

# Human Capital Talentum Analytics - a Focus Study on Schools of Business (sobs) in Telangana & Karnataka

K. Bhanu Prakash, A. Adishesha Reddy, P. Siva Reddy

*Abstract: In the Digi-Era of Internet Of Things (IOT), Virtual and Viral Technologies, Artificial Intelligence (AI), the Analytics reshaped and redefined the Science of Workforce. By the Year 2025, 75 % of the Total Workforce will be Millennials, yet, large percentage of Millennials prefer Non-Profits, Small Business or Entrepreneurship. [6]. An Intuit Global Study predicts that by 2020, the 40% of the Gig Economy will be the Contingent Workers. The Golden Age of Human Capital Management shifts from Employee Engagement to Employee Experience enroute Employee Turnover. [12] According to Bersin by Deloitte Research (2018), the Average Voluntary Turnover Rate is 13 % and it impairs the growth indices [8] Lack of analytic acumen or skills among HR Professionals (HBR) has caught fire recently with a welter of reports, books and commentary. In the light of the above, Human Capital Talentum Analytics (HCTA) emerged as one of the most predictive and a powerful tool that attracts, hires and retains talents resulting increased revenue, customer satisfaction or market share. (Tommy Cohe, CVO, InfoMart).*

*Human Capital Talentum Analytics (HCTA) can be portrayed as an exact gathering, examination and comprehension of workforce data that is essential in recognizing, tapping, selecting and holding the best capacities in a stand-out manner. In the Era of Big Data, HCTA gives a blue print to Schools Of Business (SOBs) in Telangana (71) and Karnataka (115) to leverage 'Talent Pool' by the use of Data Analytics. The voluminous, velocity and variety of data is the basis for 'Talent Analytics' and silos, skills, strategies offer solutions at every stage and entire process of 'Talent Management Cycle (TMC)'. The examination is test and gives huge encounters on coordination of HR Practices into Talentum Analytics, growing dynamically reasonable and successful 'Capacity Pipeline' and offers suggestions to overhaul the execution and gainfulness of the affiliation other than diminishing time-to-utilize and extending nature of agreement and salary.*

**Index Terms:** AI, CVO, HCTA, IOT, SOBs, TMC

## I. HUMAN CAPITAL TALENTUM - THE PRIMER

Whether the Artificial Intelligence (AI), Robots and Machines will take over and lead the Human Race to the Humanoids? ,

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**K. BHANU PRAKASH**, School of Management Studies, LBRCE (A), Mylavaram, Krishna District, Andhra Pradesh, Mobile No.+91-94411 73919.

**P. SIVA REDDY**, Professor & CFO, GIET (A), Rajamahendravaram, East Godavari District, Andhra Pradesh, Mobile No.+91-9440321648. E-Mail: [bhanucool@yahoo.com](mailto:bhanucool@yahoo.com)

The Pulse Feedback Tools, Employee Wellness Apps, Augmented and Virtual Reality Tools (VRTs), Human Talentum Analytics will amplify the Talent Management Process (TMP). In the Gig-Economy, there is a paradigm shift from 'Brain Drain' to 'Brain Circulation' enroute 'Brain Gain'. The 21<sup>st</sup> Century can be seen replacing Low-Skilled Workers by Robots while Knowledge Workers are unstuck by Algorithms. The neuroscience and the movability make 'Capacity' while the overall viewpoint, the frameworks and the inventive limits depict creative capacity.

Continually 2025, 75% of the Total Workforce will be Millennials, yet, broad dimension of Millennials lean toward Non-Profits, Small Business or Entrepreneurship. [6]. **An Intuit Global Study** predicts that by 2020, the 40% of the Gig Economy will be the Contingent Workers. The Golden Age of Human Capital Management shifts from Employee Engagement to Employee Experience enroute Employee Turnover, from 'Employer Brand' to 'Employer Trust', from 'Employee Engagement' to 'Employee Experience'. Employee Experience is an Eco-System that syncs the 3-Dimensions viz., (a) The Employee Engagement, (b) Culture and (c) Performance Management. According to **Bersin by Deloitte Research (2018)** [12], the Average Voluntary Turnover Rate is 13% and it impairs the growth indices [8]. Lack of analytic acumen or skills among HR Professionals has caught fire recently with a welter of reports, books and commentary [1].

