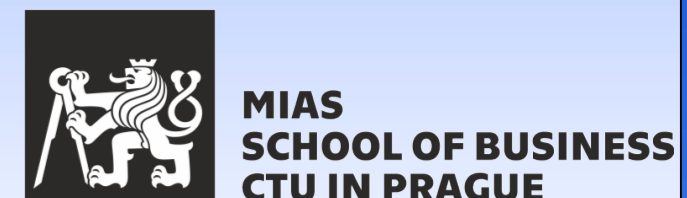
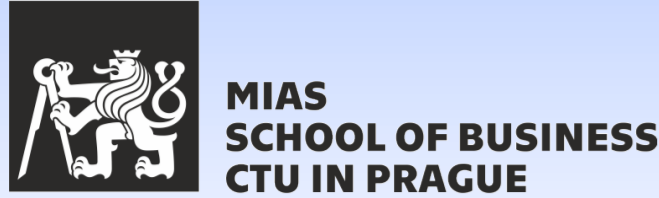


Recruitment and talent Acquisition as competitive advantage in ICT sector



Norbert Červený
MIAS School of Business CTU in PRAGUE

Introduction

Introduction chapter provides reader with an in-depth presentation of the thesis topic and the research problem setting. Bachelor's Thesis theme is shifting and transforming in between recruiting and talent acquisition as competitive advantage in ICT sector. I chose this as I have close relationship with ICT sector and Human Resources within.

It is highly up to date topic as whole concept of Talent Management isn't very old and is evolving every minute along with terms like talent itself and acquisition. As much as humanity tend to evolve so does the trends regarding Human resources. In this thesis I am trying to dissolve and explain the main processes of recruitment, its historical point of view as well as newest trends backed up with theoretical research and field research mostly through non structured, informal interviews with highly experienced experts in this field.

The main objective is to come up with solution on issue arising from both desk and field research. For this purposes I am giving information about recruitment as it was and as it is currently, employees gathering and hiring methods, as well as information about Talent, Talent Management and Talent Acquisition, following with discussion regarding data research and research methods, an in depth look into topic Talent War and finishing up with both primary and secondary researches results.

This thesis deals with Talent Management theoretical frame, Recruiting and Talent Acquisition as well as current hiring trends in order to achieve competitive advantage on the market. Through conducting of the both primary and secondary resources analyses recruiting process description, applicants needs and shift between recruiting and talent acquisition were defined as the most significant points. This was done by combing both theoretical and practical researches.



Methods

As for my thesis I have been using both primary and secondary data, however, the secondary data and the secondary research have been used to gather all information needed.

Primary research

According to Doyle, Lane, Theeuwes, and Zayatz the primary data, the raw data or primary data is a term for data collected at the very source. This type of information is obtained directly from first hand sources by means of surveys, observations and experimentation and not subjected to any processing or manipulation. Bare in mind, the objective of this thesis is not to give a full information about Data collecting or so-called Data Mining, hence, I am mentioning only methods I have been using during research dedicated to this paper.

Interview Method is a method of collecting data that involves presentation of oral verbal stimuli and reply in terms of oral – verbal responses. (Doyle, Lane, Theeuwes, and Zayatz, 2001) As for this paper, I have been using Personal, unstructured and non-directive interview.

Questionnaire. In this method a questionnaire is sent or mailed to the concerned respondents who are expected to read, understand and reply on their own and return the questionnaire. It consists of a number of questions printed or typed in definite order on a form or set of forms.

Primary research

According to authors of Research methods for business students the Secondary data include both quantitative and qualitative data, and they are used principally in both descriptive and explanatory research. The data you use may be raw data, where there has been little if any processing, or compiled data that have received some form of selection or summarizing. Within business and management research such data are used most frequently as part of a case study or survey research strategy. However, there is no reason not to include secondary data in other research strategies, including archival research, action research and experimental research. Different researchers have generated a variety of classifications for secondary data. These classifications do not, however, capture the full variety of data. They have therefore built on their ideas to create three main sub-groups of secondary data: documentary data, survey-based data, and those compiled from multiple sources.

Results

For successful recruitment, it is important to follow certain rules that should generally be applied to personnel departments or parts of all companies and organizations. These are 7 points that should help in getting employees within the organization. The individual points are as follows.

The organization should inform about vacancies, especially, its own employees who are part of it, and potential outside applicants.

If a company appeals to potential employees from the outside environment, it should always be unanimous; it should publish its name.

It is important that candidates are sufficiently informed about the job, its characteristics, requirements, and conditions.

The organization should inform individual candidates of the process status; the situation.

The organization should seek to gain its employees only based on their ability to perform the required work.

The company should not mislead, overdo, to exaggerate, it should not promise what it cannot offer or fulfil.

The organization should not discriminate candidates based on race, religion, political affiliation, gender, age, etc.

