

To train or not to train, that is the question!

A case study on personnel management and training in foreign subsidiaries

Abstract

The company RISO-Plastics is regarded as an innovation leader in the field of high-strength and heat-insensitive plastic components, which is active worldwide and mainly supplies manufacturers of vehicle components. In order to be able to supply component manufacturers directly on site and thus implement integrated production chains, a local production facility is now to be opened in India as well. Wilfried Meyer, who has been working for the company RISO-Plastics for decades and has already opened a production facility in China, was asked by the management to contribute his experience and take care of this matter at the new location. On site, however, some challenges regarding the staffing of personnel and their requirement profiles are noticeable. Not only the cultural conditions, but also the technical conditions and the infrastructure on site as well as the skill gap in India and various positions to be filled present Meyer with major obstacles.

Students develop a recruitment strategy to fill the skill gap in a foreign subsidiary

KEYWORDS: Recruitment – International Business – Expansion abroad – Cultural Conditions – Human Resource Management – Skill gap

The use of case studies offers, especially in business studies, the possibility for students to deal independently with complex, economic questions and problems, so that networked thinking and problem solving are promoted.

The present case study can be assigned to the **Case Problem Method**¹, which in this case has the following characteristics:

- The problems are roughly mentioned and the necessary information is given.
- The students identify possible causes, further partial problems and interdependencies. They independently develop varied solutions and make a decision.

¹ inspired by Kaiser 1983, p. 23

TEACHING NOTE

1. Intended audience

1.1 Student group

The case study is for students

- at the end of Bachelor's degree, or
- in the Master's degree program

in the field of business administration.

Appropriate courses of study for the use of the case study are Business Administration, Human Resources, International Management, Global Business, Intercultural Management etc. However, the case study is designed in such a way that it can also be easily applied in other economic fields.

1.2 Required previous knowledge

Students should have basic knowledge in the field of business administration as well as basic economic know-how. They should be familiar with the most important concepts of human resource management and (international) recruitment strategies as well as labour markets and economic restrictions.

2. Case background

The case focuses on a German industrial company that is building a completely new production facility and branch in Vellore, India. In concrete terms, this situation is characterised by major cultural differences and differences in employee training, which create obstacles to personnel planning.

The company is representative for all European companies that outsource to countries with large cultural and technical differences from their home countries. These difficulties can also be transferred to other sectors. Companies with locations in Europe that supply other companies with raw materials are also under pressure to open a factory in the countries where the items are manufactured or assembled, as this is less expensive and more efficient.

The problem focuses on the cultural differences, difficulties encountered in opening the new plant and in particular on how to solve the great difficulty of the skill gap.

Students take different perspectives, both entrepreneurial and those of other stakeholders, to develop an appropriate recruiting strategy.

3. Didactic instructions

3.1. Learning goals

3.1.1. General learning goal

Students learn how to plan and implement a strategy to fill skill gaps of internal workforce in overseas subsidiaries.

3.1.2. Specific learning goals

Content competences:

- Students identify theories, models and approaches of skill formation and categorize India's education and training system as an example.
- Students identify cultural differences in the host country and anticipate the effects in their own strategy.
- Students measure internal and external training costs by using appropriate cost models in Human Resource Management.
- Students analyse the influences for their own recruitment and training strategy in India in the light of external and internal factors.
- Students design their own strategy (especially for recruitment and training) by using appropriate strategic design tools.
- Students critical reflect the developed solutions in the light of side effects and interaction between the different elements of decision.

Social competences:

Social competencies are not the special focus of learning in this case study. The learning success is therefore not explicitly identified and measured. Nevertheless, cooperation in groups implicitly enhances team competence, including conflict resolution.

Self-competences:

Self-competences are not the special focus of learning in this case study. The learning success is therefore not explicitly identified and measured. Nevertheless, it can be assumed that, for example, time management, self-learning competence or the assessment of one's own performance are also implicitly promoted.

4. Organisation

4.1. Procedure and time

The case study can be used with the following progress, but of course it can also be adapted structurally or temporally depending on your preferences

Time schedule for the use of the case study:

<i>Time</i>	<i>Phase</i>	<i>Classroom activity</i>
0,5h	1. Confrontation: Groups receive the case study in the lecture	The group deals with the case and the accompanying materials and develops a plan for the processing of the case.
1h	2. Information: Groups survey the case material provided and identify their own sources of information	The group works on the case study and researches the necessary contents.
3h	3. Exploration: Each group discusses alternative solutions	The group develops solutions and weighs between the different results so that the alternatives are discussed.
0,5h	4. Resolution: Each group makes its decision	The group comes up with a solution for the case study
1h	5. Disputation: Each group defends its decision ²	The groups present their results with reasons and a final discussion takes place.

Time schedule for final presentation and discussion:

<i>Minutes</i>	<i>Classroom activity</i>
0-45	Each group presents a summary of its approach to the solution records this in key points on the blackboard or similar media.
45-60	The students get into a discussion about the presented solution.
60-75	If necessary, the lecturer stimulates controversy again by impulses. The following reflection questions can be used for this purpose
75-90 and in the further course	Lecturer establishes references to the specialist science and, together with the plenum, places the solutions in the theoretical context.

² inspired and translated from Kaiser 1983, p. 26

5. Teaching tips

5.1. Use in the university context

- Recommended group size: Up to 4 students.
- Resources: Lecture or seminar room, in the best case with group tables and information or research facilities such as access to the internet.
- Accompanying material: As a lecturer, you decide which material you want to give, when you want to add it or to what extent you want to differentiate internally.
- Adaptation to learning group: This case study is designed for Europe-wide use. However, you can of course adapt or modify it to your learning group and their environment or professional orientation, previous knowledge and competences.

5.2. Role of the lecturer

As a lecturer, you merely take on the role of a learning advisor and moderator when working with the case study. The students should work on the case independently in groups, acquire the necessary knowledge, identify problems and find solutions by themselves. You do not give tasks, instructions or directions. Only if a group of students does not progress and the learning process is prevented, you can act as a learning guide and help through impulses or clarify difficulties in understanding.

5.3. References

This case study deliberately does not include any possible solutions or outcomes, as from a pedagogic point of view, openness to solutions is an important criterion for the learning process. As the lecturer, however, it may still be necessary to know the underlying concepts. Therefore, we would like to provide at least some literature tips:

- Wiemann, K., & Pilz, M. (2020). Transfer research as an element of comparative Vocational Education and Training: An example of factors influencing the transfer of dual training approaches of German companies in China, India and Mexico. In M. Pilz and J. Li (eds.), *Comparative Vocational Education Research: Enduring Challenges and New Ways Forward* (pp. 199-219). Wiesbaden: Springer VS.
- Cascio, W. F., & Boudreau, J. W. (2011). *Investing in people: Financial impact of human resource initiatives*. Upper Saddle River: Pearson.
- Brewster, C., Mayrhofer, W., & Farndale, E. (eds.). (2018). *Handbook of research on comparative human resource management* (2nd ed.). Cheltenham: Edward Elgar Publishing Limited.

- Hofstede, G., & McCrae, R.R. (2004). Personality and Culture Revisited: Linking Traits and Dimensions of Culture. *Cross-Cultural Research*, 38 (1), 52–88.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (2004). *Culture, leadership and organizations: The GLOBE study of 62 societies*. Thousand Oaks: SAGE Publications.
- Jackson, T. (2002). *International HRM. A cross-cultural approach*. London: SAGE Publications Ltd.

5.4. Questions for reflection

A case study is for students to discover problems themselves, control the learning process and develop their own solutions. Tasks or questions within the case study therefore are unnecessary. These reflective questions should only be asked, if the discussion stops or remains too superficial. They only serve to give new impetus in the final discussion at the end or to open up other perspectives. Ideally, students should consider and discuss these questions and interdependencies/considerations themselves.

- Which factors play a role in recruitment and what weight do they have? Why this weighting?
- What are the differences between recruitment from the company's country of origin and one in the host country? What are the consequences?
- What cultural factors need to be considered?
- What influence do the local labour market and the host country's education and training system have on direct investment by foreign manufacturing companies?
- What individual or personal challenges do project managers face in India?

Further case studies of this kind, a Manual for your own development of didactically high-quality case studies as well as an Online-Planning-Guide for the digital, cross-location use of case studies in cooperation with other universities and a partner-tool for contacting interested institutions can be found at: <https://www.e3cases.uni-koeln.de/en/>.

CASE

To train or not to train, that is the question!

A case study on personnel management and training in foreign subsidiaries

Wilfried Meyer has been working continuously for 36 years at “RISO-Plastics” in the East Westphalian town of Loehne. After training as an industrial mechanic, Mr. Meyer worked for several years in production before attending the master school and becoming a master craftsman and at the same time head of department for the production area "final inspection". Since he had always enjoyed passing on knowledge and was involved in the training of young people in the dual system and later worked as a master craftsman in the department as a trainer, he was entrusted by the management ten years ago with the position of training manager for the entire company.

The company RISO-Plastics was founded 70 years ago in Loehne by the two engineers Hartmut Richter and Gunter Solbert. In the early years the activity was limited to the construction and production of special parts for the mechanical engineering industry. While the production based on metal alloys dominated until the 1970s, processes based on various plastics have increasingly been established since then. In connection with the new production techniques, the product portfolio was expanded, which shifted more and more to the production of large series made of plastic for the automotive and electrical industries. On the other hand, the number of employees at the site grew continuously. The company currently employs staff at its headquarters in Loehne, 55 of whom work in design, 20 in sales and 44 in administration. The remaining employees are directly employed in production or take over activities in production control and maintenance as well as in logistics.

In 1978 Hartmut Richter took over the shares of his co-founder Solbert and continued the business alone, but under the old name. In 1986 his son Klaus Richter, a trained engineer and already working for ten years in the family business, took over the management. Klaus Richter has managed the company since then and is supported by a team of five department heads.

Due to innovative products, the company is regarded as an innovation leader in the field of high-strength and heat-insensitive plastic components for vehicle construction, the family-owned company has acquired a very good reputation among manufacturers of vehicle components. Due to the focus on special parts, a direct supply of the automobile manufacturers themselves has not been considered so far.

As a result of internationalisation, especially among German automobile manufacturers, vehicle component manufacturers have pushed ahead with the establishment of their own production facilities abroad. This development has not passed RISO-Plastics by. At the beginning of the 2000s, two vehicle component manufacturers convinced the management to set up smaller production units in Mexico and

China. Local production was required by the customers in order to be able to implement integrated production chains on site and to ensure just-in-time production in the car factories.

In Puebla, Mexico, an attempt to set up a production facility with planned 50 production employees by means of an externally recruited managing director failed. A pre-series production with ten recruited Mexican workers led to extremely high reject rates, which could not be reduced by adapting or simplifying the production processes. After only two years this project was stopped and a supply from the main factory was established, which is only cost-covering due to the high transport costs, but not profitable. However, in order not to lose the important customers who want to be supplied worldwide, this strategy will be maintained for the time being.

After these rather negative experiences, the establishment of an own production facility in China was put into the hands of internal experts. And so Wilfried Meyer, together with the technician Kai Fischer, was entrusted with the task of setting up his own production facility at the Shanghai location within sight of the customers' plants. With the support of the Chamber of Commerce, a corresponding permit was obtained from the Chinese government and an existing production hall was rented. From 2003 to 2009, Mr. Meyer was responsible for production and HR on site, while his colleague covered the other areas in a managerial function.

Wilfried Meyer can look back on a successful time in China: on his return to Germany in 2009, the Shanghai location employed 80 production employees and 10 administrative staff. Production was steadily increased and the economic key figures developed very positively.

Nevertheless, Wilfried Meyer was extremely pleased to finally be able to work in the parent company again after many years of working abroad and to be able to focus more strongly on the family and the private environment.

But then Wilfried Meyer was personally entrusted last year by the company owner Klaus Richter with what was called a “special order”:

Several German and Japanese customers had urged the company to urgently set up its own production facility in the emerging Indian market. Since leading European, Japanese and Korean automobile manufacturers wanted to open up the large Indian market with local production facilities, the component manufacturers also had to open their own production facilities in India. This, in turn, led the component manufacturers' suppliers to question the implementation of production chains. In contrast to Mexico, for example, India has high customs duties, enormous bureaucracy for imports and inflexible local logistics chains that prevent deliveries from the main plant in Germany. In this respect, the component manufacturers' demand for a local supplier “from Germany” was understandable.

However, after the negative experiences in Mexico, the owner Klaus Richter was not really sure how such a project could be economically viable in India. Therefore, the expertise of Wilfried Meyer from

China was used. In concrete terms, Meyer was commissioned six months ago to set up a production facility in India as plant manager. For reasons of loyalty to his company and against the background of a career advancement, but also his curiosity for other cultures, Wilfried Meyer decided to accept this challenge.

In the run-up to the appointment of Mr. Meyer as project manager and future plant manager, the management at the headquarters together with the customers and the Chamber of Commerce had already determined the location of the future production facility.

In the southern Indian state of Tamil Nadu, production is to be set up in the city of Vellore. For the equipment of the production, initially stored machines and tools from the failed project in Mexico as well as older plants from the main plant are to be used and transferred accordingly to India.

Wilfried Meyer has been on site for four months now together with the junior engineer Christian Holler, who is supposed to support him in the implementation of the plans. Together with an Indian expert for company settlement in the state of Tamil Nadu and support from the Chamber of Commerce in the state capital Chennai, the legal and administrative prerequisites for the construction and commissioning of a production facility were largely advanced and have already been partially completed. With the promise of creating new jobs for Indian labourers, the Indian authorities also reacted very quickly and efficiently and issued the necessary permits.

A production hall has also already been found and rented. Therefore, the two German project developers can already use the small offices connected to the production hall for their work.

