A PROJECT REPORT ON

**Study on the talent acquisition practices at BIAl**

AT

Bangalore International Airport Limited (BIAL)



Submitted by

Arun Gowda R

Student enrolment no: A86501923014

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Under the Guidance of

DR. ARUL SENTHIL

ASSISTANT PROFESSOR

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Amity Business School

Amity University, Bengaluru

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**CHAPTER I – Background & Design of the Study**

1. **Background of the Study**
   * 1. **Industry Background**

The aviation industry is a cornerstone of global economic development, enabling connectivity, tourism, trade, and employment. In India, the aviation sector has undergone rapid expansion over the last two decades due to liberalization, technological adoption, rising middle-class income, and government policies aimed at boosting regional connectivity. According to the Directorate General of Civil Aviation (DGCA), Indian airports handled over 341 million passengers in 2023–24, placing India among the top aviation markets globally.

The aviation ecosystem comprises various players: airlines, airports, ground handling agencies, regulatory authorities, cargo and logistics companies, and service providers. The success of each of these players is highly dependent on the quality and capability of their human resources. From airport operations to security, customer experience, logistics, and engineering, skilled talent is essential to ensure safety, punctuality, compliance, and service quality.

However, the aviation industry faces several talent-related challenges:

* **Skill shortages** in technical roles like air traffic controllers, ground engineers, and operations analysts.
* **High attrition rates**, especially among customer-facing staff.
* **Regulatory and safety compliance**, requiring rigorous background checks and certifications.
* **Intense competition** among private players to attract and retain talent.

Given these complexities, Talent Acquisition (TA) in aviation is no longer an administrative function. It is a strategic enabler that ensures a steady pipeline of qualified, trained, and culturally aligned individuals who can thrive in a high-pressure, performance-driven environment.

**1.1.2 Company Background**

Kempegowda International Airport Bengaluru (BLR Airport) has the unique distinction of being the first Greenfield Airport in India, established on a Public-Private Partnership (PPP) model. This heralded a revolution in Indian aviation as more airports in the country were privatised, thereafter. In January 2001, Bangalore International Airport Limited (BIAL), formed under the Companies Act, 1956, was incorporated to build, own and operate BLR Airport for a 60-year concession period.  
  
Fairfax India Holdings Corporation (the parent company of majority private promoters) plays a key role in accelerating BLR Airport’s growth and transformation. Private promoters hold a 74% stake in Bangalore International Airport Limited (BIAL) — (Anchorage Infrastructure Investments Holdings Limited: 43.64% and FIH Mauritius Investments LTD: 30.36%), while the Government (Karnataka State Industrial & Infrastructure Development Corporation Limited: 13%; Airports Authority of India: 13%) holds the remaining 26%.  
  
As the busiest airport in South India and the third largest in the country, BLR Airport closed Calendar Year (CY) 2024 with more than 40.7 million passengers and processed 496,227 metric tonnes of cargo. In cargo operations, the airport has maintained its position as the No. 1 airport for processing perishable cargo in India for the fourth consecutive year.

A timeline of a flight

AI-generated content may be incorrect.

Vision

Enabling journeys, creating experiences and touching lives as the new gateway to India.

* **Enabling journeys:** BIAL’s purpose is to enable and offer connectivity to people to travel.
* **Creating experiences:** BIAL exists to create memorable moments for its customers – by offering experiences that combine culture & art, retail, dining & entertainment, comfort and convenience.
* **Touching lives:** BIAL strives to create a meaningful impact not just for its customers and collaborators but also for the community and environment in which it operates.
* **New Gateway to India:** BIAL wishes to be the bridge connecting Bengaluru to the world.

Mission

* Provide delightful travel experiences
* Achieve highest standards of operations
* Build world-class airport
* Develop an Airport City
* Develop an integrated transport hub
* Community building and sustainability
* Meaningful partnerships
* Leadership in technology and process simplicity

Awards & Recognitions

Over the past decade, BLR Airport has been recognised in many ways as an industry leader.

2024

* ‘Best Airport in India & South Asia’ at Skytrax World Airport Awards
* Best Airport at Arrivals globally for the year 2023 by the Airports Council International (ACI) World
* 'Best Airport of the Year’ at Wings India Awards 2024. Also conferred with the ‘25 MPPA Traffic Award’ under the Airports category
* First Airport in Asia to receive ACI’s highest Level 5 Accreditation
* AAA (top-most credit rating) by ICRA Ltd, India Ratings and Research Pvt Ltd and Crisil Ratings Ltd
* 080 Domestic lounge at Terminal 2 won ‘Airport Lounge of the Year’ Airport Food & Beverage (FAB) + Hospitality Conference and Awards
* 080 Domestic Lounge at T2 honoured with Best Domestic Airport Lounge award - Travel + Leisure India’s Awards 2024
* 080 International Lounge at T2 named ‘Favourite Airport Lounge’ - Condé Nast Reader’s Choice Awards 2024

2023

* Green Cities Platinum Certification - IGBC Green New Building Council
* Best Airport at ACI's ASQ Arrival Survey Globally for the year 2022 - Airports Council International
* IGBC Platinum Rating for Sustainability - IGBC Green New Building rating system Level 4+ Transition under Airport Carbon Accreditation (ACA) program accreditation, led by the Airports Council International (ACI)
* World's most punctual Airport for the past three consecutive months - Cirium's 'The On-Time Performance Monthly Report'
* World Special Prize for an Interior 2023 - The Prix Versailles 2023
* Best Domestic Airport - 12th edition of the Travel + Leisure India’s Best Awards 2023
* Second best airport globally in 2022 for on-time arrivals and departures by Cirium.

2022

* ACI's 'Voice of the Customer'
* ACI’s Green Airport Recognition – Carbon Management (Platinum Award)
* IOD Golden Peacock Award for Sustainability
* Karnataka State Environment Award
* Significant Achievement in HR Excellence at the 12th CII - HR Excellence Awards - 2021-22.
* Best Cargo Airport at India Cargo Awards
* Best Airport and Aviation Innovation Award at Wings India Awards 2022
* PEER Platinum Certification by Green Building Certification Inc
* ISO standard certifications: ISO90001:2015 (Quality Management System) | ISO14001:2015 (Environment Management System) | ISO45001:2018 (Occupational Health & Safety) | ISO50001:2018 (Energy Management Systems)

2021

* FICCI Smart Urban Innovation Award for Solar & Renewable Energy
* Best Airport by Size & Region for 25-40 Million Passengers Per Annum at the ACI-ASQ Awards 2020.
* ACI’s ‘Voice of the Customer’
* Golden Peacock National CSR Award 2020 from the Institute of Directors for Namma Shikshana
* ACI Director General’s Roll of Excellence
* Most Innovative Environmental Project & Most Useful Environmental Project Awards 2021 at the 8th CII National Award for Environmental Best Practices 2021 under the Climate Change Impact Mitigation and Adaption category
* Global Finance Sustainable Finance Awards 2021 in the category of “Outstanding Leadership in Resource Management – Corporate” for the Asia-Pacific region
* Best Airport Staff in India & Central Asia’ at Skytrax World Airport Awards 2021
* CII DX Award 2021 in the Most Innovative Category for Project Digitalisation of Infrastructure Development in Bengaluru Airport City
* CII Award for CUSTOMER OBSESSION - 2021

2020

* Best Greenfield Airport, Cargo at India Cargo Awards
* Best Regional Airport in India / Central Asia from Skytrax
* ACI-ASQ Awards for both Arrivals and Departures for 2019
* Best Airport by Size and Region
* Best Environment and Ambience by Size
* Best Customer Service by Size
* Best Infrastructure and Facilitation by Size
* Best Airport Experience in Arrivals
* Fastest Growing Cargo Airport of the Year 2019 (India Region) at the Air Cargo India awards
* Moodie’s Award for Best CSR/Cause Advocacy
* Certified Great Place To Work (GPTW)
* Winner of 'Best Use of Integrated Communications' for #PlasticBeku campaign at Fulcrum Awards 2020

2019

* Golden Peacock Award for HR Excellence
* Emerging Cargo Airport of the Year 2018 at Air Cargo India 2018
* ACI-ASQ awards for both Arrivals and Departure
* Golden Globe Tigers 2019 Award for Social Media Marketing
* Retained ACI Level 3+ Carbon Neutrality for three-year cycle
* Best Airport Aviation Marketing at the India Travel Award South 2019
* Selected as CII GreenCo Star performers
* Tops ACI-ASQ Quarterly Arrivals & Departure Survey for April to June 2019
* Best Airport at ASSOCHAM Awards on Civil Aviation & Cargo
* E&M wins 14 gold medals at the 28th Chapter Convention on Quality Circles – CCQC 2019
* Rated by ACI as the fastest growing Airport in the World in 2018 (15 million annual passenger category)
* Rated as Most Sustainable Airport at International Airport Review Awards
* Runner-up in Outstanding Renewable Energy category at the Indian Federation of India Green Energy Award -2019

