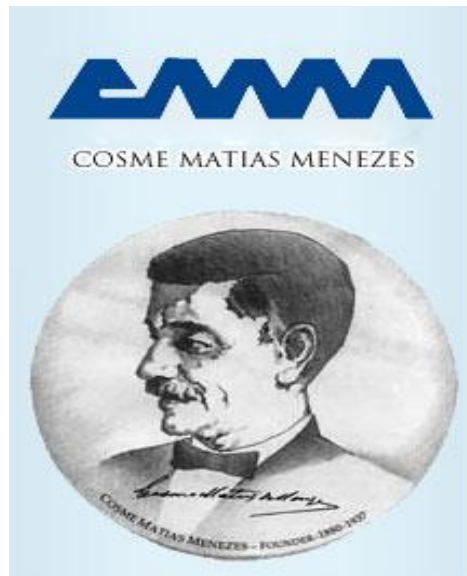


A PROJECT REPORT ON

Organization Development and Change Program at

CMM Group of companies



SUBMITTED BY: NAQIBULLAH SAFI
ROLL NUMBER: 2068

UNDER THE SUPERVISION OF

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GOA UNIVERSITY
GOA BUSINESS SCHOOL

2021-2022

DECLARATION

I, the student of M.B.A. Part II of Goa Business School, Goa University, hereby declare that the project entitled **“Organization Development and Change Program at CMM Group of companies”** has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of my faculty guide Ms. Priyanka U. Naik. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

Date: 9th May 2022

Place: Goa University

Name: Naqibullah Safi

Roll No.: 2068

CERTIFICATE



Established 1910

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Date: 07th May' 2022


INTERNSHIP CERTIFICATE

'This is to certify that Mr. Naqibullah Safi, student of "Goa University", has successfully completed his 16 weeks long internship from 07th Jan 2022 to 07th May' 2022 in "CMM Tradelinks Pvt Ltd".

During his internship programme we found him to be very sincere, confident & hard working.

We wish him every success in her life and career.

For CMM Tradelinks Pvt Ltd


Authorised Signatory



ACKNOWLEDGMENT

I would like to thanks Goa Business School for giving me the opportunity to do this internship in CMM Group of Companies. I would like to thank CMM Group for letting me do the internship in their organization. I would like to thank Ms. Priyanka U. Naik my internship supervisor for guiding me with the completion of this report. Also, I would thank my lecturer Dr Rajanala Nirmala who has helped me in acquiring this internship and has trusted me to work with CMM Group as an HR intern for the development of the Organization. I am also grateful to respected Mr. Dean Menezes CMM Group of Companies, Mr. Gourish Malevadkar, and the CMM team for being cooperative since my internship started at CMM Group of Companies.

Naqibullah Safi

Contents

DECLARATION	II
CERTIFICATE	III
ACKNOWLEDGMENT	IV
1. A BRIEF NOTE ON CMM GROUP OF COMPANIES	1
2. A BRIEF NOT ON STRATEGIC ANALYSIS	2
2.1 THE PESTEL ANALYSIS	2
2.2 PORTER’S FIVE FORCES ANALYSIS	4
2.3. VRIN ANALYSIS	6
2.4 SWOT Analysis.....	6
3. LITERATURE REVIEW	8
4. PROJECT QUESTIONS	9
5. PROJECT OBJECTIVES	9
6. PROJECT METHODOLOGY	9
7. PROJECT DATA ANALYSIS	10
8. PROJECT DATA FINDING.....	12
9. PROJECT CONCLUSION.....	18
10. PROJECT RECOMONDATION	18
11. LEARNING DERIVED.....	19
12. REFERENCES	20

1. A BRIEF NOTE ON CMM GROUP OF COMPANIES

In 1910, CMM was established by late Cosme Matias Menezes with the opening of a drugstore in Panaji, the capital of Portuguese ruled Goa. The drugstore expanded to two, then three. It grew and multiplied into many all over Goa to become the biggest importer after Shell in pre-liberation Goa for brands like Ciba, Sandoz, Eli Lilly, Johnson & Johnson and many others.