Wilfried Meyer commissioned his colleague Holler to prepare the production hall for setting up the machines and to plan the customs formalities and the transport of the machines already shipped to Chennai.

Since the purchase of raw materials is carried out via an internationally active raw materials dealer, who has been cooperating with the company for many years and is also very active in India, Wilfried Meyer himself takes care of the central problem in the project: this is the recruitment of the employees. He also gets some support by Marcel Thielmann from the Headquarters HR division.

On the advice of the Chamber of Commerce, he called in an Indian expert for this, because local know-how is obviously indispensable on site, as also Frank Hofleitner, plant manager of another German company, reported. In particular, it should be noted that a large part of the local population speaks little or no English, as the local language is Tamil, which the German plant managers naturally do not speak.

Muthu Majumda is the head of the local recruitment office "Vellore Job Recruiting Service Pvt. Ltd". Already after an initial exploratory discussion with the manager, it was clear that the German company had to recruit local employees from completely different qualification spectra. For administrative tasks, the recruitment of academics with a Bachelor's degree from one of the local universities was proposed.

Against the background of the requirement profile and the relatively low wage costs, Wilfried Meyer initially plans three full-time positions for office activities.

Major problems exist regarding the filling of foreman positions (Product line Manager), quality control as well as maintenance and repair (Maintenance). After intensive discussions with the personnel developer on site and against the background of the specifications from the parent company, various alternatives arise which are to be carried out on the basis of comparative calculations which have currently been prepared.

The situation is even more complex with regard to the number, previous training or qualification and continuous employment of production employees. The personnel consultant Muthu Majumda has also identified various options for this area.

In two weeks Wilfried Meyer will fly back to Germany to present a sustainable and feasible personnel concept for the new location in India to the owner Klaus Richter and the German department manager. Until then, there is still a lot to do, especially as Mr. Holler repeatedly reports power outages that can seriously disrupt production. And then there is the question of where and how the German management personnel can be adequately accommodated in Vellore in the medium term. As before, where he and his colleague Holler stayed in the hotel "River View", things can't continue...

MATERIAL

From: christian.holler@riso-plastics.de

To: meyer.wilfried@riso-plastics.de

Date: 16.04.2019

Subject: New flyer including the building plan

Dear Wilfried,

for your information, attached you will find the new flyer, which now also contains the building plan.

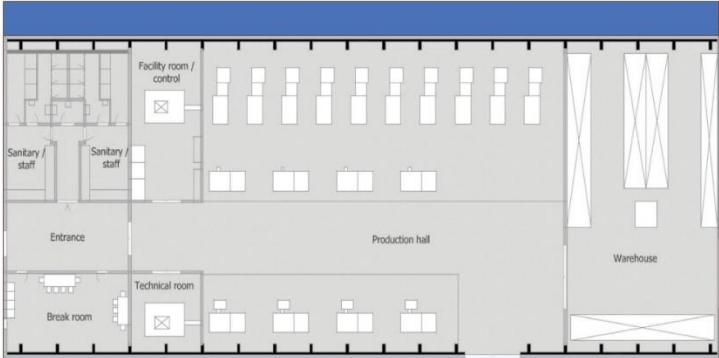
Also the job profiles I received from HR. The new person who takes care of us in HR HQ is called Marcel Thielmann. He is a nice guy. I had some conversations during internal training some while ago.

See you tomorrow? We would have to talk about the power cuts again, that could become a bigger problem.

All the best,
Christian

Christian Holler
RISO-Plastics
RISO-Plastics Road 1,
Vellore,
Tamil Nadu 632001

4 RISO-Plastics



RISO-Plastics expands to India

On our way from a little family company in Germany to a global player in the field of high-strength and heat-intensive plastic we have made the next step. We proudly inform you about our new manufacture in India at Velore in the state of Tamil Nadu.

The just-in-time production is required by many producers in the automotive industry. To supply our partners in India we developed a high-output-orientated manufactory. Our efficient material handling, production and warehousing allow us to supply our customers as fast as possible. This is only possible because of the high automated production and our process engineers who plan and control the processes. Today, we are able to mana-

ge the entire production with only a few experts. Nevertheless, our employees in the manufactory are very important for us too. We need human work power to check the fresh produced plastic parts and prepare the goods for the shipping. Nowadays 80 percent of our production staff are machine operators and employees for warehousing.

Our willingness to walk new paths, our modern machines, our know-how and our motivated employees are the foundation of our success and make us a strong partner in automotive industry. We hope we can accompany you on your path and we are looking forward to work with you.

RISO-Plastics GmbH & Co. KG
 Industriestraße 32
 33333 Löhne

 Phone 05723 54373-0
 Fax 05723 54373 -5000
 E-Mail info@risoplastics.com

Ust.-ID: DE 329380623
 Register court
 Bad Oeynhausen HRA 119493

 Personally liable partner
 RISO-Beteiligungs-GmbH
 Registered office: Herford

Register court
 Bad Oeynhausen HRB 119493

 CEO
 Klaus Richter

RISO-Plastics

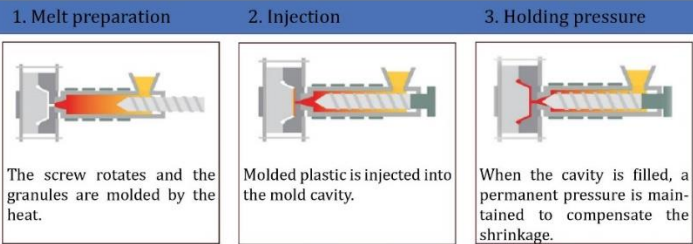
The innovation leader in the field of high-strength and heat-intensive plastics



Specialist for injection molding

We have many years of experience in the field of plastic technology and can support you in the production of the best possible goods. Our injection molding process allows us to produce plastic components in various sizes and accuracies. We are able to produce complex and innovative product shapes and compounds. We can handle orders of only a few plastic parts or up to mass production.

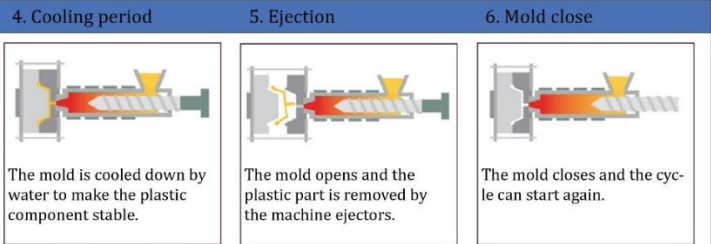
A huge advantage of injection molding is the fact that it is a manufacturing process that leads directly from raw material to finished plastic components. Due to this fact we can offer a very efficient production process. The high degree of automation of our manufacturing facilities and the low post-processing of the molded parts contribute to this fact too. The injection molding cycle consists of six steps.



Modern technology and great know-how

To secure the high level of our products we employ experts in the field of process engineering and mechatronic. We need this experts because of the great development of the injection mold market. We are working with the injection mold machine producer Arburg for many years. They supply us with the machines which are state of the art. Today we have 12 different types of injection molding machines and we can produce many different types of plastic parts.

Basically all injection molding machines have the same parts. On the picture above you can see the clamping side on the left and the injection side on the right. The mold and the mold cavity are located on the clamping side. On the injection side you can see the hopper to fill the machine with plastic granules. The reciprocating screw and the heater to melt the granules and press it into the mold cavity are located inside the machine.



RISO-Plastics



Our new subsidiary in Vellore³

RISO-Plastics proudly announces the opening of the Indian subsidiary in November 2019.

How to find us:

RISO-Plastics
RISO-Plastics Road 1
Vellore
Tamil Nadu 632001
info@riso-plastics.com

**Job Vacancies
available!**

By Aviation:

- Distance to Chennai Airport is about 132km

By Car:

- From Chennai via NH48 exit Katpadi Jct Rd
- From Bangalore via NH 44 and NH48 exit Katpadi Jct Rd

By Public Transport:

- Katpadi Junction is closest Railway station
- Shuttlebus service for our female employees at night

³ Picture: CC free source from Pixabay

Job Description		<u>RISO-Plastics</u>
Product Line Manager Injection Molding		
Key Tasks and Responsibilities		
The main task of the job	Continuous monitoring, optimization of manufacturing processes and warehouse/logistics to increase efficiency and product quality	
Additional tasks	<ul style="list-style-type: none"> • monitoring, stabilization, and optimization of production processes • execution of process and fault analysis • independent troubleshooting • definition of process parameters and creation of process documentation • ensuring the availability and optimal utilization of the facilities • implement measures to ensure quality standards • training of production and warehouse staff • analysis of the process engineering developments of machine manufacturers and evaluation of their relevance for the operational manufacturing processes in terms of feasibility, efficiency, and performance • process engineering design of plants and processes as well as the support of these processes both in the trial/technical stage as well as in the production process about efficiency increase, robustness, and plant optimization • procedural support for pre-development/product group development/project development and industrial engineering for the introduction of new products/processes/plants and the optimization of existing processes and procedures 	
Additional Duties	<ul style="list-style-type: none"> • independent and responsible process optimization • development and implementation of problem solutions • active and forward-looking development of the manufacturing processes • active participation in the continuous improvement process (CIP) • active participation in the employee suggestion system 	
Cooperation with other departments	maintenance and repair, quality assurance, quality management	

Qualifications	
Training and work experience	<ul style="list-style-type: none"> • process engineer or process mechanic for plastics and rubber technicians with master craftsman certificate • at least five years of professional experience in plastics processing, ideally in the automotive supply industry
Requirements for the job holder	<ul style="list-style-type: none"> • extensive experience in the responsible supervision and development of manufacturing processes of plastic components
Social and self-competence	<ul style="list-style-type: none"> • innovation, quality awareness, customer orientation • dedication • independent work
Training opportunities	
	<ul style="list-style-type: none"> • further training opportunities will be discussed in the target agreement conversation

Job Description		<u>RISO-Plastics</u>
Mechatronics Engineer Maintenance and Repair		
Key Tasks and Responsibilities		
The main task of the job	Maintenance, servicing, and repair of injection molding plants and the entire energy supply (transformer, compressed air, cooling water, etc.)	
Additional tasks	<ul style="list-style-type: none"> • preventive, systematic search and correction of disturbances in the entire production area • electrical installation work in the entire area • check the emergency facilities • continuous monitoring of machinery and equipment according to the maintenance plan 	
Additional Duties	<ul style="list-style-type: none"> • active participation in the continuous improvement process (CIP) • active participation in the employee suggestion system 	
Cooperation with other departments	production, warehouse and logistics	
Qualifications		
Training and work experience	<ul style="list-style-type: none"> • bachelor`s degree or completed vocational training as a mechatronics engineer or electrician • 2 years of professional experience in a comparable position 	
Requirements for the job holder	<ul style="list-style-type: none"> • sound knowledge of the electrical system • safe handling of different robot types • programming and optimization of robots • Subject-specific English 	
Social and self-competence	<ul style="list-style-type: none"> • systematic way of working • teamwork • resilience • flexibility 	
Training opportunities		
	<ul style="list-style-type: none"> • programming robots • the functionality of injection molding machines 	

Job Description		<u>RISO-Plastics</u>
Process Mechanic Injection Molding		
Key Tasks and Responsibilities		
The main task of the job	Continuous monitoring, and optimization of manufacturing processes to increase efficiency and product quality in production	
Additional tasks	<ul style="list-style-type: none"> • monitoring, stabilization and optimization of production processes • execution of process and fault analysis • independent troubleshooting • definition of process parameters and creation of process documentation • ensuring the availability and optimal utilization of the facilities • training of production staff, procedural support in the introduction of new products/processes/plants and the optimisation of existing processes and procedures 	
Additional Duties	<ul style="list-style-type: none"> • development and implementation of problem solutions • active and forward-looking development of the manufacturing processes • active participation in the continuous improvement process (CIP) • active participation in the employee suggestion system 	
Cooperation with other departments	maintenance and repair, warehouse and logistics, quality assurance, quality management	
Qualifications		
Training and work experience	<ul style="list-style-type: none"> • process engineer or process mechanic for plastics and rubber technicians, ideally with master craftsman certificate • alternatively, several years of relevant experience in plastics processing, ideally in the automotive supply industry 	
Requirements for the job holder	<ul style="list-style-type: none"> • extensive experience in the responsible supervision and development of manufacturing processes of plastic components 	
Social and self-competence	<ul style="list-style-type: none"> • innovation, quality awareness, customer orientation • dedication, independent work 	
Training opportunities		
	<ul style="list-style-type: none"> • process engineering, plastics processing 	

- | | |
|--|---|
| | <ul style="list-style-type: none">• further training opportunities will be discussed in the target agreement conversation |
|--|---|

Job Description		<u>RISO-Plastics</u>
Machine Operator		
Key Tasks and Responsibilities		
The main task of the job	Independent and responsible operation and monitoring of machines and tools to ensure a smooth production process	
Additional tasks	<ul style="list-style-type: none"> • processing of the respective production orders issued by the dispatchers • implementation and monitoring of the production steps according to the applicable article master data (parameters, quality characteristics, regulations) • inspection of finished parts in the factory self-inspection • the assistance of the employees in confectionery and packaging • documentation by following applicable regulations 	
Additional Duties	<ul style="list-style-type: none"> • responsibility for the proper operation of the machines, tools • active participation in the continuous improvement process (CIP) • active participation in the employee suggestion system 	
Cooperation with other departments	shift control, warehouse and logistics	
Qualifications		
Training and work experience	<ul style="list-style-type: none"> • completed vocational training as a process mechanic for plastics and rubber technology or participation in the internal training process to achieve the necessary qualifications after appointment by the supervisor 	
Requirements for the job holder	<ul style="list-style-type: none"> • predictive thinking and action 	
Social and self-competence	<ul style="list-style-type: none"> • teamwork • resilience 	
Training opportunities		
	<ul style="list-style-type: none"> • plastics-specific training • handling of machine control • operation of peripheral devices • soft skill training according to individual needs • individually agreed on training measures 	

