



ESSENTIALS OF MANAGEMENT

CHAPTER 4

**TALENT
ACQUISITION
AND
MANAGEMENT**



CHAPTER 4

TALENT ACQUISITION AND MANAGEMENT

Difference between HRM and HRD

Job Analysis

Job Description and Job Specification

Recruitment

Methods and Sources

Selection Process

Techniques and Instruments

Induction and Orientation

Systems Approach to Staffing

Approaches to Manager Development and Training



HRM (Human Resource Management) focuses on managing people within an organization and dealing with administrative tasks, policies, and procedures.

HRD (Human Resource Development) emphasizes enhancing employees' skills, knowledge, and capabilities to foster growth and organizational success through learning and development initiatives.





HRM differs with HRD in a sense that HRM is associated with management of human resources while HRD is related to the development of employees.

Human Resource Management is a bigger concept than Human Resource Development

The former encompasses a range of organizational activities like planning, staffing, developing, monitoring, maintaining, managing relationship and evaluating whereas the latter covers the development part i.e., training, learning, career development, talent management, performance appraisal, employee engagement and empowerment.

FUNCTIONS OF HRM



FUNCTIONS OF HRD





4 Benefits of integrating HRM and HRD Practices

1. **Holistic Employee Development:** Integrating HRM and HRD ensures a comprehensive approach to immediate support and long-term skill enhancement.
2. **Strategic Alignment:** HR practices align directly with organizational goals, enhancing the company's strategic objectives.
3. **Improved Productivity:** Well-rounded development boosts employee skills and engagement, leading to increased efficiency.
4. **Enhanced Talent Retention:** Investing in employee development fosters loyalty and reduces turnover rates.

The functions of Human Resource Management can be broadly divided into managerial and operational functions

1 MANAGERIAL
function

2 OPERATIVE
function

DEFINITIONS

Job - Consists of a group of tasks that must be performed for an organization to achieve its goals

Position - Collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization

Job Analysis - Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

Job Description – document providing information regarding tasks, duties, and responsibilities of job

Job Specification – minimum qualifications to perform a particular job

JOB ANALYSIS

Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

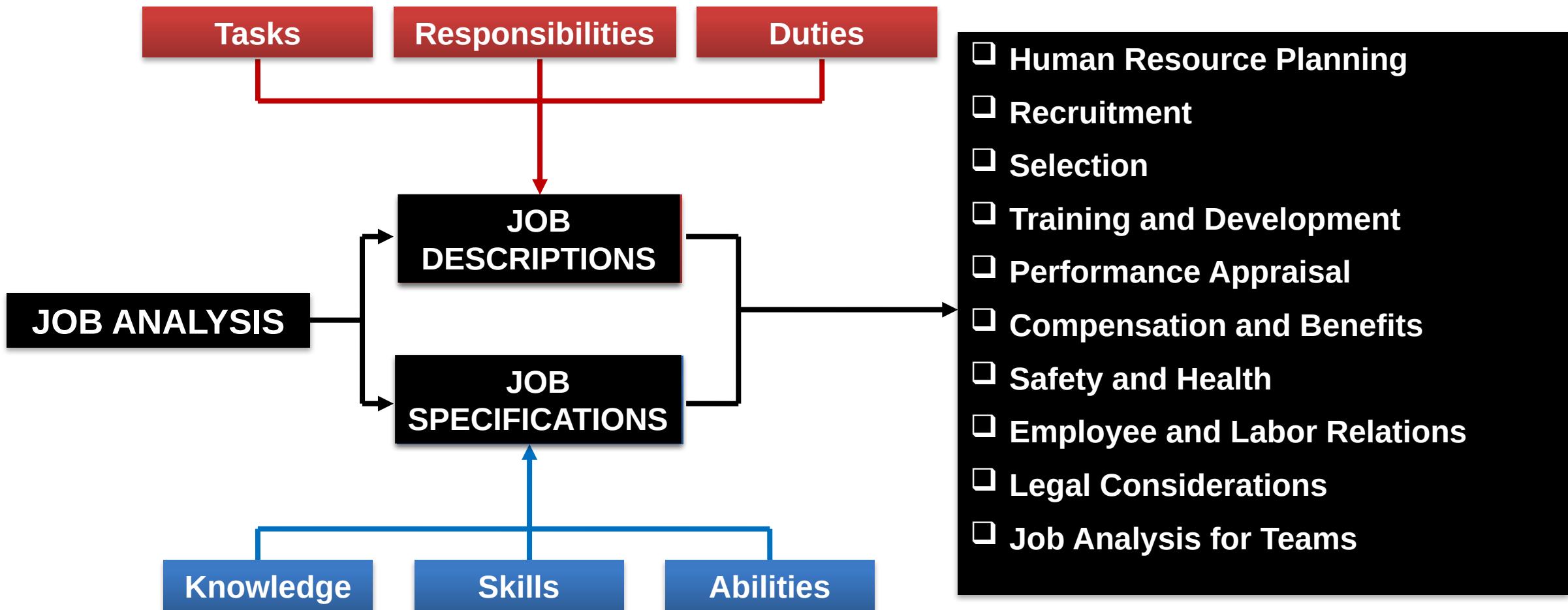
Studies are conducted to answer:

- What skills are needed?
- What should be the qualification?
- What are desirable abilities?
- What should be the work experience?
- What are his/her responsibilities?
- **Job analysis includes the preparation of Job descriptions and Job specifications.**



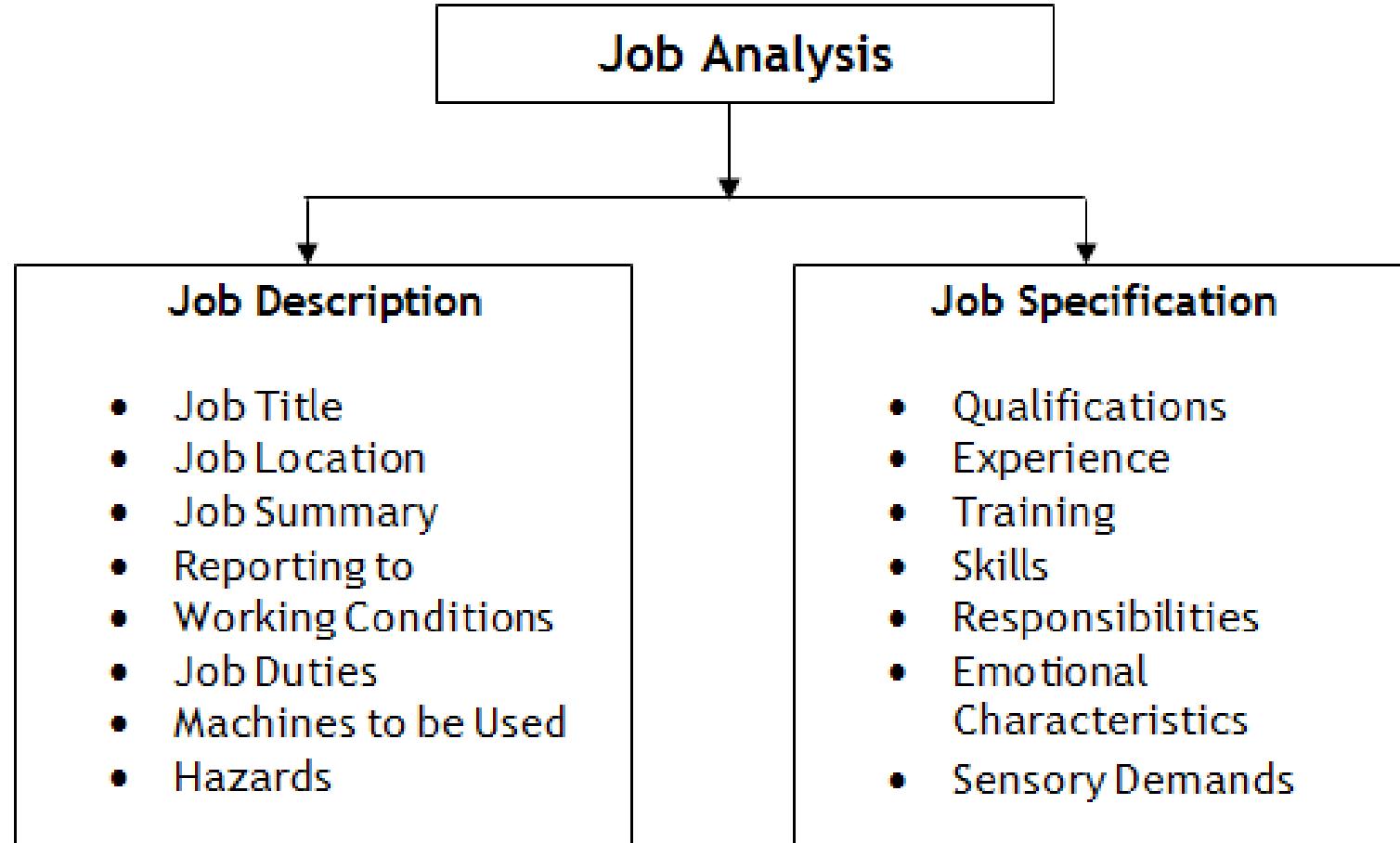
JOB ANALYSIS

Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization



JOB ANALYSIS

Job analysis includes the preparation of JOB DESCRIPTIONS and JOB SPECIFICATIONS



Job description and Specification

CENTRE FOR POLICY RESEARCH
(www.cprindia.org)

requires

Librarian - One post on contractual basis

Qualification and experience: Post Graduate Degree in Library Science. At least five years relevant experience in the capacity of Asst./Deputy Librarian in an academic/research institute of repute. Knowledge of computer applications in various library activities is essential. M.Phil/Ph.D in Library Science will be preferable.

Initial contract will be for two years.

Salary would commensurate with qualification and experience.

Interested candidates may apply with full particulars including expected salary within 10 days to the Chief, Administrative Services, Centre for Policy Research, Dharma Marg, Chanakyapuri, New Delhi - 110021





RECRUITMENT SELECTION PLACEMENT

1 **Recruitment** means **search for the prospective employees** to suit the job requirements as represented by job specification.

2 Out of the prospective applicants **right type of persons** to match the jobs are **selected** for the job.

3 Under **placement** the selected person **is placed on the job** which is most suited to him.

We're

HIRING



RECRUITMENT

THE OVERVIEW

**Process of locating,
identifying, and attracting
capable candidates.**

**Can be for current or
future needs.**

**Critical activity for some
corporations.**

1

We're
HIRING



Understanding the RECRUITMENT PROCESS

The recruitment process is a strategic framework that organizations follow to find and attract the best candidates for their available positions.

Variations in the process may exist based on specific requirements and industry practices.

RECRUITMENT

a simple 10-step process



1
Identifying
Hiring Needs



2
Job Analysis and Job
Description



3
Sourcing
Candidates



4
Screening and
Shortlisting



5
Interviews



6
Assessments
and Tests



7
Background
Checks



8
Decision
Making



9
Offer and
Negotiation



10
Onboarding

TYPES OF RECRUITMENT

Recruitment can take various forms depending on the specific needs and strategies of an organization.