In the 1960's, with the liberation of Goa and its amalgamation into India, the group diversified from trading into manufacturing through joint ventures with leading multinational companies such as Beiersdorf AG, Germany, Shulton Inc., USA and Carter Wallace Inc., USA. In 1963 the foundation stone for the first manufacturing plant in Goa was laid; the plant went on stream in 1967.

Over the next three decades, the Group grew and expanded to employ several thousand people to manufacture & market numerous branded products across India, such as Old Spice cosmetics & Hansaplast plasters. In the mid 1990's, the Group was divided among the third generation of the Menezes family.

The CMM Group is in the medical devices, consumer plaster, logistics, distribution, and retail and infrastructure business and operates through a number of wholly owned or joint venture companies, with reputed multinational partners such as Beiersdorf AG and BSN Medical. The group has numerous market leading products in the segments that it operates, with world leading technologies in medical devices and consumer plasters being produced at state of the art manufacturing plants.

In addition, the group works closely with numerous multinationals such as P&G, Nestle, Reckitt Benckiser etc. to provide services across multiple areas. In 2018-19, the turnover of the group was approximately Rs. 750 crores and employed around 2000 people across India.

2. A BRIEF NOT ON STRATEGIC ANALYSIS

2.1 THE PESTEL ANALYSIS

organizations use the PESTEL framework for monitoring and analyzing the macro environment of an organization, to understand the long-term effects of the external factors on activities and performance of an organization and to develop appropriate strategies and find new directions and/or develop new plans accordingly.

The acronym of PESTEL stands for: P – Political, E – Economic, S – Social, T – Technological, L – Legal and E – Environmental factors that are explained in detail for CMM Group of Companies as a macro environmental analysis and is applicable to other organizations as well.

POLITICAL FACTORS

Political factors play a significant role in determining the factors that can impact CMM Group of companies' long term profitability in a certain market. CMM Group of companies is operating in Goods Wholesale Distributing in more than dozen countries and expose itself to different types of political environment and political system risks. The achieve success in such a dynamic Wholesale distributing industry across various countries is to diversify the systematic risks of political environment. CMM Group of companies can closely analyze the following factors before entering or investing in a certain market.

- Political stability and importance of goods Wholesale sector in the country's economy.
- Level of corruption - especially levels of regulation in Services sector.
- Bureaucracy and interference in Goods Wholesale industry by government.
- Legal framework for contract enforcement
- Trade regulations & tariffs related to Services
- Product labeling and other requirements in goods Wholesale

ECONOMIC FACTORS

The Macro environment factors such as – inflation rate, savings rate, interest rate, foreign exchange rate and economic cycle determine the aggregate demand and aggregate investment in an economy. While micro environment factors such as competition norms impact the

competitive advantage of the firm. CMM Group of Companies' can use country's economic factor such as growth rate, inflation & industry's economic indicators such as Food Wholesale industry growth rate, consumer spending etc to forecast the growth trajectory of not only --sectoryname-- sector but also that of the organization.

SOCIAL CONDITIONS

Society's culture and way of doing things impact the culture of an organization in an environment. Shared beliefs and attitudes of the population play a great role in how marketers at CMM Group of Companies' will understand the customers of a given market and how they design the marketing message for Goods Wholesale distributing industry consumers.

TECHNOLOGICAL FACTORS

Technology is fast disrupting various industries across the board a firm should not only do technological analysis of the industry but also the speed at which technology disrupts that industry. Slow speed will give more time while fast speed of technological disruption may give a firm little time to cope and be profitable.

Technology analysis involves understanding the following impacts -

- Recent technological developments by CMM Group of companies' competitors
- Technology's impact on product offering
- Impact on cost structure in Goods Wholesale industry
- Impact on value chain structure in Services sector
- Rate of technological diffusion

ENVIRONMENTAL FACTORS

Different markets have different norms or environmental standards which can impact the profitability of an organization in those markets. Even within a country often states can have different environmental laws and liability laws.