Job Description		<u>RISO-Plastics</u>
Employee Warehouse and Logistics		
Key Tasks and Responsibilities		
The main task of the job	Store and manage the goods in warehouses and support production with production goods	
Additional tasks	<ul style="list-style-type: none"> • QA control of the individual components • QA inspection and proper packaging and delivery of the product • constructive design of the workplace • contribute to the effective workflow in the manufacturing process 	
Additional Duties	<ul style="list-style-type: none"> • active participation in the continuous improvement process (CIP) • active participation in the employee suggestion system 	
Cooperation with other departments	production	
Qualifications		
Training and work experience	<ul style="list-style-type: none"> • completed vocational training or participation in internal training to obtain the necessary qualifications after appointment by the supervisor 	
Requirements for the job holder	<ul style="list-style-type: none"> • forward-thinking and acting • technical understanding and technical skills 	
Social and self-competence	<ul style="list-style-type: none"> • teamwork • resilience • flexibility 	
Training opportunities		
	<ul style="list-style-type: none"> • further training opportunities will be discussed in the target agreement conversation 	

Job Description		<u>RISO-Plastics</u>
Employees for Administrative Tasks		
Key Tasks and Responsibilities		
The main task of the job	Take care of correspondence with customers and suppliers, accept orders, create offers and take care of the processing of orders including the maintenance in the respective data system	
Additional tasks	<ul style="list-style-type: none"> • invoicing and timely payment of suppliers and customers • ensuring all needed raw materials, auxiliaries and packaging for the production • preparation of various quality reports on production • organize projects and work processes 	
Additional Duties	<ul style="list-style-type: none"> • active participation in the continuous improvement process (CIP) • active participation in the employee suggestion system 	
Cooperation with other departments	production, maintenance and repair, warehouse and logistics	
Qualifications		
Training and work experience	<ul style="list-style-type: none"> • bachelor`s degree • 2 years of professional experience in a comparable position 	
Requirements for the job holder	<ul style="list-style-type: none"> • knowledge of merchandise management • knowledge of administration • knowledge of personnel management • knowledge in sales 	
Social and self-competence	<ul style="list-style-type: none"> • teamwork • organizational skills • reliability • ability to respond to people • communication skills • entrepreneurial thinking 	
Training opportunities		
	<ul style="list-style-type: none"> • further training opportunities will be discussed in the target agreement conversation 	

A brief sector profile of the Auto Component Industry in India

After the shock of 2008, the automotive industry has grown on a global scale in recent years. The worldwide average growth in the automotive sector from 2016-2017 was 2.4%. However, in Asia/Oceania growth exceeded the world average, with 3.3%. The Automotive sector in India is amongst the sectors that attract the highest foreign direct investment equity inflows, with a potential of prosperous further growth.⁴ The states which have the highest foreign direct investment rates are Maharashtra, Karnataka, Tamil Nadu, Gujarat and Andhra Pradesh as well as the capital region Delhi. To ensure India is well established as an auto-manufacturing hub, several measures were imposed by the Government of India (GoI): “some of these include automatic approval for foreign equity investment of up to 100 percent, no minimum investment criteria and tax rebates on R&D expenditure [...] Innovation is expected to continue as a focus area”.⁵

In India, the automotive industry is structured in three major clusters which are Chennai in Tamil Nadu, Pune in Maharashtra and the capitol region. For instance, the German company Daimler is based in Tamil Nadu, along with many other local and international OEMs (Original Equipment Manufacturer). Pune is known as the Detroit of India, home base to OEMs such as Volkswagen, Daimler, General Motors, Fiat and component manufacturers such as Robert Bosch. There are about 250 German companies based in Pune alone.

The auto sector in India currently covers 7% of the GDP and is a source of employment (directly and indirectly) for about 20 Million people.⁶ Domestic Sales of Automobiles have been increasing during the FYs 2009 to 2013 alongside the number of imports and exports of auto components.⁷ Currently, the sector obtains most goods from Asia (60%) and Europe (30%). Most exports are directed to Europe (34%) North America (28%) and Asia (25%). The automotive industry has been continuously growing for commercial vehicle production, passenger vehicles as well as motorcycles and scooters, with production of certain types of vehicles growing up to 19% from 2017-18. For example, due to favourable weather conditions, the demand for tractors has increased which can be seen in the high production numbers. Alongside with the automobile industry, which is often referred to as OEM the auto component industry is significantly growing.

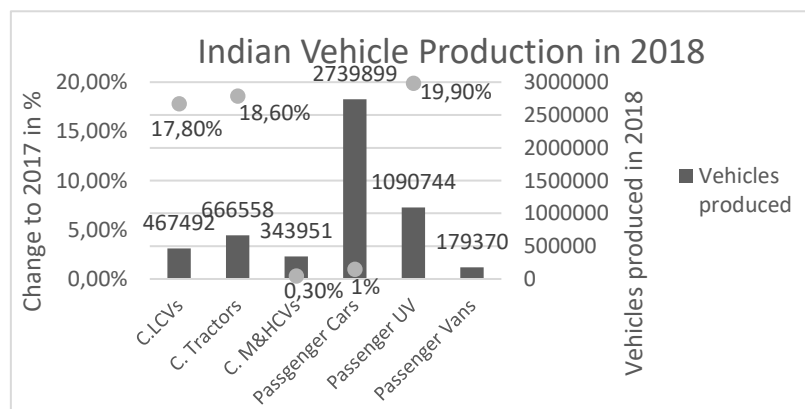


Figure 1: Vehicle Production India, adapted from ACMA

⁴ FDI of 16,7 billion UD\$ accumulated from 04/2000 to 03/2017 in the auto industry, compare ACMA

⁵ KPMG India Ltd. 2014, p. 36

⁶ Rainer Jaensch, Heena Nazir, Thomas Hundt, Anna Westenberger 2019, p. 12

⁷ KPMG India Ltd. 2014, p. 28f.

TOP 5 IMPORT COUNTRIES			TOP 5 EXPORT COUNTRIES		
1	China	27%	USA	23%	
2	Germany	14%	Germany	7%	
3	Japan	11%	Turkey	5%	
4	South Korea	10%	UK	5%	
5	USA	7%	Italy	4%	

Figure 2: Top import and export countries, adapted from ACMA

The ACMA (Automotive Component Manufacturers Association of India) was established in 1959 to voice the interests of the auto component companies. Today it represents around 85% of the entire auto component sector turnover (in the organised sector in India). The ACMA predicts a growth of 300% in the next 10 years and rising sales figures averaging at 10 % per annum. However, in 2017-2018 the auto-component industry grew by 18.3% - including supplies, aftermarket and export.⁸ There is a huge potential for growth as rural market demand will increase due to more disposable income. As of 2014 the vehicle penetration was merely 11 cars and 32 two-wheelers per thousand people. With an increase of disposable income there will also be further opportunities in the segment of luxury cars. McKinsey & Company depict component manufacturers targets to be reached by the financial year (FY) 2026. Sector Size will quadruple, and exports will increase sixfold from 13.5 Billion to 70-80 Billion. Automobile original equipment manufacturers aim at tripling the growth by FY26.⁹

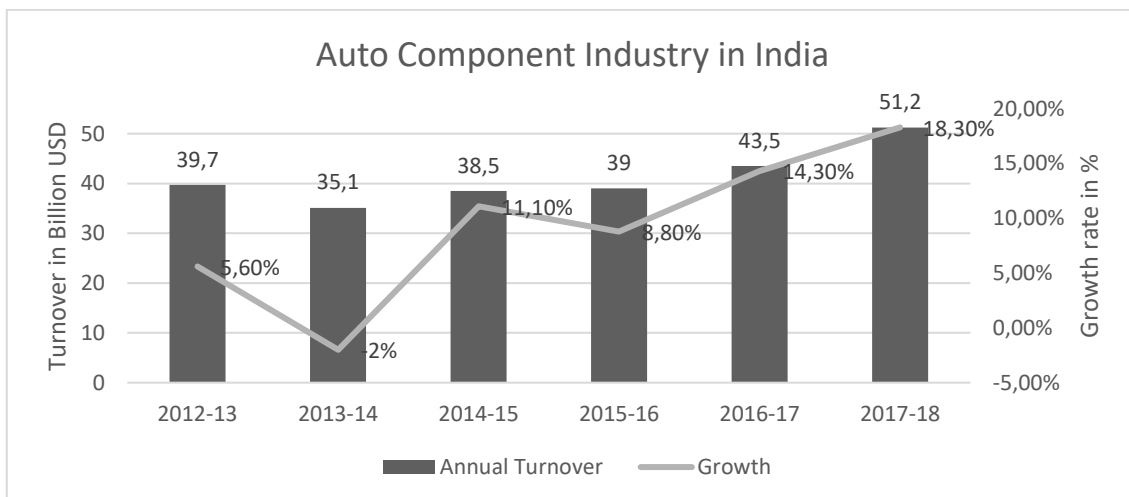


Figure 3: Turnover and growth auto component industry in India

⁸ Auto Component Manufacturers Association (ACMA) 2018, p. 20f

⁹ Rajat Dhawan, Shivanshu Gupta, Neeraj Huddar, Balaji Iyer, Ramesh Mangaleswaran, Asutosh Padh 2018, p. 3

Tamil Nadu: State Portrait, Business Location Vellore and RISO-Plastics

Tamil Nadu

Tamil Nadu is the southernmost state of India. It covers an area of 130,058km² and has a population of 72,147,030 people, which equals a population density of 555 people per km².¹⁰ The state capital is Chennai. The state is run by the Chief Minister, Governor and further ministers of state. The official language is Tamil, but other languages are spoken, e.g. Telugu, Kannada, Hindi and English. Most state-run schools teach in the official language and most private schools teach in English. As Tamil Nadu attracts workforce from other regions of India, many other languages are also spoken (as a minority language). Data from the 2011 census suggests an adult literacy rate of over 80% in Tamil Nadu which is above India's average of 69.30%.¹¹ However, this is different for urban and rural areas – the urban/rural divide is still present here. In Tamil Nadu, about 48% of the population live in urban areas.¹² Tamil Nadu's society majority practices Hinduism, other religions are in the minority here.



Figure 4: Tamil Nadu, CC: TUBS

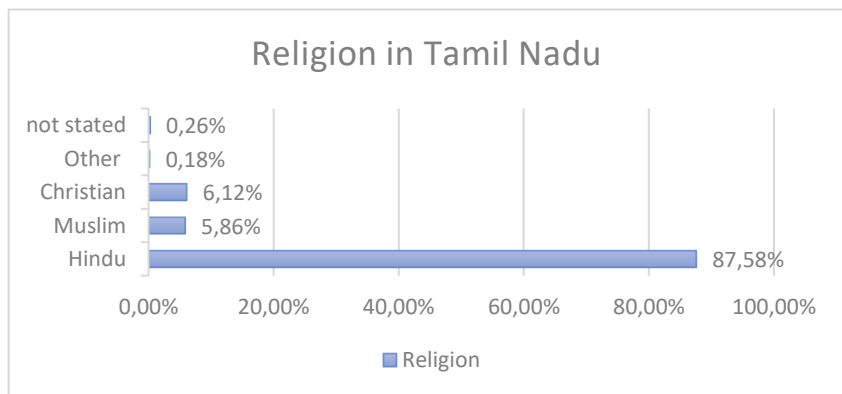


Figure 5: Religion in Tamil Nadu, adapted from 2011 Census

Geography

Located on the peninsula, Tamil Nadu's geography is characterised by the mountainous regions Kurinji, arid region Palai, forest region Mullai, coastal region Neidhal and fertile soils in Marudham. For agriculture, the river Cauvery is of great importance. The state is highly dependent on monsoon rainfalls: the southwest monsoon from June to September as well as the northeast monsoon October to December. Due to the geography there are different climatic zone within the state ranging from high altitude to Delta regions. Due to its diversity the state is a popular holiday destination, with a growing tourism sector.

Infrastructure

Tamil Nadu has a railway network of 4,181km and a national highway network of 5,381km in length.

There are waterways as well as public transport in the cities. Tamil Nadu has seven airports of which four are international ones. Furthermore, one of the most important ports in India is in Chennai, with a trading volume of 51,9 million tonnes in FY17/18.¹³ In total Tamil Nadu has 3 major and 15 minor ports.

¹⁰ KPMG India Ltd. 2014, p. 85

¹¹ Comapare [Worldbank](#), adult literacy rate (age 15 or above, no gender distinction)

¹² Census Organization of India 2011

¹³ Rainer Jaensch, Heena Nazir, Thomas Hundt, Anna Westenberger 2019, p. 7

Economy

For the whole of India, the GDP was \$2.846 trillion, per capita GDP \$2,104.16 and the GDP growth rate was 6.98% in FY18.¹⁴ The economic growth rate of Tamil Nadu was 7.87% in the FY17, the Gross State Domestic Product (GSDP) was US\$ 207.79 billion.¹⁵ Although the primary sector (agriculture) is the major sector of occupation it merely contributes 8% to the GSDP, the secondary sector (industry) contributes 31% and the tertiary sector (service) contributes 61%. Already, the state is the base of many large and medium scale industries from a broad range of sectors such as automobile, auto-components, textile, cement, engineering and pharmaceuticals. Tamil Nadu accounts for about a third of the total exports in automobile / auto component parts. Between April 2000 and March 2018, Tamil Nadu has registered foreign investment inflows (FDI) of >\$27,235 billion, which makes Tamil Nadu one of the states with the highest FDI.¹⁶ The economy of Tamil Nadu is progressive, strong and has been continuously developing in past and recent years. The state's infrastructure is well equipped to embrace further growth.

