Chapter III discusses the Profile of the study area namely Bangalore city and profile of the Respondents.

Chapter IV analyses the background information about sample respondents and their perception towards Talent Management for Organizational Excellence.

Chapter V presents summary of findings of the study along with the conclusions and suggestions.

CHAPTER II
REVIEW OF LITERATURE

2.1 INTRODUCTION

The usefulness of any research study depended to a very great extent on a review of the recent earlier literature related to that study. It would enlighten the researcher on the various types of dimensions and problems pertaining to the research study. It would also help the researcher to frame the right pattern of objectives for the study and impart a high level of research motivation. It would be most fitting to review some of the recent studies that had already been conducted on the subject.

2.2 REVIEW OF LITERATURE
Talent management and Corporate Social Responsibility are things that companies like Panasonic have been doing for years\textsuperscript{11}. But in the 1930’s, Konosuks Matsushila, Panasonic Founder, boldly laid down a 250 years vision for the company along with a set of guiding principles to steer it evolution. Their talent management scope is to bring consistency to talent programmes and practices that had been developed locally and establish worldwide standards for identifying and evaluating talent. The ground work for the company’s current approach to talent management involved recognizing the roles that had the greatest influence on Panasonic Fortunes Today’s talent process starts with regional companies identifying high potential candidates for key roles who are than assessed using a system based on DDZ’s assessment model and tools. Post assessment individuals are allocated to one of three groups. High potential is are those closest to global executive positions while HP3 representing next generation, talent are furthest away and HPZs mid-way. Individual development plans are then put together, including learning and strategic assignments in line with the needs of each group.

Deloitte survey finds looming “talent crisis threat” in companies\textsuperscript{12}. In the recent US Survey of Human Resources Executive a nation-wise survey was

\textsuperscript{11} www.hrevent.com/p&f/panasonic_DK_Art_ok.pdf.

\textsuperscript{12} www.consultantnews.com/article_display.asp.
conducted by Deloitte Consulting and more than 70 per cent of the 123 respondents say increasing workers with inadequate skills pose the greatest threat to business performance over the next three years, followed by Baby Boomer retirement (61 per cent) and the inability to retain key talent. Among the many threats affecting the global workforce over the next few years, the exit of “critical talent” could be the most damaging. Deloitte Consulting defines “Critical talent” as the individuals and groups who drive a misappropriate share of their company business performance and generate greater than average value for customers and shareholders. There individuals are “critical” to their company’s ability to meet strategic goals and objectives. Unfortunately, few organisations have talent management processes in place to address the impending workforce shifts that will negatively impact critical talent segments. In fact, only half of the organizations surveyed by Deloitte Consulting have identified a list of critical skills they need for future growth. Many of the companies Deloitte Consulting surveyed seem to understand the importance of development and training their employees with nearly three quarters of the respondents planning to increase investments for mentoring and coaching.
Peter Cappelli\textsuperscript{13} in his article explains that the failures in talent management are on ongoing sources of pair for executives in modern organizations. Over the past generations, talent management practices, especially in United States, have been dysfunctional in leading corporations from surpluses and back again. At its heart, talent management is simply a matter of anticipating the need for human capital and their setting out a plan to meet it. A supply chain perspective on talent management relies on four principles, two that address the risks in estimating demand and two that address the uncertainty of supply. Principle I is make and by the manage list, Principle II is adopt to uncertainty in talent demand, Principle 3 is improve the return on investment in developing employees and Principle 4 is to preserve the investment by balancing employee-employer interest. The above four principles are the most innovative approaches to managing talent use. Two of them address uncertainty on the demand side, how to balance make-verses buy decision and how to reduce the risk in forecasting the demand for talent. The other two address uncertainty on supply side, how to improve the return on investment in development efforts and how to promote that investment by generating internal opportunities that encourage newly trained managers to stick with firm.