Despite doom and gloom economic scenarios, the MNEs around the World are facing with the shortage of 'Talent' and difficulty in finding 'Passive Talent' Countries are competing globally to acquire, retain talents that contribute to competitiveness, innovation, and growth. According to the GTCI, China and India are the new rising stars in the Global War for Talent. Capacity is a middle fixing to all affiliations and Acquisition of Talent is a craftsmanship yet Retention is an examination of the board. There is a staggering enthusiasm for exceedingly regarded and high-bore authoritative capacity [3]-[5].

Capacity Sourcing and Recruitment face gigantic weight. Capacity and bent insufficiencies are no matter how you look at it, along these lines, attract and hold

endowments that add to forcefulness, advancement, and improvement . It is the moot point of all organisations around the world to attract, develop, and retain a needed supply of critical talent, Global Talent Management (GTM) Practices are interesting, change and every nation may require an alternate arrangement of practices, somewhat unique methodologies with neighborhood improvement. MNEs are empowering the Configuration, Customisation and Consolidation (3Cs') of Talent Management Practices at Glocal Level with Enterprise Resource Planning (ERP) Software eg., SAP, ORACLE, MICRO SOFT DYNAMICS etc[1]-[5],[16].,

frenzy, the Dot.Com (.Com) bubble burst, the NASDAQ crumbled, and fears of recession spread.

**Gary Becker** developed ‘Economic Theory’ in 1975 and defined ‘**Human Capital**’ is the aggregate of the present and future fiscal valuation of the aptitudes and capacities embodied inside all of the general population that make up the outright workforce of the affiliation . Human Capital is portrayed as the obtainment of data by an individual in the midst of his/her life and usages it for helpful purposes either in market or non-publicize conditions . The contribution of ‘Human Capital’ to organisational performance can be measured, weighed and modeled by HR Analytics.(**Boudreau and Ramstad 2007, Hoffman et al., 2012, Huselid et al., 2005, Huus, 2015, Lawler et al., 2004**).**Human Capital Talentum Analytics (HCTA)** can be portrayed as a purposeful gathering, examination and comprehension of workforce data that is vital in recognizing, tapping, enrolling and holding the best capacities in an exceptional manner[7].

The Human Capital Analytics for Managing Workforce from simplest to most sophisticate are classified into 6-Types viz., (i) Human-Capital Facts, (ii) Human-Capital Analytics, (iii) Human-Capital Investment Analysis, (iv) Human-Capital Forecasts, (v) Talent Value Model, and (vi) Talent Supply Chain. Leading-Edge Companies viz., *Google, Best Buy, Sysco*, and others adopted the **DELTA** (High Quality Data, Enterprise Orientation, Analytical Leadership, Strategic Targets and Analysts) Approach of Talentum Analytics to improve their high ground, benefit, duty and upkeep of top capacity, and a while later rehashing their triumphs.**CHATBOT, a Singapore OCBC Bank** in-house mobile app, a holistic HR in Pocket, a Resource Center for submission of Leave and Claims, Tracking Medical and Lifestyle Benefits, and Internal Job Postings. **Cognizant’s Analytics** revealed that employees who blogged were more engaged and satisfied. The **Augmented Reality (AR) and Virtual Reality (VR) Tools** for Talent Acquisition, the **Disrupted Recruitment Practices** viz., **GetLinks or Arya** are some of the HR Talentum Analytics enough cutting down costs and getting hopefuls with the better fit[11].

The HR Analytics Team would be accountable for inventing, organizing and making Models, Dashboards and Talent Pipeline that attracts, makes and keeping workforce. Talent Decision Support Systems (DSS) must be evaluated in terms of Return on Investment (ROI). Topple HR Thinking with the Digi-Solutions, have to learn how to ‘Be Digital’ not just ‘Buy Digi-Products’, Integration of HR Analytical Framework with other functions and ensuring safety and security is the prime concern while constructing HCTA Framework.

