
TALENT MANAGEMENT: AN ANALYTICAL STUDY WITH REFERENCE TO PLACEMENTS

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Abstract

Talent is a set of personal characteristics that enhance one's ability to achieve. It is a skill that someone naturally has to do something that is hard and is a natural ability to excel at a duty.

Talent management has become one of the most important buzzwords in corporate HR and training. Talent management is the science of strategic HR to improve business value of the institutions. Everything done to recruit, retain, develop, reward and make people perform is a part of talent management. This research paper focuses on talent management practices carried in an organisation from the perspective of placements, recognising role of talent management in placements and essentials of training. Structured questionnaire was administered to the respondents to collect the data.

Keyword: Talent management, training, placements, skill, corporate HR.

Introduction

Talent management is the science of using strategic HR to improve business value and make it possible for companies and organisation to reach their goals. Talent is defined very vaguely across the industry. Every researcher has defined the term according to his convenience.

It aims at maintaining institution's performances and competitiveness. It is one of the highest valuable asset of an organisation. If talent management is performed professionally it can become the back bone of the institutions. Continuously developing the talent enables to be responsive to change and keep leadership. The process of talent management are acquiring, retaining and developing.

The advantages of talent management practices in institutions:

- Helps in building the brand image
- Helps to have a good network with the corporates
- Helps to leverage admissions
- Helps in upgrading institutional ranking
- Helps in getting good salary package during placements
- Helps to bridge the gap between institutions and corporates

Placement is the temporary position in an organisation. Campus recruitment is the program conducted within educational institutes or in common place to provide jobs to students pursuing or in the stage of completing the programme.

LITERATURE REVIEW

Natalie lapos , in her paper titled “Organizational student placement practices & recruitment” , tries to state that quality student placements require action at the organizational and practice level and are associated with :-

- Enhanced recruitment
- Increased ability to offset student placement costs
- Decreased student attrition from the profession.

Robert E Lewis & Robert J Heckman in their paper titled- “Talent management”: A critical review, has stated that talent management is used for employee retention or proper utilization of resources i.e., managing of supply, demand & flow of talent through the human capital engine.

M Dhanbhakya & K Kokilambal in their paper titled- “A study on existing talent management practice & its benefits across industries” , states that talent management starts with recruitment process, alignment of the workforce to the organization, develop the people & get constant feedback to help in performance of an individual or an organization.

David G Collings & Kamel Mellahi in their paper titled – “Strategic talent management: A review & research agenda, tries to state that the paper should aid future research in the area of talent management through-

- Helping researchers to clarify the conceptual boundaries of talent management.
- Providing a theoretical framework that could help researcher in framing their research efforts in the area. It aids manager in engaging with some of the issues they face with regard to talent management.

Namrata mandloi, in her paper titled- “Talent management- A strategic approach towards growth in IT industry tries to state that, Talent management is the science of using strategic HR to improve business value and to make it possible for organization to reach their goals. Everything done to recruit, retain, develop, reward & make people perform forms a part of talent management.

Andrew P Bradley in his paper titled- “Talent management for universities” tries to state the gap between the organizational strategy and how academic talent is recruited, developed, retained, rewarded and also argued that talent management can provide a conceptual framework to enhance performance over the long term by coalescing a university’s strategy with its performance metrics and day-to-day management system.

Pratigadapa Sireesha & Leela Krishna Ganapavarapu in their paper titled- “Talent management: A critical review” tries to provide employee behavior and provides the 10 basic truth about employee behavior. It can also be taken as principles for successful talent management and will significantly improve the effectiveness of any talent management initiative.

Diksha Garg & Kavita Rani in their paper: “Talent management-Empirical research results” has

stated that despite a significant degree of academic and practitioner interest the topic of talent management remains under developed and tried to develop a clear and concise definition of talent management.

Ellen Behr stock in his paper titled-“Talent management in the private and education sectors: A literature review” tries to focus on literature that takes a more holistic approach to examining talent management considering each aspect of talent management in relation to others. It includes both academic and professional literature.

Victor Oladapo in his paper titled- “The impact of talent management on retention” tries to state the challenges and successes of talent management programs and the reason why some companies chose not to have a program. It is also tested the predictive power of job security, compensation and opportunity on retention rates.