Here are some common types of recruitment approaches:

1. Internal Recruitment
2. External Recruitment
3. Campus Recruitment
4. Executive Search
5. Contingent Recruitment
6. Remote Recruitment
7. Diversity and Inclusion Recruitment
8. Referral Recruitment
9. Social Media Recruitment
10. Full Cycle Recruitment
11. Digital Recruitment

~~Recruitment is the process of finding, selecting, and hiring the right people for the right positions. It involves identifying job requirements, advertising openings, screening applicants, interviewing candidates, and making offers. The goal is to find the best fit for both the organization and the individual.~~

CHALLENGES IN RECRUITMENT

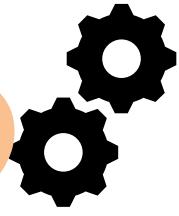
- 1. Talent Shortage**
- 2. High Competition**
- 3. Time and Resource Constraints**
- 4. Evolving Job Market and Skills Gap**
- 5. Diversity and Inclusion**
- 6. Candidate Experience**
- 7. Technology and Automation**
- 8. Compliance and Regulations**
- 9. Retention and Turnover**
- 10. Market and Industry Dynamics**

SOURCES OF RECRUITMENT

1 

INTERNAL RECRUITMENT

- A. PROMOTION
- B. TRANSFER
- C. DEMOTION
- D. RETIRED EMPLOYEES
- E. NOTICE BOARDS
- F. JOB POSTING

2 

EXTERNAL RECRUITMENT

- A. PRESS ADVERTISEMENTS
- B. EDUCATIONAL INSTITUTES
- C. PLACEMENT AGENCIES
- D. EMPLOYMENT AGENCIES
- E. UNSOLICITED OBLIGANTS
- F. EMPLOYEE RECOMMENDATION

We're

HIRING



SELECTION²

Selection refers to picking from among the candidates the one that best meets the position requirements.

Various steps of the
SELECTION PROCEDURE

1. Initial or Preliminary interview
2. Application form
3. Reference checks
4. Employment tests
5. Interview
6. Selection decision

1

INITIAL OR PRELIMINARY INTERVIEW

An initial or preliminary interview is an initial meeting to evaluate a candidate's basic qualifications and fit for a position.



2

APPLICATION FORM

This is used as one of the selection tools.

It provides factual information needed for evaluating the candidate's suitability.

Once hired, the data can become a part of the employee's records.

It contains written record of:

- Identifying information
- Information regarding education
- Information regarding experience
- Expected salaries and allowances and other fringe benefits
- Information regarding community activities



3

REFERENCE CHECKS

The applicant is asked to mention the names and addresses of his former employees and also of two or three persons known but not related to him.

Referees may be called upon to give detailed information about candidate's capabilities.

If references are checked in the correct manner, a great deal can be learned about a person that an interview or tests can't elicit.