2018

* Ranked # 16 among the top 50 Companies across industries by the Times Ascent-Dream Companies to Work For
* Ranked #1 by the Times Ascent-Dream Companies to Work For in the Airlines and Aviation sector
* Best Employer Brand for Managing Health at Work: for implementing the best health initiatives for employees
* Commendation for Strong Commitment to HR Excellence at the at the 8th CII - HR Excellence Awards
* Emerging Cargo Airport of the Year for India at the STAT Trade Times International Awards for Excellence in Air Cargo
* Won the SKYTRAX Award for being the best Regional Airport in India and Central Asia in 2017
* Named Second Best Airport in the World in 15 to 25 million passengers per year category at the ACI ASQ Awards
* ARFF and Aviation Safety received the Special Jury Award at the national level Safety Competition conducted by CII in Chennai.
* BLR Airport was rated as the Best Airport at the DDP India Travel Awards
* Recognised as the Best Airline Marketing team
* BIAL was recognised as the Corporate Citizen award at the Rotary Bangalore Mclver Awards
* Special Commendation by the Indian Society for Training and Development at the ISTD National Awards for Innovative Training Practices for capability building initiative under Project UTSAHA
* KIAB tops ACI-ASQ Quarterly Arrival Survey among participating Airports
* Recognition of Service to Society at Karnataka Tourism Awards 2018, recognised by the Ministry of Tourism & FKCCI
* BIAL Landscape Department wins Best Ornamental Garden 2018 at the Lalbagh Horticulture Show
* Received Energy Efficient Unit award in the 19th National Energy Award for Excellence in Energy Management
* Runner up in “Outstanding Renewable Energy User” in Service sector at India Green Energy Awards 2018
* Bags Best Cargo Airport 2018 at the India Cargo Awards-2018

2017

* Times Ascent - Dream Companies to Work for, rank 12 among the top 75 Companies across industries
* BBC Knowledge – EVP (Employee Value Proposition) HR Superstars
* Global HR Excellence Award for Managing Health at Work
* Best Regional Airport in India & Central Asia, SKYTRAX
* Golden Peacock National Training Award
* Level 3+ Carbon Neutrality, ACI
* ‘Model Employer’ Award by the Ministry of Labour & Employment, Government of India
* Emergency Management System, CII National Safety Practice Award
* Favourite Airport for Holidays by HolidayIQ
* CII Customer Obsession Award customer engagement service in large business organisation
* Best Cargo Airport – West & South and Best Airport Cargo Marketing Team – West & South, India Cargo Awards

2016

* Ranked 28 among Top 50 Dream Companies to Work for, World HRD Congress
* Ranked amongst the Top 5 for Managing Health at Work, World HRD Congress
* Emerging Cargo Airport of the Year at Air Cargo India Awards
* GreenCo platinum by the GBC of Confederation of Indian Industry (CII)
* Samman Patra award for the year 2015-16 by the Central Excise, Customs & Service Tax Department, Department of Revenue, Ministry of Finance, GoI
* Clocks 100 millionth passengers in 8 years of operations
* Best Airport in South India at the South India Travel Awards
* Best Aviation Marketing team at the South India Travel Awards
* ‘Airport of the Year-Cargo’ at the 8th South East Cargo & Logistics Awards
* Best maintained Landscape Garden by the by The Mysore Horticultural Society

**2015**

* World HRD Congress  award for Dream Company to work for in the Airlines and Aviation sector
* SKYTRAX award for Best Regional Airport in Central Asia
* Public Relations Council of India (PRCI) Awards for PR case study for AERA determination, Pinnacle event and corporate AD for CII annual summit book
* Bhaskar Bodapati awarded “Roll of Honour” under the ‘Fund Manager’ category, CFO100
* ‘Best Airport’ and Best Aviation Marketing Team at the South India Travel Awards
* Runner-up in the Airport Traffic Growth Awards in the 10m-20m passenger traffic category in Asia, Asian ANNIES Airport Awards

**1.1.3 Conceptual Background**

Talent Acquisition refers to a strategic and continuous of identifying, attracting, evaluating, and hiring individuals who meet both the current and future needs of an organization. This approach is broader and more long-term than recruitment, which typically focuses on filling immediate job vacancies.

Key elements of Talent Acquisition include:

* **Workforce planning** – Forecasting future talent needs based on business expansion, retirements, and attrition.
* **Employer branding** – Communicating the organization’s culture, values, and growth opportunities to attract top talent.
* **Sourcing strategy** – Utilizing platforms like LinkedIn, Naukri, indeed, employee referrals, and campus drives.
* **Selection process** – Involving resume screening, assessments, behavioural interviews, and evaluations of cultural fit.
* **Onboarding and retention** – Ensuring the smooth integration of new hires and their engagement for long-term retention.

In the context of BIAL, where operational continuity, customer satisfaction, and compliance are critical, Talent Acquisition goes beyond merely filling roles; it builds organizational capability. For instance, hiring airport safety officers involves skill evaluation, background verification, regulatory compliance checks, and personality assessments.

Moreover, in a digital-first environment, BIAL has incorporated modern tools such as:

* **Applicant Tracking Systems (ATS)** for managing applications and interview scheduling.
* **HR analytics** to track time-to-hire, cost-per-hire, and offer-to-join ratios.
* **AI-based screening tools** to shortlist candidates based on key competencies.
* **Virtual onboarding platforms** to ensure continuity, especially post-COVID.

Talent Acquisition has thus evolved into a critical HR function that directly influences employee quality, brand reputation, operational efficiency, and ultimately, customer experience.

**1.2 Design of the Study**

**1.2.1 Statement of the Study**

The present study, titled “Talent Acquisition Practices at BIAL: A Strategic Perspective,” aims to analyse the Talent Acquisition process implemented at Bangalore International Airport Limited. It seeks to explore how BIAL identifies, attracts, assesses, and integrates talent, particularly in a dynamic and regulated environment like aviation. The study also examines the tools and technologies used in the recruitment process and identifies key challenges faced by the Talent Acquisition team.

The research is based on firsthand experience gained during an internship with the Talent Acquisition team at BIAL, supported by interactions with professionals, process documentation, and participation in recruitment activities.

**1.2.2 Need for the Study**

In today’s globalized and fast-paced world, organizations compete not only on products and services but also on talent. In industries like aviation, where safety, compliance, and service excellence are paramount, the quality of human resources becomes a competitive differentiator.

This study is necessary for several reasons:

* **Growing complexity** of hiring in aviation, which involves multiple layers of scrutiny and compliance.
* The need for **employer branding** to attract top-tier candidates in a competitive job market.
* The **digitization of recruitment**, requiring organizations to adapt to new-age tools.
* **Diversity and inclusion** requirements, encouraging companies to expand their talent pool.
* **Retention challenges**, particularly for frontline staff, due to burnout and job stress.

Through this study, HR students, professionals, and researchers can gain deeper insights into how large, high-performing organizations like BIAL manage Talent Acquisition as a strategic function, rather than merely an administrative task.

**1.2.3 Objectives of the Study**

The key objectives of this study are:

1. To gain a comprehensive understanding of Talent Acquisition processes at BIAL.
2. To analyse how workforce requirements are assessed and translated into hiring plans.
3. To evaluate sourcing strategies, both online (job portals, LinkedIn) and offline (campus drives, referrals).
4. To observe selection practices, including screening, assessments, and interviews.
5. To assess onboarding strategies and new hire engagement practices.
6. To identify challenges faced in acquiring specialized talent.
7. To understand how technology and analytics are integrated into recruitment.
8. To suggest recommendations for enhancing the effectiveness of Talent Acquisition.

**1.2.4 Scope of the Study**

The scope of this study is confined to the Talent Acquisition function at BIAL. It does not cover other HR areas such as payroll, training, compensation, or performance management unless directly linked to recruitment.

Key aspects included in the scope are:

* **Recruitment planning and budgeting.**
* **Sourcing methods** used by the Talent Acquisition team.
* **Use of HR software and analytics** in hiring.
* **Coordination** between Talent Acquisition and line managers.
* **Candidate experience and onboarding.**
* **Diversity and inclusion** efforts in hiring.