Vellore city

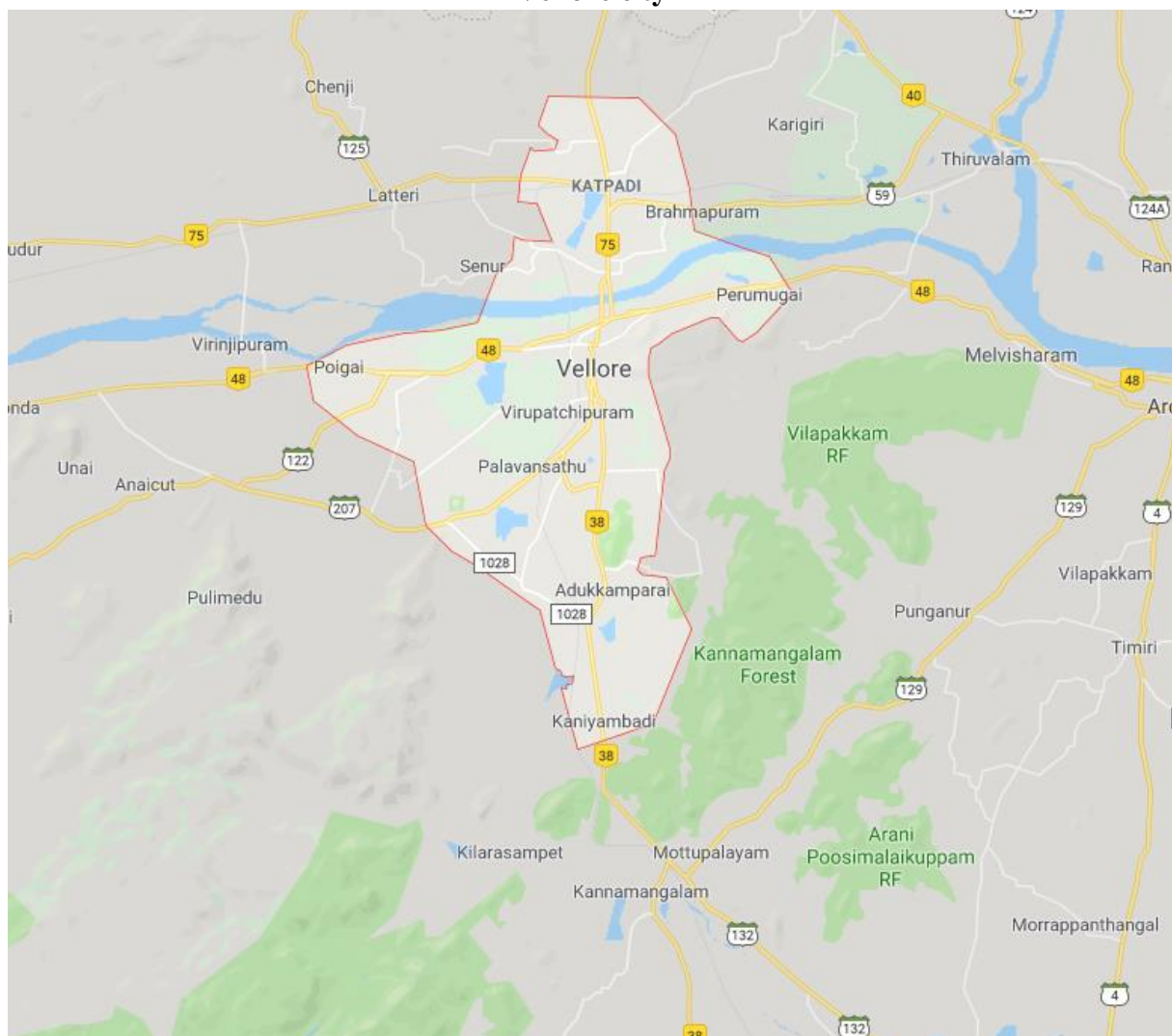


Figure 6: Screenshot from GoogleMaps

¹⁴ Compare Worldbank

¹⁵ IndiaBrandEquityFoundation (IBEF) 2018

¹⁶ 2017: ranked 4th in FDI inflows 2019.

Vellore is the administrative headquarters of Vellore District. The inland district borders the state of Andhra Pradesh as well Tamil Nadu's districts of Thiruvannamalai, Krishnagiri, Thiruvallur and Kanchipuram. In the south of the district there are the Javadi mountains which include the Yelagiri hills. The city of Vellore is built on the riverbanks of Palar River, which is one of two rivers in the district. The second one is the Ponnai river. The climate is very hot and arid, with temperatures averaging around 40.2 °C, except during monsoon season, where heavy rainfalls can occur.¹⁷ As Tamil Nadu is highly involved in Agribusiness, the two rivers that flow through the district are vital for fertile soils and rich harvests.

Infrastructure:

Vellore is well connected to Karnataka and the industrial hub of Tamil Nadu. The distance to Chennai is about 137km (about 3 hours by car, and 1.5 hours by train)¹⁸, and about 210km to Bangalore (approximately 4-5 hours by car and 2.5 hours by train). Multiple national highways (i.e. No. 44, 48 and 75) pass through Vellore. There are several bus services and multiple railway stations ensure linkage to other (major) cities via express trains, even Delhi (37h) and Mumbai (26h) are reachable via a direct link from Vellore.

Demographics, Education and Labour:

Vellore City, with a population of 185,803 has a population density of 17,628 people per km². About 14% of the population constitute to Schedule Cast (SC). The vast majority of inhabitants practise Hinduism (70.09%) (see Chart) "other" relates to (Sikhism 0.02%, Buddhism with 0.03% and other)

Population ¹⁹	Total	Male	Female	Population Density per km ²
Vellore City	185,803	91,342	94,461	17628
Vellore District ²⁰	3,936,331	1,961,688	1,974,643	665
Tamil Nadu ²¹	72,147,030	36,137,975	36,009,055	555
India ²²	1,352,617,328	700,803,737	651,813,591	495

Vellore District is home to many educational institutes, which give incentives for local business to recruit from there. For instance, there are 14 Colleges for General Education (government, aide and self- financing)²³ and many more primary and secondary schools. In Vellore City, both female and male literacy rate for adults (over 15 years) is higher than the state's and country's average.

Adult Literacy (2011 census)	Male	Female
Vellore City	91.49%	81.51%
Vellore District	86.50%	71.95%
Tamil Nadu	86.77%	73.44%
India	82.14%	65.46%

¹⁷ MSME-Development Institute 2016, p. 4

¹⁸ Google Maps checked on 29.06.2019

¹⁹ Deputy Director of Statistics Vellore 2017, p. 25f.

²⁰ Government of Tamil Nadu 2019

²¹ Compare Census 2011

²² Compare Worldbank

²³ MSME-Development Institute 2016, p. 5

Economy

“Vellore is among the top 10 contributors to the GDP of the State; it contributes \$3.8 billion to the GDP of Tamil Nadu”.²⁴ The district’s medium and large scale MSME (Micro, small and medium enterprises) and large companies contribute to the industrial corridor stretching from Chennai to Bangalore via Rapinet. In recent years, more MSME have settled in Vellore district, investing \$51 million. There is a high potential for further growth, especially in the auto component, engineering and leather industries. Agriculture is still predominant in Vellore, in terms of number of people working in this sector. The secondary sector is shaped by leather, textiles and footwear industries; tanneries and engineering. Plastics is still a minor field; with only 4 factories and 60 employees there is room to grow.²⁵ The Indian Government as well as the state of Tamil Nadu offer subsidies and incentives for MSMEs to settle in Vellore district: by reducing bureaucratic hurdles to a one-page online application.²⁶ Out of the working population more than 91.61% were engaged in main occupation and 8.39% in marginal work. Data for Vellore District suggest that by the end of 2017, 49,617 people were listed in the live register as employment-seeking.²⁷ A different source, by the Ministry of Labour and Employment, lists unemployment rates for Vellore District by educational achievement for the year 2013-2014, combining data from rural and urban areas (see image below).²⁸

Rural + Urban				
Sl. No.	Education classification	Employed	Unemployed	not in labour force
1	2	3	4	5
1	Not literate	447	-	553
2	Below Primary	660	0	340
3	Primary	614	0	386
4	Middle	663	1	336
5	Secondary	512	11	478
6	Higher secondary	436	20	544
7	Diploma/ certificate	667	98	235
8	Graduate	539	93	368
9	Post graduate & above	728	76	196
Overall		559	18	423

Figure 7: Per 1000 distribution for persons aged 15 years & above by main activity & educational classification according to Usual Principal Status (ps) approach

Working population ²⁹	Total	Male	Female
Vellore City	70,257	52,884	17,373

²⁴ Ibid. S. 7

²⁵ Ibid. p. 12f.

²⁶ www.msmeonline.tn.gov.in

²⁷ Deputy Director of Statistics Vellore 2017, p. 87f.

²⁸ Ministry of Labour & Employment, Labour Bureau 2014, p. 101

²⁹ 2011 Census – The census defines a worker “as a person who does business, job, service and cultivator and labour activity”

Labour Law and regulations

According to Indian labour law there is a binary distinction between factories and establishments. Laws on factories – manufacturing units – are noted in *The Factories Act 1948* whereas laws on establishments are state-specific and noted in the *Shops and Commercial Establishment Acts*. Employees are also categorised in a binary system: workmen and non-workmen. A workman is “employed in any industry to do any manual, unskilled, skilled, technical, operational or clerical work” the non-workman classification is everything other than a workman. Foreign nationals require an eVisa which terms are tied to a threshold in salary of \$25,000 per year.³⁰

Work Regulations ³¹	
Employment Agreements	<ul style="list-style-type: none"> Guidance by the Indian Contract Act 1872.
Salary	<ul style="list-style-type: none"> Per industry and location
Minimum Wage	<ul style="list-style-type: none"> Minimum Wage Act per Industry. Lower limit of 300-350 rupees/day.
Weekly working hours	<ul style="list-style-type: none"> 48 - One day per week is off
Overtime	<ul style="list-style-type: none"> Max. working hours per week 60 hours max. 50 hours of overtime per month Woman can work night shifts when their safety is ensured (via provision of transport, security personnel)
Holidays	<ul style="list-style-type: none"> 3 days for national holidays 23 regional holiday days in Tamil Nadu³² Usually 10-15 days
Leave	<ul style="list-style-type: none"> 1 day per 20 days worked (1 day per 15 days worked for underage employees) after having worked 240 days in the previous year.
Casual or Sick Leave	<ul style="list-style-type: none"> Varies per State
Sick Leave	<ul style="list-style-type: none"> Paid by social insurance carrier
Maternity Leave	<ul style="list-style-type: none"> Paid leave of 26 (12) weeks each for the first two (three) children
Probationary period	<ul style="list-style-type: none"> Up to 6 months depending on industry and position
Social Security Regulations	<ul style="list-style-type: none"> Most prominent one is the Employees’ Provident Funds and Miscellaneous Provisions Act 1952. (Requirements: 20 or more employees, basic salary <15,000 rupees/month) If the requirements are met, then both parties, employer and employee, pay 12% of the basic salary and other allowances
Terminating the contract	<ul style="list-style-type: none"> Workmen under the Industrial Disputes Act have a minimum notice period of 1 to 3 month and need a third-party consent – also as a non-poaching method Non-workers: minimum notice period of 1 month. No third-party consent necessary
Sexual Harassment Prevention Guidelines	<ul style="list-style-type: none"> Companies are required to have guidelines ensuring women’s safety from sexual harassment

³⁰ Rödl & Partner, 7, p. 22f.

³¹ Adapted from: International Bank for Reconstruction and Development / The World Bank 2019.

³² List of Holidays in Tamil Nadu [here](#)

Housing Market in Vellore, Tamil Nadu

Rental Property³³



3 BHK Independent Houses/Villas for Rent in Sathuvachari, Vellore - 1600 S...
 Sathuvachari, Vellore, Tamil Nadu by [Ammu Varathan](#) [View Map](#)
 Society : Sai nivas

₹15,000 [Contact Owner](#) [View Phone No.](#)

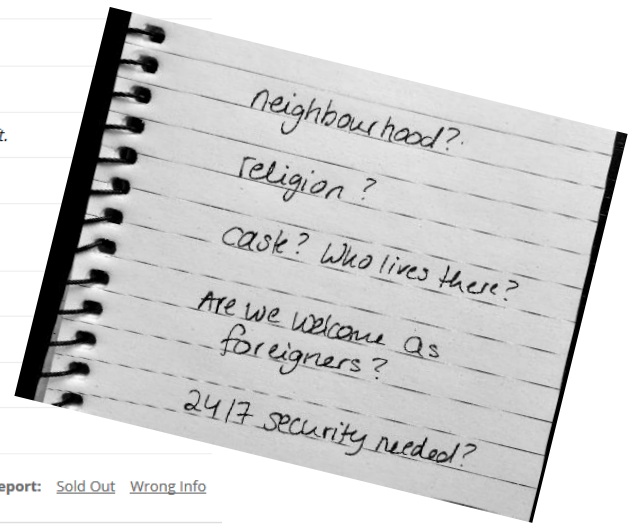
Bedrooms: **3 BHK** | Bathrooms: **3** | Built Up Area: **1600 Sq.ft.** | Ownership: **Individual** | Age of Property: **0 to 5 years**

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About Property

An individual duplex model house with covered car parking near pf office with 3bhk and 3t and 1 balcony in a good residential area with shops park and schools nearby house has both well and municipal water with separate motor connectors and underground drainage system. it has 2 EB connections 1 with 3 phase and the other single phase ground floor h [read more](#)









Price	₹ 15 K (@ Rs per Sq.Ft.) Includes 50 K Booking Amount
Project & Society	Sai nivas--Sathuvachari--Vellore--Tamil Nadu
Area	Built Up Area : 1600 Sq.ft., Plot / Land Area : 1800 Sq.ft.
Furnishing	Semi-Furnished
Floors allowed for construction	2
Age of Property	0 to 5 years
Ownership	Individual
Facing	North
Status	Ready to Move

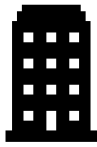


[Contact Owner](#)

Report: [Sold Out](#) [Wrong Info](#)

Amenities

-  Car Parking
-  Power Backup
-  Vastu Compliant
-  Water Storage
-  24 x 7 Security
-  Lift
-  Fitness Centre/Gym
-  Club House



Current Address:
 River View Hotel
 New Katpadi Road
 Vellore
 Tamil Nadu 632064.