**Table - 1: Global Talent Competitive Index - A Kaleidoscope**

Rank	Country	Rank	Country
1	Switzerland	11	
2	Singapore	12	Australia
3	United States of America	13	
4		14	New Zealand
5	Norway	15	
6	Sweden	16	
7	Finland	17	Ireland
8	Denmark	18	
9	United Kingdom	19	Iceland
10		20	
	Netherlands		Canada
	Luxembourg		Bleziium
			United Arab Emirates
			Austria
			Germany
			Japan

Source: World’s Most Talent Competitive Countries, INSEAD, in partnership with Adecco and Tata Communications, 2018, p.13.

**II. HUMAN CAPITAL TALENTUM ANALYTICS - THE LEXICON**

The term ‘Talent’ is derived from the Latin word ‘*Talentum*’ means ‘Sum of Money’, a marked ability or skill, the potential or factual ability to a skill better than most people. Talent is the *High-Output Turbo-Charged 6-Cyl. Engine* that connects forcefulness and headway for the present comprehensive instinctive related flexible economy. The talented people are the people who have exceptional limits and they are productive in an extent of activities or in a specific field. . Discovering, having and holding the right Talent, at the ideal spot, at the perfect time, and at the right expense is a basic overall issue for each endeavor[8] .

From the perspective of pedagogical intervention, the concept of talent is considered as a component of giftedness . The phrase ‘War For Talent’ was at first coined by McKinsey & Company in 1998 when the economies were burning white hot, the Recruiting and Retention are in



### IIIHCTA IN SCHOOLS OF BUSINESS (SOBS) - THE POLICIES AND PRACTICES

Capacity is exemplified in individuals and in this way it can't be systematized, replicated, sold, or adequately traded beginning with one individual then onto the following. All things considered, it is the 'Others cognizant's in 'Human Capital' that makes it an exceptional, indisputable, and essential resource. . India, a Global Talent Hub, the Single Largest Producer and Provider of World-Class Talent offering 1 in 4 Graduates to the World from the Esoteric and Meta-Physical to Modern Times with over 799 Universities, 39071 Colleges and 11923 Stand-Alone Higher Educational Institutions . The aspects of Talent Acquisition, Development and Retention, Employee Value Proposition (EVP) in Schools Of Business are investigated from the view motivation behind Talent Management. Capacity Acquisition requires thinking about the EVP and Staffing Processes while EVP incorporates Organizational Culture, Work, People and Rewards to propel the legitimate features that license it apparently and produce reliability inside. Staffing joins both Recruitment and Selection Processes. The Talent Development Process bases on whole deal and energizes Learning. Holding Talent requires whole deal considering and inventive orchestrating. The arranging of unsurprising and sound model of HCTA can be successfully agreed with business system .

In the Era of Big Data, HCTA provides a blue print for Schools Of Business (SOBs) in Telangana (71) and Karnataka (115) to leverage 'Talent Pool' by the use of Data Analytics. The voluminous, velocity and variety of data is the basis for 'Talent Analytics' and silos, skills, strategies offer solutions at every stage and entire process of 'Talent Management Cycle (TMC)'.

#### A. Objectives of the Study

The examination is observational and imaginative gives noteworthy encounters on mix of HR Practices into Talent Analytics, growing dynamically fruitful and capable 'Capacity Pipeline' and recommends procedure measures to sharpen the saw for structure the capacity support pipe line in Schools Of Business (SOBs) in Telangana and Karnataka that is an imaginative, best in class and coordinated in nature. It likewise offers proposals to upgrade the execution and efficiency of the association other than lessening time-to-enlist and expanding nature of contract and income.