Research methodology:

- Objectives:
 - a. To study the talent management practices in engineering colleges.
 - b. To examine the need of talent management practices for placements.
 - c. To suggest actions for increasing placements thus increasing talent management practices.

- Research design:

Descriptive in nature.
- Sampling technique:

Purposive sampling technique was used to collect the data.
- Sample size:

20 respondents which included HRD trainers, placement officers, faculties were identified. Out of these only 10 samples were selected due to their appropriateness.
- Data collection:

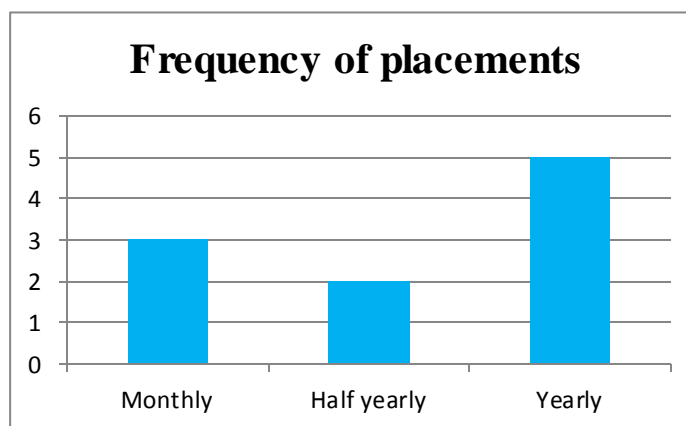
Primary data was collected by administering structured questionnaire to the respondents. Secondary data was collected from journals, annual reports, and institutional magazines.

ANALYSIS AND INTERPRETATION

1. How often placement do happen in your college campus?

Table showing frequency of placements

Parameter	Number	Percentage
Monthly	3	30
Half yearly	2	20
Yearly	5	50
Total	10	100



Analysis:-

In the above table we can see that 50% of respondents say that placements happen in their campus on yearly basis.

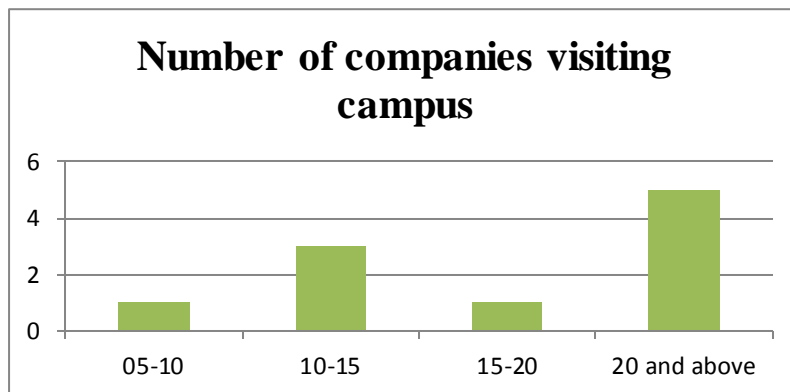
Interpretation:-

The placements do happen on yearly basis after the completion of the academic year of the graduates.

2. Do you have any idea as to how many companies do visit your campus?

Table showing frequency of placements

Parameter	Number	Percentage
05-10	1	10
10-15	3	30
15-20	1	10
20 and above	5	50
Total	10	100



Analysis:-

From the above table we can analyze that 50% of respondents say that 20 and above companies do visit their campus for placements.

