Final Project Report

"Study of Talent Management Process and its effects on employees of Google"

Submitted to:

DMSR

G.S. College of Commerce and Economics, Nagpur

(An Autonomous Institution)

Affiliated to:

Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by:

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Under the Guidance of:

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NAAC Accredited "A" Grade Institution

Academic Year 2022-23

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Academic Year 2022-23

CERTIFICATE

This is to certify that **Ms. Dhanashree Kailash Pote** has submitted the project report titled, **"Study of Talent Management Process and its effects on employees of Google"**, towards the partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that She has ingeniously completed her project as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Reaccredited "A" Grade Autonomous Institution)** affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

Dr. Aniruddha Akarte **Dr. Sonali Gadekar**

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Place: Nagpur

Date:

Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited "A" Grade Institution

Academic Year 2022-23

DECLARATION

I here-by declare that the project with title "**Study of Talent Management Process and its effects on employees of Google**" has been completed by me in partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Re-accredited "A" Grade Autonomous Institution)** affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course under taken by me.

Ms. Dhanashree Kailash Pote

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Academic Year 2022-23

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I will fail in my duty if I do not thank the non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Ms. DhanashreeKailash Pote

Place: Nagpur

Date:

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CHAPTER 1

1.1 INTRODUCTION

Human resource management (HRM or HR) is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems.[1] HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and Employee benefits benefit systems.

HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws.

The overall purpose of human resources (HR) is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development.

This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labour relations representatives working with unionized employees.

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of

2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a new employee not being able to adequately replace the position of the previous employee.

HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership. Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees.

The term human resources was first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization, in aggregate.

HRM is employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI).

The modern HR technology term human capital management (HCM) has been used more frequently compared to the term HRM. The term HCM has had widespread adoption by large and midsize companies and other organizations of software to manage many HR function.

WHAT IS TALENT MANAGEMENT

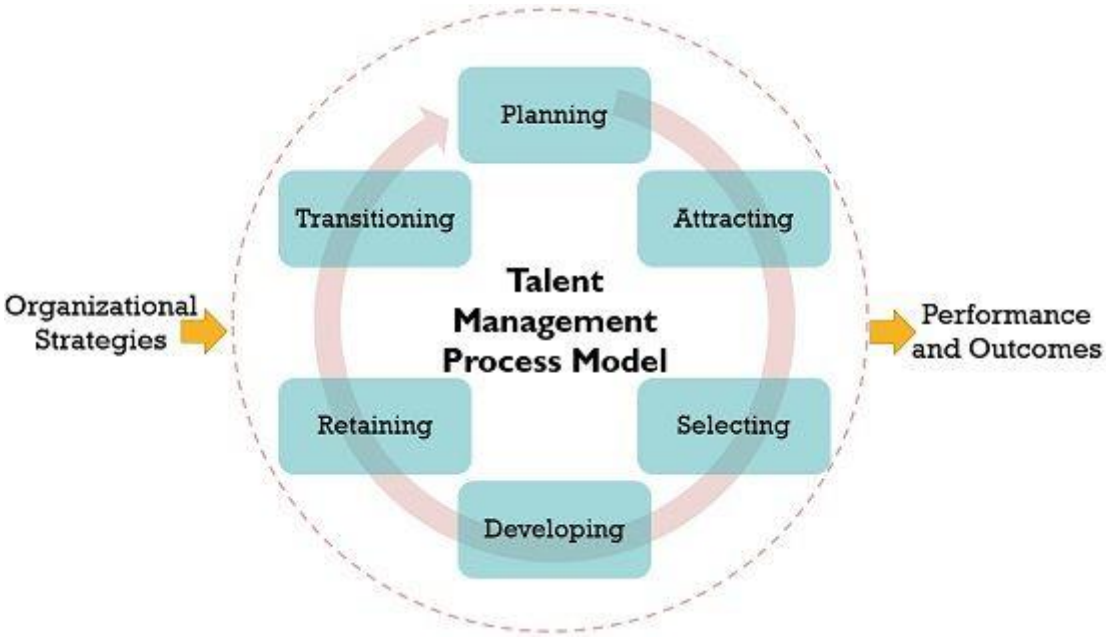
Talent management is defined as the methodically organized, strategic process of getting the right talent on board and helping them grow to their optimal capabilities keeping organizational objectives in mind.

The process thus involves identifying talent gaps and vacant positions, sourcing for and on boarding the suitable candidates, growing them within the system and developing needed skills, training for expertise with a future-focus and effectively engaging, retaining and motivating them to achieve long-term business goals.

The definition brings to light the overarching nature of talent management – how it permeates all aspects pertaining to the human resources at work while ensuring that the organization attains its objectives. It is thus the process of getting the right people onboard and enabling them to enable the business at large.

“Under the umbrella of talent management, there are a string of elements and sub-processes that need to work in unison to ensure the success of the organization.”

For example, analyzing the right talent gaps for the present and the future, identifying the right talent pools and best-fit candidates, getting them to join and then optimizing their existing skills and strengths while helping them grow are touch-points that are all equally important. They support each other and the whole structure would crumble even if one sub-process fell out of sync.



Talent management is an organization's ability to recruit, retain, and produce the most talented employees available in the job market. Talent consistently uncovers benefits in these critical economic areas: revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization. Having good talent management is when one has good skills, knowledge, cognitive abilities, and the

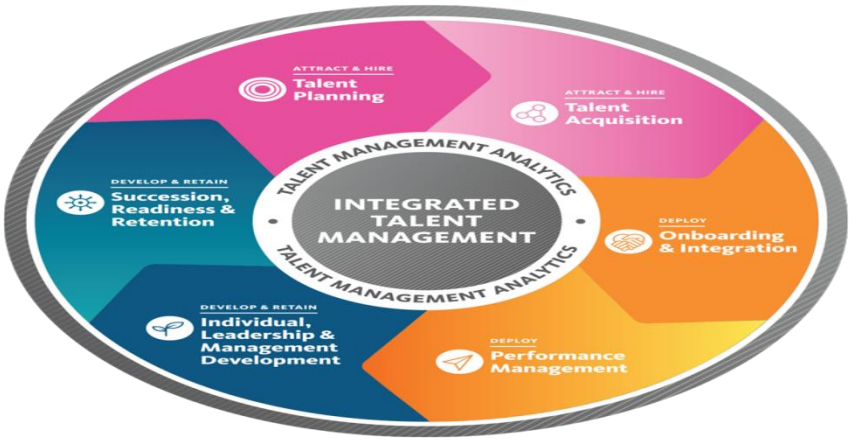
potential to do well. Talent management is also an important and necessary skill for people in the workforce to acquire.

Finding good and talented people is not a hard thing to do, but making sure that they want to stay working for the same business is the challenge. If someone has so much talent and they are good at what they do, businesses will want them to stay and work there forever. However, most of those people are either satisfied with the job they have, or they go out and look for better opportunities

Talent management starts at the top, with leadership from CEOs and other executives who set the tone for how employees are recruited, developed, and retained. Human resources (HR) departments are then responsible for talent management processes and procedures, such as coordinating hiring practices and overseeing the training of new hires, ongoing performance reviews, and ad hoc feedback. There is no one set of best practices because each organization needs to develop the culture that is right for it.

An organization's leaders not only help develop talent management strategies but also communicate the importance of talent management to managers and employees, ensuring that strategies are carried out and updated as necessary to keep pace with growth and cultural changes.

Within each division or business group, managers spearhead many specific talent management responsibilities, such as evaluating employee performance and identifying succession strategies to ensure that every position is filled by the best possible internal or external candidate.



1.2 INDUSTRY PROFILE

The information industry comprises a group of enterprises and organizations whose purpose is to produce and process information and to develop the infrastructure and delivery mechanisms to distribute information.

For the individuals and companies that implement these functions, it is important to understand the nature of the industry and the issues that affect its activities. For the people and organizations that use information, it is helpful to develop an understanding of the larger picture of the industry as a whole so they know where to find the information they need and how it is being made available.

The functions of the information industry can be separated broadly into four categories: production, processing, distribution, and the building of infrastructure.