#### B. Methodology of the Study

The Vision, Mission, Goals and Objectives, Honorarium / Remuneration and Compensation Policies of the SOBs are evaluated from the perspective of Strategic Planning; the Qualifications, the Teaching Pedagogy (Case Studies / Live Projects / Conceptual Focus / Content-Context/ Situation-Scenario), Competency Development Programs like participating in Conferences, Seminars, Workshops and conducting FDPs/FDWs, Industry - Academia Orientation, Mentoring, Career Counseling and Consulting and Analytical Exposure(SAP / ORACLE/ Microsoft Dynamics)of Faculties (Professors / Associate Professors / Assistant Professors)are considered and examined. The Admission Process and Practices (GMAT/ GRE/CAT/MAT / Other Scores), Digi-Class Preparation and Participation (OHP, PPTs, MOOCs etc.), SIP, Career Placements of Students forming the basis for the study.

#### C. Sample Design

The Stratified Random Sampling is adopted for collecting the data and the sample is confined to 20 SOBs in Telangana (in and around Hyderabad and Secunderabad) and 40 SOBs in Karnataka (in and around Bangalore) only. The Interview Protocol Method was adopted for the study and the responses are elicited from the Chairman / President / BODs, Faculty, Students and Chief Human Resource Officers(CHROs')of SOBs in Telangana (20) and Karnataka (40).

#### D. Results & Discussion

The observational shows reveal that there are shared attributes during the zones of institutional culture, expert duty, program use, and program evaluation. Talent Development Program Administrators and Participants (CHROs')opined HCTA is considered as an investment strategy, institutional priority, engrained in the existing culture, and Retaining Talent in SOBs could have become a significant issue before CHROs'.

#### Exhibit-1: Incubating and Retaining Talent in SOBs - The Critical Insights



Source: HarshitBhavsar (2014)., Talent Management - Effective and Future Strategies, [www.talenthunt.com](http://www.talenthunt.com)

It is in like manner seen that HCTA Practices are still commonly right off the bat in SOBs and 'Nature of Hire' is the most fundamental estimation. Mix HR Data with other functionsand organizing of an Integrated Talent Retention System is the need which participates with educating, calling improvement, getting ready, headway, orchestrating, analysis, affirmation, HiPo evaluation, and everything else. The 'Widely inclusive Strategic Talent Retention Approach' which gives another lease of life to the affiliation, empowers people to build game plans and process and grants sureness, improves certainty among workforce hence make winning society is the need of incredible significance to brood and hold capacity.

It is suggested that the Mission Development, Goal Setting and Individual Assessments of the Institutions are furnished to setup, make, and execute Professional Development Programs (PDPs) across the Campuses primarily for Administrative and Support Staff Personnel. In any case, it would be useful for the Institutions to join the Leadership Development Programs into the Critical Decision Making.Of all the Factorsaddressed, the limitations of both Executive and Supervisory Support were

themost tremendous.

In addition, Cultural Assessment, Institutional Transparency, Leadership Commitment, Organizational and Leadership Competencies, Talent Assessment Programs, Individual Development Planning, Coaching and Mentoring, Action Learning and Program Evaluation and Implementing Strategies make Future Leaders with obligation and capacities setting out on a voyage that gives essential time to broaden and reestablish their thinking.

**E. The Future of HCTA - Epilogue**

‘Talents’ are unique and scarce, ‘Talented’ are value resources, ‘Talent Management’ is a maintained and authorized obligation, ‘Attracting Talents’ are awesome yet ‘Holding Talents’ are basic for the survival, accomplishment and sensibility of the Organization. Building ‘Capacity Engagement Pipeline’ is along-term, advancing action, yet, requires an arranged, unsurprising effort from legitimate structures, and individuals. HR Talentum Analytics gives point by point examination on Recruitment, Selection, Training and Performance of Talents other than verifying, headway and support. It moreover facilitates essential data and changing storage facilities of information into critical, helpful, and important comprehension. To incorporate a segment of the weights, the affiliation's structure, culture, and approach to manage basic reasoning, Cost-Benefit Analysis (CBA) are prominent to measure the value of HumanCapital Talentum interventions and initiatives. To sum up, HCTA emerged as a ‘Nex-Gen Proactive HR Intelligence Platform’ to transform Millennials as Outstanding Performers and ensure that SOBs make the right decisions today for the wellness and well-being of future generations.

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