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Managing the Talents – Management’s Challenge!

Satya Sidhartha Panda, Ph.D. and Arun K Behera, PDF

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This paper attempts to persuade the importance of managing talents along with managing men. It tries to explain that the concept of managing personnel has taken a version of managing talents in the management theory. It is an interesting move for both candidates as well as organizations because managing talents focuses on the facts of an individual which are required for the management, which are unique in nature, which vary person to person.

There is a comparison between the management styles adopted before decades and the current progress. The main attribute, which contributes for such progress or shift, is technology and its intervention in the management activities. The technology has made a man more skilled, competent and eligible for any job. It is also benefiting the organization in selecting the best talent and reducing costs in many ways. The positive face of this entire scenario is that the men are accepting the changes as fast as the technology is growing. This quality of him/ her is helping her to concentrate of career but not just on a particular job. So there is also a shift in the mentality of people who are ready to work, from getting a good job to making a better career. The intervention of technology is having a great impact on the ‘people as well as on the organizations’.

Key words: Managing men to managing talents, Talent management, Talent is a skill or an asset,

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Technology, Intervention of technology in management.

Introduction

The nature of industry has undergone a huge change in the past 2 decades. There is a lot of difference in the management style adopted by a manager in dealing various situations because of the intervention of science and technology in the management. The concept of managing men has taken a shape of managing talents along with the change in management, which has shifted the entire importance of human resource. One of the 7Ms of management – ‘Men’ that was an asset to the organization is no more an asset. Yes, this statement is surprising, but true. Now the ‘talent’ of men is the asset to an organization more than men.

The scope for managing talents has increased as the people are also enhancing their view about career but not just a job. An employable person is focused on his career growth and development when he decides to work. Why is that? Because earlier finding a job was the top priority since there were less job opportunities and more people applying for the job. The employers had enough choice in selection of the best candidate.

In the current scenario, there is no shortage for the number of jobs available for an employable person. He got a choice to select the best organization where he can grow as an individual in his professional life. The organizations also are front in selecting the candidate who has got talent along with the qualification and experience. Before the management was more focused on managing men as a resource for performing every activity in the organization has tainted now. The talent of human is a reserve to the firm rather than human. Now the inclination is –‘human without talent is equal to waste, not useful for firm’.

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The various reasons for the shift from personnel to talent

- Change is the technology, introduction of various software to improve the efficiency in production. To have a good hand on the software he/she must be talented.
- People are getting adjusted to this trend very quickly. Eg: Computer is introduced as a subject in the schools where in before it was a wonder to a common man.
- There is a cutthroat competition in the market to attract the candidates, for candidates also there is tough time since organizations need skilled workers than qualified once. People are concentrated on their career more than getting a job.
- Candidate's expectations also have been increased, since they know - what is their worth in the market in terms of competency, skills, and knowledge. The focus on personnel management has transferred to talent management.
- Individuals are very particular about acquisition of talent before they enter to the career, which is alerting the management of an organization.

The Scope and Need of Talent Management in the Current Era

- A distinguished concept all together which has grabbed the attention of both employees as well as employers
- Recruitment, and the retention of employees
- Getting the best of all employees
- Helps to deliver corporate objectives and plans effectively
- Productive, and committed working environment
- Succession planning and growth
- Balancing the development of individuals and the needs of the organisation

Technology

From telephonic conversation to face-to-face video conferencing through Internet, technology has made out world smaller and faster. Ideas and massive amounts of information are in constant

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movement in the industry as well as in the world. The challenge for managers is to intellect and use of what technology offers to them to adopt different strategies. Not all technology adds value to the industries, but technology can and will affect the management directly or indirectly. In the coming years, managers will need to figure out how to make technology a practicable, productive part of the work setting. They will need to stay ahead updating themselves as and when the new technology arrives with the flow of new information for optimum results in the business. Otherwise, they will risk being swallowed by a tidal wave of data – not ideas.

The Impact of Technology Intervention in Management

- Increase in the operational efficiency of the process/ department.
- Machines work with the push of a button with particular instructions already specified. It has reduced the dependency on man power.
- There is an investment in the technology, but that will not look huge to an organization since it is an asset to it.
- The cost on manpower has reduced to a greater extent. A machine is equal to more than one man.
- Technology has made men more skilled and talented, it has increased their confidence level, and they are eligible for multi tasking.
- Technology has widened the opportunities for the employees and organizations for individual and overall growth respectively.

Conclusion

Management of technology is the greatest challenge, which is leading to the skilled work force. If an organization has a good control over the trends in technology and updates itself with the innovations happening in the market, there will be no question of lacking behind. The intervention of technology has made the concept of people management change into the notion of talent

management. This is a huge move or shift in the concept of human resource management (HRM), because when HRM started all the focus was grabbed by managing human as an advantage for the effective organization, but the talent acquisition and talent management in the current era has snatched the attention of the management Gurus. One of the strong reasons is technology intervention for the introduction of talent management.

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Satya Sidhartha Panda, Ph.D.
Head, Department of Management
Bangalore City College
Bangalore
Karnataka
India
satyasidharth@yahoo.com

and

Arun K Behera, PDF
Department of English
Sri Sathya Sai Institute of Higher Learning,
Brindavan Campus,
Kadugodi Post,
Bangalore-560067
Karnataka
India
drbehera65@gmail.com

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