Many of the producers of information fall outside the bounds of the information industry proper; these include authors, illustrators, inventors, and so on. However, information is also produced within the industry itself; for example, companies specializing in data mining use large collections of data to create usable information products such as customer profiles or product purchasing trends. Also, some of the products generated in the processing of information are sufficiently novel that processing becomes a form of production

Information processing comprises a large portion of the activities within the information industry; processing transforms information into products that can be packaged and sold as usable goods. For example, publishing a journal involves processing a number of articles into an edited and integrated package. Creating an electronic database of journal articles involves assembling citations and abstracts for articles from a carefully selected group of journals and integrating them into a large, usable database system.

Distribution of information also comprises a large part of industry activity; distribution includes marketing the information products that were processed and delivering the products to the customers who purchase them. For example, once an electronic database of journal articles has been assembled, proper distribution ensures that potential customers know it exists and that they can access it after purchase. When the product is delivered to the customer, that individual might be a librarian or other information professional. This person, who then distributes information to specific information users, is often called an "intermediary." For non-profit segments of the information industry, such as libraries, this may be referred to as "access"; rather than delivering information

products to customers, they are making them available to people for their use.

Finally, information industry organizations must build a robust infrastructure in order to support their activities. Such an infrastructure may include, for example, computer hardware and software, database systems, telecommunications systems, marketing channels, and other technological and social structures.

An important piece of infrastructure that has had a great effect on the information industry is the Internet this widely available and standardized means of transferring electronic information (including text and graphics) has allowed organizations to move away from proprietary, dedicated delivery systems and toward integrated, multiproduct, multivendor access to electronic information products.

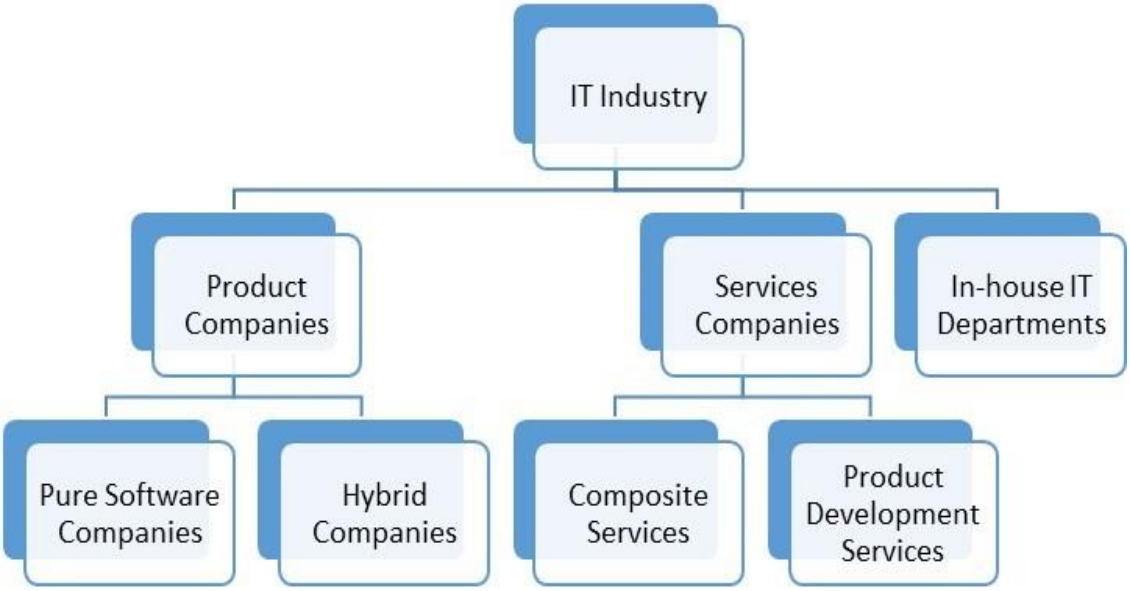
The IT industry is a broad, sweeping term that covers many information technology-oriented organizations. If you think about it, no organization (whether corporate or government or non-profit) can survive without IT.

Therefore, when we speak about the IT industry, we include all organizations or departments within organizations which develop, maintain or operate the Information Technology systems.

Broadly, we can come up with the following segments for IT organizations. Many organizations will have a presence in multiple segments.

1. Product Companies: These are companies that work on products meant to serve a specific use for a customer. There could be pure software product companies (e.g. Adobe Systems or Computer Associates) or hybrid product companies which have both software and hardware – often bundled together but sometimes sold independently too (e.g. Google, Microsoft, Apple, etc.). Also included in this classification are the hundreds of thousands of small start-up companies looking to make their idea the next big idea.
2. Services Organizations: These organizations provide IT services to their customers. They are some which specialize in providing services only to the product companies whereas others provide a wide range of services ranging from network maintenance, business process outsourcing, system support, and bespoke application development.

3. In-house IT Departments: The IT function of some of the largest organizations may be bigger than many standalone IT companies. This function typically functions like a cost centre that provides IT services for the core business. For example, the IRCTC which serves the Indian railways builds and supports some of the most complex systems in the world.



This definition is so pervasive, that it is hard to put a size estimate to it. Also, the size of the organizations may range from the Goliaths like IBM having hundreds of thousands of companies to garage based start-up companies with barely 1 or 2 people.

However, the goals of these organizations and the challenges they face are similar. They aim to make the core business more efficient, or spur new business models

Information Technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.7% in 2017.

According to NASSCOM, the sector aggregated revenues of US$180 billion in 2019, with export revenue standing at US$99 billion and domestic revenue at US$48 billion, growing by over 13%. As of 2020, India's IT workforce accounts for 4.36 million employees. The United States accounts for two-thirds of India's IT services exports.

India's IT Services industry was born in Mumbai in 1967 with the creation of Tata Consultancy Services who in 1977 partnered with Burroughs which began India's export of IT services. The first software export zone, SEEPZ – the precursor to the modern-day IT park – was established in Mumbai in 1973.

More than 80 percent of the country's software exports were from SEEPZ in the 1980s.

Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations. The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry.

Much of what it proposed was also consistent with the thinking and recommendations of international

bodies like the World Trade Organization (WTO), International Telecommunications Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs.

It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government.

1.3 COMPANY PROFILE

Google LLC is an American multinational technology company that specializes in Internet-related services and products, which include online advertising technologies, a search engine, cloud computing, software, and hardware. It is considered one of the five Big Tech companies along with Amazon, Facebook, Apple, and Microsoft.

Google was founded in September 1998 by Larry Page and Sergey Brin while they were Ph.D. students at Stanford University in California. Together they own about 14% of its shares and control 56% of the stockholder voting power through super-voting stock.

The company went public via an initial public offering (IPO) in 2004. In 2015, Google reorganized as a subsidiary of a conglomerate called Alphabet Inc. Google is Alphabet's largest subsidiary and is a holding company for Alphabet's Internet interests. Sundar Pichai was appointed CEO of Google, replacing Larry Page, who became the CEO of Alphabet. In 2021, the Alphabet Workers Union was founded, mainly composed of Google employees.

The company's rapid growth since incorporation has included products, acquisitions, and partnerships beyond Google's core search engine, (Google Search). It offers services designed for work and productivity (Google Docs, Google Sheets, and Google Slides), email (Gmail), scheduling and time management (Google Calendar), cloud storage (Google Drive), instant messaging and video chat

(Google Duo, Hangouts, Google Chat, and Google Meet), language translation (Google Translate), mapping and navigation (Google Maps, Waze, Google Earth, and Street View), podcast hosting (Google Podcasts), video sharing (YouTube), blog publishing (Blogger), note-taking (Google Keep and Jamboard), and photo organizing and editing (Google Photos).

The company leads the development of the Android mobile operating system, the Google Chrome web browser, and Chrome OS, a lightweight operating system based on the Chrome browser. Google has moved increasingly into hardware; from 2010 to 2015, it partnered with major electronics manufacturers in the production of its Google Nexus devices, and it released multiple hardware products in 2016, including the Google Pixel line of smartphones, Google Home smart speaker, Google Wifi mesh wireless router, and Google Daydream virtual reality headset. Google has also experimented with becoming an Internet carrier (Google Fiber, Google Fi, and Google Station).

Google.com is the most visited website worldwide. Several other Google-owned websites also are on the list of most popular websites, including YouTube and Blogger. On the list of most valuable brands, Google is ranked second by Forbes and fourth by Interbrand. It has received significant criticism involving issues such as privacy concerns, tax avoidance, censorship, search neutrality, antitrust and abuse of its monopoly position

Google began in January 1996 as a research project by Larry Page and Sergey Brin when they were both PhD students at Stanford University in California The project initially involved an unofficial "third founder", Scott Hassan, the original lead programmer who wrote much of the code for the original Google Search engine, but he left before Google was officially founded as a company; Hassan went on to pursue a career in robotics and founded the company Willow Garage in 2006.