Before entering new markets or starting a new business in existing market the CMM Group of Companies should carefully evaluate the environmental standards that are required to operate in those markets.

LEGAL FACTORS

In number of countries, the legal framework and institutions are not robust enough to protect the intellectual property rights of an organization. A firm should carefully evaluate before entering such markets as it can lead to theft of organization's secret sauce thus the overall competitive edge. Some of the legal factors that CMM Group of Companies' leadership should consider while entering a new market are

- Anti-trust law in goods Wholesale distributing industry and overall in the country.
- Discrimination law
- Copyright, patents / Intellectual property law
- Consumer protection and e-commerce
- Employment law
- Health and safety law
- Data Protection

2.2 PORTER'S FIVE FORCES ANALYSIS

Developed by Michael Porter, a professor of Harvard business school, in 1979 the Porter's five forces analysis is used by firms to know the attractiveness and profitability of an industry.

Whereas organizations do keep an eye on their rivals Porter urges firms to look beyond of the competitor's action and examine other factors that has impacts on business environment. In order to make up competitive environment he introduces the five forces model that if used appropriately can help the organizations to be profitable. The forces are mainly designed for businesses and/or for-profit organizations.

The actual forces for for-profit organizations are:

1. Threat of New Entrants
2. Bargaining Power of Suppliers
3. Bargaining Power of Buyers

4. Threat from Substitute Products
5. Rivalry among the existing players.

Threats of New Entrants

New entrants in Wholesale distribution brings innovation, new ways of doing things and put pressure on CMM Group of Companies through lower pricing strategy, reducing costs, and providing new value propositions to the customers. CMM Group of Companies has to manage all these challenges and build effective barriers to safeguard its competitive edge.

Bargaining Power of Suppliers

All most all the companies in the Wholesale distribution industry buy their raw material from numerous suppliers. Suppliers in dominant position can decrease the margins CMM Group of Companies can earn in the market. Powerful suppliers in Services sector use their negotiating power to extract higher prices from the firms in Wholesale field. The overall impact of higher supplier bargaining power is that it lowers the overall profitability of Wholesale.

Bargaining Power of Buyers

Buyers are often a demanding lot. They want to buy the best offerings available by paying the minimum price as possible. This put pressure on CMM Group of Companies profitability in the long run. The smaller and more powerful the customer base is of CMM Group of Companies the higher the bargaining power of the customers and higher their ability to seek increasing discounts and offers.

Threats of Substitute Products or Services

When a new product or service meets a similar customer needs in different ways, industry profitability suffers. For example services like Dropbox and Google Drive are substitute to storage hardware drives. The threat of a substitute product or service is high if it offers a value proposition that is uniquely different from present offerings of the industry.

Rivalry among the Existing Competitors

If the rivalry among the existing players in an industry is intense then it will drive down prices and decrease the overall profitability of the industry. CMM Group of Companies operates in a

very competitive Wholesale distribution industry. This competition does take toll on the overall long term profitability of the organization.

2.3. VRIN ANALYSIS

VRIN analysis is a strategic tool which helps our organization to uncover and protect the resources and capabilities that give a long-term competitive advantage. VRIN stands for Valuable, Rare, Imitable and Non-substitutable resources which covers identification of all the potential key resources.

Resource or Capability	Valuable	Rare	Inimitable	Non-Substitutable	Competitive advantage
Research & Development	Yes	Yes	No	Yes	Temporary advantage
Positive Market Reputation	Yes	Yes	Yes	Yes	Long Term Competitive advantage
Leadership Team	Yes	Yes	No	Yes	Strong Competitive advantage
Awareness of the brand	Yes	Yes	No	Yes	Sustainable Competitive advantage
High Customer Rating	Yes	Yes	Yes	Yes	Realised Sustainable Competitive advantage

2.4 SWOT Analysis

To know the Strengths, Weaknesses, Opportunities, and Threats to an organization the organization conduct a SOWT analysis that helps them to focus on things in which the organization is good, improve things that causes deficiency and unproductivity, avoid, minimize and/or mitigate risks and take advantages of opportunities.