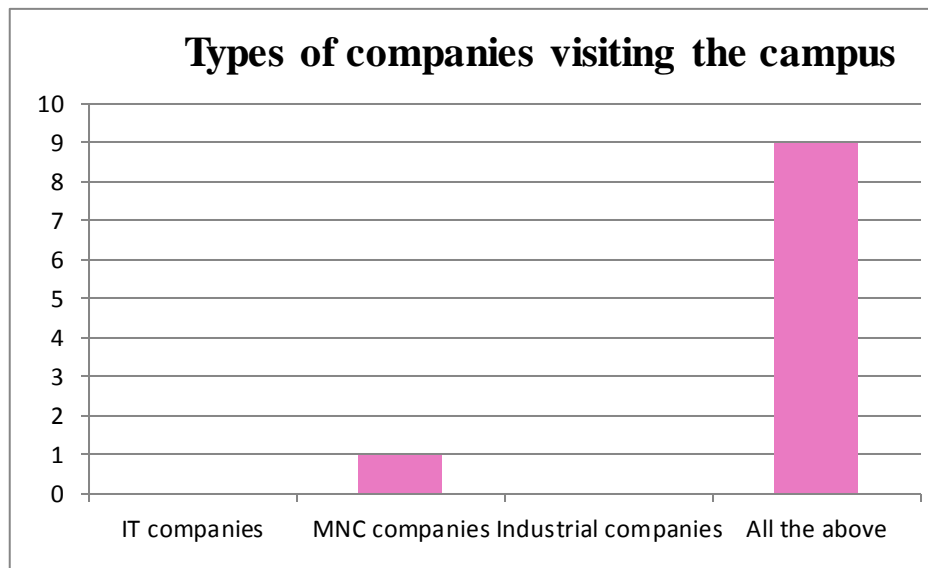
Interpretation:-

As more number of companies visit the campus it shows the reputation of the institution and the brand image.

3. What type of companies does visit your campus?

Table showing frequency of placements

Parameter	Number	Percentage
IT companies	0	0
MNC companies	1	10
Industrial companies	0	0
All the above	9	90
Total	10	100



Analysis:-

From the above table we can analyze that 90% of respondents say that all the above listed companies do visit to the college campus for placements.

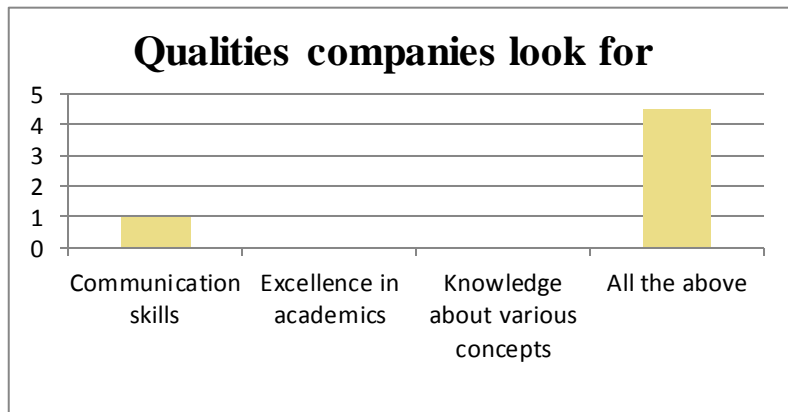
Interpretation:-

As all the types of companies do visit the institutions, it spells out that IT and service sector industries are more in number to approach the institutions now a days.

4. What qualities does the companies look for?

Table showing frequency of placements

Parameter	Number	Percentage
Communication skills	1	10
Excellence in academics	0	0
Knowledge about various concepts	0	0
All the above	9	90
Total	10	100



Analysis:-

In the above table we can see that 90% of respondents replied that the companies look for all the above listed qualities in a candidate during the placements.

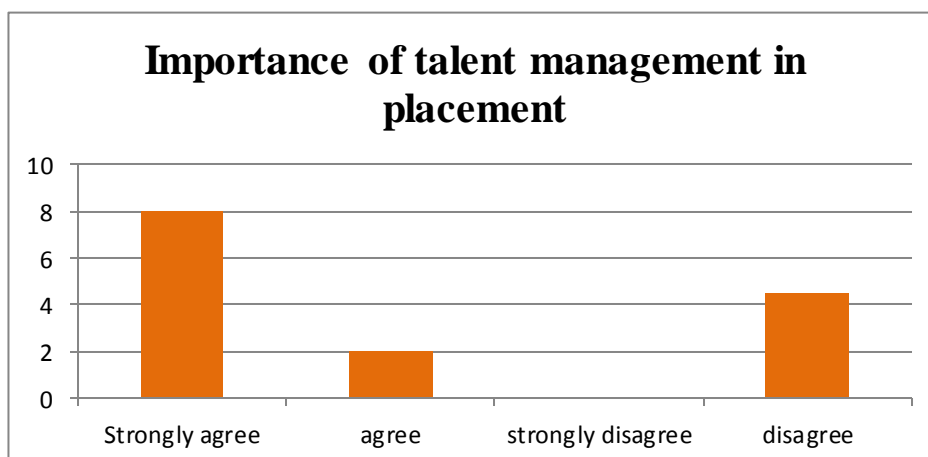
Interpretation:-

Companies look for all the soft skills as well technical skills to fulfill their criteria.