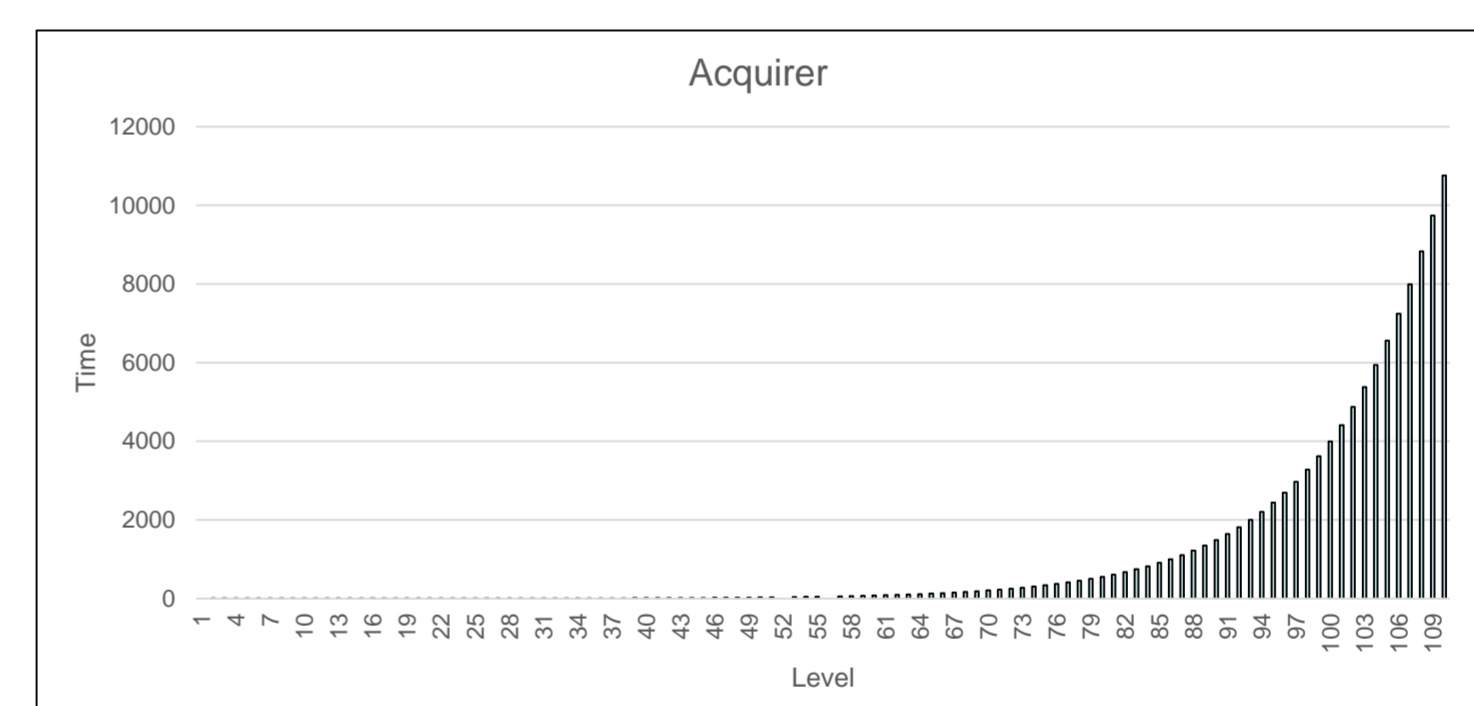
ICT sector employees are one of the best paid, the most skilled and the most sought-after workers anywhere in the world. However, employers are finding out that it takes way more than money to recruit and retain those best of the best.

"Paying for top talent is important, but it isn't the only variable," says Stacey Carroll, principal consultant at Payscale.com, which provides both workers and employers with in-depth salary and career information. "After all, if it was simply about money, then every company would just write bigger checks."

There is no such thing as universal formula for attracting top talent and ensuring employee satisfaction.

Based on results and all information I gathered I decided to make a proposal mobile application. This application shall combine both desired motivation and competitiveness. The main point of this application "Acquirer" is to track the level of every trackable ability, skill or competence one employee can possess. These three things would then combine into skillset with joined level of each single level.

After further information digging, results evaluating and couple extra consultations I found out that healthy competition will be a benefit for every company. I have also created an in depth Time – Level graph, where unreachable maximum would be 10 000 hours with level of 110.



Conclusions

Main objective was to come up and evaluate recommendations for the companies in ICT sector in light of specific methods, both field and desk research in order to achieve competitive advantage in the market through effective recruitment process as well as talent acquisition. I have stressed out the main topics including War of talents, results based on primary and secondary research.

The objective of the thesis was accomplished by summarizing all the necessary information, conducting surveys and interviews. The proposal achieved by collecting different kind of data is the recommendation to focus on relationship between employee and employer. The recommendation as a competitive advantage and as output of this thesis is specific application, which would improve effectiveness of employees themselves and also the company climate as well as already mentioned Talent Machine. This topic research could serve as future benefit for diploma thesis as I already gathered vast amount of information regarding Talent Management itself, Recruiting and Talent Acquisition at its finest. Recruitment is extremely wide and fast changing area of interests. There are many more learnable topics in this area, however, I could not include majority of them, since I was focusing just on a few. Anyhow, as I mentioned already Recruitment and Talent Acquisition is changing, cooperating and mutates back and forth and so it offers huge issues to be still covered.

Bibliography

1. Beardwell, J. & Claydon, T. 2010. *Human resource management: a contemporary approach*. 6th ed. Pearson education. Harlow.
2. Collings, D.G. and Mellahi, K. 2009 *Strategic Talent Management: A review and research agenda*, Human Resource Management Review,
3. Crispin, G. & Mehler, M. 2011. *The Candidate Experience: What they say it is; What it really is; and, What it can be*. A CareerXroads & Friends Monograph.
4. Doyle, P., Lane, J., Theeuwes, J., and Zayatz, L. (eds) 2001. *Confidentiality, Disclosure and Data Access: Theory and Practical Applications for Statistical Agencies*. Elsevier, Amsterdam