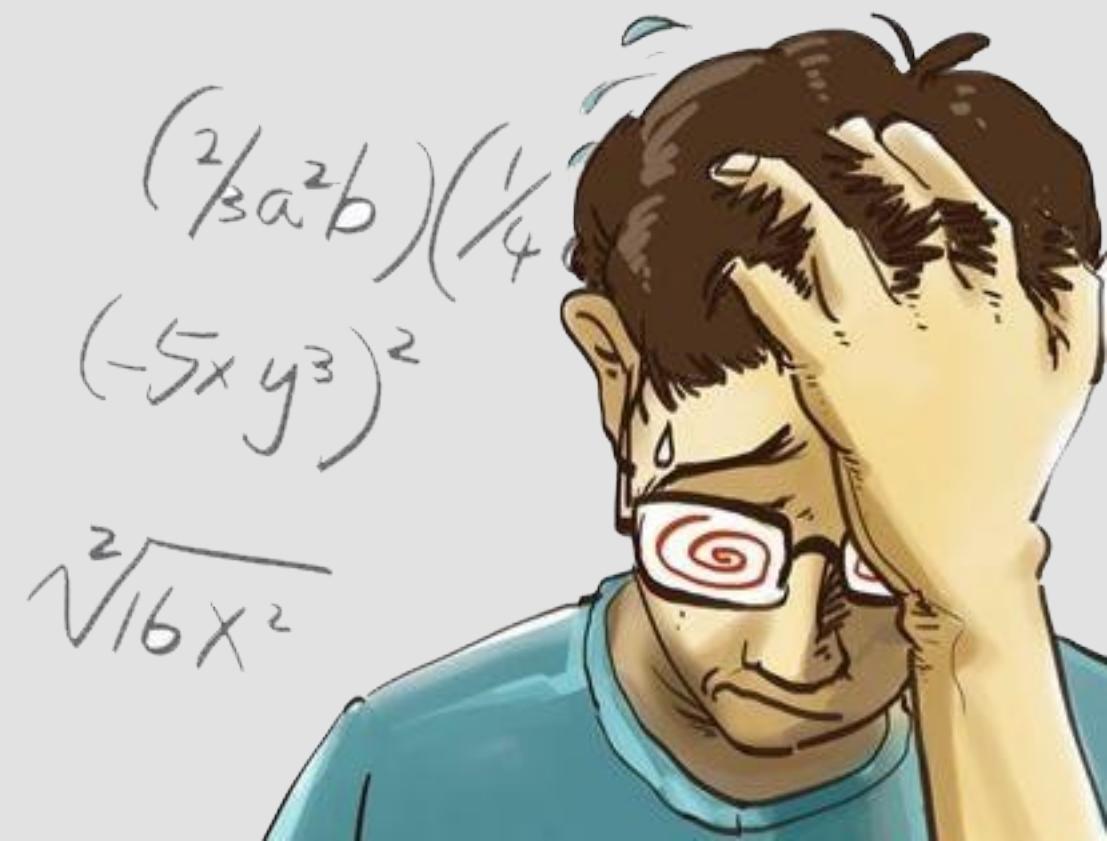
4

EMPLOYMENT TESTS

Tests are instruments designed to measure selected qualities and abilities in terms of job specifications.

Such tests provide a sample behavior that is used to draw inferences about the future behavior or performance of an individual.

- i. MEASURES OF HUMAN CHARACTERISTICS
- ii. MEASURES OF HUMAN PSYCHOLOGY



EMPLOYMENT TESTS

4

MEASURES OF HUMAN CHARACTERISTICS

1

Physical Characteristics

Height
Weight
Senses
Visual activity

2

Abilities & Skills

Dexterity
Mathematical ability
Verbal ability
Intelligence
Clerical Skills

3

Interests

Mechanical Aptitudes
Mechanical Interests
Scientific Interests
Economic Interests
Cultural Interests

4

Personality traits

Sociality
Dominance
Cooperativeness
Tolerance
Emotional stability

4

EMPLOYMENT TESTS

MEASURES OF HUMAN PSYCHOLOGY

- Intelligence / Mental tests
- Emotional Quotient
- Skill tests
- Aptitude tests
- Psychomotor tests
- Clerical Aptitude test

Aptitude

4
Interest

- Job Knowledge test
- Work Sample test

Achievement

- Objective tests
- Projective tests
- Situation tests

5
Personality

- Group Discussion
- In Basket

Situational

6
Multi-Dimensional

INTERVIEW

Preliminary interview

- Informal interview
- Unstructured interview

Core interview

- Background information interview
- Job and probing interview
- Stress interview
- The group discussion interview
- Formal and structured interview
- Panel interview
- Depth interview

Decision-Making interview

6

SELECTION DECISION

Once everyone has been interviewed and you've received feedback from the interviewers, the hiring manager will narrow the pool down to the best fit for the job.

Sometimes, a second candidate will be identified as a runner-up in case the first pick declines the job offer.

Since the next phase involves testing/training, having a second candidate in mind is helpful if the first choice doesn't pass/clear.