While conventional search engines ranked results by counting how many times the search terms appeared on the page, they theorized about a better system that analyzed the relationships among websites. They called this algorithm PageRank; it determined a website's relevance by the number of pages, and the importance of those pages that linked back to the original site. Page told his ideas to Hassan, who began writing the code to implement Page's ideas.

Page and Brin originally nicknamed the new search engine "Backrub", because the system checked backlinks to estimate the importance of a site. Hassan as well as Alan Steremberg were cited by Page and Brin as being critical to the development of Google. Rajeev Motwani and Terry Winograd later co-authored with Page and Brin the first paper about the project, describing PageRank and the initial prototype of the Google search engine, published in 1998. Héctor García-Molina and Jeff Ullman were also cited as contributors to the project.[29] PageRank was influenced by a similar page-ranking and site-scoring algorithm earlier used for Rank Dex, developed by Robin Li in 1996, with Larry Page's PageRank patent including a citation to Li's earlier Rank Dex patent; Li later went on to create the Chinese search engine Baidu.

Eventually, they changed the name to Google; the name of the search engine was a play on the word "googol", the number 1 followed by 100 zeros, which was picked to signify that the search engine was intended to provide large quantities of information.

The first funding for Google as a company was secured in August 1998 in the form of a US$100,000 contribution from Andy Bechtolsheim, co-founder of Sun Microsystems, given to a corporation which did not yet exist.

On June 7, 1999, a round of equity funding totalling $25 million was announced the major investors being rival venture capital firms Kleiner Perkins Caufield & Byers and Sequoia Capital While Google still needed more funding for their further expansion, Brin and Page were hesitant to take the company public, despite their financial issues. They were not ready to give up control over Google.

Following the closing of the $25 million financing round, Sequoia encouraged Brin and Page to hire a CEO. Brin and Page ultimately acquiesced and hired Eric Schmidt as Google's first CEO in March 2001.

In October 2003, while discussing a possible initial public offering of shares (IPO), Microsoft approached the company about a possible partnership or merger. The deal never materialized. In January 2004, Google announced the hiring of Morgan Stanley and Goldman Sachs Group to arrange an IPO. The IPO was projected to raise as much as $4 billion.

Google's initial public offering took place on August 19, 2004. A total of 19,605,052 shares were offered at a price of $85 per share. Of that, 14,142,135 (another mathematical reference as $\sqrt{2} \approx 1.4142135$) were floated by Google and 5,462,917 by selling stockholders. The sale raised US$1.67 billion, and gave Google a market capitalization of more than $23 billion. Many of Google's employees became instant paper millionaires. Yahoo!, a competitor of Google, also benefited from the IPO because it owned 2.7 million shares of Google.

Following the company's IPO in 2004, founders Sergey Brin and Larry Page and CEO Eric Schmidt requested that their base salary be cut to $1. Subsequent offers by the company to increase their salaries were turned down, primarily because their main compensation continues to come from owning stock in Google. Before 2004, Schmidt made $250,000 per year, and Page and Brin each received an annual salary of $150,000.

There were concerns that Google's IPO would lead to changes in company culture. Reasons ranged from shareholder pressure for employee benefit reductions to the fact that many company executives would become instant paper millionaires. As a reply to this concern, co-founders Brin and Page promised in a report to potential investors that the IPO would not change the company's culture.

The company was listed on the NASDAQ stock exchange under the ticker symbol **GOOG**. When Alphabet was created as Google's parent company, it retained Google's stock price history and ticker symbol.

The Googleplex is the corporate headquarters complex of Google and its parent company, Alphabet Inc. It is located at 1600 Amphitheatre Parkway in Mountain View, California, United States.

The original complex, with 2 million square feet (190,000 square meters) of office space, is the company's second largest square footage assemblage of Google buildings, after Google's 111 Eighth Avenue building in New York City, which the company bought in 2010.

"Googleplex" is a portmanteau of Google and complex (meaning a complex of buildings) and a reference to googolplex, the name given to the large number 10^0, or 10.
Google's founders have often stated that the company is not serious about anything but search. They built a company around the idea that work should be challenging and the challenge should be fun.

To that end, Google's culture is unlike any in corporate America, and it's not because of the ubiquitous lava lamps and large rubber balls, or the fact that the company's chef used to cook for the Grateful Dead. In the same way Google puts users first when it comes to our online service, Google Inc. puts employees first when it comes to daily life in our Googleplex headquarters.

There is an emphasis on team achievements and pride in individual accomplishments that contribute to the company's overall success. Ideas are traded, tested and put into practice with an alacrity that can be dizzying.

Meetings that would take hours elsewhere are frequently little more than a conversation in line for lunch and few walls separate those who write the code from those who write the checks. This highly communicative environment fosters a productivity and camaraderie fueled by the realization that millions of people rely on Google results. Give the proper tools to a group of people who like to make a difference, and they will.

HISTORY OF GOOGLE

Google has its origins in "BackRub", a research project that was begun in 1996 by Larry Page and Sergey Brin when they were both PhD students at Stanford University in Stanford, California. The project initially involved an unofficial "third founder", Scott Hassan, the lead programmer who wrote much of the code for the original Google Search engine, but he left before Google was officially founded as a company; Hassan went on to pursue a career in robotics and founded the company Willow Garage in 2006.

In the search of a dissertation theme, Page had been considering among other things exploring the mathematical properties of the World Wide Web, understanding its link structure as a huge graph. His supervisor, Terry Winograd, encouraged him to pick this idea (which Page later recalled as "the best advice I ever got") and Page focused on the problem of finding out which web pages link to a given page, based on the consideration that the number and nature of such backlinks was valuable information about that page (with the role of citations in academic publishing in mind). Page told his ideas to Hassan, who began writing the code to implement Page's ideas.

The research project was nicknamed "BackRub", and it was soon joined by Brin, who was supported by a National Science Foundation Graduate Fellowship. The two had first met in the summer of 1995, when Page was part of a group of potential new students that Brin had volunteered to give a tour around the campus and nearby San Francisco. Both Brin and Page were working on the Stanford Digital Library Project (SDLP). The SDLP's goal was "to develop the enabling technologies for a single, integrated and

universal digital library" and it was funded through the National Science Foundation, among other federal agencies.

Page's web crawler began exploring the web in March 1996, with Page's own Stanford home page serving as the only starting point. To convert the backlink data that is gathered for a given web page into a measure of importance, Brin and Page developed the PageRank algorithm. While analyzing BackRub's output which, for a given URL, consisted of a list of backlinks ranked by importance, the pair realized that a search engine based on PageRank would produce better results than existing techniques (existing search engines at the time essentially ranked results according to how many times the search term appeared on a page).

Convinced that the pages with the most links to them from other highly relevant Web pages must be the most relevant pages associated with the search, Page and Brin tested their thesis as part of their studies and laid the foundation for their search engine. The first version of Google was released in August 1996 on the Stanford website. It used nearly half of Stanford's entire network bandwidth.

2000s

The Google search engine attracted a loyal following among the growing number of Internet users, who liked its simple design. In 2000, Google began selling advertisements associated with search keywords. The ads were text-based to maintain an uncluttered page design and to maximize page loading speed. Keywords were sold based on a combination of price bid and click-throughs, with bidding starting at $.05 per click.

This model of selling keyword advertising was first pioneered by Goto.com, an Idealab spin-off created by Bill Gross. When the company changed names to Overture Services, it sued Google over alleged infringements of the company's pay-per-click and bidding patents. Overture Services would later be bought by Yahoo! and renamed Yahoo! Search Marketing. The case was then settled out of court; Google agreed to issue shares of common stock to Yahoo! in exchange for a perpetual license. While

many of its dot-com rivals failed in the new Internet marketplace, Google quietly rose in stature while generating revenue.

Google's declared code of conduct is "Don't be evil", a phrase which they went so far as to include in their prospectus (aka "S-1") for their 2004 IPO, noting that "We believe strongly that in the long term, we will be better served—as shareholders and in all other ways—by a company that does good things for the world even if we forgo some short term gains."