³³ Offer taken from www.realestateindia.com on 03.06-2019, exchange rate on 03.06.2019: 1 INR = 0,013 EUR, notepad picture: own source

Info & prices
Facilities
House rules
Guest reviews (33)

Hotel River View ★★★★ Great for two travellers Reserve

New Katpadi Road, Kilithampatarai, Katpadi, National Highway 234, 632064 Vellore, India – Show map We Price Match

Review score 4.1
33 reviews

Room's AC was working properly. Staff was cordial and quick.

B Bharati India

Location 6.0

Room type	Group size	Today's price	Your choices	Select rooms	
<p>▶ Superior Double Room</p> <p>Only 5 rooms left on our site!</p> <p>1 double bed </p> <p> Free WiFi</p> <p>Prices are per room Included: Breakfast</p>		<p>€ 40 ?</p> <p>includes taxes and charges</p>	<p> Breakfast included in the price ?</p> <ul style="list-style-type: none"> • Non-refundable ✓ NO PREPAYMENT NEEDED - pay at the property 	0 ▼	<p>I'll reserve</p> <ul style="list-style-type: none"> • Confirmation is immediate • No registration required • No booking or credit card fees!
		<p>€ 35 ?</p> <p>includes taxes and charges</p>	<p> Breakfast included in the price ?</p> <ul style="list-style-type: none"> • Non-refundable ✓ NO PREPAYMENT NEEDED - pay at the property 	0 ▼	
<p>▶ Superior Queen Room</p> <p>Only 5 rooms left on our site!</p> <p>1 double bed </p> <p> Free WiFi</p> <p>Prices are per room Included: Breakfast</p>		<p>€ 49 ?</p> <p>includes taxes and charges</p>	<p> Breakfast included in the price ?</p> <ul style="list-style-type: none"> • Non-refundable ✓ NO PREPAYMENT NEEDED - pay at the property 	0 ▼	
		<p>€ 43 ?</p> <p>includes taxes and charges</p>	<p> Breakfast included in the price ?</p> <ul style="list-style-type: none"> • Non-refundable ✓ NO PREPAYMENT NEEDED - pay at the property 	0 ▼	
<p>▶ Executive Suite</p> <p>1 double bed </p> <p> Air conditioning Private bathroom</p> <p> Flat-screen TV Free WiFi More</p> <p>Prices are per suite Included: Breakfast</p>		<p>€ 53 ?</p> <p>includes taxes and charges</p>	<p> Breakfast included in the price ?</p> <ul style="list-style-type: none"> • Non-refundable ✓ NO PREPAYMENT NEEDED - pay at the property <p style="color: red; font-size: 0.8em;">Only 2 left on our site!</p>	0 ▼	

From: meyer.wilfried@riso-plastics.de
To: richter.klaus@riso-plastics.de
Date: 13.05.2019
Subject: Employee loyalty
Dear Klaus, As you might have heard before, worker's attitude towards their employer is a tad different here in India compared to Germany. Employees' scrutiny here is different, despite the training advantages at company XY, they will not hesitate to switch to company Z if the conditions are more favourable. How should we proceed in this matter? Should we ask around the local German companies for advice? I have got the details of Frank Hofleitner, plant manager at Kastell Automotive in Chennai. Best regards, Wilfried RISO-Plastics India Riso-Plastics Road 1 Vellore Tamil Nadu, 632001

From: richter.klaus@riso-plastics.de
To: meyer.wilfried@riso-plastics.de
Date: 14.05.2019
Subject: Re: Employee loyalty
Dear Wilfried, This is an interesting point, different indeed from our work culture. I have briefed the team here and we agree to take this matter seriously. Perhaps you could arrange a skype conference with Mr. Hofleitner. Possibly contact AHK for further advice. Best regards, Klaus Richter CEO RISO-Plastics Germany Industriestraße 32 32584 Loehne

From: meyer.wilfried@riso-plastics.de
To: hofleitnerfrank@kastellautomotive.in
Date: 14.05.2019
Subject: Advice on staffing
Dear Mr., Hofleitner, My name is Wilfried Meyer, I am the plant manager of the new branch of RISO-Plastics in Vellore, Tamil Nadu. We have met briefly at the AHK meeting last month and you gave me your business card. We have just started the process of selecting personnel for the new production plant and I came across the poaching issue. I am wondering if it is possible for you to share some of your insights regarding this issue? Best regards, Wilfried Meyer RISO-Plastics India Riso-Plastics Road 1 Vellore Tamil Nadu, 632001

From: hofleitnerfrank@kastellautomotive.in
To: meyer.wilfried@riso-plastics.de
Date: 15.05.2019
Subject: Re: advice on staffing – German community
Dear Mr. Meyer of course, I remember your impressive background with building up the subsidiary in China. I would be delighted to help your team. I will be in Chennai in three weeks on June 4, we could meet there. However, if this is matter of greater urgency, I would suggest a skype call at some point this week, e.g. Thursday 2pm. Keep me updated on your decision. Just to mention some of the benefits that are offered to our employees: We provide a canteen with free lunch for all our staff. Breakfast and dinner are available for a small fee. We have sanitary facilities for all our staff, including a men's bathroom as well as a woman's bathroom. On the ground floor we have a toilet for the disabled as well. All the best, Frank Hofleitner Plantmanager Kastell Automotive Ambattur Industrial Estate Chennai, Tamil Nadu 600058

From: meyer.wilfried@riso-plastics.de
To: hofleitnerfrank@kastellautomotive.in
Date: 15.05.2019
Subject: Re: Re: advice on staffing.
Dear Mr Hofleitner, I would like to confirm a skype for Thursday May 16 th at 2pm. As Vellore is close to Chennai, I can meet you there on June 4 as well. Best regards, Wilfried Meyer RISO-Plastics India Riso-Plastics Road 1 Vellore Tamil Nadu, 632001

From: hofleitnerfrank@kastellautomotive.in
To: meyer.wilfried@riso-plastics.de
Date: 17.05.2019
Subject: Skype follow up
Dear Wilfried, Following up our long skype conference, I just wanted to wish you good luck with your staffing quest. I will be interested to visit the plant once fully operating. All the best, Frank Hofleitner Plantmanager Kastell Automotive Ambattur Industrial Estate Chennai, Tamil Nadu 600058

From: meyer.wilfried@riso-plastics.de

To: richter.klaus@riso-plastics.de

Date: 20.05.2019

Subject: Skype with our German contact Frank Hofleitner

Dear Klaus,

Talking to Frank Hofleitner was a great opportunity. He will visit the plant once fully operating. Here is a summary of what I discussed with Frank from Kastell Automotive.

- According to Frank, his company aspires to reduce their ecological footprint, they got solar panels to have an independent power supply as power outages would occur frequently and last night, indeed, the lights went out in the hotel. Time to find a nice place to live as well!
- Frank said, his employees like to come to work, as the building air conditioned and employees feel valued and have a long-term perspective in the company. To emphasize, he mentioned they pay a bonus to any employee whose idea contributes a more sustainable production facility. One of his employees has had the idea to collect rainwater during monsoon season to use for lavatories to save fresh water. I was surprised to hear they advertise separate lavatories for female and male employees.
- I did some research and found a study on Environmental and Energy Sustainability.
- He said it was essential to pay 11 days to celebrate holidays on festivals and then on top to give paid holidays per month worked as well! Seems like all they do is celebrate. We talked about different benefits programmes, he said it was quite diverse.
- I would suggest that we also plan a range of benefits so we can present it to possible candidates, or in the long run even advertise it in our job postings. Frank suggested we investigate the standards that other companies in the area have set as their corporate culture, if we want to be successful, we should at least have similar standards, so people won't wander off.
- He previously mentioned that his company offers free lunch, breakfast and dinner for a small fee.
- Also, there is a possibility for the high-level job postings to invoke a non-poaching agreement, however this does not prevent them from leaving, it just 'guarantees' that the other company will notify you.

I hope this enables us to find the perfect candidate for our listings. Feel free to contact me at any time.

All the best from India,
Wilfried Meyer

RISO-Plastics
RISO-Plastics Road 1
Vellore
Tamil Nadu, 632001

Vellore Job Recruiting Service Pvt. Ltd

Mr. Wilfried Meyer
RISO-Plastics
RISO-Plastics Road 1,
Vellore, Tamil Nadu 632001

Muthu Majumda
Vellore Job Recruiting Service Pvt. Ltd.
Vellore, Tamil Nadu 632004

Tel.: +91 416 22534578

E-Mail: majumda-info@vellore-jrs.com

Internet: www.vellore-job-service.in

Information

Dear Mr. Meyer,

here are the relevant information about the local labour market, you were asking for.

Wages in India are generally paid at the end of each month and advance payments are not uncommon. A long service is rewarded. The salaries paid might vary significantly for the comparable positions in an industry.

Through our experience we estimate that, a qualified engineer with 2-3 years working experience expects a salary in a width of 6000€ to 12000 € each year. If the engineer takes further management tasks too, then his salary could increase heavily. A team leader who leads 10-20 people could easily get a salary around 20000 € a year and the department manager who leads more than 100 people could earn 50000 - 100000€ each year.

In many companies the salaries increased by 9.5 percent in 2017. A similar development is also expected for 2018: salaries are expected to increase by an average of 9.4 percent.

Large spreads also exist in the remuneration for functions within a company. The work experience and other factors such as the reputation of the university visited are decisive for the salary. Especially for foreman positions, salary increases between 10 and 30 percent per year are common.

For unskilled workers there are salary limits. The Indian government has set a minimum wage between 300 and 350 INR per day depending on the nature of the work.

Based on our market research, we would like to give as an example a list about the gross wages of employees with different qualifications or different work experiences in production industry. This can be found in the appendix.

If you have any further questions, please feel free to contact us at any time.

Kind Regards,

Mr. Majumda - Vellore Job Recruiting Service Pvt. Ltd

1.1 Wages and Salaries

Evolution of average gross monthly wages						
	2012	2013	2014	2015	2016	2017
nominal (in iR)	6.264	6.647	7.077	7.100	9.100	9.100
nominal (in US\$)*	96,35	102,24	108,86	109,21	139,98	139,98
real Changes (in US\$ %)	4,6	6,1	6,5	0,3	28,2	-

*Exchange rate from April 16, 2018: 1 US Dollar (US \$) = 65.01 Indian Rupees (iR)

Source: Labor Bureau - Ministry of Labor, Trading Economics and Indian Express, April 2018

Average gross monthly salaries by state		
	2017 (in iR)	2017 (in US\$) ¹⁾
National average	28.251	434,56
Capital Region: Delhi	54.600	839,86
High-wage region: Mumbai (Maharashtra)	70.700	1.087,51
Low-wage region: Chandigarh (Punjab)	45.600	701,42

¹⁾ Exchange rate from 16. April 2018: 1 US\$ = 65,01 iR

Source: Team Lease Jobs and Salary Primer 2017, April 2018

Average gross monthly salaries by industry

	2017 (in iR)	Changes 2017/16 (in %)	2017 (in US\$)¹⁾
Total	41.016	4,2	630,91
Construction Industry	49.676	3,4	764,12
Mining	60.000	5,3	922,92
Manufacturing, including:			
▪ Food / beverage Industry	53.611	8,1	824,65
▪ Textile Industry	48.627	2,2	747,98
▪ Paper Industry	45.880	k.A.	705,73
▪ Chemical / Petrochemical / Rubber & Plastics Industry	52.941	-2,5	814,34
▪ Electronics Industry	61.250	k.A.	938,53
▪ Automobile Industry	27.189	-14,1	418,22
Hotel & Catering Industry	36.956	8,0	568,46
Telecommunication	32.311	-5,6	482,49
Real estate industry	44.861	k.A.	690,05
BPO & IT Services	22.689	6,6	349,00
Information technology	78.033	k.A.	1.200,30
Agriculture	29.800	14,1	458,38
Healthcare & Pharmaceuticals	36.311	7,5	558,54
Industrial production	24.444	5,6	376,00
Media & Entertainment	34.617	7,3	532,48
Energy Industry	31.411	5,5	483,16
Sales Industry	25.289	8,1	389,00
E-Commerce & Start-ups	31.367	k.A.	482,49
Educational services	46.033	5,0	708,08

¹⁾ Exchange rate from 16. April 2018: 1 US\$ = 65,01 iR

Source: Team Lease Jobs and Salaries Primer 2017 und Naukri.com, April 2018

Average gross monthly wages by position of employee

Position	2017 (in iR)	Changes 2017/16 (in %)	2017 (in US\$) ¹⁾
Sales			
▪ Sales Coordinator	31.200	4,3	479,92
▪ Team Leader	41.367	4,7	636,31
▪ Retail Manager	22.100	6,0	339,94
▪ Purchasing Manager	25.400	6,1	390,70
▪ Marketing Assistant	33.067	4,2	508,64
Office Services			
▪ Administrative Officer	32.333	7,5	497,35
▪ Receptionist	22.100	12,0	339,94
▪ Data Editor	17.700	7,7	272,26
▪ Operation Coordinator	20.067	11,0	308,67
Technology			
▪ Electrician	36.333	5,0	558,88
▪ Service Supervisor	38.100	3,8	586,06
Worker			
▪ Beauty Consultant	24.100	6,8	370,71
▪ Packing Assistant	26.467	3,2	407,12
IT			
▪ Employee IT Support	40.067	7,7	616,31
▪ Network Engineer	64.033	7,6	984,96