SWOT analysis helps an organization in making a strategy and/or strategic plan by identifying its strengths, weaknesses, opportunities, and threats, and will prioritize their activities for its growth.

Whereas strengths and weakness are internal factors of the organization and the organization can change it and has control over it, the opportunities and threats are the external factors on which the organization do not have any control but can take advantage of opportunities by grabbing them and prepare for avoiding the threats by developing appropriate plans.

The analysis is equally important to both the start-ups and existing organizations and can be conducted by the leadership of the organization.

<p>1. STRENGTH</p> <ul style="list-style-type: none"> ● CMM Group of Companies, is the only distributor of P&G company in Goa and South Maharashtra ● CMM Group of Companies run many franchises with numerous multinationals such as: P&G, Killogg's, Adani, Creamus, Marico, Jokey, Crompton, Cadbury and etc. ● CMM Group of Companies has vast number of skilled employees that lead to company's growth. ● CMM Group of Companies also deals furniture, home appliances and electronic goods. ● 2000 Plus Qualified Employees 	<p>2. WEAKNESS</p> <ul style="list-style-type: none"> ● No proper storage of documentation or data ● Lack of medical emergency services i.e Ambulance, First Aid kit ● Lack of complete information about competing companies ● Low salaries to employees ●
<p>3. <u>OPPORTUNITY</u></p> <ul style="list-style-type: none"> ● Generation of skilled and unskilled employment ● Career orientation ● Explorer in learning various department such as: Accounts, Sales, HR & Admin, Logistic and etc... ● Shared environmental protection and cleaning campaigns with other organizations. 	<p>4. <u>THREAT</u></p> <ul style="list-style-type: none"> ● When you dealing with distributor or franchises the competition is on the high stake. ● Due to heavy competition the chance of risk of losses is on the higher side. ● At the time of job recruitment employer promises are not fulfil to employee, hence employee like quite organization

3. LITERATURE REVIEW

We describe the new dialogic organization development (OD) fleshed out by Bushe & Marshak (2009). In comparing this approach with the old diagnostic OD, we explore the limitations of Lewin's (1947) unfreeze-change-freeze model for depicting organizational change over time. We develop an approach that more fully approximates an adequate temporal model of change by incorporating attention to sequence, timing, pacing, rhythm, and polyphonic dimensions present in change. We use this approach to explore longitudinally how the new OD came to be, as well as how it is now entrained with the old OD, and show that our approach reveals a number of dimensions of change that are masked by Lewin's model. We illustrate the use of our approach beyond OD to depict the temporal dimensions of Tushman & Romanelli's (1985) model of convergence and reorientation. Finally, we suggest next steps for theory, research, and practice.

This study examined the impact of an OD effort on organizational performance using a model of causal linkages in planned change which appears to underlie the OD approach to organizational intervention. Significant positive changes in target group attitudes and perceptions were found, as was significant positive change in quality of output and in profit. No change in the levels of productivity was found, and a strong positive correlation between those levels and levels for the industry as a whole was interpreted as indicating that this particular index of performance was outside the direct control of plant management and more a function of corporate policy and market conditions.

Analysis of past reviews helps define OD and critical issues: focus on structure versus behavioral process, and concern with performance versus people. A literature review shows how these conflicts are being resolved. Four major research issues are defined and discussed. The OD literature suggests (a) OD is now more a normal part of management, (b) the themes of structure and process have largely been integrated, and (c) focus on culture may help integrate conflicting values. OD is entering an exciting and productive new area of maturity and achievement.

4. PROJECT QUESTIONS

In order to implement the theoretical knowledge gained through my MBA in human resource management in Goa University, and based on CMM Group of Companies plan for development and change I have selected the project questions as:

- *How to plan and implement an organizational development and change program in CMM Group of Companies?*
- *How the HRM functions in CMM, is and how it should be?*
- *What Guidelines are required for carrying out Human resource activities in CMM?*

5. PROJECT OBJECTIVES

- To gain knowledge about the implementation of Organization development and change program at CMM
- To review practical implementation of the theoretical knowledge gained.
- To know human resource processes at CMM Group of companies.
- To acquiring knowledge regarding the wholesale distribution industry.

