repairs of office equipment, uniforms, and monsoon clothing and telephone bills. First, we started working with the reading of the Departmental Manual of GAD. We read all the duties, tasks, and responsibilities which are doing by the General Section and which are written in the Organizational Manual. Also, we interviewed the responsible officer of the General Section. We asked about the departmental manual, tasks, and duties of the section, and also about some changes which came to the duties and responsibilities of the mentioned Section. The responsible officer provided us all the documents we needed. We figured out that some duties and responsibilities of the section have been removed and some new responsibilities are added to the mentioned section. The comparative discussion of the company's current and future Handbook based on my findings and with due attention to the reference and orders of the company's authorities are as follows:

Responsibilities and Duties which are Written in Departmental Manual

- Preparation of annual list of holidays;
- Addition to the changes in general/restricted holidays;
- Supply of uniform, monsoon wear/winter wear/chappals/ shoes;

- Issue/replacement of identity cards to employees/ pensioners of GAD. But, with due attention to the reference and orders by the company's authorities, this duty is not done by the General Section anymore. This task is transferred to the CME department for further process.
- Inspection report/audit MEMA received from internal section/RAO;
- Payment of telephone bills of the port. But, with reference order (2784), and the Board meeting on 16/12/2016, this duty is shifted to the CME department and General Section is not responsible for this task anymore.
- Annual administration report and annual report;
- Observance of the days of national importance;
- Receipt/issue of soaps and towels for GAD;
- Annual maintenance contract of Cyclostyling machine, fax machine, water purifier, Xerox copier machine, comb-binding machine, books, and publication. But, according to the Secretary's decision, this task is transferred to the CME section and the mentioned section is not responsible for this task anymore.
- Issue of permission for photography/ video shooting/ filming;
- Processing of hired car bill through SAP;
- Implementation of Hindi as an official language;

Current Duties and Responsibilities

- Preparation of annual list of holidays;
- Additions to annual list holidays;
- Supply of uniforms/monsoon wear/winter wear/chappals/shoes;
- Inspection report/audit MEMA received from internal section/RAO;
- Annual administration report and annual report;
- Observance of the days of national importance;
- Receipt/issue of soaps and towels for GAD;
- Issue of permission for photography/ video shooting/ filming;
- Processing of hired car bill through SAP;
- Implementation of Hindi as an official language;

2. **PCA Section:** The Personel Cell-A (PCA) Section is one of the important sections in GAD. The function includes the activities such as filling up the vacant posts of Class - I & II officers and Class-III & IV employees of common categories by promotion

and direct recruitment. We interviewed the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of the PCA Section. Based on our findings and observation and the information we gathered, there were no specific changes in the duties and responsibilities of this Section. The current duties are the same as written in the Departmental Manual. There is no need for changing the duties and responsibilities, everything is going on accurately.

3. **PCB Section:** Personnel Cell- B mainly looks after the establishment matters of the GAD/establishment-related queries of all departments and examination of cases processed by other departments regarding Establishment matters/service matters for obtaining the orders/sanction of Dy. Chairman/Chairman. It also looks after the service matters of the employees of the General Administration Department. We started working by interviewing the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of the PCA Section. Based on our findings and observation and the information we gathered, there were no specific changes in the duties and responsibilities of this Section. The current duties are the same as written in the Departmental Manual. Everythings were going normally and there were no problems in the work process of this section.
4. **Hindi Section:** This section is one of the important sections in GAD. Hindi Section monitors implementation of Hindi as an official language as per the Official Language Act, issues necessary periodical Office Orders. We started working by interviewing the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of the Hindi Section. Based on our findings and observation and the information we gathered through interview and reading the Manual, there were no specific changes in the duties and responsibilities of this Section. The current duties are the same as written in the Departmental Manual.
5. **Industrial Relation (Labour Section):** Industrial Relation Section deals with all Labour Legislation, meetings with Unions, conciliation proceedings with ALC (C), RLC (C), attending Tribunal cases before CGIT (Central Government Industrial

Tribunal (Labour Court) I & II, Mumbai and Goa Industrial Tribunal. We started working by interviewing the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of Labor Section. Based on our findings and observation and the information we gathered, there were no specific changes in the duties and responsibilities of this Section. The current duties are the same as written in the Departmental Manual. The responsible officer said that there is no need for any change in this section and everything is going on normally.