¹⁾ Exchange rate from 16. April 2018: 1 US\$ = 65,01 iR

Source: TeamLease Jobs and Salaries Primer 2017, April 2018

Gross Wages (Production)				
	Work activity	2017 (in iR)	Changes 2017/16 (in %)	2017 (in US\$) ¹⁾
Trained worker (activities that can be learned in a few days and for which no special vocational training is necessary)	<i>Operator in industrial production;</i> Work experience: 0 to 2 years	13.000	4,8	199,97
An employee, who carries out activities under supervision, which require several years of vocational training	<i>Mechanical engineer;</i> Work experience: 2 to 5 years	16.700	6,4	256,88
Trained employee with many years of practical experience who can perform tasks reliably without supervision and set up production processes	<i>AutoCad Engineer;</i> Work experience: 5 to 8 years	53.300	6,8	819,86
Employee with many years of experience and management authority, who is responsible for the work of production areas as a foreman	<i>Production Engineer;</i> Work experience: 5 to 8 years;	68.000	11,8	1.045,98

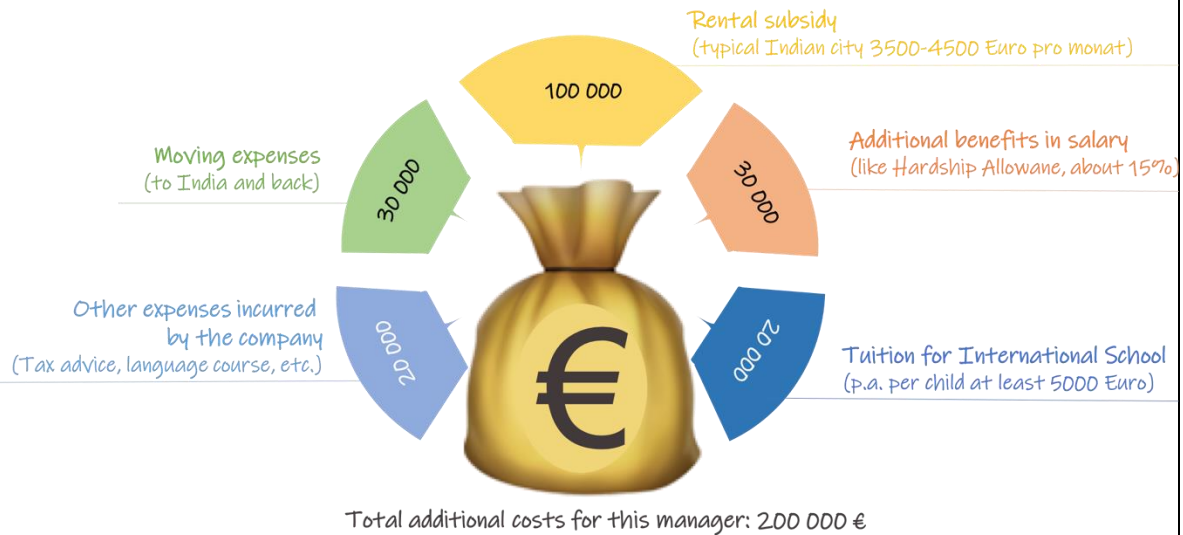
1) Exchange rate from 16. April 2018: 1 US\$ = 65,01 iR

Source: TeamLease Jobs and Salaries Primer 2017, April 2018. For unskilled workers there are salary limits. The Indian government has set a minimum wage between 300 and 350 iR per day depending on the nature of the work.

From: meyer.wilfried@riso-plastics.de
To: hofleitnerfrank@kastellautomotive.in
Cc: holler.christian@riso-plastics.de
Subject: Ask for Indian Recruitment Support
<p>Dear Frank,</p> <p>I'm making the personnel budget of our new recruitment and assignment in Vellore.</p> <p>Can you give me an example, which kind of assignment allowance plan does your company provide to your German colleague who are dispatched in Indian? Thanks in advance if you can send me more details about it.</p> <p>Have a nice day.</p> <p>Sincerely,</p> <p>Wilfried Meyer</p> <p>RISO-Plastics RISO-Plastics Road 1 Vellore Tamil Nadu, 632001</p>

From: hofleitnerfrank@kastellautomotive.in
To: meyer.wilfried@riso-plastics.de
Cc: holler.christian@riso-plastics.de
Subject: Re: Ask for Indian Recruitment Support
<p>Dear Wilfried,</p> <p>I'm glad to share you some information about your questions.</p> <p>In our company the remuneration of an international dispatch staff includes basic salary paid by parent company in Germany and different allowances. One is an <i>assignment allowance</i> to compensate for high political risks, climatic and ecological burdens or social and linguistic isolation, which belongs in foreign service premium; and another allowance is <i>cost of living</i>: a purchasing power adjustment to cover any additional cost of living. Besides that, there are also some <i>fringe benefits</i> like housing expense compensation or training allowance.</p>

An example of typical additional costs for a dispatched employee in middle management, who gets yearly salary in Germany with international assignment in approx. 100,000 € and has a family with two school-age children³⁴:



I hope this information can help you in your planning. Have a great day.

Sincerely

Frank Hofleitner

Plantmanager
Kastell Automotive
Ambattur Industrial Estate
Chennai,
Tamil Nadu 600058

From: meyer.wilfried@riso-plastics.de

To: thielmann.marcel@hr-riso-plastics.de

Cc: holler.christian@riso-plastics.de

Subject: Ask for Indian Recruitment Support

Dear Marcel,

I've seen that you are now in charge of personnel and budget at headquarters. At the moment I am in India doing the personnel budget of our new recruitment and assignment in Vellore.

As you are the expert of the human resources department, can you help me to check which kind of assignment allowance plan we could provide to our German colleague who are dispatched in Indian?

³⁴ Vermeer, M. & Neumann, C. (2016). Praxishandbuch Indien: Wie Sie Ihr Indiengeschäft erfolgreich managen Kultur verstehen, Mitarbeiter führen, Verhandlungen gestalten (2. Aufl.). Wiesbaden, Deutschland: Gabler Verlag. S.106.

And I need more information about the cost of living allowance in India. Please send me more details about it. Thank you.

Sincerely,

Wilfried Meyer

RISO-Plastics
RISO-Plastics Road 1
Vellore
Tamil Nadu, 632001

From: thielmann.marcel@hr-riso-plastics.de

To: meyer.wilfried@riso-plastics.de

Cc: holler.christian@riso-plastics.de

Subject: Re: Ask for Indian Recruitment Support

Dear Wilfried,

I'm glad to support you in the Indian Project.

Towards the assignment allowance we use a widely used classification to determine it. In Indian case it would be as follow:

Characteristic of the country group	Examples	Assignment allowance (in Euro)
F medium difficulty	Indian (cities)	250
I highest difficulty	Indian (Province)	400

(Source: slightly modified according to DGfP 1995, p.77)

For the cost of living allowance, we use our internal lump sums for Asia.

By the way, the visa fee to India will be taken by us.

If you have any further questions, please get back in touch with me again.

Sincerely,

Marcel Thielmann

RISO-Plastics, HR
RISO-Plastics Road 1
Vellore
Tamil Nadu, 632001

RISO-Plastics



FAX

From: Marcel Thielmann **To:** Wilfried Meyer

CC: holler.christian@riso-plastics.de **Fax:** meyer.wilfried@riso-plastics.de

Date: 02.04.2019 **Pages:** 4

AW: Your request for the budget forms

Dear Wilfried,

I can help you with your budget planning and grant request. We have a predefined cost key for personnel costs in our company. To make this easier for you, I will also send you the tables we used for the planning. You can use these documents as help for calculation.

I wish you a good start at your new location.

You will find the forms in the appendix.

Yours sincerely,

Marcel Thielmann

Simplified recruitment expense analysis table

Recruiting Channels ¹⁾	Total Cost /Year (€)	Basic-Level Position		Primary Management Position		Middle Management Position		Senior management position		Total No. of Hiring	Avg. Cost / Pers.
		Number of Hiring	Contribution degree ²⁾	Number of Hiring	Contribution degree	Number of Hiring	Contribution degree	Number of Hiring	Contribution degree		
Campus Recruiting	100 000	102	0.7	0	0	0	0	0	0	102	980
E-Recruitment / Network Recruitment	20 000	20	0.1	6	0.2	4	0.2	0	0	30	667
Job Intermediary	50 000	0	0	10	0.3	8	0.4	1	0.5	19	2632
Internal Recommendation	10 000	0	0	11	0.4	5	0.3	1	0.5	17	588
Job Fairs	30 000	31	0.2	3	0.1	1	0.1	0	0	35	857
Walk-in Interviews	/	/	/	/	/	/	/	/	/	/	/
Total	210 000	153	1	30	1	18	1	2	1	203	1035



Recruitment Budget Expense Form

Recruiting Position	Number of Hiring	Planned Recruiting Channel	Possible Costs in this Channel	Remarks/Reasons/Examples	Sum of Costs

Training Costs Budget Form

Training Demands	Training Methods	Number of Participants	direct Costs		indirect Costs		Total Cost (€) of each method	Total Cost (€) of each training demand
			unit price (€)	number of units	unit price (€)	number of units		

Mala Shilana

RISO-Plastics

Addressee Wilfried Meyer
RISO-Plastics Road 1,
Vellore
Tamil Nadu 632001

Reference: Application as Office Employee

Dear Mr. Meyer,

I would like to apply for the administrative position in office which is currently advertised on the website of Vellore Job Recruiting Service Pvt. Ltd.

My qualifications and experiences match precisely with your requirements. I have been working as an office employee for more than two years in Leather Company Ltd.

My responsibilities included customer communication, administrative tasks, accounting, invoicing department and personnel management. I am very strong in communication and well trained to deal effectively with the client's needs.

I graduated from Koonna Presidency Matric Higher Secondary School in Vellore (focuses on commerce, accounting, economics and computer science). Afterwards, I studied the Bachelor of Art in English at local D.K.M. College for Women in Vellore. Because of my school and university qualifications I am suitable for the job in your company. I am skilled to communicate in English and Tamil with customers or colleagues.

My work is excellent, and my reviews verify that information. I think that I can bring skills, common sense, and logic to your firm's administrative operations.

Should you need further information, please feel free to contact me anytime. I greatly appreciate your interest and I am looking forward to hearing from you soon.

Yours sincerely

Mala Shilana

Amar Maghadni

Little Road 2 | Vellore | Tamil Nadu 632001 | maghadni@domain.com

RISO-Plastics

Addressee Wilfried Meyer
RISO-Plastics Road 1,
Vellore
Tamil Nadu 632001

Reference: Application as Production Manager

Dear Mr. Meyer,

as a production management expert with 5 years of professional experience, I am now in search of a new challenge that allows me to realize my full potential. A position as Production Manager at RISO-Plastics offers me the opportunity to utilize my complete expertise. Joining an innovative company that I have come to know as a trustworthy German employer with high standards in production processes truly motivates me.

I attended to the school Kendriya Vidyalaya No. 1 Arakkonam in Vellore until class VIII. I then attended Vana Vani Matriculation Higher Secondary School in Vellore. The Higher Secondary School is known for the high-quality English co-education. Because of this I am predestinated to communicate in English and in my native language Tamil by work. After achieving a successful graduation, I studied Diploma Mechanical Engineering at Thantai Periyar E.V. Ramasany Government Polytechnic College, which is AICTE accredited. I obtained an overall percentage of 92,6%, which is a Grade A.

Most recently I was employed as Team Leader at ACTA Business Corp. in Vellore where I created and implemented new standards in customer service and was responsible for technical support along the entire production chain. Working closely with various manufacturers, suppliers and global trade partners, I have accumulated a lot of experience in the production industry, which includes planning, coordinating and supervising production safety, as well as technical support and quality standards. I have a deep understanding of all aspects and complexities required for an effective production management.

As far as my personal attributes are concerned, my flexibility and quick perception allow for an easy adaption to new tasks and work environments, especially for production of heat-intensive plastic components. Always looking for ways to improve and gain a competitive edge, I am motivated to bring new ideas and processes into reality. I am positively convinced of German working moral and standards, so I would be pleased to work for a German parent company.

Exceedingly motivated, I look forward to the chance to support your company. Thank you very much for taking the time to review my application. In order to convince you of my capabilities, I would welcome the opportunity of a personal interview.

Kind regards,
Amar Maghadni

RISO-Plastics, RISO-Plastics Road 1, Vellore, Tamil Nadu 632001

Dear Mr. Meyer,

I am writing for the job in production in your company.

I am a creative in the world of cars. I have a lot of experience with cars because my family has a garage for repair cars. My grandfather and father teach me a lot about cars and mechatronics.

Please let me know you would like to see me.

Thanks,

Nilay

RISO-Plastics

RISO-Plastics Road 1
Vellore
Tamil Nadu 632001
+ 91- 416 0000000

Dear Mr. Meyer,

my name is Mowgli Baluyani. I am 22 years old. I am applying for your vacant position as production employee that I saw in the Daily Newspaper Vellore.

I have eight years of experience that I can bring to your company. I have attended the Government Industrial Training Institute in Vellore for two years. There I have participated in I.T.I Craftsmen Training Scheme and graduated as Electrician. After this I have worked for six years in a small repair and assembling shop in Vellore. I can also repair cars, so I am very interested to work in automobile industry.