6. PROJECT METHODOLOGY

Data gathering for this project has happened through a primary source like interview and feedback from employees who are working in CMM and secondary source which was available for this organization.

Gathering the primary data: this kind of data was gathered through interview and written feedback from the staff who are working in CMM.

Gathering secondary data: this type of data was acquired through the written source which was available in the organization like project information, magazine, annual report, websites etc.

7. PROJECT DATA ANALYSIS

Making the capacity of an organization and/or build the organization that it can acquire efficiency, and effectiveness in organization development and it can be done through the process of developing, reinforce strategy, processes, structure and improving.

The OD interventions are involving with the change and involving with improvement in the process and system of the organization these are like: performance management, diversity, employee`s health, talent management, etc. these are the functions of HR and also, such kind of interventions do by the Human Resource department.

When intervention happens in the organization many of them are related to HRM, and also the main difference between human resource management and organizational development is that Human resource management is related to practices that are concerned to the people however organizational development has a broader term. Organization development takes a holistic approach that is related to individual, group, and organizational interventional activities are like organizational design, work design, etc.

The need for change

The need for change and development based on the process of planned change will occur at the top level due to Internal and external forces. In case of CMM the need was recognized due to both the internal force for bringing improvements in the processes, and effectiveness and productivity in to the organization, and the external force as government's initiative to bring transparency in Wholesales sector. Recognizing the need as improvements in the processes, and effectiveness and productivity into the organization, the management of CMM has developed goals of the development and change program that included:

- Standardization of processes
- Development of policies and procedures
- Development of Operational manual
- Review of the developed documents by the management
- Developing implementation plan

8. PROJECT DATA FINDING

Human process intervention/ confrontation meeting

A confrontation meeting involves the entire management of the organization, including individual from all level of the organization which in case of the CMM Group, included director of the organization, project coordinators of all projects, and the finance officer to have a quick review of their areas of responsibility and to prepare an action plan for any improvement if needed.

During the confrontation meeting the following steps has been considered:

1. Climate setting
2. Information collection
3. Information sharing
4. Priority setting and grouping planning
5. Organization action plan
6. Follow up and progress review

The importance of the human resource to an organization

The human resource department is responsible for providing knowledge, tools, and training of employees, legal advice, administrative work, and talent management in the organization that these things are significant and using for growth and promoting of the organization.

Human Resource Management at CMM

With regard to my observation and staying as intern in CMM Group, this organization does some of the human resource activities like hiring, performance appraisal, and salary management but CMM Group facing with lack of proper human resource management function and these activates are done through random employees in the organization. Base on the Theoretical subject that I have studied in MBA, HR specialization and using this theoretical to practical and implementation of them. I am going to explain how the different HR activities are done in the organization and what things can improve in this regard based on my understanding from human resource management.

The Recruitment Process in CMM

The process for identifying a vacancy, job analysis, application review, screening, shortlisting, and selecting the right candidate are the main activities to be performed in recruitment and selection process. In CMM, like every other organization vacancy comes to existence either due expansion of organizational activities, start of a new project and/or resignation, termination, and/or death of an employee of the organization.

Considering the recruitment process and based on the interviews with the management of the CMM, I have observed that sufficient supporting documents are not available to indicate that the recruitment process is carried out efficiently and/or all the steps in the recruitment process are carried out.

The recruitment process in the current time for filling a vacancy starts when the project coordinator sharing a job description with the directorate of CMM and that job description includes just duties and responsibilities for a position. Then the director and assistant director decide the job specification for the position. So, Job evaluation process is to identifying the relevant worth of a job with another. Job evaluations is escaped by the organization in some of the projects, the same level of employees receives less pay for a similar level position in the organization than others. The difference in payment causes high turnover in certain projects and this creates a cost to the organization in term of time and money because of starting the recruitment cycle again and this can delay activities in the organization and it decreases the productivity of the project and has an impact on organizational objectives.