**Chapter 2 - Review of Literature**

1. **Literature Review**
2. **Author(s):** Debolina Dutta, Abdul Althaf, Jiren Susan Topno  
   **Title of the Paper:** Transforming talent acquisition for sustainable HRM:a structuration perspective

**Date:** 31 March 2025  
**Journal/Conference:** Article   
**Key Findings/Definition:** COVID-19, increased technology adoption and changing demographic needs and aspirations impact organizational practices in talent acquisition  
**Reference Link:** <https://www.emerald.com/insight/content/doi/10.1108/joepp-08-2024-0401/full/html>

1. **Author(s):** [Pallavi Srivastava](https://journals.sagepub.com/doi/abs/10.1177/097226291001400103#con1) and [Jyotsna Bhatnagar](https://journals.sagepub.com/doi/abs/10.1177/097226291001400103#con2)  
   Title of the Paper: **Employer Brand for Talent Acquisition: An Exploration towards its Measurement**  
   **Date**: January 1, 2010  
   **Journal/Conference:** Research article  
   **Key Findings/Definition:** Resourcing the best candidates from a bigger talent pool rather than the available applicants would result in a more efficient talent acquisition  
   **Reference Link:** [Employer Brand for Talent Acquisition: An Exploration towards its Measurement - Pallavi Srivastava, Jyotsna Bhatnagar, 2010](https://journals.sagepub.com/doi/abs/10.1177/097226291001400103)
2. **Author(s):**   
   **Title of the Paper:** Study of Talent Acquisition Practices – A Review on Global Perspective  
   **Date:** November 2014  
   **Journal/Conference:** Research Article  
   **Key Findings/Definition:** Talent acquisition, as defined by Deloitte, is “a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs  
   **Reference Link:** [talent-libre.pdf](https://d1wqtxts1xzle7.cloudfront.net/45568595/talent-libre.pdf?1463054163=&response-content-disposition=inline%3B+filename%3DStudy_of_Talent_Acquisition_Practices_A.pdf&Expires=1744463512&Signature=DgNE76t8b2LQzOpxoXX10r3~0xaqq73gLkToE-w9RHZSRoFdtW7cL0VhF9oHyRItqi1Ho-IRD9UyRR0WrW7nS1XlS3YppuFf9fmBuz8ajPRS5gLnQ4NnGaAitHoY3lq-ODa8KZlsEC4LwEkTSkV1nBx1io-i1cZDbzX8KkAjhSMSRK9T4APRsMDAWckkXbEzRelzWuAswSFUkTfGGjFs~QkfY1IuIhXvrA6DERDgW4HTBBHbigUVFSBVGxrkdRR5v8YZFCbHLz1tZibY~i4wCJVTSUR-ZSMFbp9aSXXluMlz36aJuZcTIuG8lH5Dz0HMTXA9C2R8nxxsBEmbk0CPvg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
3. **Author(s):** Gavin Walford-Wright, William Scott-Jackson  
   **Title of the Paper:** Talent Rising; people analytics and technology driving talent acquisition strategy  
   **Date:** November 2018  
   **Journal/Conference:**   
   **Key Findings/Definition:** ‘Talent Rising; People Analytics & Technology driving Talent Acquisition Strategy’ is a study of the opportunities that have been created through technological advancement in the Talent Acquisition industry and how this links to strategic HR management (SHRM) and business strategy  
   **Reference Link:** [download\_file](https://ora.ox.ac.uk/objects/uuid:de547263-bb14-4484-9dc1-2938453353b0/download_file?safe_filename=Strategic%2BHR%2BReview%2B-%2BFull%2BArticle%2B-%2BTalent%2BRising%2Bby%2BGavin%2BWalford-Wright%2Band%2BWilliam%2BScott-Jackson%2B160818.pdf&file_format=application%2Fpdf&type_of_work=Journal+article)
4. **Author(s):** Pallavi Srivastava, Jyotsna Bhatnagar  
   **Title of the Paper:** Talent acquisition due diligence leading to high employee **engagement**: case of Motorola India MDB  
   **Date:** 11 July 2008  
   **Journal/Conference:** Article  
   **Key Findings/Definition:** During talent acquisition, due diligence is required in assessing the person-organization fit and providing an enabling work environment to keep the talent anchored to the organization.  
   **Reference Link:** [Talent\_acquisition\_due\_diligence\_leading20161002-1762-x11znq-libre.pdf](https://d1wqtxts1xzle7.cloudfront.net/49307746/Talent_acquisition_due_diligence_leading20161002-1762-x11znq-libre.pdf?1475476399=&response-content-disposition=inline%3B+filename%3DTalent_acquisition_due_diligence_leading.pdf&Expires=1744464019&Signature=Twg-iVhvZGt8lR-lZtkWtaZamIu03brniOsxO01VDjA45tEZdKQm097SubBC26i-8rB6BdXIQ0RBW2NpAuHj~XICaATsHMv4qRfRXOVG0lMllF3jgZAuFIAlIfbM~3hmD592B8miPuhJMAbirDgXbjweV8Yv90FBtbp-vHlKTZCUdEmh~6ljOyFy8OFcQvlgIW0gLrlnENcYInrH1SzDTziSqZ7lq0JhQGyrECmYRpQBpmwqGs1gzT-NTp6vURFGdw3Kx0ZwwUN-6TCWtXIZWgw75-RJDMSpgUJ61HbxM2Kuu7Jo1hVYO8HX7tKHbJS7w4Il9FFKhugp4hXWfB9l6g__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
5. **Author(s):**   
   Title of the Paper: Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB  
   Date: 11 July 2008 Permissions   
   Journal/Conference: Article  
   Key Findings/Definition: Strategic talent acquisition integrates the entire pre-hire stages of the employee lifecycle—from creating the job requisition to onboarding a new hire in a way that engages candidates and drives business outcomes.  
   Reference Link:[**Talent\_acquisition\_due\_diligence\_leading20161002-1762-x11znq-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/49307746/Talent_acquisition_due_diligence_leading20161002-1762-x11znq-libre.pdf?1475476399=&response-content-disposition=inline%3B+filename%3DTalent_acquisition_due_diligence_leading.pdf&Expires=1744464544&Signature=JVyiojKYJcIdy8BbruQKHnwvHScD3piIqPmfhmoXclKY0h839N4fSZTmWZt5f3hbikQ3sz~Us8bjR5bCjHUgprrj1q8nEhL3ily2xvu1MW1tw3AiIRCcK4J1ni51oHxF5JwDyf9NrxK7HFuCE3Spt1BvoXwkDrUNy-N~1~CpBAulvqH9qZphCDhOsnPaIT~dmh3BDALXzCMAy6zilCnhlKo47FUFQKsVR4jY2rGvpCl6H-pDDN~MJnVNDgphwV-qhSZkoaFh3VTICl-NGL~pSH6tn55N3t8xmwcMFzYLl2wm7g1~ao81y88ZLvEAFXDA-3jWzRs6I5cyxmKGTCAFJw__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
6. Author(s):   
   Title of the Paper: Talent acquisition and technology: A step towards sustainable development  
   Date: 18 October 2022  
   Journal/Conference: ORIGINAL RESEARCH article  
   Key Findings/Definition: the use of social media and information technology in employee recruitment by providing a conceptual recruitment model in the aspects of theoretical foundations and empirical evidence on the factors and outcomes leading to the use of social media recruiting technology (SMART).  
   Reference Link:[**fpsyg-13-979991.pdf**](file:///D:\Downloads\fpsyg-13-979991.pdf)
7. **1.**Author(s): Sajin Jose  
   Title of the Paper: INNOVATION IN RECRUITMENT AND TALENT ACQUISITION: A STUDY ON TECHNOLOGIES AND STRATEGIES ADOPTED FOR TALENT MANAGEMENT IN IT SECTOR  
   Date: September-December 2019,  
   Journal/Conference:   
   Key Findings/Definition: Talent acquisition and recruitment are the undergoing processes that also essential for the organization, but it also created challenges for the company to leverage the social network, aggressively market their employment brand and recruit employee every day.  
   Reference Link:[**IJMHRM\_10\_02\_00120200513-791-lktnuo-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/63293502/IJMHRM_10_02_00120200513-791-lktnuo-libre.pdf?1589357141=&response-content-disposition=inline%3B+filename%3DINNOVATION_IN_RECRUITMENT_AND_TALENT_ACQ.pdf&Expires=1744469328&Signature=RGWG9vM1PRy43GNDVP~wGPswT7VU-OPAOrahE9pS~XhDQ8aVkxtipFXinBM3PpsobRBHbLPEkB5nWMMVQo3mTErxGefMBtvF05sLOOLlmhyJWtjVXtCzU3qahD9zr90JEc6THAcR~cbv~E-K7I3AuEaZThsSCq5v3omOfX-0Fw~C25845yRImpeTY-uUZWAaGnCySAfpfSKqRQSDoxv8oQtK~yuzkyUunzXxUB85ixGR3QWwOqksZMNhELh-DkQh48-kgxDZSvsWjNOP12AfgLg-3QhQKQRDQqtKK8avcIyyYObqdOEA7zxXzFa7kOoT3m9kscWhrC8LnARlrHcKNg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
8. Author(s): ZENITH  
   Title of the Paper: EFFECTIVE TALENT ACQUISITION THROUGH E-RECRUITMENT: A STUDY  
   Date: 3, March 2012  
   Journal/Conference:   
   Key Findings/Definition: Talent Acquisition is the process of identifying, attracting, engaging and retaining highly qualified and talented individuals. Acquiring and Retaining the best talent acts as competitive advantage, but it equally important and difficult to find the right person for the right job.  
   Reference Link:[**23\_ZEN\_VOL2\_ISSUE3\_MARCH12-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/43812624/23_ZEN_VOL2_ISSUE3_MARCH12-libre.pdf?1458207762=&response-content-disposition=inline%3B+filename%3DEFFECTIVE_TALENT_ACQUISITION_THROUGH_E_R.pdf&Expires=1744469744&Signature=Dkf7sdb~f2e~dQTmAyogVhS5fuxm0cNcqli1OcxwdLQ7xrACox62V34uftanjAKUP~Ym9-A1CrtuevCQwuKpEyr1A2kXe2cgywQMmvz-bKjJgkaGL0Eb1X7kgCcjOaKIow9QDzoJdmcPIGeejoad3hfoWah3dgkCK2s~s~TFFppOFOoCoflSt4aJ~m~OSOwzyl7a679zPnBSOFfUOKVFHpWnLIcY6AafS2eE7jhRL-Nw3yjinrciwwEA4iIKuPMzwVekIkfHl5v8Q3Ynrq5m8-m1QF4PFm4CFmFtS8tLwglufjP~J7o-M7yY5IYq6bpJe1moODlvI0bZ0eZw4uRFdA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
9. Author(s): Dhyana Paramita and Simon Okwir, Cali Nuur  