In February 2003, Google acquired Pyra Labs, owner of the Blogger website. The acquisition secured the company's competitive ability to use information gleaned from blog postings to improve the speed and relevance of articles contained in a companion product to the search engine Google News.

In February 2004, Yahoo! dropped its partnership with Google, providing an independent search engine of its own. This cost Google some market share, yet Yahoo!'s move highlighted Google's own distinctiveness. The verb "to google" has entered a number of languages (first as a slang verb and now as a standard word), meaning "to perform a web search" (a possible indication of "Google" becoming a genericized trademark).

After the IPO, Google's stock market capitalization rose greatly and the stock price more than quadrupled. On August 19, 2004, the number of shares outstanding was 172.85 million while the "free float" was 19.60 million (which makes 89% held by insiders).

Google has a dual-class stock structure in which each Class B share gets ten votes compared to each Class A share getting one. Page said in the prospectus that Google has "a dual-class structure that is biased toward stability and independence and that requires investors to bet on the team, especially Sergey and me."

In June 2005, Google was valued at nearly $52 billion, making it one of the world's biggest media companies by stock market value.

CHAPTER 2

2.1 LITERATURE REVIEW

(JOSE, 2019) The study mainly highlighted to analyze the role of innovation in recruiting and talent acquisition. The study also focused on the various Technologies and strategies adopted for talent management inthe IT sector. Apart from this, the study also examined the use of the latest technology by the HR department in IT Company for recruiting the right person in the right place. The objectives of the study involve to evaluate the use of the latest technologies by the HR department in IT companies for recruiting. Another objective of the study is to assess the HR strategies deployed by the IT companies for talent management. Then the study focused to estimate the effectiveness of innovation, technologies and HR strategies in recruiting suitable talent for the IT companies. The study observed that the innovation plays an important role in acquiring the talent and adopts the various Technologies and Strategies such as big data analysis, artificial intelligence, chatbot, social media, video interview, teleconferencing that highly affect growth and development of the organization by acquiring the skilled workforce in the workplace. Moreover, the study also accessed the HR strategies is deployed by IT companies for talent management and also stimulate the effectiveness of innovation Technologies and HR strategies in recruiting suitable talent for the IT companies effectively.

(Harshita & Bhanupriya, 2018) The authors of the study mainly focused the areas of challenges faced by IT firms to retain talent. In the study highlighted that IT sector is faced great challenges in retaining talent. The study showed that commitment of top management helps in retaining talent in the organization's study remarked that the main causes of leaving job by talented employees are unattainable high talent, lack of good salary/monetary benefits, lack of promotional opportunities, off hours shift, health issues, high stress level etc. The study concluded that the success of companies depends on managing the talent of people.

(Vishnoi & Rajan, 2020) The study stated more emphasized on employee engagement has been considered as the important criteria in human resources in all the organizations. Their findings suggested that both men and women employees in (IT and Education Sector) have a significant gender difference while selecting work profession. The study pointed out that work had an adverse effect on both men and women, as it affects their health and even work discussion. The spill over of work into family life showed that both men and women did not have enough time to spend with their families and moreover work pressures affected quality of family life. In this context of IT sector there

is significant gender difference impact on work if the male and female employees work more than agreed number of hours which helps them in growth in the organization (IT Sector). But in education Sector there is no significant gender difference in impact of work more than agreed number of hours help in growth in the organization.

2.2 AIMS AND OBJECTIVE

AIM-

The aim of this project is to understand the importance, scope, objective of talent management and its impact on the employees of an organization.

OBJECTIVE-

- Getting familiar with the techniques and importance of talent management adopted by google for its employees.

- The impact of employee management techniques on employees of google

CHAPTER 3

3.1 RESEARCH METHDOLOGY

Research is defined as careful consideration of study regarding a particular concern or problem using scientific methods. According to the American sociologist Earl Robert Babbie, "research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods."

Inductive research methods analyse an observed event, while deductive methods verify the observed event. Inductive approaches are associated with qualitative research, and deductive methods are more commonly associated with quantitative analysis.

Research is conducted with a purpose to:

- Identify potential and new customers
- Understand existing customers
- Set pragmatic goals
- Develop productive market strategies
- Address business challenges
- Put together a business expansion plan
- Identify new business opportunities

CHARACTERISTICS OF A RESEARCH

1. Good research follows a systematic approach to capture accurate data. Researchers need to practice ethics and a code of conduct while making observations or drawing conclusions.
2. The analysis is based on logical reasoning and involves both inductive and deductive methods.
3. Real-time data and knowledge is derived from actual observations in natural settings.
4. There is an in-depth analysis of all data collected so that there are no anomalies associated with it.
5. It creates a path for generating new questions. Existing data helps create more research opportunities.
6. It is analytical and uses all the available data so that there is no ambiguity in inference.

7. Accuracy is one of the most critical aspects of research. The information must be accurate and correct. For example, laboratories provide a controlled environment to collect data. Accuracy is measured in the instruments used, the calibrations of instruments or tools, and the experiment's final result.

TYPES OF DATA

PRIMARY DATA

Primary data is a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, etc. Primary data are usually collected from the source—where the data originally originates from and are regarded as the best kind of data in research.

The sources of primary data are usually chosen and tailored specifically to meet the demands or requirements of a particular research. Also, before choosing a data collection source, things like the aim of the research and target population need to be identified.

For example, when doing a market survey, the goal of the survey and the sample population need to be identified first. This is what will determine what data collection source will be most suitable—an offline survey will be more suitable for a population living in remote areas without internet connection compared to online surveys.

Secondary Data

Secondary data is the data that has already been collected through primary sources and made readily available for researchers to use for their own research. It is a type of data that has already been collected in the past.

A researcher may have collected the data for a particular project, then made it available to be used by another researcher. The data may also have been collected for general use with no specific research purpose like in the case of the national census.

A data classified as secondary for particular research may be said to be primary for another research. This is the case when a data is being reused, making it primary data for the first research and secondary data for the second research it is being used for.

NOTE-

In this project we are using **secondary data** for analysis.

3.2 NEED OF STUDY: -

- To align the work force with the business needs
- To engage the workforce for establishing and sustaining highest level of productivity
- Effective talent management helps in increasing the employee satisfaction
- To effectively develop leaders in the organization who can use their expertise to help in the growth of the company

3.3 SCOPE OF STUDY: -

- Identifying and acquiring talented workforce
- Talent Development primarily aims to develop the dynamic competencies of individuals
- Having engage employees is truly an asset to the company and success story towards talent management
- Hiring the right talent, investing in further developing and engaging is a futile effort if it does not lead to talent retention.

3.4 LIMITATION OF STUDY: -

- This study is conducted on the basis of secondary data .
- Time constraints .
- Money constraints.

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CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

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NOTE –

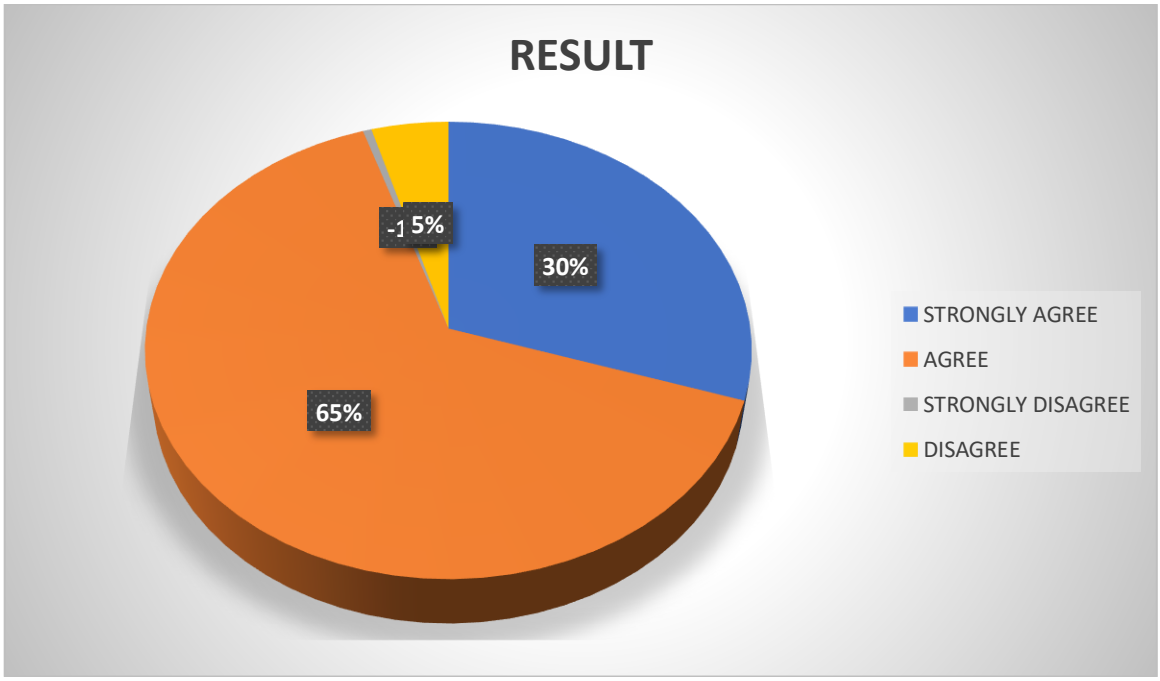
THE CANDIDATES WERE ASKED TO ANSWER THE QUESTIONS ON THE SCALE OF –

1. AGREE
2. STRONGLY AGREE
3. DISAGREE
4. STRONGLY DISAGREE

*50 EMPLOYEES WERE ASKED TO ANSWER FOR COLLECTING THE SAMPLE

Q1- Do you agree that the company hinders your work ?