5. Do you think talent management is important for placements?

Table showing frequency of placements

Parameter	Number	Percentage
Strongly agree	8	80
agree	2	20
Strongly disagree	0	0
disagree	0	0
Total	10	100



Analysis:-

About 80% of respondents strongly agree that the talent management is very important for placements.

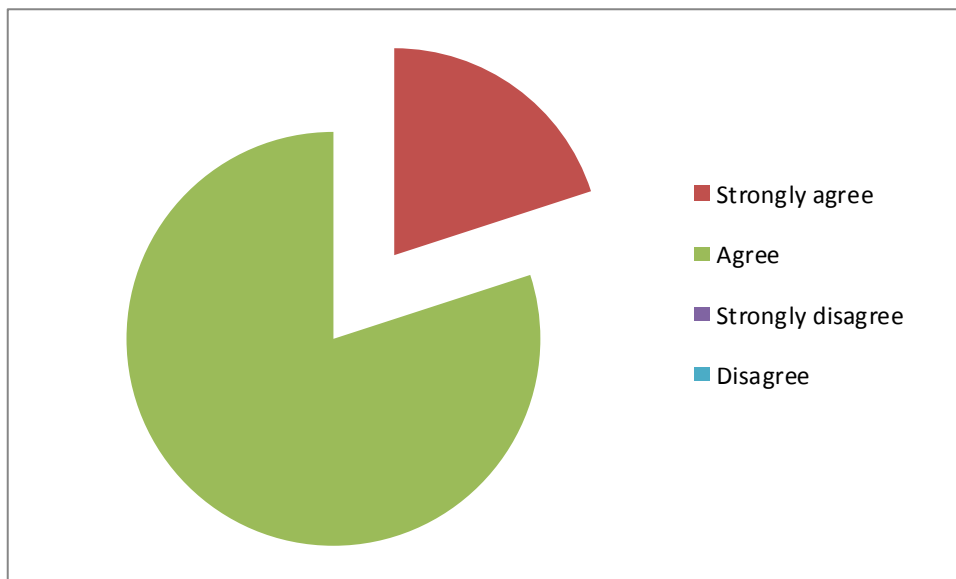
Interpretation:

It helps the recruiter to select the right candidate with required skills which he is looking for.

6. Do you think institutions are flexible in adopting talent management practices for placement?

Table showing frequency of placements

Parameters	No. of respondents	Percentage
Strongly agree	2	20
Agree	8	80
Strongly disagree	0	0
Disagree	0	0
Total	10	100



Analysis:

20% of the respondents strongly agree and 80% of them agree that institutions are flexible in adopting talent management.

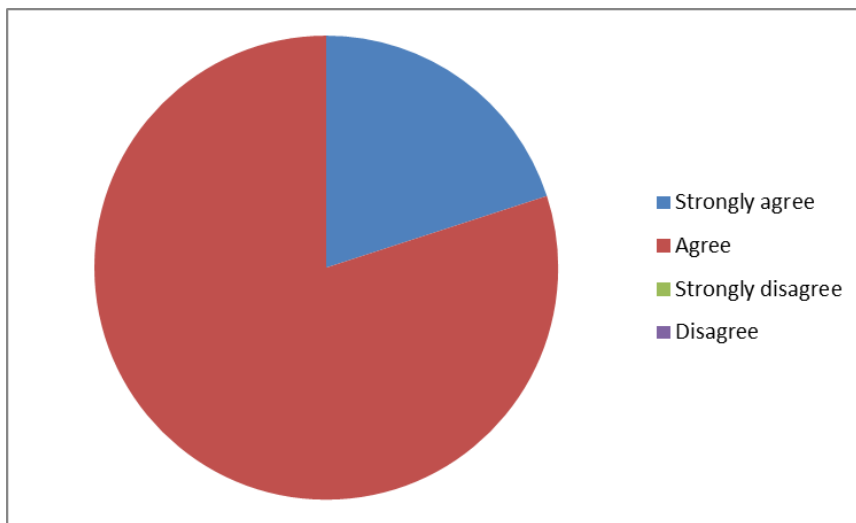
Interpretation:

It can be inferred that majority of the respondents just agree that institutions are flexible in adopting talent management, in order to overcome the competition.