   Title of the Paper: Artificial intelligence in talent acquisition: exploring organisational and operational dimensions  
   Date: 17May2024  
   Journal/Conference:   
   Key Findings/Definition: talent acquisition presents a nuanced balance between transactional efficiency and relational (human-to-human) engagement. The trade-off between transactional efficiency and relational engagement creates an impact in the organisational design and operational dimensions.  
   Reference Link:[EM-IJOA240100 108..131](https://www.emerald.com/insight/content/doi/10.1108/ijoa-09-2023-3992/full/pdf)
10. Author(s): Abhishek Bhati1, Mathew J. Manimala  
    Title of the Paper: TALENT ACQUISITION AND RETENTION IN SOCIAL ENTERPRISES  
    Date: 28 June 2011  
    Journal/Conference:   
    Key Findings/Definition: the different strategies and practices adopted by social enterprises to innovatively deal with various human resources-related issues faced by them, especially those relating to talent acquisition and retention within the organization. ReferenceLink:[**Journal\_of\_Security\_and\_Sustainability\_Issues\_1\_1\_su\_DOI\_4\_straipsnis-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/33104249/Journal_of_Security_and_Sustainability_Issues_1_1_su_DOI_4_straipsnis-libre.pdf?1393629737=&response-content-disposition=inline%3B+filename%3DISSN_2029_7017_print_ISSN_2029_7025_onli.pdf&Expires=1744470529&Signature=hJDf7ZXiSE~fQ-83NZlMHoI7BQ7FcCDegoYXkv1W~bLz1C2PkMZgY8ykYxAph7QKdcaVywKq41IjD6T8tQnHgXCYgFAg5rPzGCe1qhaC22PnYQTxd-CfT1AHA7zbKrn-04Ybfkr3bXRjNSs2husEdCCCLyUhDEvpMGDCKJzeLFcIrE3HwiiImJCPeZUU1JdWoEKlFRun6MZ4szXelHPygr2a27pSq-LNCqCK~WBaIwgPiE4fO8hGfTITtquLvXSyA1J1PBsovRWQTAWMqQT2cyFCWGPXC0hNe7A-AOZEOreTYylxRNaNBLyooR9SqFpXDd5w7wnJUekBeJk5h4~olw__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
11. Author(s): Gloria Phillips-Wren, Ralph Doran & Kristen Merrill  
    Title of the Paper: Creating a value proposition with a social media strategy for talent acquisition  
    Date: 16 Jun 2016.  
    Journal/Conference: Journal  
    Key Findings/Definition: average talent acquisition costs increased 7% from 2014 to 2015 to nearly $4000 USD (3644 EUR) per hire, and the time to fill a job increased to 52 days on average from 48 days in 2011 (Staffing Industry Analysts, 2015). These costs reflect the difficulties in recruiting talent in a market where the unemployment rate is the lowest it has been since 2007.  
    Reference Link:[**Creating a value proposition with a social media strategy for talent acquisition**](https://www.tandfonline.com/doi/pdf/10.1080/12460125.2016.1187398)
12. Author(s): Girish Keshav Palshikar, Rajiv Srivastava, Sachin Pawar  
    Title of the Paper: Analytics-led Talent Acquisition for Improving Efficiency and Effectiveness  
    Year: 2019  
    Journal/Conference: Journal  
    Key Findings/Definition: Talent Acquisition (TA) is a fundamentally important function within a company’s HR function, responsible for recruiting high quality workforce, important for the successful operations and growth.  
    Reference Link:[**analytics\_led\_talent\_acquisition\_for\_improving\_efficiency\_and\_effectiveness\_ICADABAI2017-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/115574690/analytics_led_talent_acquisition_for_improving_efficiency_and_effectiveness_ICADABAI2017-libre.pdf?1717347439=&response-content-disposition=inline%3B+filename%3DAnalytics_Led_Talent_Acquisition_for_Imp.pdf&Expires=1744471598&Signature=L6c02IwymBwiuZGn0~6t-h5PsRVyHGpnP8ewIuyEqAkebnSPDmErUnytZi9Viq0vFYgo2nBASaRywyvdX~7tjavLPJ1beWubfpSvf4uuer3M85tW0eNAs92gZ-8KfWlVQ8VAjZWvGI9vGslvEkS0HKAUGteUluL6XlQegrIB94YwObEMctbHoHZrE88nKm0srvildWtrkXIdch9uZTooq1aYYFPngYdjEga5TqeBUt1WBx1EzQf6Uoo0PDVCwEWw1Q1YYf~9dkrhFXaTOP0CJmsglNoTFejN7o-PO0ka8K8EdXA0DkGAZKbn4oYWMId8IOeMfET5CcB4yMyQxp1hMw__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
13. Author(s): Dr. Rajesh Kumar Pandey1 and Subodha Sarangi  
    Title of the Paper: A Case Study on Talent Acquisition at Organisations  
    Date: February 2023  
    Journal/Conference: Journal  
    Key Findings/Definition: Talent Acquisition is an illustrative & appraisal case whereby the Authors have presented the thoughts of Industry representatives and created an opportunity of deliberation upon the dilemma surrounding the TA.  
    Reference Link:[**924-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/100032562/924-libre.pdf?1679214055=&response-content-disposition=inline%3B+filename%3DA_Case_Study_on_Talent_Acquisition_at_Or.pdf&Expires=1744471799&Signature=dxKV3XSLJZ03deF2iJp6iAam3clWfE9Ty1cGBwBACMNmd48WQ401n0vPGTCFxh0AfHXC6lcWn2s05Dbd01nOj9wwUSiOZEDykARM9o1at1-UG6mYMT01UqwGJGB3RpfclaXqXMTuaFknf~QoMiPKtfkMQ8d0x11xuM~R81GfGdpOBjs6FESg9vnKPC3eGjs~Rp5aKf0uwU~2nwJ8AkDeiMJ7VWZjXGzXJvYji-4INbW1rTJSlmr17AN7dh8nzvAPBHkZdHdM2fE5cK7cYJh0eGAMBaTdgpjEY10JrdQ1tst7SJK83kMa0kmL6eVjT0BYpKd3LpXWsPyQG4svM~ETkg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
14. Author(s): [Kumar Mukul,](https://www.emerald.com/insight/search?q=Kumar%20Mukul)[Gordhan K. Saini](https://www.emerald.com/insight/search?q=Gordhan%20K.%20Saini)  
    Title of the Paper: Talent acquisition in startups in India: the role of social capital  
    Date: 12 November 2021  
    Journal/Conference: Journal  
    Key Findings/Definition:   
    Reference Link:[**Talent acquisition in startups in India: the role of social capital | Emerald Insight**](https://www.emerald.com/insight/content/doi/10.1108/jeee-04-2020-0086/full/html)
15. Author(s): Debolina Dutta  
    Title of the Paper: Tweet Your Tune — Social Media, the New Pied Piper in Talent Acquisition  
    Date: JULY - SEPTEMBER 2014  
    Journal/Conference:   
    Key Findings/Definition: organization enters the social media arena for the purposes of talent acquisition, it must determine the appropriate goals associated with the social media implementation  
    Reference Link:[**Tweet Your Tune — Social Media, the New Pied Piper in Talent Acquisition**](https://journals.sagepub.com/doi/pdf/10.1177/0256090920140307)
16. Author(s): Kang Yang Trevor Yu, Brian R. Dineen, David G. Allen.  
    Title of the Paper: Employer Branding and Talent Acquisition: Special Issue Introduction  
    Year: 2022  
    Journal/Conference:   
    Key Findings/Definition: talent acquisition research, emphasizing recruitment’s potential for helping firms gain strategic competitive advantage, Such calls for recruitment research that used firm-level outcomes grew louder as the decade progressed  
    Reference Link:[**WRAP-winning-applicants-influencing-job-seekers-Allen-2022**](https://wrap.warwick.ac.uk/id/eprint/168795/1/WRAP-winning-applicants-influencing-job-seekers-Allen-2022.pdf)
17. Author(s): Mahdi Safa(&), Kelly Weeks, Rolf Stromberg, and Abdullah Al Azam  
    Title of the Paper: Strategic Port Human Resource Talent Acquisition and Training: Challenges and Opportunities  
    Year: 2018  
    Journal/Conference: Journal  
    Key Findings/Definition: talent acquisition challenges and required professional training to provide a guidance for aligning strategic human resource asset management with the strategic and long-term goals of the port operation and management.  
    Reference Link:[**978-3-319-60372-8\_20-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/78439622/978-3-319-60372-8_20-libre.pdf?1641795974=&response-content-disposition=inline%3B+filename%3DStrategic_Port_Human_Resource_Talent_Acq.pdf&Expires=1744474017&Signature=TvUqRK8pOxwBAJvanl8CKq4HZfy4w5O1N4497ZEASXx7ZEC8ARTMA4o2nepXi4bwG3mfYQGZEZcxOu2Laog0t701vuur40Uy3WXHhaXgfI0qOp0ghVnnkDEuEtt7o-~DU887ijufA9ONCyTxA69QL6yCt9PwZBwyquf6j79ha4HE3mup0ghAg2j8KAE3DT1c3tFGgzbp00EkirMfpx1FuqmJjgdDGOiJXONQ85Tvqp8Bi2HCCVDlLMizpb-Mjvz9s2bYLDFgNaoQYDa7t1Gw8p0dK~jbhE7Dy6DoPF7FruFpuRHyOHT7~liUyWb7ewdkMkLEQR7cjo26399dDjcKdA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
18. Author(s): R. Anita\*  
    Title of the Paper: Effective Strategic Talent Acquisition Process- A Conceptual Study  
    Date: 1. January- June 2019.  
    Journal/Conference: Journal  
    Key Findings/Definition: The basic difference between Talent acquisition and recruitment is the focus. Recruitment focuses on thepresentrequirementofthecompanyanddoesnotchecktheperson-jobfitandonlyhelpsingettingtheinterested people for the jobs that are available. Whereas Talent acquisition is a strategic approach and helps to find the best person for the job available. It means it includes from the future skills requirement to the organisational cultural fit.  