OPTIONS	RESULT
STRONGLY AGREE	30%
AGREE	65%
STRONGLY DISAGREE	0.5%
DISAGREE	4.5%

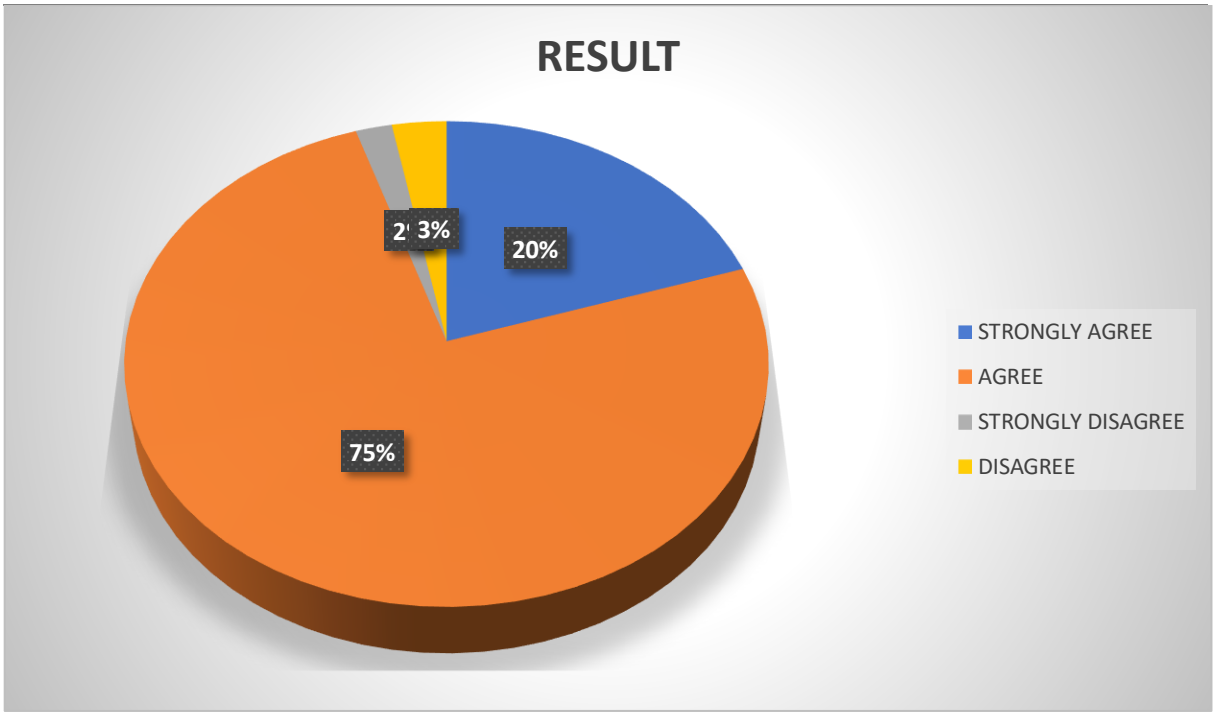


Interpretation - 30% employee say they strongly agree,65% say they agree, 4.5% say they disagree

while 0.5% say they strongly disagree that the company hinders their work.

Q2- Do you feel there is enough transparency in company while decision making ?

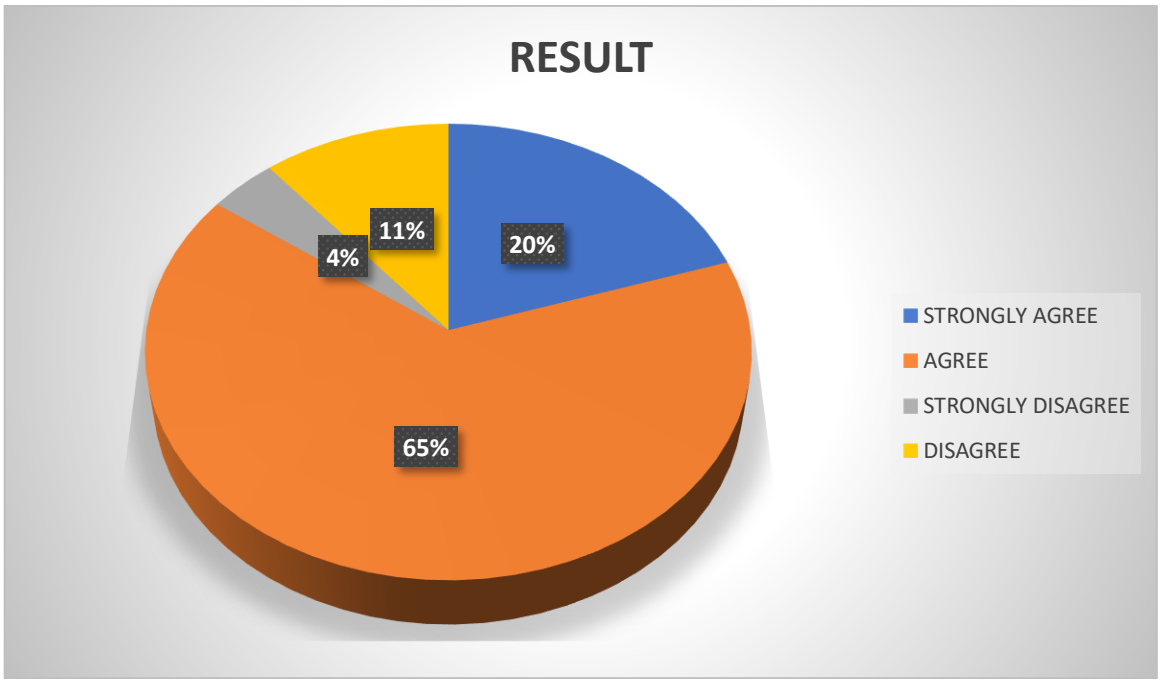
OPTIONS	RESULT
STRONGLY AGREE	20%
AGREE	75%
STRONGLY DISAGREE	2%
DISAGREE	3%



Interpretation - 20% employee say they strongly agree, 75% agree, 3% disagree and 2% strongly disagree to the fact that there is enough transparency in the decision making process.

Q3- Do you feel salary and benefits are fairly distributed ?