7. Do you think talent management is essential for campus recruitment?

Table showing frequency of placements

Parameters	No. of respondents	Percentage
Strongly agree	8	80
Agree	2	20
Strongly disagree	0	0
Disagree	0	0
Total	10	100



Analysis:

80% of the respondents strongly agree and 20% of them agree that talent management is essential for campus recruitment.

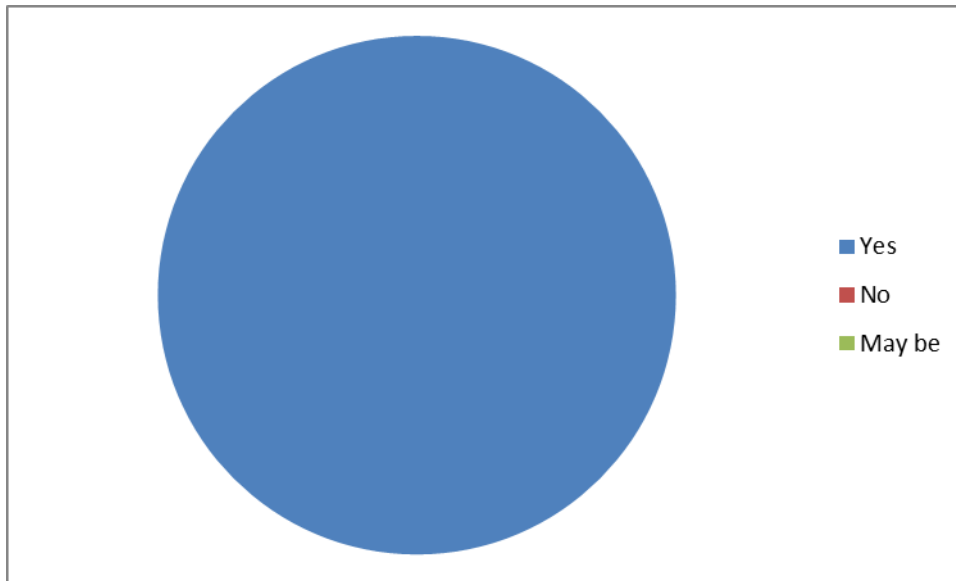
Interpretation:

It can be interpreted that majority of the respondents strongly agree that talent management is essential for campus recruitment, as it plays a vital role in attracting the recruiters.

8. Is training required for placements?

Table showing frequency of placements

Parameters	No. of respondents	Percentage
Yes	10	100
No	0	0
May be	0	0
Total	10	100



Analysis:

100% of the respondents say training is essential for placements.

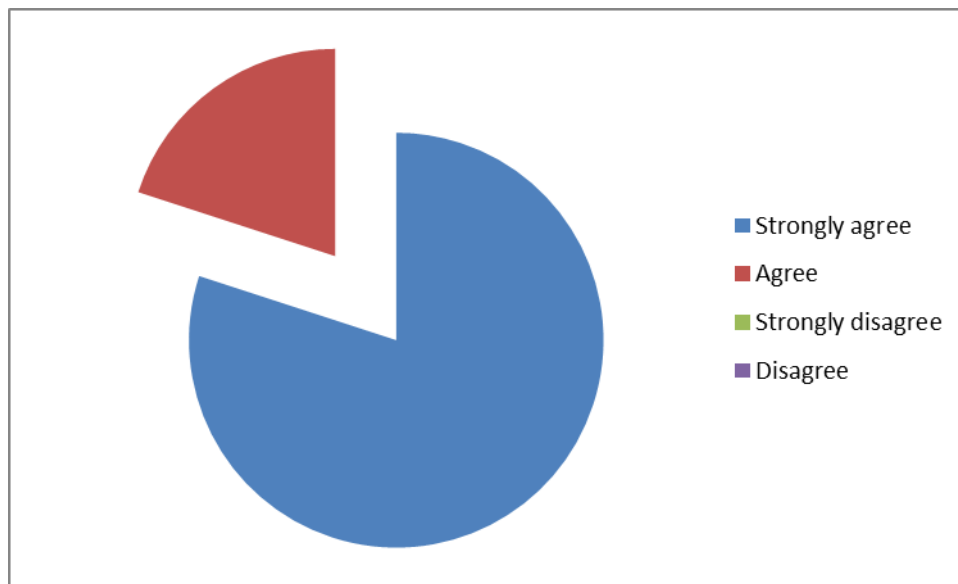
Interpretation:

All the respondents say that training is essential for placements because it adds value to student's profile.