    Reference Link:[**Gavesana-January\_June\_2019-issue1.pdf**](https://vjim.edu.in/wp-content/uploads/2024/01/Gavesana-January_June_2019-issue1.pdf#page=47)
19. Author(s): 1Dr. Saundarya Rajesh, Ph.D, 2 Mr. Umasanker Kandaswamy, 3 Ms. Anju Rakesh  
    Title of the Paper: The impact of Artificial Intelligence in Talent Acquisition Lifecycle of organizations  
    Year: 2008  
    Journal/Conference: Journal  
    Key Findings/Definition: the talent acquisition activities of companies revolved almost exclusively on recruitment – hiring the right people. The process was heavily reactive with recruiters’ efforts being focused on filling vacant positions (old positions created by organizational exits and new positions created by business expansion) with the “best fits” and executive succession planning at more senior levels.  
    Reference Link:[**The impact of Artificial Intelligence in Talent Acquisition Lifecycle of organizations**](https://rjwave.org/ijedr/papers/IJEDR1802131.pdf)
20. Author(s): Prof. Aloysius Sequeira, Priyanka John Attupuram, Sivakumar Gopalakrishnan  
    Title of the Paper: TALENT ACQUISITION PROCESS IN A MULTINATIONAL COMPANY  
    Year: 2015   
    Journal/Conference: Journal   
    Key Findings/Definition: The increased competitiveness in the recruitment market has led to organizations spending more time, effort and resources on developing their talent acquisition strategy  
    Reference Link: **https://papers.ssrn.com/sol3/papers.cfm?abstract\_id=2708086**
21. Author(s): Dhyana Paramita  
    Title of the Paper: Digitalization in Talent Acquisition: A Case Study of AI in Recruitment  
    Date: June 2020  
    Journal/Conference: Journal  
    Key Findings/Definition: talent acquisition becomes equally important as other resources needed for strategy alignment. By acquiring talent from a pool of market, firms are deriving valuable skills that have been established elsewhere hence saving the firms to have further investment on human capital development (Lepak and Snell, 1999)  
    Reference Link:[**FULLTEXT01.pdf**](https://www.diva-portal.org/smash/get/diva2:1440107/FULLTEXT01.pdf)
22. Author(s): Hmoud Bilal1, László Várallyai2  
    Title of the Paper: Artificial Intelligence in Talent Acquisition, Do we Trust It?  
    Date: 15.06.2021  
    Journal/Conference: Journal  
    Key Findings/Definition: talent acquisition tasks such as candidate sourcing, screening, and communication. Chatbots, intelligent search engines, smart Applicant Tracking Systems (ATS), Candidate Relationship Management (CRM) are examples of trending AI applications within talent acquisition.  
    Reference Link:[**Microsoft Word - 594-2111-2-ED**](https://www.researchgate.net/profile/Bilal-Hmoud/publication/352412229_Artificial_Intelligence_In_Talent_Acquisition_Do_we_Trust_It/links/60d856a592851ca9448da6f8/Artificial-Intelligence-In-Talent-Acquisition-Do-we-Trust-It.pdf?origin=journalDetail&_tp=eyJwYWdlIjoiam91cm5hbERldGFpbCJ9)
23. Author(s): Rakesh Naik Vadithe1 and Bikrant Kesari2  
    Title of the Paper: Human Resource Analytics on Talent Acquisition: A Systematic Review  
    Date: October-December, 2023  
    Journal/Conference: Journal  
    Key Findings/Definition: Talent Acquisition (TA) is a strategic process used by HR to analyze long-term talent needs in the context of business goals. Therefore, HR analytics performs data analysis to make appropriate decisions and identify talent. The purpose of the study is to understand the potential of HR analytics and Talent Acquisition through existing literature.  
    Reference Link:[**Human\_Resource\_Analytics\_on\_Talent\_Acquisition\_A\_systematic\_Review-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/106685872/Human_Resource_Analytics_on_Talent_Acquisition_A_systematic_Review-libre.pdf?1697541047=&response-content-disposition=inline%3B+filename%3DHuman_Resource_Analytics_on_Talent_Acqui.pdf&Expires=1744475082&Signature=WpVISQgzI-lsXWUxVPPKTBzd2D0miA3Fw4qbEKskGUBUkyOqTizcR5s05YToleY47cw6xJmbmKd9ZU5hI~p2~F9xhNrJY8taD~luSFcUEo~Js5SPIZjoBtIqOi2ws5jqd19OOXDrCQHipuvEhEra~zFRUFA4EDKOinAfpXzL7ZntxQrkuKqWWKp-7Kg99Jel-Pf8JnSQss8rgt4LYZZHqa3j9Ka6xj1fjexStX1EfWbXyU0P0CP0NITFnYcDENjWL2FNSSaLvd3-jd45hLvEU9oipW3nGUtg4z4sbnrppZFdG4bvXajR-m8dsmV3r5GNM692csqIYefrPTWDw6~gdg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
24. Author(s): Mathew J Manimala, Abhishek Bhati  
    Title of the Paper: Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies  
    Year: 2011  
    Journal/Conference: Journal  
    Key Findings/Definition: With better talent acquisition and development, employee engagement improves and so does productivity. Maximizing team engagement, motivation, and retention through due diligence in talent acquisition is vital in today’s highly competitive environment.  
    Reference Link: **https://papers.ssrn.com/sol3/papers.cfm?abstract\_id=2127153**
25. Author(s): Abdalmuttaleb M. A. Musleh Al-Sartawi Arafat Salih Aydiner Mohammad Kanan  
    Title of the Paper: Business Analytical Capabilities and Artificial Intelligence-Enabled Analytics: Applications and Challenges in the Digital Era  
    Year: 2014   
    Journal/Conference:   
    Key Findings/Definition: Talent acquisition strategies encompass a comprehensive approach to attracting, identifying, and onboarding skilled individuals who align with the organization’s goals and culture. Organizations navigate the chal lenges of a rapidly changing workforce landscape   
    Reference Link:[**Business Analytical Capabilities and Artificial Intelligence-Enabled Analytics: Applications and Challenges in the Digital Era, Volume 1**](https://www.researchgate.net/profile/Omar-Al-Makhzoumi/publication/381105239_Disarmament_Demobilization_and_Reintegration_DDR_Program/links/66baf8468f7e1236bc53d139/Disarmament-Demobilization-and-Reintegration-DDR-Program.pdf#page=311)
26. Author(s): Ramesh Sattu and Simanchala Das  
    Title of the Paper: Should I adopt AI during talent acquisition? Evidence from HR professionals of Indian IT organisations  
    Date: 24 January 2024  
    Journal/Conference: Journal   
    Key Findings/Definition: HR managers, specifically talent acquisition executives, are increasingly looking to use AI tools in talent acquisition to enhance efficiency and effectiveness. AI has made it possible to streamline and automate some traditionally labour-intensive processes, such as recruitment and selection  
    Reference Link:[**JOEPP-05-2023-0186\_proof 1..18**](https://www.researchgate.net/profile/Lalatendu-Jena/publication/377636305_Should_I_adopt_AI_during_talent_acquisition_Evidence_from_HR_Professionals_of_Indian_IT_Organisations/links/65c6ef3834bbff5ba7fa2dc8/Should-I-adopt-AI-during-talent-acquisition-Evidence-from-HR-Professionals-of-Indian-IT-Organisations.pdf)
27. Author(s): Chuma A. Mangisa, Cecile M. Schultz, Lize van Hoek  
    Title of the Paper: An analysis of transformational leadership, talent acquisition and talent retention of engineers at an energy provider in South Africa  
    Year: 2020   
    Journal/Conference: describe talent acquisition as a process of planning, sourcing, assessing, hiring and on-boarding of qualified and talented individuals into appropriate positions in the organisations.   
    Key Findings/Definition:   
    Reference Link: **https://sajhrm.co.za/index.php/sajhrm/article/view/1356**
28. Author(s): Wei Wu and Raja R.A. Issa   
    Title of the Paper: IMPACTS OF BIM ON TALENT ACQUISITION IN THE CONSTRUCTION INDUSTRY  
    Yera: 2013  
    Journal/Conference: Journal  
    Key Findings/Definition: Recruiting is not the end of BIM talent acquisition, but a starting-point. To further address RO2, it is extremely important to investigate what talent retention and management strategies have been taken to sustain the success of companies' transformation to BIM.  
    Reference Link:[**IMPACTS\_OF\_BIM\_ON\_TALENT\_ACQUISITION\_IN\_20160226-21489-n0f0en-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/43110234/IMPACTS_OF_BIM_ON_TALENT_ACQUISITION_IN_20160226-21489-n0f0en-libre.pdf?1456520433=&response-content-disposition=inline%3B+filename%3DIMPACTS_OF_BIM_ON_TALENT_ACQUISITION_IN.pdf&Expires=1744476698&Signature=TucqGmCBbDQU~N~puMemD~SwNI8XAMnFXmqKiVPjA2atb0vVdHLZK3fIHK920b1xhDRjbdgjOFkVu42G1-TgOs1vqQstpWh3OUhMYJQqVesynKPOAAFv6985gzGtKtmMTyMFF2uz7p85T35ECgNb-REwnP3U9pHCTWwtTIVROO8nRmvW-361DxqaIaWJUKn-zSeKEb5j~n2QGhHViAmxFlBJ1lyqsccTKFV3FpwVVG8JJ-YV~B9KDaXjYHTFeBb5YgavB6PhYcokxJjb46wrIU3ypbS9-hFLZAy5Qa9DTWTXcc2ty6EWxoQTS~CDcEUWlD-sxa6fc-LM-XRoug34Kg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
29. Author(s): Joe Shaheen  
    Title of the Paper: Talent Acquisition as a Potent Tool of Succession Management  