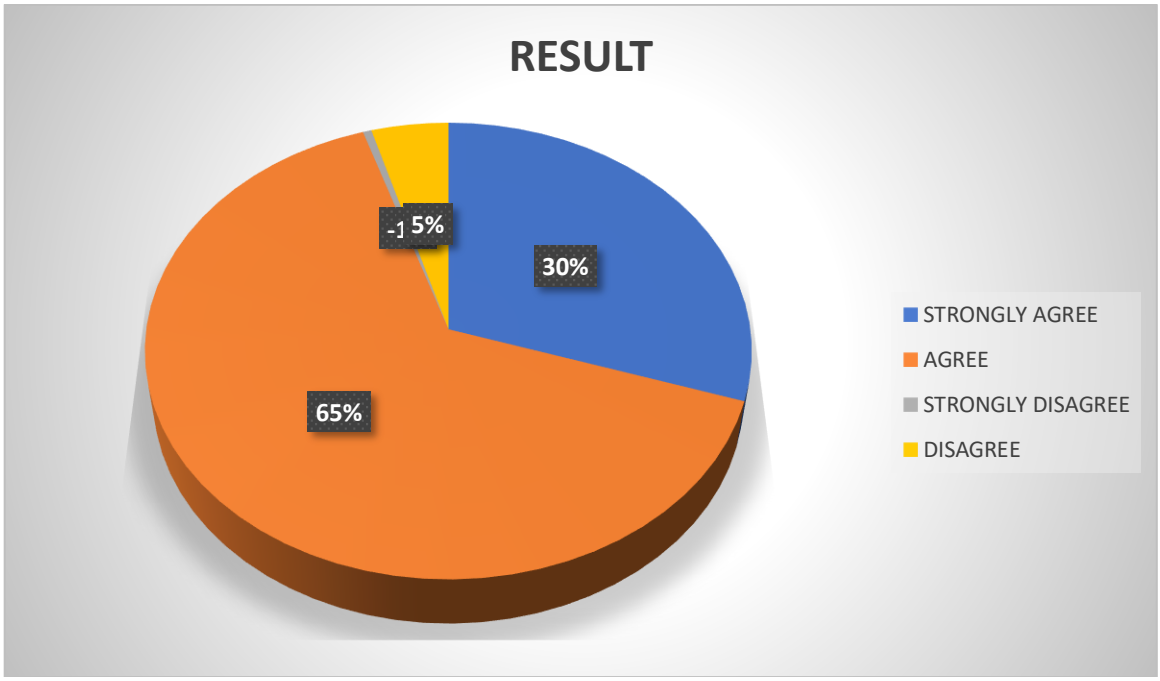
OPTIONS	RESULT
STRONGLY AGREE	20%
AGREE	65%
STRONGLY DISAGREE	4%
DISAGREE	11%



Interpretation - 20% employees strongly agree, 65% agree, 11% disagree and 4% employees strongly disagree to the fact that salary and benefits are fairly distributed.

Q4- Do you feel your current talent management system is effective?

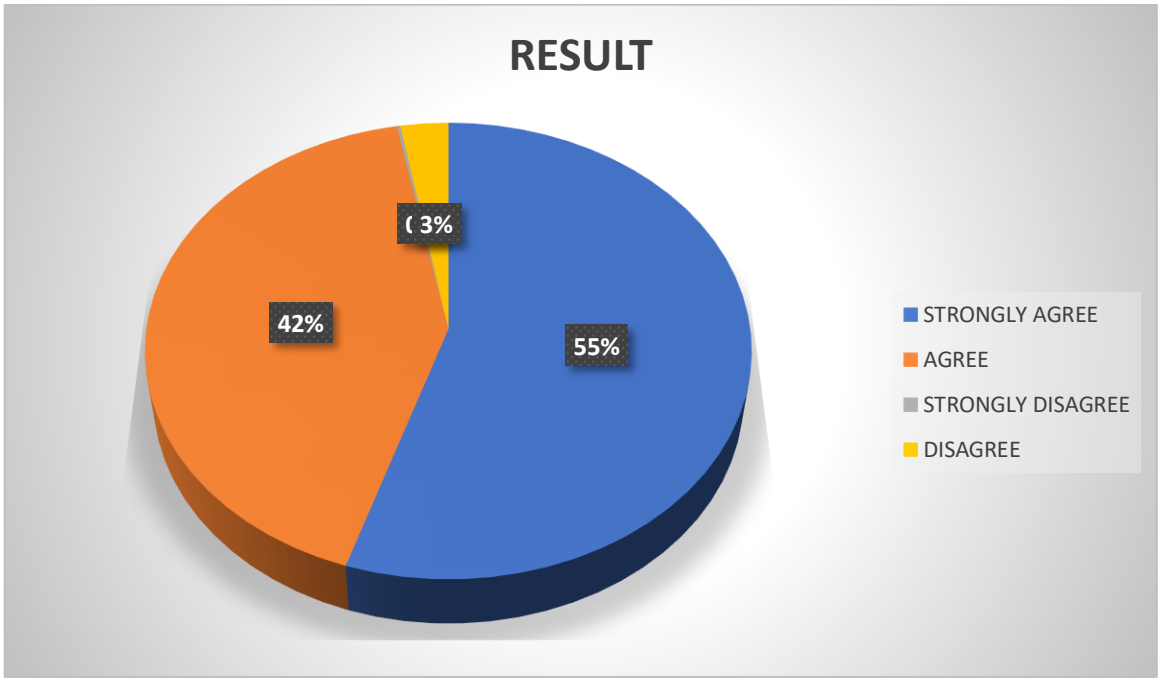
OPTIONS	RESULT
STRONGLY AGREE	30%
AGREE	65%
STRONGLY DISAGREE	0.5%
DISAGREE	4.5%



Interpretation – 30% employees strongly agree, 65% agree, 4.5% disagree and 0.5% employees strongly disagree to the fact that their current talent management system is effective.

Q5- Do you feel you can develop you career at Google?

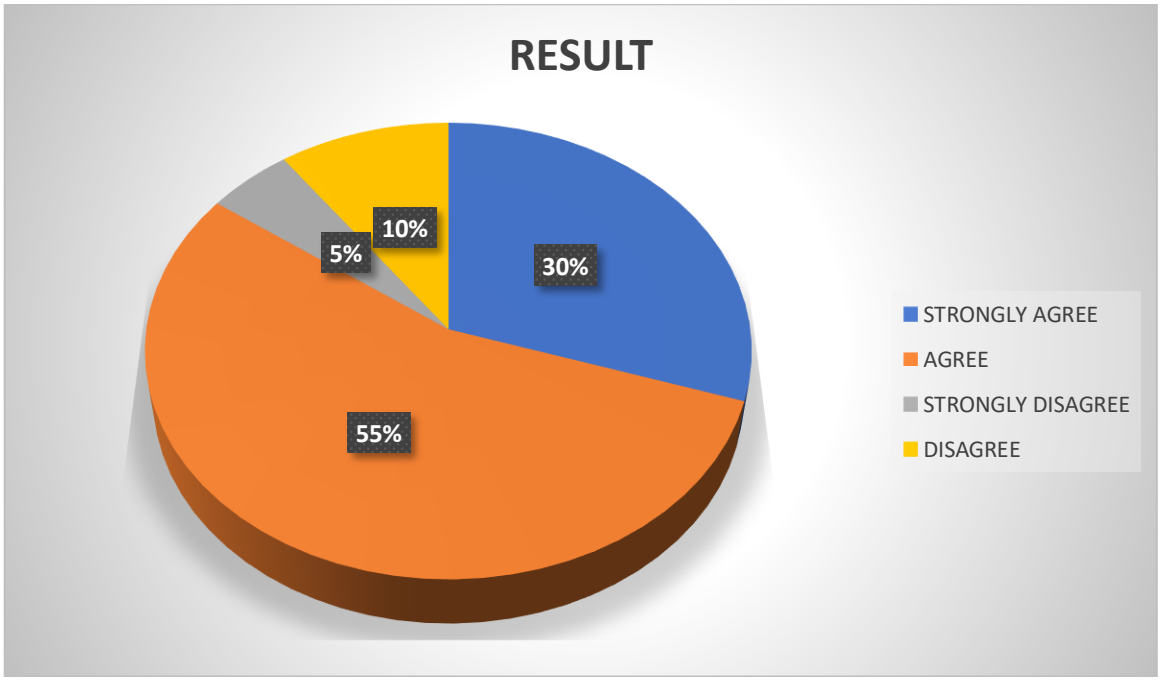
OPTIONS	RESULT
STRONGLY AGREE	55%
AGREE	42%
STRONGLY DISAGREE	0.2%
DISAGREE	2.8%



Interpretation :- 55% employees strongly agree, 42% agree and 3% employees disagree with the fact that they can develop there career at google.

Q6- Do you know what is expected from you at work?