GOAL
SKILLS EDUCATION

KNOWLEDGE

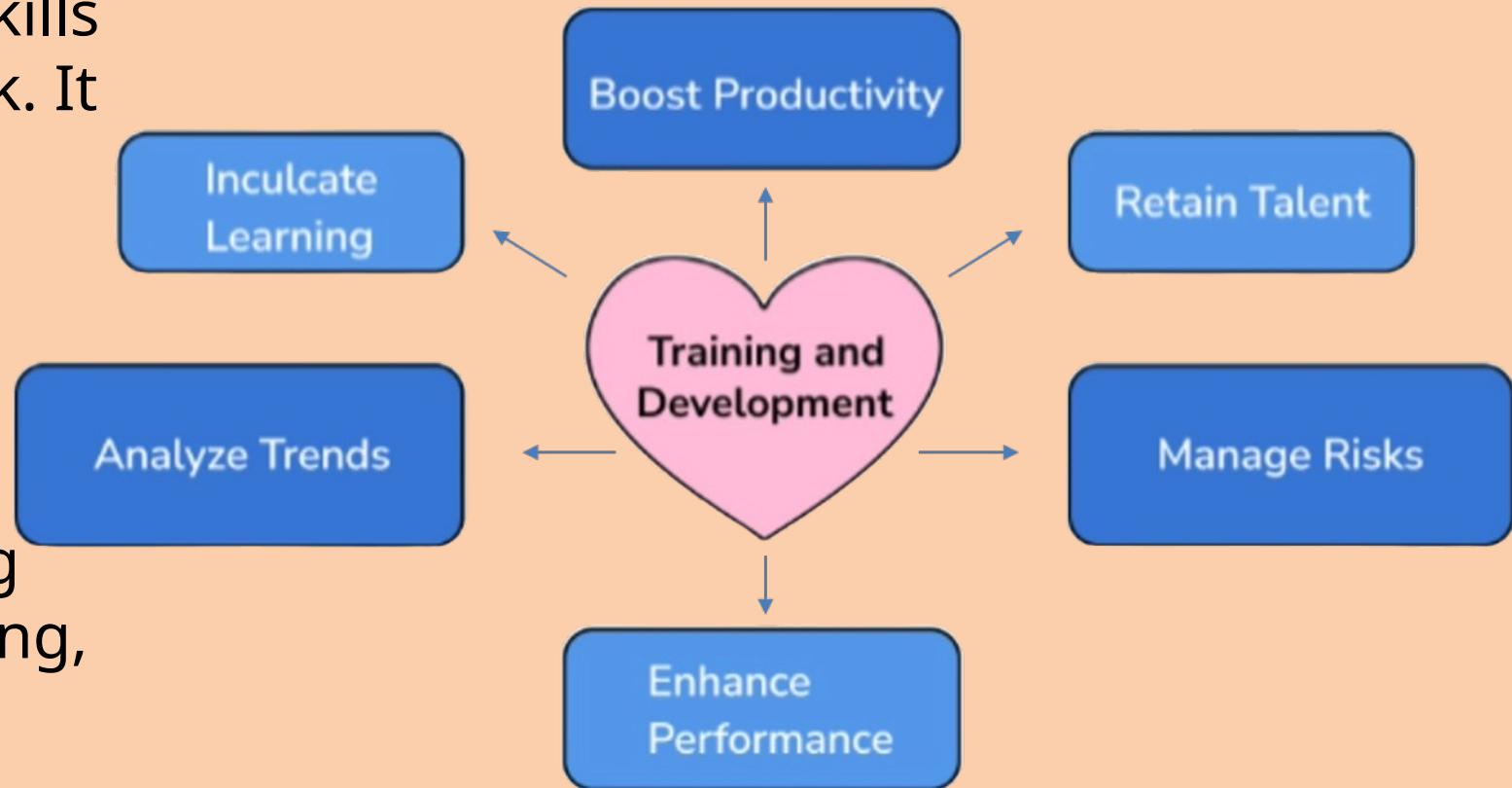
PERSONAL
CAPABILITY VOCATIONAL
PRACTICAL SOFTWARE
SCHOOL
FEEDBACK CONTENT
IMPROVEMENT PERFORMANCE
COMPETENCIES RESULT
JOB DEVELOPMENT
TEACHING
SPECIFIC ACQUISITION
QUALIFICATION
CAPACITY
PROFESSIONAL

TRAINING

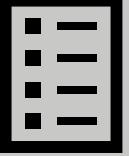
TRAINING

Training refers to acquiring specific knowledge and skills for a particular job or task. It is usually a short-term activity concerned with improving an employee's current job performance.