9. Do you think talent management is essential for organizations or institutions to reach their goals?

Table showing frequency of placements

Parameters	No. of respondents	Percentage
Strongly agree	8	80
Agree	2	20
Strongly disagree	0	0
Disagree	0	0
Total	10	100



Analysis:

80% of the respondents strongly agree and 20 % of them agree that talent management is essential for organizations to reach their goals.

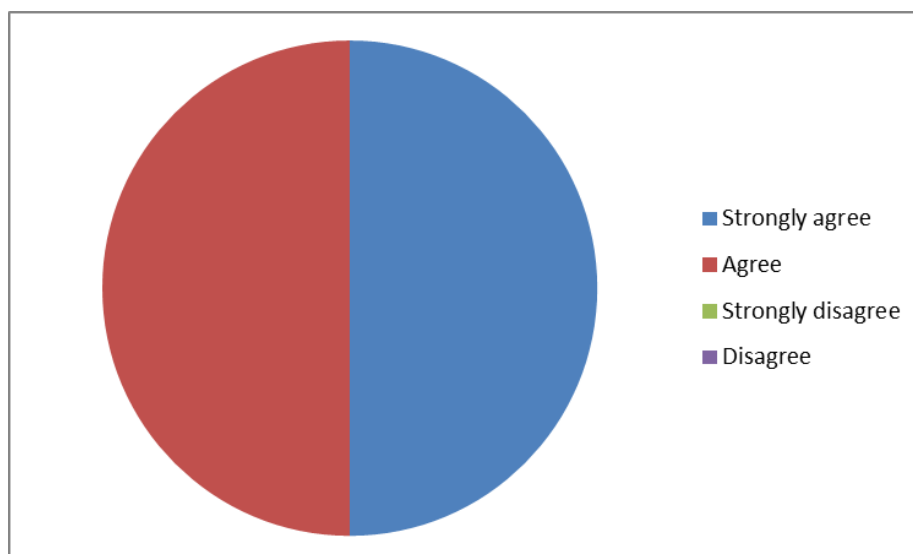
Interpretation:

Majority of the respondents strongly agree the given statement as it creates a brand image and increases value of the institution among its competitors

10. Talent management is all about putting the right people in right jobs.

Table showing frequency of placements

Parameters	No. of respondents	Percentage
Strongly agree	5	50
Agree	5	50
Strongly disagree	0	0
Disagree	0	0
Total	10	100



Analysis:

Here 50% of respondents strongly agree and 50% of them agree this statement.

Interpretation:

There is an equal response to both strongly agree and agree parameters. As it analyses the required skills and abilities of the students to match the needs and demands of the recruiters.

FINDINGS

1. Placements in majority of the institutions happens on yearly basis.
2. The number of companies visiting various institutions campus is more than 20.
3. Companies like MNC's, IT Companies and other service oriented companies visit the campus of various institutions for placements.
4. Companies look for the students who are good in communication, excellent in academics and knowledgeable in various concepts.
5. Talent management plays a vital role in terms of placement.
6. Institutions are very flexible in adopting talent management and adopt TM practices to overcome the competition.
7. Talent management attracts the recruiters to visit campuses of various institutions.
8. Training acts as an essential tool in terms of placements.
9. Talent management helps institutions to build good brand image in the society.
10. It helps the recruiter to place the right person to the right job.

RECOMMENDATIONS

1. The institutions should conduct placements on half yearly basis so the students can get the jobs as early as possible and feel satisfied.
 2. The institution should look forward in attracting large number of reputed companies.
 3. Institutions should make sure that the student's possess better talent before calling for placements.
 4. The training as to be made mandatory in various institutions to increase the level of knowledge and skill sets of the students.
 5. Institutions should keep updating as per the requirements of the market.
 6. The institutions should be very flexible to adopt various new talent management strategies.
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CONCLUSION

The talent management has become very essential in the modern era. It helps the institutions to keep its students updated with the current market requirements. Talent management is a wide concept which helps institutions to have better talented students so to maintain a good brand image in the society. Training should be provided to the student to make them more competent. The institutions are being very flexible in adopting the new talent management strategies which gives them upper hand in terms of maintaining better talented students and hence helps the students to place in better companies.

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