    Year: 2010  
    Journal/Conference: Journal  
    Key Findings/Definition: Talent acquisition departments must seek out their talent management and executive team member partners and create a real and functional partner ship.  
    Reference Link:[**Talent\_Acquisition\_as\_a\_Potent\_Tool\_of\_Succession\_Management\_Journal\_Single\_Article-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/65772623/Talent_Acquisition_as_a_Potent_Tool_of_Succession_Management_Journal_Single_Article-libre.pdf?1614224725=&response-content-disposition=inline%3B+filename%3DTalent_Acquisition_as_a_Potent_Tool_of_S.pdf&Expires=1744476997&Signature=QpNeclV90ByzeT-lEuiB8kuY5TZ~y56d3oRrtZ0cW9LksMh3jbcEQq4WZG-Fo4cQ~cfhE08MhooyqK~acLbnKUARt4olTV2EEOjDGdo1rmwewdLQcWejmIswqgOdtOZhx6qiD0mraL9972l~8iikQOgBF~NOiq2K9Nlz3VtBBsWSGdt~qpbxS3OZL2bVguTYLDL4MyJ3HOtW8tYzl1pcH-RlCEn53s6b1mKEqQFW3-K1s7JIatmYbgPkiYMvObppKw8bVPiIhTT-cIUgWMyu9BGjPZ~pSIx3PE4zCZQki54shAFrKcpLwTU~XfZyECuPvtBzn-~wZF~U8~kEsbhfSg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
30. Author(s): Atyoko Utomo, Dian Indiyati, Gadang Ramantoko  
    Title of the Paper: Talent Acquisition Implementation with People Analytic Approach  
    Year: 2021  
    Journal/Conference: Journal  
    Key Findings/Definition: Based on research by Gavin and William (2018) regarding Talent Rising: People Analytics and Technology Driving Talent Acquisition Strategy, it is stated that many large or advanced organizations and companies have successfully used people analytics as a tool to deal with challenges related to HR problems, such as talent acquisition, talent pipeline planning, organizational development, engagement, and learning and talent development.  
    Reference Link: **https://d1wqtxts1xzle7.cloudfront.net/65772623/Talent\_Acquisition\_as\_a\_Potent\_Tool\_of\_Succession\_Management\_Journal\_Single\_Article-libre.pdf?1614224725=&response-content-disposition=inline%3B+filename%3DTalent\_Acquisition\_as\_a\_Potent\_Tool\_of\_S.pdf&Expires=1744476997&Signature=QpNeclV90ByzeT-lEuiB8kuY5TZ~y56d3oRrtZ0cW9LksMh3jbcEQq4WZG-Fo4cQ~cfhE08MhooyqK~acLbnKUARt4olTV2EEOjDGdo1rmwewdLQcWejmIswqgOdtOZhx6qiD0mraL9972l~8iikQOgBF~NOiq2K9Nlz3VtBBsWSGdt~qpbxS3OZL2bVguTYLDL4MyJ3HOtW8tYzl1pcH-RlCEn53s6b1mKEqQFW3-K1s7JIatmYbgPkiYMvObppKw8bVPiIhTT-cIUgWMyu9BGjPZ~pSIx3PE4zCZQki54shAFrKcpLwTU~XfZyECuPvtBzn-~wZF~U8~kEsbhfSg\_\_&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA**
31. Author(s): K. G. Ganga Sajeewani Karunathilaka  
    Title of the Paper: TALENT ACQUISITION AS A STRATEGIC TOOL OF BUSINESS PERFORMANCE  
    Date: 27th March 2020  
    Journal/Conference: Journal  
    Key Findings/Definition: talent acquisition is the most critical fundamentals of talent management process. Even if an organization fails to recognize its talented individuals, it will badly affect to the right positioning and right development opportunities for their future talents in order to achieve the overall objective of the organization  
    Reference Link:[**a24670d94ca1f5562aa825d6dd33faaf7b31.pdf**](https://pdfs.semanticscholar.org/2215/a24670d94ca1f5562aa825d6dd33faaf7b31.pdf)
32. Author(s): Charles Kireru, Kabare Karanja\*, G.S Namusonge\*  
    Title of the Paper: Role of Talent Acquisition Processes on Competitive Advantage of Telecommunication Firms in Nairobi City County, Kenya  
    Date: 2018-01-09  
    Journal/Conference: Journal  
    Key Findings/Definition: A number of studies have stablished that a well implemented talent acquisition processes is a source of sustainable competitive advantage also found that while firms in the telecom industry employs a great talent acquisition framework, they still lose their top talent through poaching, headhunting and competitive acquisition strategies from their competitors which affects their competitive advantage.  
    Reference Link:[**Role of Talent Acquisition Processes on Competitive Advantage of Telecommunication Firms in Nairobi City County, Kenya | International Journal of Advances in Social Science and Humanities**](https://ijassh.com/index.php/IJASSH/article/view/30)
33. Author(s): Sami Koivunen  
    Title of the Paper: Pitfalls and Tensions in Digitalizing Talent Acquisition: An Analysis of HRM Professionals’ Considerations Related to Digital Ethics  
    Date: 6 March 2023  
    Journal/Conference: Journal  
    Key Findings/Definition: In regulation, talent acquisition has been recognized as a high-risk area wherein digital systems can significantly impact on future career prospects and livelihoods (see, e.g., GDPR and the Artificial Intelligence [AI] Act of the European Union)  
    Reference Link:[**Pitfalls and Tensions in Digitalizing Talent Acquisition: An Analysis of HRM Professionals’ Considerations Related to Digital Ethics**](https://watermark.silverchair.com/iwad018.pdf?token=AQECAHi208BE49Ooan9kkhW_Ercy7Dm3ZL_9Cf3qfKAc485ysgAAA0owggNGBgkqhkiG9w0BBwagggM3MIIDMwIBADCCAywGCSqGSIb3DQEHATAeBglghkgBZQMEAS4wEQQMdo8PlsR3w5v04BHZAgEQgIIC_cwRRDBA2s6MZoXgnXYuCPiNTtk8NwHHFTz9Lu4JwZFcVAgrUrEUcQbv5sLUy5a-dU-lRMDDfrImgP7UkKMpMsk733LeiVAYPJG7fYCi4jlWR5p-XVD37fUwExYp0GW073LIb-nr_iglCA89VY6c6RGhF0RXqtNy1Y84-5WVVG1N3sRHj9vQrs7JpagXB36fcxJK3LKsf66AHOtCXwcFLyQvAlx1qKB_lejivM09_lkiQPCeAjtSHdrJ2tptWfGdyQgLSnW9MYyqLwB0rx_d_q2R5t4A7dRZM9VRSwJKJRoIgOScmQGZgFl3_eCiGtrWS4Lh4fKgRAsBNiUVgS35MMJRcDHjjvSJquB2UH85ba8d5AI0WqxzXsijR0TOFGBLIRdT0XDgLSErViHf4jwfRK1KhdPKZ6ZUEciZb4GWdj8dyfdpJZjv7bOf3uaLRIkETl4Y6ppqCfpduiDaDqJGYF7cCGc2waCtfqh60C8_Rij3iA2U9iU8iQOjweRu3FBP_tZDzuUe6muBCDRP_HM9vy6iRK2NpGQnl77XL_llxbt9RDLymUJ9vrCfGMRShsQbyi55fgSciCZf7CegYYiBEyECULxZnZyd5udiAUZuI0sxIvxEXvThPV7YwFQME5i_kVNOfEkhsUmch-kQIbZ6lFrlHqzDEAstqmRb0Hyv7XPTj-K3zJ4ELALmEP5zOOlkApGj3cK2RYsSLxxbBuUtf2lpbiW0umalssen2qKzAP-k8ifCPVURTu91MlOGRTWz22XDRDLnvEanRh_sKGPIg7KPuWlIuwdXXPoI-6ePEo5bHjuyRR4Y5BXDgJW9BRhVk0Pqn7F2eMsvAawIvCCexz-Xovi0QT85Gy65rWZrS0-KDV-CyvmsL8bGFim4bh9207OmyYg-cT7JLFGnhLvykuUzwB3ckBV9vJ7pEQD-3VA3yrkuBV-xdA0tcLc8KIs2BMuk856V9SR_mHSGQK37EYBwR0HriyXjdrrQGttZdDd8dsZAS9VAb_KuUS553A)
34. Author(s): Rocio de la Torre, Public University of Navarre, Spain  
    Title of the Paper: Business Analytics in Sport Talent Acquisition: Methods, Experiences, and Open Research Opportunities  
    Date: 2022  
    Journal/Conference: Journal  
    Key Findings/Definition: talent acquisition is a multi-dimensional challenge, and one that is not only based on the skills of individual players but also on the whole team, i.e., the current team configuration has to be considered as well. In this context, Gerrard (2017) propose the use of simulation models as more effective tools than expert judgment, especially in a multi-dimensional environment like the one being considered.  
    Reference Link:[**Business Analytics in Sport Talent Acquisition: Methods, Experiences, and Open Research Opportunities Journal Article | IGI Global Scientific Publishing**](https://www.igi-global.com/gateway/article/full-text-pdf/290406&riu=true)
35. Author(s): DR. R. SEETHA LAKSHMI, DR. T. SOWDAMINI, DR. ASHISH KUMAR BISWAS  
    Title of the Paper: THE RISE OF ARTIFICIAL INTELLIGENCE IN TALENT ACQUISITION  
    Date: December 2020  
    Journal/Conference: Journal  
    Key Findings/Definition: Talent acquisition is leveraged by artificial intelligence, thereby finding and connecting the right candidate enhances the recruitment efficiency. Artificial intelligence is a replacement for human cognition where it allows the computer to do the task and articulates the decision making.  
    Reference Link:[**1-3.pdf**](https://pbme.in/papers/1-3.pdf#page=170)
36. Author(s): Makoto Nakayama, Norma G. Sutcliffe  
    Title of the Paper: Perspective-Driven IT Talent Acquisition  
    Year: 2007  
    Journal/Conference: Journal  
    Key Findings/Definition: IT professionals and managers do not need a micro-focused IT skills framework. They need a macro-focused, directional IT skills management framework that gives some focus on IT talent acquisition and management.  
    Reference Link:[**Microsoft Word - sigmis37-nakayama2.doc**](https://www.researchgate.net/profile/Makoto-Nakayama-2/publication/221644239_Perspective-driven_IT_talent_acquisition/links/57699c2e08ae7d2478cd8733/Perspective-driven-IT-talent-acquisition.pdf)
37. Author(s): Julia Stefanie Roppelt  
    Title of the Paper: Towards effective adoption of artificial intelligence in talent acquisition: A mixed method study  
    year: 2025  
    Journal/Conference: Journal  
    Key Findings/Definition: Artificial intelligence (AI) emerges as a promising technology to address burgeoning challenges resulting from