Then the directorate of CMM determines a person to take the next step which is a job announcement which the job will be announced through the newspaper for a period of 7 days, and at the same time job is announced through the official Facebook page, WhatsApp Groups, LinkedIn and any other social media tools which are related to CMM. This announcement is including the position title, duties and responsibilities, necessary qualification, and specific deadline for submission of applications.

When the applications are received and after reviewing them, then the qualified person will inform to come for the interview, after the interview the best candidate is selected for the

position which was announced. Based on our observation and with regard to personal files of the employees the process of recruitment is not transparent because there is no evidence about how many people applied? How many of them were shortlisted? How many of them gave the test? How many of them gave interview? Among them who got the highest mark in interview and assessment? Etc.

Due to lack of evidence for the appropriate and standard recruitment process, this can create an uncertain situation for those who are looking and inspect the process and searching for transparency issues in HR activities he/she can be an external auditor, government, new directors, or any member from top management. This can be the cause of conflict of interest in the organization and has a negative image for the organization.

Based on this if the organization wants to bring transparency in the recruitment process and make this process standardize, I recommend that CMM can develop an HR policy and perform the HR activities in this regard.

The selection process

Different from the recruitment process in which an organization is interested in motivating the potential candidates to apply for a position and seeks to attract as many as possible the selection process focuses on the right candidate where as many as possible candidates are rejected during selection process in order to hire the right candidate the one that best fits in the organizational culture.

1. Shortlisting and/or Screening process: by receiving the applications after the vacancy announcement, comparing the qualification, and KSAs in the resume with the required qualification and KSAs, the organizations screen and review the applications for removal of unqualified and shortlisting of qualified candidates.

Based on the information gathered through interview with management team the organization conduct the screening process for jobs however there is no written evidence and/or guidelines based on which the resumes should be reviewed.

Lack of evidence and/or records of the screening process will create ambiguities on the screening process and will increase chances of favoritism and nepotism in the screening and/or shortlisting process. Thus, for a transparent screening process and to shortlist the right candidate I recommend to keep record and use a proper template for recording the applicant's information.

2. Written Test: In order to check mental ability and skills of the candidates a written test is one of the most important elements of the hiring process. based on my observation CMM group HR section, do not conduct any written test. I recommend the organization to conduct the written test as it will help them understand personality traits, problem solving ability, emotional intelligence, reasoning ability and other features of the candidate.

The test could be any including personality test, psychological test, interest test, intelligence test etc. I also recommend that the question paper should be prepared by a committee consisting the project coordinator/ unit head, HR unit, and the director and/or assistant directors of the organization for ensuring transparency and the questions should be provided to the HR unit an hour before the test for printing purpose.

3. Interview: the selection interview is conducted for the purpose of assessing applicants based on the information provided in the resume and the required qualification so the organization can hire the best suitable candidate for a job role.

CMM HR and Admin section, do conduct interviews however due to lack of evidence it's not clear what kind of questions are asked and what kind of question should be asked.

4. Background and reference check: when the interview process is done and the result of the interview is released the candidate who got the highest mark will be hired and it is necessary to check that the information s/he provides is valid or not based on this reference check is necessary. In this regard, the organization will contact the previous employer, immediate supervisors, educational institutes about performance, experience, responsibilities, behavior,

verifying education documents, etc. on the other hand this can help the organization to know more about the learning ability of the candidate in new work environment and behavior is necessary for fit into organization culture. The reference is consist of personal references and professional references.

The background check is important and it includes the candidate criminal record, if something happened in this regard the candidates should bring a clearance of his/her criminal record from Goa police. Based on the information that we received from the interview with CMM group staff this organization doesn't conduct any reference check or background check. To hire the right candidate in the organization, I recommend that CMM Group conducts a reference and background check for the candidate and put the documents in the personal files in written form. The reference check can be done by interview, based on this organization call and receive information about the candidate, this can be done by asking the question from the previous place which the candidate has worked. Like would your organization/ company desire to re-hire again XYZ... candidate.