- 6. Welfare Section:** Dealing with transport facility provided to Port employees, their families, CISF, Deepvihar High School, preparation of Tender documents of Hiring of buses, processing of claims of Spectacle frame reimbursement of all Port employees, processing scholarships claims, processing the request for assistance from a welfare fund, conducting Welfare Fund Advisory Committee meetings, processing of transport contractors' bills, etc. We read all the duties, tasks, and responsibilities which are doing by the Welfare Section and which are written in the Organizational Manual. Also, we interviewed the responsible officer of the Welfare Section. We asked about the departmental manual, tasks, and duties of the section, and also about some changes which are happened to the duties and responsibilities of the mentioned Section. The responsible officer provided us all the documents we needed. Therefore, we figured out that some duties and responsibilities of the section have been removed and some new responsibilities are added to the mentioned section. The difference between current duties and which is written in Organizational Manual of this section will be discussed as follows:

Duties and Responsibilities which is written in Organizational Manual

- The hiring of Bus services (Big 12 buses and 4 minibusses). This activity is written in the Organizational manual of the company, but this duty is not doing by the welfare section anymore. Based on order No (GAD/WEL/7-B/2234), which is approved by the Chairman, the mentioned section is responsible for doing this duty.
- Executing the contract by deploying buses. Based on the above-mentioned order the welfare section is not responsible for this duty anymore. This duty is transferred to another department.

- Annual scholarship to the port employees' children. This activity is doing by this section currently, but some changes happened to this duty based on order (GAD/WEL/1-A/2020/1189).
- Inviting the application for school/college bus transportation;

Current Duties and Responsibilities

- Annual scholarship to the port employees' children;
- Inviting the application for school/college bus transportation;
- Constitution of Welfare fund;
- Canteen maintenance and management;
- Routine works received day by day such complaints from employees or any other problems;
- Observance of the days of national importance;
- Housekeeping maintenance. This activity is doing by this section now and the contract of housekeeping is taking by the Civil Engineering Department.
- Corporate social responsibility (CSR);
- Maintenance and management of Gardens (Related to the area of port);

7. Housekeeping Section: With due attention to the interview we made with the Welfare Section responsible officer, most of the duties and responsibilities of this section are doing by the welfare section now a day. With due attention to the pandemic and restriction, we could not able to gather more information about this section. We are confused that still, this section is available in the company or not.

- **Board Section:** The Board section is mainly responsible for the conduct of meetings of the Board of Trustees, preparing Agenda on receipt of Board Items from the respective departments, duly approved by Chairman, a compilation of Proceedings of the Board meeting, payment of TA/DA to Trustees for attending the Board meeting, obtaining action taken report /Quarterly action taken report from respective dept to be put up as an Agenda Item for the next Board meeting, monthly statement to be sent to Ministry of Shipping. We started working by interviewing the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of Board Section. Based on our findings and observation and the information we gathered, there were no specific

changes in the duties and responsibilities of this Section. The current duties are the same as written in the Departmental Manual. Only some changes happened regarding the monetary issue which is needed for conducting of the board meeting. Conducting board meetings is one of the important duties of this section. Some changes happened to this duty of the section. The TA/DA advance payment for trustees for conducting the meeting changed from Rs. 10.000 to Rs. 30.000 and also the allowance payment for trustees changed from Rs. 250 to Rs. 3000.

- 8. Legal section:** Dealing with court matters in various courts, Arbitration/Eviction matters, signing of various documents before various authorities by LO Gr. I as an Attorney of the Board, Legal examination of various documents, Drafting of Agreements, Bonds, Deeds. We started working by interviewing the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of Board Section. Based on our findings and observation and the information we gathered differently, there were no changes in the duties and responsibilities of this Section. The current duties are the same as written in the Departmental Manual. Only some new responsibilities were added to this section for the further process but nothing was removed from this section.
- 9. Accounts and Dispatch Section:** Accounts & Despatch (A & D) section issues the Budget Control Slip (BCS) to all the sections of GAD as well as to some other departments. We interviewed the responsible officer for this section and observed the work process of mentioned section. Also, we read the Departmental Manual of the PCA Section. Based on our findings and observation and the information we gathered, there were no specific changes in the duties and responsibilities of this Section.