shifting demographics, coupled with a shortage of qualified personnel. Thus, the adoption of AI creates especially

Interest within the talent acquisition (TA) domain to realize anticipated efficiency gains.  
Reference Link:[**Towards effective adoption of artificial intelligence in talent acquisition: A mixed method study - ScienceDirect**](https://www.sciencedirect.com/science/article/pii/S0268401225000027)

1. Author(s): Seema Wadhawan, Nidhi Gupta  
   Title of the Paper: Digitalized Transformation, Social Networking and its Effect on Talent Acquisition  
   Date: 8, June 2020  
   Journal/Conference: Journal  
   Key Findings/Definition: ncreased use of social media for business and varied functional domain, present study focuses to determine the factors influence the recruiter's perception to use LinkedIn as SNS in talent acquisition as a preferred channel.  
   Reference Link:[**International Journal of Innovative Technology and Exploring Engineering (IJITEE)**](https://www.researchgate.net/profile/Nidhi-Gupta-44/publication/342977095_Digitalized_Transformation_Social_Networking_and_its_Effect_on_Talent_Acquisition/links/5f100654a6fdcc3ed70b62d9/Digitalized-Transformation-Social-Networking-and-its-Effect-on-Talent-Acquisition.pdf)
2. Author(s): Rudresh Mishra, Ricardo Rodriguez  
   Title of the Paper: AN AI BASED TALENT ACQUISITION AND BENCHMARKING FOR JOB  
   Date: September 22, 2020

Journal/Conference: Journal  
Key Findings/Definition: The domain of job matching has been researched since decades. AI has become talk of an hour by many researchers and business enterprises. The researchers are creating new algorithms in the field of talent acquisition which can help the business to find the best candidates without introducing any algorithm bias

Reference Link:[**An AI based talent acquisition and benchmarking for job**](https://arxiv.org/pdf/2009.09088)