I visited an English course for the I.T.I Craftsmen Training Scheme. So, I can speak in elementary English.

I am available to a interview at your earliest convenience.

Thank you for your consideration and I look forward to hearing from you soon.

Sincerely,

Mowgli Baluyani

Mowgli Baluyani

From: tom.henne@riso-plastics.de

To: meyer.wilfried@riso-plastics.de

Subject: Vacancies in India, Velore

Dear Wilfried,

how are you doing in India now? Is everything going well?

I noticed at the division that you guys still have staffing needs. I am sure, you need a mechanical engineer with lots of experience and I'd really like to go to India! I am so interested in the culture and the people. I would love to contribute my expertise for 2-3 years. So, what do you say?

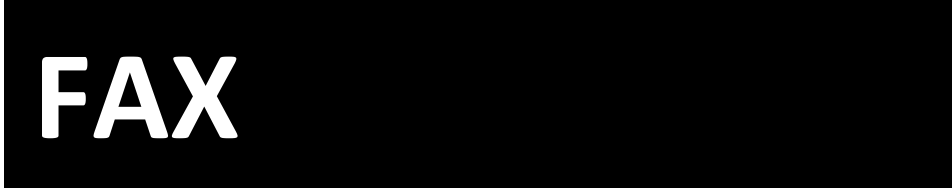
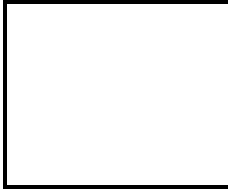
Would I still have to submit official application papers to you? Or are my documents from my personnel file sufficient?

With best regards,

Tom

RISO-Plastics

RISO-Plastics Road 1, Vellore, Tamil Nadu 632001



To: Wilfried Meyer

Phone number: + 91- 416 0000000

Company name: RISO-Plastics

Fax: : + 91- 416 0000001

From: Klaus Richter

Phone number: + 91- 416 0000047

Company name: RISO-Plastics

Fax: + 91- 416 0000048

Number of pages: 1

Haste: Yes

Requested action: Forwarding external application (Heinz Mann)



**Heinz
Mann**

☎ 0187-7795636610

@ h.mann@jj-info.com

Herforder Str. 56
32120 Hiddenhausen

External application as engineer in maintenance, repair and operation

RISO-Plastics

Herr Wilfried Meyer

Industriestraße 32, 32584 Loehne

Dear Mr. Meyer,

I read your job advertisements for an engineer at RISO-Plastics with great interest. That is why I am applying to your new location in Vellore as a full-time engineer.

I am currently working as a mechanical engineer for the company J&J Engineering. My most important field of activity is the planning, calculation and introduction of new industrial machines. In addition, I have been working for more than five years as a trainer and in management positions. I currently lead a team of five employees, two trainees and three working students. The passing on of knowledge is an important concern for me. I extract your job advertisement that you are looking for an experienced employee who can introduce and manage new production staff on site. That's consistent with my profile. I combine my technical skills with creativity and the necessary practical relevance. I work conscientiously, on time and flexibly. I am willing to move to India for the new position and experience this as an interesting new challenge.

Good project planning is a matter of course for me.

My biggest success so far has been the planning and development of a new product line for J&J Engineering. By moving to India, I hope to intensify my intercultural competence and learn from the local working methods. I prove my team and organizational skills in extensive projects. My knowledge of English can be described as fluent in spoken and written.

I have always devoted my attention to the projects I work on. I am happy to contribute my expertise to further growth of RISO-Plastics. I am at your disposal for any questions if you wish. My salary expectation is 70,000 euros gross per year.

Could I arouse your enthusiasm as well? Then I look forward to confirming the positive first impression with a personal conversation.

Yours sincerely,

Heinz Mann

From: Muthu Majumda (majumda-info@vellore-jrs.com)
To: Wilfried Meyer (meyer.wilfried@riso-plastics.de)
Cc: Klaus Richter (richter.klaus@riso-plastics.de)
Subject: Indo-German Chamber of Commerce

Dear Mr. Meyer,

yesterday I had a long telephone conversation with the manager of Vocational Education & Training of the Indo-German Chamber of Commerce.

The manager informed me about the program DUALpro Services. DUALpro is the brand under which the Indo-German Chamber of Commerce offers a range of Vocational Education & Training services to participating companies. The services are based on the German Dual System that combines theory and industrial experience.

In the following the most important information from the telephone call are summarized, in order to provide an overview of the program.

The Indo- German Chamber of Commerce supports companies in the personnel sector with the following services:

Recruitment and consultancy:

- o Publication of job vacancies for member companies
- o Sourcing and screening of suitable applicants
- o Expert advice on remuneration strategies
- o Payroll accounting
- o Expert advice on labor laws and contracts
- o Expectations Management and Consulting on Human Resource Management in India

Coordination of vocational training programs:

- o System and project consulting for the introduction of German dual vocational training elements on site
- o Identification of training needs and suitable training occupations
- o Identification of training partners
- o Development and adaptation of framework curricula
- o Trainer qualification through seminar "Training of trainers"; as well as on-the-job-coaching
- o Certification of training facilities
- o Registration of apprenticeship contracts
- o Coordination and development of final exams of apprenticeships
- o High-qualitative certification of training graduates
- o Coordination of training programs (e. g. specialist/skilled employee for industry 4. 0)

Partner Support

Expert advice to follow-on spouses of German employees in India on opportunities for work and educational trainings as well as volunteer work in India.

For a general overview a flyer with further information about the program is attached.

If your company is interested in a cooperation with the Indo-German Chamber of Commerce, an appointment with the senior manager will be arranged.

In my opinion the cooperation is a good opportunity to train the staff externally or to get expert advice on important topics for the company site in Vellore.

I wish you a successful week.

Best regards,

Muthu Majumda

Vellore Job Recruiting Service Pvt. Ltd
Vellore, Tamil Nadu 632004

Tel.: +91 416 22534578

E-Mail: majumda-info@vellore-jrs.com

Internet: www.vellore-job-service.in



Open Attachments

RELATED SERVICES BY THE AHK INDIEN

DIHK

AdA International – Vocational Trainer Qualification (AHK)

AdA International – Vocational Trainer Qualification (Germany) is a special training for in-company trainers and vocational school teachers. It focuses on enabling the participants to instruct and qualify young people - future employees - on the job. The training course develops the future trainers' professional, pedagogical, methodological, social and individual skills.

AHK IGTC
Indo-German Training Centre

Indo-German Training Centre

Objective of IGTC is to provide management trainings based on the German Dual System. AHK Indien established the Indo-German Training Centres in Mumbai, Chennai and Bengaluru.

For more information: www.igtcindia.com

PRO
RECOGNITION
Professional & Vocational
Qualifications for Germany

ProRecognition:

Recognition of professional qualifications in Germany

The purpose of ProRecognition is to improve the assessment and recognition of professional and vocational qualifications acquired in India.

The project is funded by the German Federal Ministry of Education and Research (BMBF).

For more information:

<http://www.prorecognition.in/>

SES
Senior Experten Service

SES – Senior Experten Service

SES offers interested retirees the opportunity to pass on their skills and knowledge to others, both within Germany and abroad. They work in a voluntary capacity as Senior Experts, helping to train specialist workers and management staff. They help others to help themselves. It is a system that benefits all parties.

For more information:

<http://indien.ahk.de/cooperation/senior-experten-service-ses/>

BENEFITS FOR THE COMPANY

-  **Sustainability:** Better skills contribute to qualified workforce.
-  **Increased productivity:** Qualified workforce leads to higher output and lower HR cost.
-  **Efficiency:** Curriculum matches industry needs.
-  **Low attrition rate:** Professional development of the employee leads to loyalty.

DO YOU HAVE A QUESTION?

We are happy to help you!
THE INDO-GERMAN CHAMBER OF COMMERCE

Phone: +91-20-41047114

E-Mail: dualpro@indo-german.com

Website: <http://indien.ahk.de/>



AHK

dualpro
Train - Employ - Advance

DUALpro
SERVICES



GERMAN
DUAL VOCATIONAL
EDUCATION AND TRAINING
by the Indo-German Chamber
of Commerce





INTRODUCING DUALpro

The Indo-German Chamber of Commerce (AHK Indien) is part of the German Chamber Network Abroad which is represented in over 90 countries. Amongst other services, the AHK Indien implements the German Dual Vocational Education & Training (VET) System which encourages the direct involvement and ownership of the industry. That's why AHK Indien encourages its member companies, education providers and other stakeholders to become an active partner in the development of VET ecosystem in India.

For this, the AHK Indien has developed a variety of VET services which are offered under the brand DUALpro with the main purpose to guarantee German quality standards in the field of vocational education and training. DUALpro can be your competent partner in the following steps towards the successful implementation of German Dual VET.



OUR SERVICES IN DETAIL

1. Initial Consultancy and Guidance

Once the institution decides to become active in the field of German dual VET, the AHK Indien will help them to analyse their requirements and gives suggestions and support for the set-up.

2. Identification of suitable profession

The AHK Indien identifies a corresponding occupational profile /trade (e.g. a profession as an industrial mechanic) in Germany.

3.1. Adjustment of curriculum based on German standards

The AHK Indien along with their VET Council (appointed company experts in VET), work through the curriculum and make adjustments. If required, AHK Indien will involve the Chambers of Commerce and Industry (CCI) in Germany for feedback.

3.2. Identification of VET partners

The AHK Indien can help to identify vocational school partners or specialized institutions that are experts in establishing content, developing customized training materials and help in effective delivery of the same.

4. Training of Trainers (ToT)

ToT not just in technical knowhow but also in methodology and pedagogics is a crucial part of the German VET. For a certificate by the AHK Indien, it is necessary that the trainers have undergone such a training. DUALpro offers the German ToT (AdA International) as well as customised ToT programmes.

5. Certification of education provider/training company

The AHK Indien certifies the suitability of an educational institute to carry out the vocational training, based on the curriculum and occupational profile i.e. equipment, faculty, infrastructure etc.

Similarly, the AHK Indien also certifies the training company's suitability to carry out practical shop-floor training by qualified in-company trainers with appropriate equipment.

6. Registration of students with the AHK Indien

The AHK Indien registers the contracts between apprentices and companies. Only the students registered with AHK Indien can participate in the examinations and eventually get an AHK certificate.

7. Development of the exam

The content of the exams has to go through feedback loops of AHK Indien's Examination Committee and a CCI. This process guarantees to examine the apprentices' holistic understanding of their trade.

8. Organising and administering examinations

The exams are facilitated by the AHK Indien and conducted by AHK's independent examination committees.

9. Certification

Depending on the length and content of training, a certificate will be issued by the AHK Indien alone or in conjunction with the DIHK in Germany.



VELLORE DAILY NEWSPAPER

INDIA'S EDUCATIONAL SYSTEM REVEALS WEAK POINTS

13.06.2019

Lack of practical relevance, inadequate infrastructure, outdated teaching methods and inadequate teaching staff. These descriptions are often heard when talking about India's educational system. The Survey of the Federation of Indian Chamber of Commerce and Industry states that 90% of the companies have problems of finding workers with adequate skills. A lack of vocational qualifications dominates India's employment market. A main reason is the poor reputation of Vocational Training in India. The school education in India is highly theoretical and there is no relevance to the world of work. Parents push their children in a direction of academic education at universities. Vocational training is treated as a refuge for school dropouts and poor graduations. Young people who have no qualification for higher education usually start to work without an official diploma. Accompanied by this, 95% of the workforces of India don't have a formal apprenticeship.

This fact underlines the relevance of India's informal education system. Equally, trainers in companies often have no formal instruction in teaching or training. India's companies are often unwilling towards trainings because of the high-graded flexible employment market with high fluctuation. This article presents a general view of weak points of India's training system. It is assumed that the different training schemes are known.

Craftsmen Training Scheme

The numbers of applicants for Craftsmen Training Schemes in India are very high. Nevertheless, it can't hide the fact that graduates are inept for reality on employment market. This can be lead back to the worker's lack of problem-solving skills and practical skills. Because of this, placement of workers is very difficult. In addition, the technical equipment of the Industrial Training Institutes in India is obsolete. One reason is the underfinancing of the institutes. The curricula are very theoretical and soft skills as well as practical relevance are faded out. On top of this, there is an absence of training opportunities and opportunities for advancement.

Apprenticeship Training Scheme

The Apprenticeship Training is characterized by a higher practical relevance because of training on the job. As a result, an improvement of technical know-how is achieved, and self-confidence of the employees is strengthened. The training takes place in private and public facilities. Another important feature is the subsidization of trainee's wages and the training costs of the companies by the state. After graduation the workers obtain official accredited certificates. However, an occupation rate of employment prevails due to meager remuneration and missing job guarantee. Besides, the Indian economy shows a

slight interest towards graduates of Apprenticeship Training Schemes. Companies barely participate adequately on this training program due to high regulatory requirements. Furthermore, the training is risky for companies, so they often are taken to retain the trainees after the Apprenticeship Training to increase their productivity by paying a lower salary for the time when they start working in a company. After a certain time in a company the salary increases by loyalty bonuses.

Polytechnical Training Scheme

The offer of training places for polytechnics are insufficient in relation to the demand. Furthermore, admissions to polytechnics and engineers have increased. Graduates of Polytechnical Training Schemes, which are accredited by All India Council for Technical Education, are in great demand. But there are still many private training institutes which are characterized by bad quality in infrastructure and teaching.