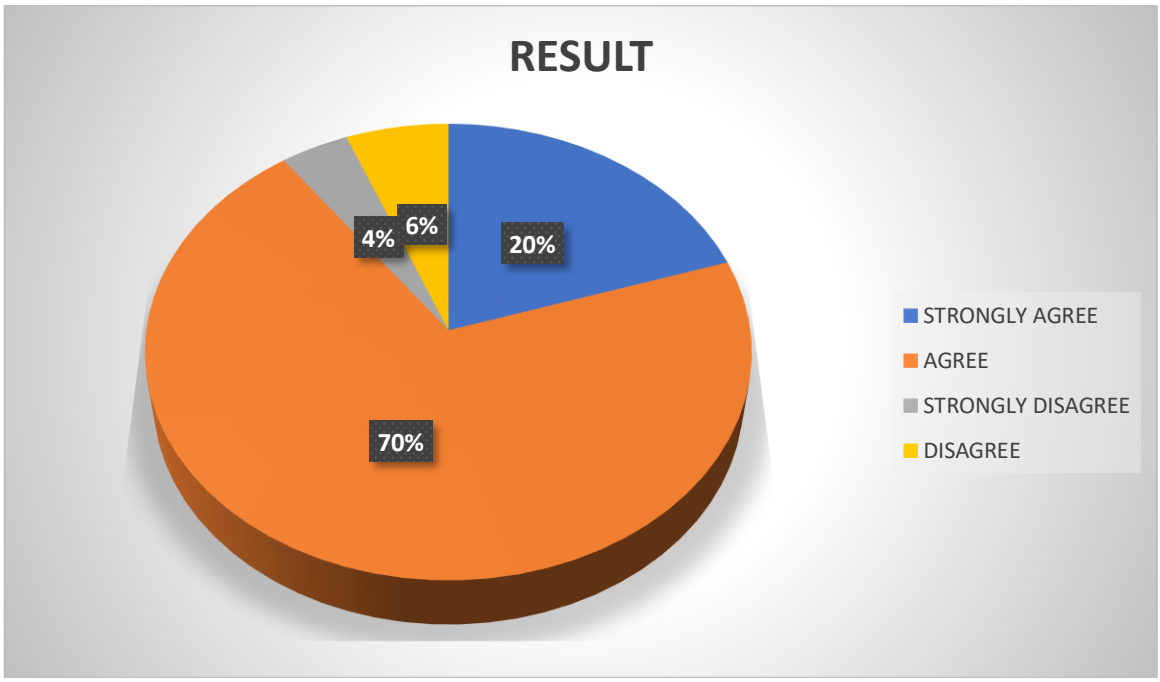
OPTIONS	RESULT
STRONGLY AGREE	30%
AGREE	55%
STRONGLY DISAGREE	5%
DISAGREE	10%



Interpretation - 30% employee strongly agree ,55% agree, 10% disagree and 5% employees strongly disagree to the fact that they know what is expected from them at work.

Q7- Do you feel comfortable while sharing feedback with your subordinates and seniors?

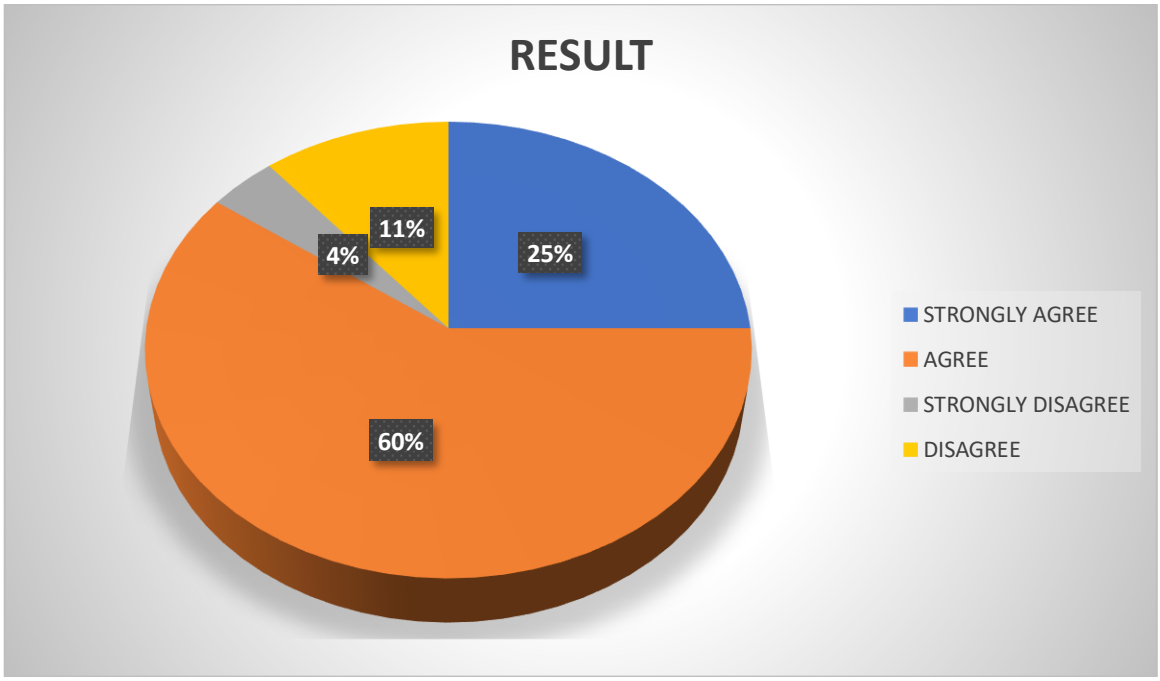
OPTIONS	RESULT
STRONGLY AGREE	20%
AGREE	70%
STRONGLY DISAGREE	4%
DISAGREE	6%



Interpretation :- 20% employees strongly agree, 70% agree, 6% disagree and 4% employees strongly disagree to the fact that they feel comfortable while sharing their feedback with subordinates and seniors.

Q8- Do you feel your voice is heard and respected?

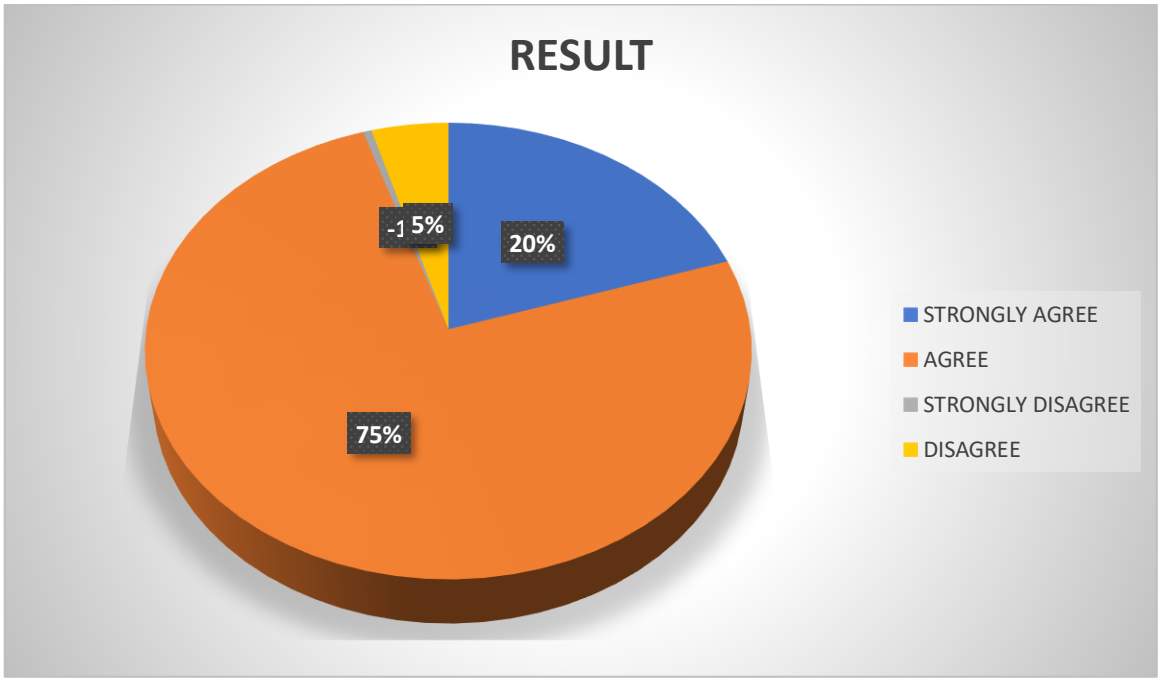
OPTIONS	RESULT
STRONGLY AGREE	25%
AGREE	60%
STRONGLY DISAGREE	4%
DISAGREE	11%



Interpretation :- 25% employees strongly agree , 60% agree, 11% disagree and 4% employees strongly disagree to the fact that there voice is heard and respected.