It includes formal training courses, on-the-job training, or coaching sessions.



5 Processes of Training & Development

1  Needs Assessment

2  Design and Development

3  Delivery

4  Evaluation

5  Follow-Up

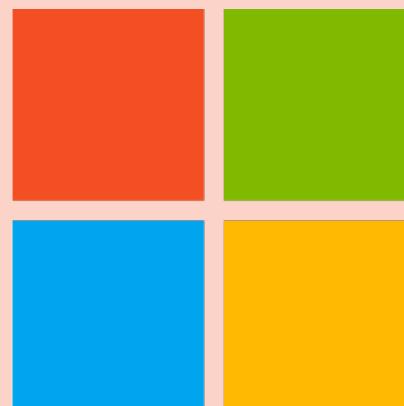
Current Trends in Training & Development

1. Digital Learning
2. Personalized Training Programs
3. Microlearning
4. Gamification
5. Diversity, equity, and inclusion (DEI) Training
6. Soft skills development

Examples of Companies with Training and Development Programs

Microsoft allows a wide variety of training and development programs, including technical training, leadership development, and career development workshops.

The company's annual Hackathon event lets employees collaborate and develop new ideas and solutions.



Microsoft

Examples of Companies with Training and Development Programs

Google offers a range of training and development programs for employees, including leadership development, technical skills training, and employee wellness programs.

The company's specially designed program enables employees to teach and learn from each other in their areas of expertise.



Examples of Companies with Training and Development Programs

Amazon provides extensive on-the-job training for employees to develop skills in various areas like customer service, leadership and technology.

In addition, their unique Career Choice program pays 95% of tuition and fees for employees to learn and excel in high-demand fields.



Examples of Companies with Training and Development Programs

Starbucks is known for its comprehensive employee training program, the Starbucks Experience.

The program includes online and in-person training sessions, usually covering customer service, coffee knowledge, and drink preparation.

The employees receive continuous coaching and feedback from managers to improve their performance.



These are a few examples of training and development programs adapted by the top brands.

Effective training and development programs are essential to help employees perform their jobs effectively.

TRAINING METHODS

1 

ON-THE JOB METHODS

Apprenticeship Programs 

Coaching 

Internship Training 

Job Rotation 

2 

OFF-THE JOB METHODS



Conferences



Films



Case Study



Computer Modelling



Vestibule Training



Programmed Instruction

INDUCTION & ORIENTATION

Induction refers to a process of introducing the newcomer to his company and work environment.

Induction has a short duration. It can be completed in a day.

Induction can be more informal than orientation.

Induction comes first.

INDUCTION

The formal process of introducing a new employee to the organization, its policies, and culture.

Orientation is the process of helping the newcomer to align with his new position, responsibilities and work culture.

Orientation has a longer duration. It can take 1 to several days.

Orientation can be more formal than induction.

Orientation comes after induction.

ORIENTATION

A structured program to familiarize new employees with their job roles, teams, and work environment.

SENSITIVITY TRAINING

SENSITIVITY TRAINING is a form of training with the goal of making people more aware of their own goals as well as their prejudices, and more sensitive to others and to the dynamics of group interaction.

These programs may be conducted within the company or they may be offered externally.