Alternatives must be created

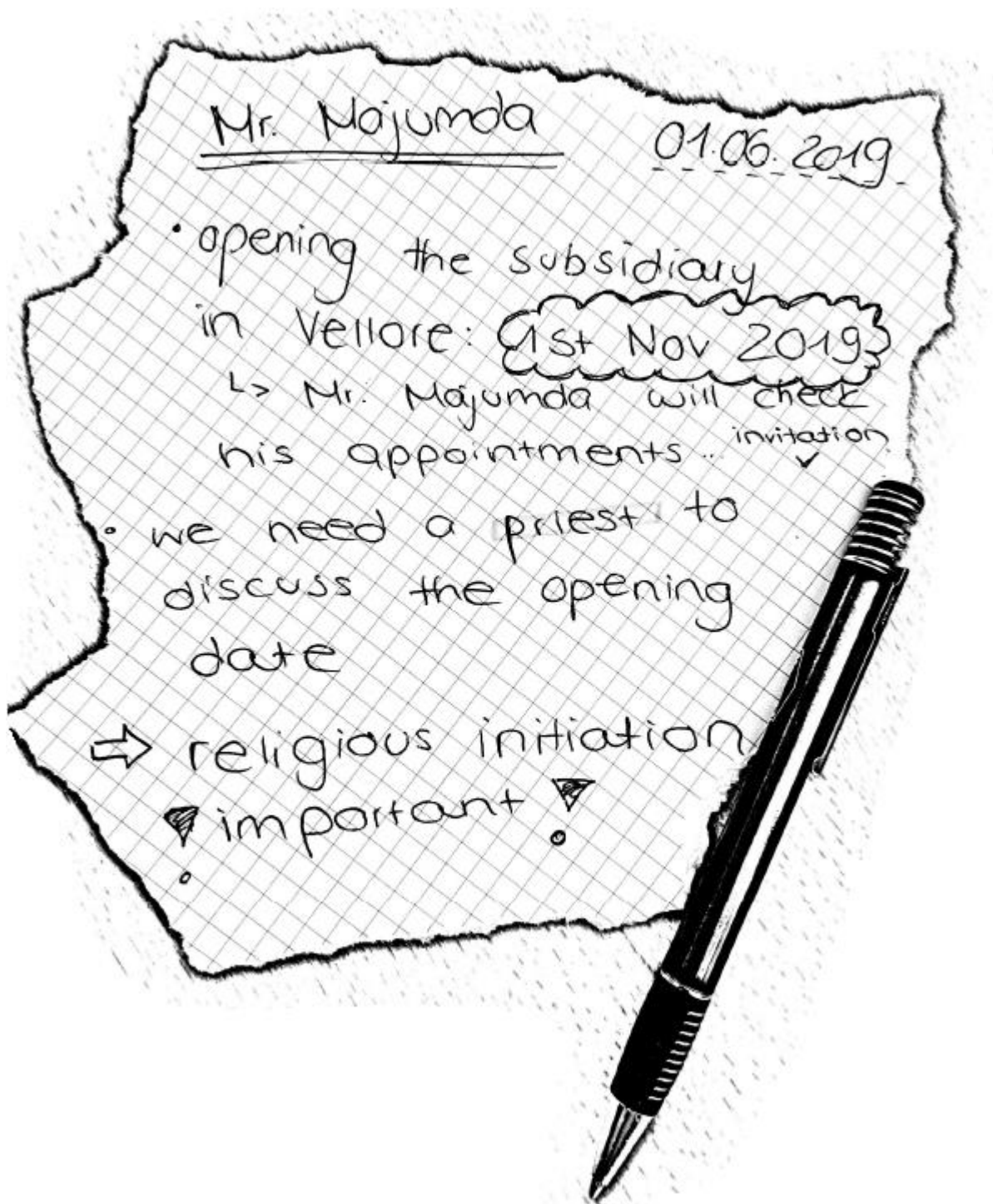
To get more highly skilled personnel, India must develop alternatives for its educational system or to improve conditions of present training programs.


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From: priya.singh-pelia@iphi.in
To: meyer.wilfried@riso-plastics.de
Date: 25.05.2019
Subject: Your request on employee health insurance plans
<p>Hello Mr. Meyer,</p> <p>Thank you very much for your interest in Indian Prime Health Insurance (IPHI).</p> <p>We are very pleased to inform you that we have a special offer for your business and your individual needs, which you submitted us:</p> <p>Group Health Insurance Plan:</p> <ul style="list-style-type: none">- This plan provides cover to the employee and his family members such as spouse, children, parents and in-laws.- The policy covers everything from the time the insured is hospitalized to the time of discharge. All charges including room charges, boarding charges, medicine and drugs costs including costs for specialists like anaesthetist, surgeons, specialist fees, and consultation, etc. will be covered under the policy.- Even treatments related expenses like blood, operation theatre charges, diagnostic, anaesthesia, surgical appliances, materials and x-ray oxygen and dialysis will be covered within the policy.- The Indian Prime Health Insurance will be completely cashless for the employee and doesn't cause the employee any hassle of documentation and bills. <p>Alternatively, we can offer you our Individual Health Insurance Plan, however, in total you can save up to 30% by choosing the group plan. Moreover, you can guarantee employee satisfaction by covering their families, so they must worry less and can work more efficiently.</p> <p>If you have any further questions, please do not hesitate to contact us.</p> <p>Best regards,</p> <p>Priya Singh-Pelia</p> <p>Customer Service Indian Prime Health Insurance 524, Anna Salai T.V.K Colony, T. Nagar Chennai, Tamil Nadu 600018 India</p>  <p>IP Health Insurance</p>

Online Article in “The Economist”, published on January 12th, 2019, Delhi

Quotas for all

Almost all Indians will soon qualify for affirmative action in India

AFFIRMATIVE ACTION, as Americans confusingly call it, has been a defining feature of modern India. The constitution allows the government to make “special provision for the advancement of any socially and educationally backward classes of citizens”. Since it came into force in 1950, “reservations” (quotas) have often been demanded and doled out. By setting aside government jobs and places at universities for members of communities that had been oppressed for hundreds, if not thousands, of years, the thinking ran, the country would soon rid itself of the iniquities of caste and with it the need for reservations.

Instead, Indians have been mired in a zero-sum competition for official favour ever since. The first beneficiaries were “scheduled castes and tribes”, in particular untouchables (now known as Dalits)—those at the bottom of the social order. Inevitably, the considerably less disadvantaged “other backward classes” (OBCs) soon began to clamour for quotas of their own. Political parties sprang up to demand new or bigger reservations for different castes. It was only in 1992 that the Supreme Court appeared to put a stop to the scramble by ruling that no more than 50% of jobs or university spaces could be reserved under caste-based quotas. But on January 7th, with general elections due in just three months, the ruling Bharatiya Janata Party (BJP) came up with a new way to expand reservations: to set aside a further 10% of jobs and university places for relatively impoverished Indians, of whatever caste or religion. A motion to change the constitution to that end cleared both houses of parliament in just two days, a record, with almost no dissent.

The scheme’s details remain hazy, but reports suggest that any family earning less than 800,000 rupees (\$11,375) a year would be eligible. That is a generous sum in a country where the average income per person was \$1,976 in 2017. Indeed, 800,000 rupees is the level of income that defines the “creamy layer”—families wealthy enough that the courts have barred them from any sort of reservation, whatever their caste or tribe. All but the richest, in other words, will now be eligible for a reservation.

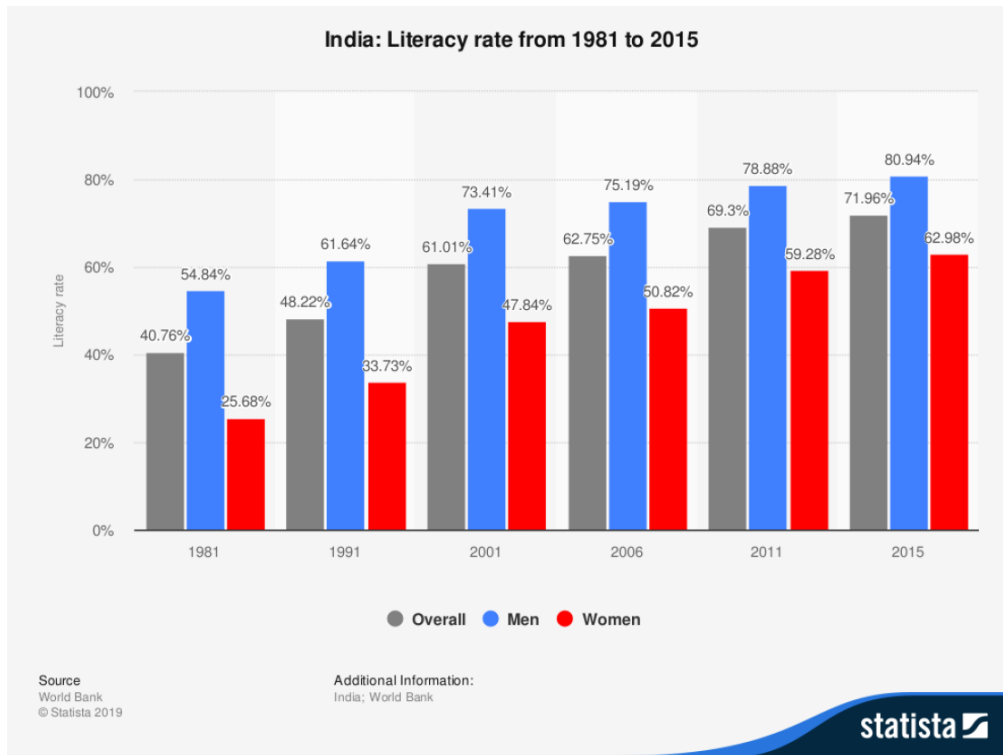
The BJP used to oppose excessive reservations, since it derived much of its support from higher castes who felt that their opportunities were being diminished by their lower-caste neighbours, some of whom were no needier than they were. In 2006 much of India erupted into protests against reservations. More recently, instead of calling for the abolition or reduction of reservations, relatively prosperous castes have agitated for inclusion in the quotas. The BJP’s new policy looks like a sop to such important “vote banks” as the Patidars of Gujarat or the Rajputs of Rajasthan, who are too well-to-do, by and large, to be considered backward, but poor enough to resent that.

These groups are also numerous enough to be central to the efforts of Narendra Modi, the prime minister, to win a second term. And they are agitated about lack of opportunity. The Centre for Monitoring the Indian Economy, a think-tank in Mumbai, reckons that the number of people in work fell during the past fiscal year, even as the working-age population swelled.

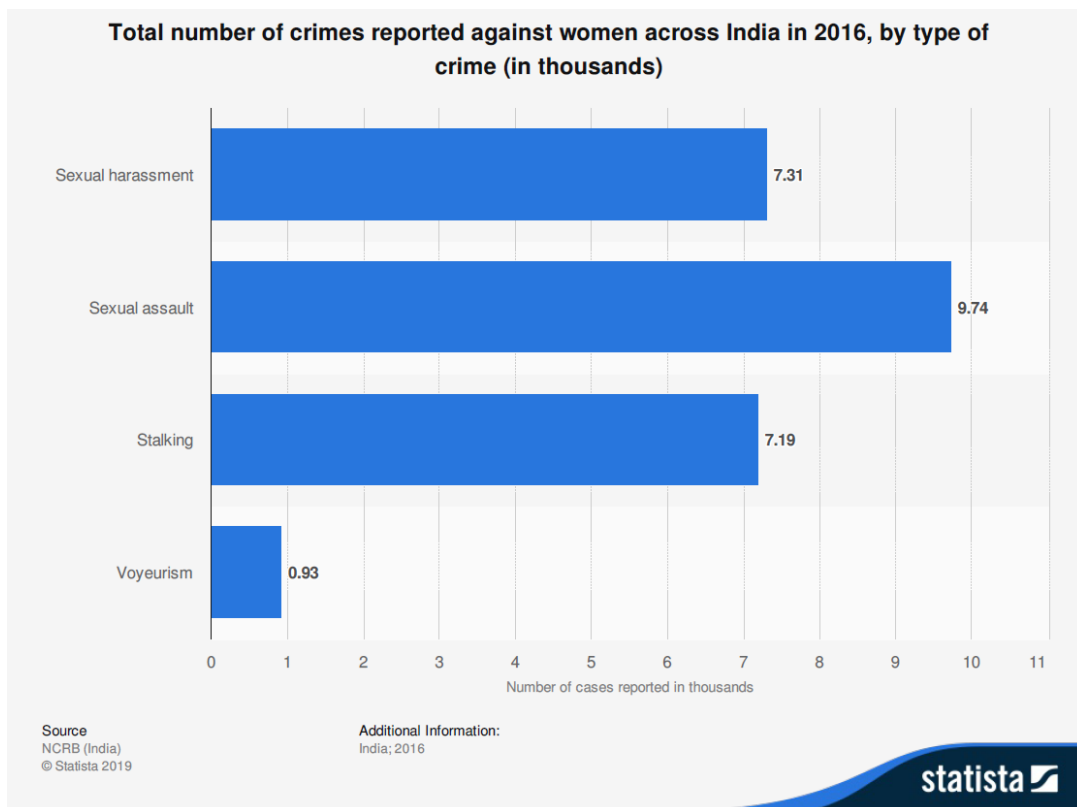
To be fair, the BJP is not alone in its bribery. The state of Tamil Nadu reserves fully 69% of university places and government jobs for disadvantaged castes—an apparent breach of the Supreme Court’s ruling that has been the subject of long litigation. Other states have created reservations for women, the disabled, religious minorities, former soldiers and so on. Congress, the main opposition party, proposed something similar to the new scheme years ago. The leader of another opposition party says that now that the 50% ceiling has been breached, the reservation devoted to OBCs, for whom his party claims to speak, should be doubled to 54%, in proportion with their share of the population.

The irony is that quotas will not help much. In November the national railways received 19m applications for 63,000 lowly posts. That meant plenty of disappointment to be shared among every caste.

Women in work life



<https://de.statista.com/statistik/daten/studie/170863/umfrage/alphabetisierung-in-indien/>



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