5. Job offer: when the right candidate and the best one who is fit with organization culture identifying the organization give him/her initial offer that includes of benefit, salary, the start date of work, time, working condition and other terms that can be done through negotiation. It should be cleared which parts or elements of the job offer is negotiable and what is not negotiable. In this regard salary, and working schedule can be negotiable.

In CMM Group there is an evidence that a job offer is shared with candidates and they do this part of selection very well.

6. Onboarding and induction: as we know each step in the hiring process is essential and onboarding of new employee in professional and welcoming way help and motivated him/her to be in long run with the organization. Caritas-Goa does onboarding their employees and welcomes the new employee to the organization, based on this I recommend Caritas-Goa to consider the below points while they do onboarding new employees:

- For new employees, a welcoming letter should be prepare before joining the office this can a positive image and create dignity for the employee.
- Every employee wants a clean/calm office space and this can be made employee happy and motivate them to be productive, it is the responsibility of the organization that provides a cleaned and suitable place for employees with necessary equipment should be in it.
- For new employees, it required a mentor that helps new employees to be settled in his or her position and organization.

9. PROJECT CONCLUSION

Organizational development and change is a complicated area of work for all the companies every company will make changes at some point but to make the change process and or the transition successful a strong management, good attitude and ability of following up a change model is important. In fact, if the attitude of the management of the organization is not positive it will lead to demotivate the employees which will make it difficult to implement the change program. To be successful it's important to utilize all the tools and have an open communication in the organization. In CMM, though the management has a positive attitude in the ongoing development and change process that motivates the employees to be cooperative however the delay in cooperation of the employees indicates that either there is too much control that leaded the employees to be less cooperative and/or too much freedom that leads employees to carelessness towards activities.

10. PROJECT RECOMONDATION

- The confrontation meeting should be continued with each group responsible for listing all the activities within projects and writing the process of each activity.
- Each process would be reviewed in the light of government rules and regulation and in coordination with the director of the organization.
- Guidelines should be developed for each activity on how, when, and why should it happen.
- All the processes should be cross checked and standardized process should be developed so all the project will follow the same process for similar activities.
- The processes for each project would be written as an employee handbook for activities of that specific project
- For general activities such as financial, procurement and human resource activities
- only one policy and procedure manual to be developed for each and shall be applicable to all the projects.
- All the policies and procedures should be approved by the director of the organization and should be shared with all the staff members of the organization.

- The activities should be regularly reviewed and audited to confirm activities are in compliance with the policies and procedures established.

11. LEARNING DERIVED

- I have developed cognitive skills
- I have learned what it means to have efficient Human resource management function in the organization and how various HR function including, recruitment and selection, performance management, training development etc. plays a vital role in success of the organization.
- It enabled me to put the theoretical knowledge skills, concepts and methodologies I have learned in the MBA program at Goa University in practice.
- I have acquired new knowledge about a new sector namely the Wholesale Distribution sector.
- I have learned how to conduct strategic analysis including, Pestle, VRIO, SWOT, and 5 forces analysis.
- I have enhanced my thinking skills including analysis, critical thinking and evaluations.
- Through my work I have developed skill and competencies in the field of organizational development and change and/or more specifically in the field of HR.
- I have enhanced my communication skills and learned how to deal with people in a diver's culture and diverse environment.
- It helped me in learning the Human Resource functions practically through my involvement in review of the current human resource activities and by suggesting more suitable ways for performing the activities based on my knowledge.
- I have also learned why there is a need for written policies and procedure guidelines and how to develop policies and procedures guidelines.
- I have learned the importance of people and their satisfaction in the organization.

As a whole this internship program prepared me to work with HR teams in any organization in any culture and environment.

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Annexure

These questions were asked during an interview with employees and management team:

1. Name of the Organization
2. Location of the head office and branches
3. Behavior of managers with employees
4. How much employees are satisfied from their duties in the organization?
5. What changes to be happen for organization development?
6. How do you increase employee happiness at work?
7. What causes makes employees demotivated
8. What makes organization better place to work?
9. How you are hiring new employees?
10. Do you train new employees after hiring?
11. Have you had confrontation meeting before?