Q9- DO you receive sufficient praise and recognition for your achievements?

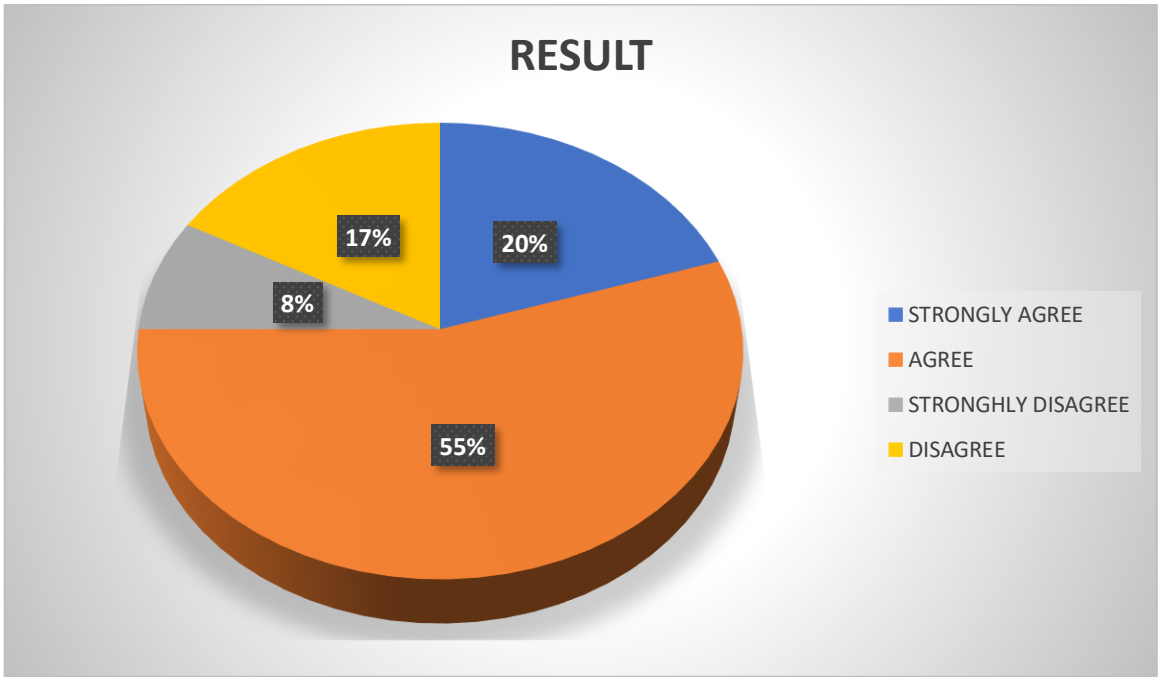
OPTIONS	RESULT
STRONGLY AGREE	20%
AGREE	75%
STRONGLY DISAGREE	0.5%
DISAGREE	4.5%



Interpretation :- 20% employees strongly agree, 75% agree and 5% employees disagree with the fact that they receive enough praise and recognition for their achievements.

Q10- Do you feel you can share your ideas or new ways of working?

OPTIONS	RESULT
STRONGLY AGREE	20%
AGREE	55%
STRONGLY DISAGREE	8%
DISAGREE	17%



Interpretation :- 20 % employees strongly agree , 55% agree , 17% disagree and 8% employees strongly disagree to the fact that they can share their ideas and new ways of working.

CHAPTER 5

5.1 FINDINGS: -

Major Findings

- 30% employee say they strongly agree,65% say they agree, 4.5% say they disagree while 0.5% say they strongly disagree that the company hinders their work.
- 20% employee say they strongly agree, 75% agree, 3% disagree and 2% strongly disagree to the fact that there is enough transparency in the decision making process
- 20% employees strongly agree, 65% agree, 11% disagree and 4% employees strongly disagree to the fact that salary and benefits are fairly distributed.
- 30% employees strongly agree, 65% agree, 4.5% disagree and 0.5% employees strongly disagree to the fact that their current talent management system is effective.
- 55% employees strongly agree, 42% agree and 3% employees disagree with the fact that they can develop there career at google.

Minor Findings

- 30% employee strongly agree ,55% agree, 10% disagree and 5% employees strongly disagree to the fact that they know what is expected from them at work.
- 20% employees strongly agree, 70% agree, 6% disagree and 4% employees strongly disagree to the fact that they feel comfortable while sharing their feedback with subordinates and seniors.
- 25% employees strongly agree , 60% agree, 11% disagree and 4% employees strongly disagree to the fact that there voice is heard and respected.
- 20% employees strongly agree, 75% agree and 5% employees disagree with the fact that they receive enough praise and recognition for their achievements.
- 20 % employees strongly agree , 55% agree , 17% disagree and 8% employees strongly disagree to the fact that they can share their ideas and new ways of working.

5.2 CONCLUSION: -

Google uses a large variety of recruitment strategies to find and obtain talent. Many of this tools include, employee referral college recruitment professional networking recruiter trainers.

Talent management in an organization aims at ensuring employee recruitment, training and development, performance reviews and their compensation. Working towards enhancing a good talent management system in the organization ensures these components of human resource contribute to the success of the organization.

The advantages that the components bring to the organization also outweigh the disadvantages considering organizations benefit from these approaches. These ensure the organization attracts highly qualified employees and finds it easy to retain them and hence improving their human resource element.

Talent management enhances reviews that prove vital in developing employees. They reveal employee weaknesses and result in the development of training needs and programs that will improve the skills of the employees hence maintaining their talents. Employee talents also develop and change with changes in the organization needs hence increasing and improving their ability to execute their roles.

Therefore, the application of talent management proves an ideal approach in employee development and improving the performance of each personnel.

From this project I conclude that in today's competitive environment organizations are putting a lot of emphasis on human resource, especially "TALENT MANAGEMENT".

In recent times talent management has been one of the most important features of human resource management. Companies have very well understood that if they want to grow in their respective fields, they had to have competent, dedicated and innovative employees and talent management is that process which makes sure that companies have good employees with them and at the same time they are able to retain them.

If we talk particularly about “GOOGLE” it is one of those companies in the world where a person coming from a relatable background wants to work. It is a dream place to work for many innovative aspirants.

In recent times the kind of success and fame that google has achieved is because they have been very successful in hiring the most amazing talent in the world and at the same time retaining them and making sure that highest level of employee satisfaction is achieved.

Whether it is their unconventional way of hiring candidates where they look at a person’s ability and skills rather than the degrees or whether the world class eminities and facilities provided to its employees both have helped the company to reach at the top.

GOOGLE makes sures that it is being able to give its employees the most comfortable working environment that makes comfortable, innovative and develops an attitude of giving the best to the organization in every means possible.

Google has been successful in managing the talent it has got through its various policies like providing the most suitable environment, giving timely promotions, balancing the work stress and much more.

Facilities like allowing their employees to come with their children and pet’s, laundry services, three times free meal, gym, pool, massage parlours, free medical services are some of those things which has helped the company to successfully manage the workforce.

The employees of google are satisfied and happy with the world’s most prestigious company.

5.3 SUGGESTION: -

- Remember that development is a process.
- Need based training for employees.
- Motivate the employees for effectively do their work.

5.4 BIBLIOGRAPHY

BOOKS:

1. Global talent management.
2. The talent manifestoes.
3. Bet on talent.

SOURCES

- www.google.com
- www.balancecarrer.com
- www.street.com
- www.vault.com

5.5 ANNEXURE: -

QUESTIONNAIRE: -

Study of talent management system and its impact on employees of google

This questionnaire survey is purely for academic purpose. Any information collected through this survey is confidential and would not be shared with anyone.

Q1- Do you agree that the company hinders your work?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q2- Do you feel there is enough transparency in company while decision making?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q3- Do you feel salary and benefits are fairly distributed?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q4- Do you feel your current talent management system is effective?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q5- Do you feel you can develop you career at Google?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q6- Do you know what is expected from you at work?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q7- Do you feel comfortable while sharing feedback with your subordinates and seniors?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q8- Do you feel your voice is heard and respected?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q9- DO you receive sufficient praise and recognition for your achievements?

- Strongly agree
- Agree
- Strongly disagree
- Disagree

Q10- Do you feel you can share your ideas or new ways of working

- Strongly agree
- Agree
- Strongly disagree
- Disagree