Recommendation

Organizational change management is an essential part of organizational management in every organization. Any change in a part of the organization requires a careful study of all its aspects. Changes are always made to improve the workflow. Therefore, in MPT, making a change in the Organizational Manual requires a careful study of the work process, the old Organizational Manual, and the requirements. Making a change in a part of the company is a kind of project. This project must have a specific period, specific resources, and a specific work team. Changes are being made to the MPT manual and are going to be made, but there are some problems and gaps in its management. To improve the workflow of the change project in the company's handbook, based on my understanding the following points are suggested to avoid wasting time and resources:

- First of all, making a change in every part of the company requires a skilled expert. Therefore, my suggestion to the MPT is to hire an external OD practitioner to do the best for this project. Because bringing change in any part of the company requires an expert study and only a skilled and experienced OD practitioner can do it.
- I suggest to the company that the company should form a team of representatives from all departments of the company. This team must work under the supervision of the company's human resources manager. The task of this team is to conduct its studies and advise an external expert on making changes in the Organizational Manual of the MPT.
- This project should be implemented in all parts of the company. I suggest that each department of the company because they have strong knowledge about the department and their tasks, should submit a proposal to the OD practitioner and company's team to make the project more successful.
- Interference and parallelism is a major problem in the company. A careful study must be done so that each task should be transferred to the right department. This helps to get tasks done accurately and quickly

Derived Learning

Practical work in the organization is different from what we have studied in the books and MBA courses. Without enough experience, it is difficult in the first step to adapt to the work environment. So, starting practical work is a great experience to prepare for the next job. An internship allows an intern to become familiar with the work environment and prepare to be hired at a later stage, as well as to understand how theories become practical in the workplace. Therefore, by doing a variety of tasks at MPT, my participation in this internship allowed me to explore different work environments and organizational cultures, learned to interact with different personalities, and help me determine the appropriateness of job opportunities in this field.

Practical work in MPT allowed me to improve my skills in two dimensions, one personal skill and the other in organizational concepts. I have participated in different tasks in MPT during my internship, but the second large project which was Organizational Manual updating helped me a lot in different aspects. I would like to mention the learning outcomes of the second project which was Organizational Manual updating as follows:

- Job Analysis is a very important topic in the HR field. For a better understanding of this topic, the study of the company handbook is crucial. This project helped me learn a lot about the Organizational Manual of the company. In the handbook, the tasks of all departments and sections are analyzed, and this helped me to understand how a task is analyzed in the workspace. Hierarchy and the beginning and end of a mission are important things that I have learned.
- Organizational change management is very important in every organization. It is very clear that for bringing changes to the organization the company should manage this work process accurately. I have understood how the changes are implemented and will be implemented. Although the change management in the MPT had some problems, we still learned good things about organizational change, because we were involved in the project.
- Communication is very important in the workplace and out of the workplace. Having better communication skills help to have better interaction with different people. So, working in MPT made me deal with different people from different sectors and all of my work was communication-based work. Communication with different officers in the workplace has helped me a lot to improve my communication skills. So, my verbal

and written communication is increased. Also, I learned how to deal and communicate with different people in the workplace and out of the workplace.

- Time management is the ability to use your time effectively and efficiently. Time management allows a person to make the best use of limited time in every aspect of life. Time is very precious and irreparable. Therefore, each person should be careful in using time and schedule his work according to the time limits. Working at MPT helped me to realize more the value of time and time management. I moved to work in the morning and I had to be present at the office at a certain time, then the practical work started according to the schedule. This avoided wasting time and helped to achieve the goals of the organization.
- Project-related skills allow you to complete a project more successfully from start to finish. Regardless of your role on the team, improving project management skills can have a direct impact on the team's ability to take on responsibilities. Many skills in project management can improve your performance, but require practice and development. The skills such as communication, problem-solving, technical writing, reporting, research, and time management needed to be improved. When I start working on the Organizational Manual project, I learned and understood so many things about project-related skills. Our work was teamwork, and we learned how to work in a team and how should act as a part of the team. At the same time, we improved our problem-solving, time management, and communications skills. It worth mentioning that the practical work at MPT helped me to improve my skills in writing, research methodologies, and report writing.

Conclusion

After going through the study I may conclude that the company Performance Appraisal System is a modern and online system that is being recently implemented in the company, and this system can open a better way for evaluating the company's employees. We were assigned to this project to help the officers who are not able to fill out the online form. We tried our best to solve the problems of the employees by filling out the online form. Therefore, in a short time, the problems of the employees were completely solved. But to improve the performance of the system, serious and continuous efforts are needed in the future.

The MPT Handbook, which was updated ten years ago, has undergone some changes during this time but is not mentioned in the company's Handbook. We tried to find resources and orders that led to changes in the duties and responsibilities of some departments. Because of COVID-19, we only worked on changes that came to the company's General Administrative Department (GAD). We found all the orders and resources that the changes are come based on. We have been listed all the changes and in the future, the company can update the Organizational Manual accordingly.

Acknowledgment

The internship that I have done in MPT was a great chance for learning and developing my professional career. So, I consider myself a very lucky person as I was provided this opportunity to be a part of this great organization. I'm very happy to have this chance to meet officers and professionals in different fields, each of whom had a positive impact on my future career.

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Best Regards,

Hussain Ali Satie

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