1. Author(s): Akash Ghosh  
   Title of the Paper: Exploring the Impact of Evolving Roles of Talent Acquisition and Talent Management in IT Industry  
   Year: 2021  
   Journal/Conference: Journal  
   Key Findings/Definition: Talent Acquisition and Talent Management practices have undergone a drastic change over the last 2 decades. The changing role of Talent Management has contributed greatly to increasing the employee engagement in many organizations.  
   Reference Link:[**Exploring\_the\_Impact\_of\_Evolving-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/89314398/Exploring_the_Impact_of_Evolving-libre.pdf?1659770741=&response-content-disposition=inline%3B+filename%3DExploring_the_Impact_of_Evolving_Roles_o.pdf&Expires=1744481944&Signature=J88b~RBhXW9KU01KWhPe-udHKLEM1NA9EndYrZtQor9ORVQ27Zm72~VIRtR49CuQTNM7~4jBMUoRsEXgg2JhP1URV03iXBJZscj~iZt3EnAwF18eij0qaHSb6-wSLxfq5vQfW7i4StpZMAhQq06lp6FvxqhDNTnNsAj1HK9ny11rZDqf2wa86m7KHtPtjukiMtoIXBS-bpBpiKEcO~5J~pirJgjQW7i2PsDWqeQ2j30LASRV~W4jJ26BH4RQwsJzaRKSdZlcB8lnz4WGddhZ~-PgbflamR~~hYbq4SNTD5~zsMMqIL0lnmk5d6~yJzN9Ptuuyw76XdSlWIDbIfXtwg__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)
2. Author(s): Nikita Gusain  
   Title of the Paper: TALENT ACQUISITION VS DEVELOPMENT: WITH A FOCUS ON LEADERSHIP DEVELOPMENT PROGRAMS  
   Year: 2017  
   Journal/Conference: Journal  
   Key Findings/Definition: talent acquisition is much faster, the organization can get even those skills that it currently does not have at all, and it is more responsive to changing business objectives. However, talent acquisition is also costly and risky. Thus there are pros and cons to both strategies of make (talent development) and buy (talent acquisition), and therefore organizations should leverage both for its talent needs.  
   Reference Link:[**content**](https://ecommons.cornell.edu/server/api/core/bitstreams/3c934de4-a30c-44ee-bb44-2dbbb5305019/content)
3. Author(s): Afrin Anika  
   Title of the Paper: Examining the challenges and opportunities of talent acquisition and recruitment in urban retail stores  
   Date: January 5th, 2024  
   Journal/Conference: Journal  
   Key Findings/Definition: Talent acquisition and recruiting play a crucial role in the retail industry, as they make substantial contributions to the success and longevity of retail businesses (Johnson & Brown, 2019). According to Adams (2021), the urban retail outlets in Bangladesh hold signi cant importance within the retail industry. Nevertheless, the sector encounters a multitude of pressing issues pertaining to the acquisition and maintenance of skilled and capable workers (Robinson et al., 2018).  
   Reference Link:[**3c480583-e5b8-44d9-93e0-96005fe60369.pdf**](https://assets-eu.researchsquare.com/files/rs-3818101/v1/3c480583-e5b8-44d9-93e0-96005fe60369.pdf?c=1704478362)
4. Author(s): Rajashree Karbhari Gethe  
   Title of the Paper: Extrapolation of talent acquisition in AI aided professional environment  
   Year: 2022  
   Journal/Conference: Journal  
   Key Findings/Definition: hiring and talent acquisition is very difficult to differentiate from one another. Over the last decade, India has emerging as a leading hub of innovation. Much of his growth is due to growth and advancement in technology in various sectors like, information technology, automobile sector, biotechnology, bioinformatics, FMCG sector, FMCD sector, pharmaceutical sector, etc. This rise in employment rate in technology sector effects on organisations and specifically on HRM function.  
   Reference Link:[**Microsoft Word - IJBIR 270404 GETHE\_32424\_OSSI-NS**](https://www.researchgate.net/profile/Rajashree-Gethe-2/publication/360212337_Extrapolation_of_talent_acquisition_in_AI_aided_professional_environment/links/64a2c315b9ed6874a5f40d43/Extrapolation-of-talent-acquisition-in-AI-aided-professional-environment.pdf)
5. Author(s): Amjad Fayoumi & Pericles Loucopoulos  
   Title of the Paper: Bridging the Strategy Execution Gap of Designing Intelligent Talent Acquisition Systems Using Enterprise Modelling and Simulation  
   Date: 29 Nov 2021  
   Journal/Conference: Journal  
   Key Findings/Definition: the talent acquisition process should be aligned with strategic objectives and respond to the demand for robustness in organisational capabilities; on the other hand, it should utilise the current intelligent capabilities of emergent technologies.  
   Reference Link:[**Bridging the Strategy Execution Gap of Designing Intelligent Talent Acquisition Systems Using Enterp**](https://www.tandfonline.com/doi/pdf/10.1080/17517575.2021.2005149)
6. Author(s): Abhishek Bhati, Mathew J Manimala  
   Title of the Paper: Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies  
   Year: 2011  
   Journal/Conference: Journal  
   Key Findings/Definition: employee engagement improves and so does productivity. Maximizing team engagement, motivation, and retention through due diligence in talent acquisition is vital in today’s highly competitive environment  
   Reference Link: **https://papers.ssrn.com/sol3/papers.cfm?abstract\_id=1820643**
7. Author(s): Aashish A Gadgil, Dr. Supriya S. Shanbhag, Dr. Vivek Pachauri  
   Title of the Paper: RECRUITMENT AND HR IN TALENT ACQUISITION: BEST

PRACTICES FOR HIRING TOP TALENT  
Year: 2024  
Journal/Conference: Journal  
Key Findings/Definition: The term "talent acquisition" refers to a strategy approach that involves locating, attracting, and engaging elite people in order to fulfil the present and future requirements of an organisation. It entails taking a proactive and long-term view, with the intention of constructing a pipeline of qualified candidates who are in agreement with the values, culture, and strategic objectives of the organization.  
Reference Link:[**scopus\_may\_24\_paper\_talent\_management-libre.pdf**](https://d1wqtxts1xzle7.cloudfront.net/115354970/scopus_may_24_paper_talent_management-libre.pdf?1716808962=&response-content-disposition=inline%3B+filename%3DRECRUITMENT_AND_HR_IN_TALENT_ACQUISITION.pdf&Expires=1744483006&Signature=CdezZd~3rcUO3D~UjPbw0A24HT3mWqzxucS5M23Ex0T78UUbRreNVF8aB~rXvBcJTcFACVDJpfLxKASUb1x~7xoJ8iHcCsAF93yVx7xNgIDG2P8O60jr6whdn2d3y8bAJSB4CZxGQskkNnIj0fPLHjuCIxnVWhRNRoXZmJUPiw3vITHMguQUO0q2uguacR98UbL5c-2V5DNzvpxe~9chYYHxzltD~78Hgm5kG1AX6o3KwzFnDYkBsMyOGaRpDTOq4oUhcaVj~VYckvtCXlTJNN5Vv8of~fiOU1cF~jbCtO3NAkes8s0wTfEsLwb9HYaRCK3ZEhdwHgifgGV0WyTnnA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA)

1. Author(s): Youssef Ibrahim  
   Title of the Paper: Best Practices and Strategies for Talent Acquisition, Retention and Development in Egypt  
   Year: 2024   
   Journal/Conference: Journal  
   Key Findings/Definition: Talent Acquisition, Retention, and Development (TARD) Success is the ability of an organization to find, attract, hire, grow, and keep the best employees in its industry. TARD Success is crucial for achieving competitive advantage, innovation, and performance in today's global and dynamic markets. One example of TARD Success from a developed economy is McKinsey & Company, a global management consulting firm.  
   Reference Link:[**585e5bf811fadcc14448dae9408679644819.pdf**](https://pdfs.semanticscholar.org/62db/585e5bf811fadcc14448dae9408679644819.pdf)
2. Author(s): Thanapat Khaowisade, Raknarin Sanrach, Thanin Silpcharu  
   Title of the Paper: THE DEVELOPMENT OF TALENT ACQUISITION PROCESS IN INDUSTRIAL BUSINESS

SECTOR TO COPE WITH DIGITAL TECHNOLOGY CHANGE  
Date: 10 April 2023  
Journal/Conference: Journal  
Key Findings/Definition: The development of talent acquisition process in industrial business sector to cope with digital technology change classified by the size of industrial business, the results appear as follows: small and medium-sized businesses found the development of talent acquisition process in industrial business sector to cope with digital technology change as a whole is very important.  
Reference Link: **https://dialnet.unirioja.es/servlet/articulo?codigo=8956448**

1. Author(s): Sarah Mardhiah Selamat, Farrah Nadia Baharuddin, Aini Hayati Musa, Purnomo M Antara, Raja Mayang Delima Mohd Beta, Asiah Ali  
   Title of the Paper: Challenges and Opportunities in the Adoption of AI in Talent Acquisition and Retention  
   Year: 2025  
   Journal/Conference: Journal  
   Key Findings/Definition: To ensure that the investment is worth, managers should take steps to communicate the benefits of AI by providing training and support to employees and increase the likelihood of successful adoption of AI in talent acquisition  
   Reference Link:[**challenges-and-opportunities-in-the-adoption-of-ai-in-talent-acquisition-and-retention.pdf**](https://kwpublications.com/papers_submitted/11382/challenges-and-opportunities-in-the-adoption-of-ai-in-talent-acquisition-and-retention.pdf)