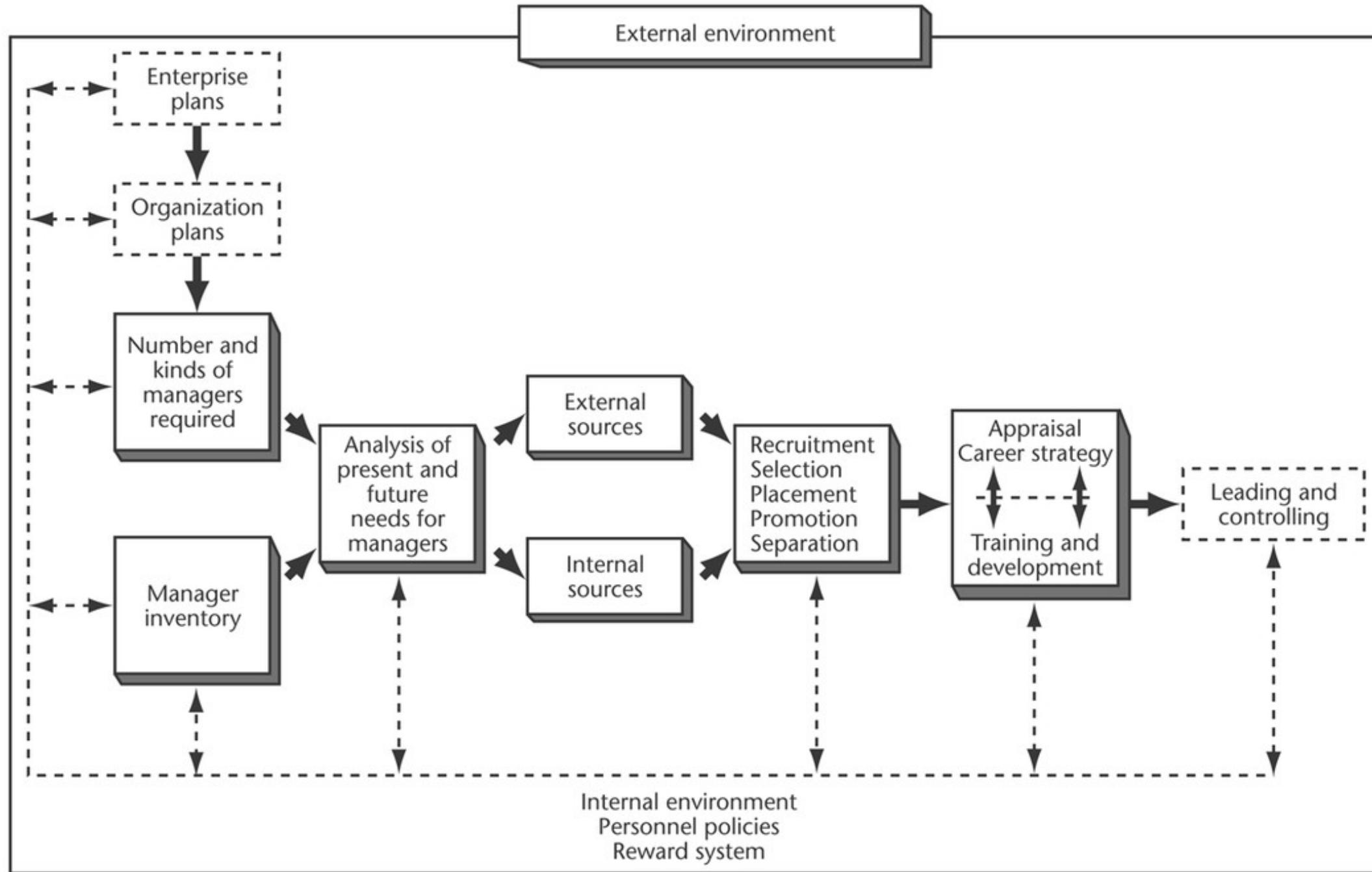
The **objectives** of sensitivity training generally include:

1. Better insight into one's own behavior and the way one appears to others.
2. Better understanding of group processes
3. Development of skills in diagnosing and intervening in group processes.
4. people interact and then receive feedback on their behavior from the trainer and other group members, who express their opinions freely and openly.



SYSTEMS APPROACH TO STAFFING







MANAGER DEVELOPMENT AND TRAINING

major 8 considerations in ensuring the DEVELOPMENT OF EXCELLENT MANAGERS:



- 1. Instilling a Willingness to Learn**
- 2. Accelerating Management Development**
- 3. Planning for Innovation**
- 4. Measuring & Rewarding Management Effectively**
- 5. Tailoring Information**
- 6. Expanding Research & Development in Tools & Techniques**
- 7. Developing more Managerial Inventories**
- 8. Creating Strong Intellectual Leadership**