\textsuperscript{13} www.search.ebscohost.com.
David M. Kaplar and Cynthia Lewge\textsuperscript{14} in their article “Managing on the edge of change: Human Resource Management of Information Technology Employee” has explained that IT workers are unique in the combination of characteristics that define their profession and the environment in which they work. While this combination distinguishes the IT professional and provides the basis for developing this special issue, it is the combination and not the individual characteristics that makes IT workers unique. This qualification is critical because it also explains why the analysis, conclusion, and recommendations made in there assembled articles could be generalizable to non-IT workers. For example, while the threat of obsolescence may be greater or more immediate for IT workers, it represents a potential problem for all evolving, highly skilled profession. The IT workers remind us that while many things continue to change, sometimes individuals prefer the status quo. In conclusion, understanding the IT professional prepares the human resource manager to handle correct employee challenges and offer insights into future ones.

Ravi Dasari\textsuperscript{15} in his article has explained that the young dynamic and highly skilled software professionals have enabled the Indian IT industry to enjoy to

\textsuperscript{14} www.interscience.wiley.com.

\textsuperscript{15} Ravi Dasari, “People Management in IT Industry: Issues and Imperative”, ICFAI University Press, HRM Reviews, August 2006.
enviable position in the global IT market place. Many IT companies are practicing various HR strategies to ensure that their employees contribute more to the organization goals. The article analyses the HR trends and issues in the Indian IT industry. Due to high demand, companies have been continually developing novel and innovative methods in managing the human resources. Unlike traditional industries, IT industry is a part of ‘new economy’ employs highly educated personnel better known as knowledge workers and gold collared workers. One of the major issues in the management of software professional is that of winning employee loyalty. It is necessary for the forms to regularly screen software employees for computer related injuries by hiring services of medical professional concerned. The problems that software employees are facing include working in odd or night shifts particularly in call centers, marital discords due to men’s suspicious about their working spouses, problem in securing a work-life balance, and carrying employer’s displeasure for prolonged leave due to post dated problems. Lastly software professionals are by and large happy with HR practices of the software industry.
Michael Tippins and Ravipreet Sohi\textsuperscript{16} in their article has observed that many companies have developed strategies that include investing heavily in information technology (IT) in order to enhance their performance. Yet this investment pays off for some companies but not others. This study proposes that organization leaving plays a significant role in determining the outcomes of IT. Drawing from resource theory and IT literature, the authors develop the concept of IT company. Using the structural equation modeling with data collected from managers in 271 manufacturing firms, they show that organizational learning plays a significant role in mediating the effects of IT competency on firm performance. The importance of understanding how IT effects the organization becomes more critical and can be better appreciated in light of the significant percentage of capital investment that is being allocated to it. IT provides organizational members with quite and effective access to the right amounts of information. There are three reasons to believe that the studies do not adequately capture and measure the effect of IT. First, prior studies have focused on the adoption of specific types of technology as a proxy for the IT company firm. Second, the effects of IT can be indirect and third, many

previous studies have related on the enormous assumptions that adoption of IT would enhance performance.

Stephanic Buttrill\textsuperscript{17} in her article has observed that through workforces may be learners following the resources, HR professionals access the US and Canada are supporting the drive for peak employee performance by expanding their commitment to talent management and technologies that support it. Talent management technologies have unquestionably become one of the best ways for companies and HR departments to drive better employee performance and enterprise success following the reviews. Inspite of initial costs, organizations are increasing deploying new or enhanced systems recognizing that efficient and effective HR processes enable the flexibility and agility employees need in an uncertain but growth-oriented business environment. HR’s reliance on technology to achieve greater efficiency and cost savings during the recession allowed it to maintain and even grow HR technology budgets in a challenging business environment. As greater number of organizations will not have talent management systems and technologies, manager self service (MSS) and employer self service

\texttt{www.tradingmarkets.com/news/press_releas/tw_talent_management Systems_talany_on_must_have_status_for_human_resoures___professionals_in_the_point_1009541.html.}
(ESS) features are becoming more common in workplace. While ESS and MSS result in faster, more accurate transactions for more than 70 per cent of organization, they may also factor into greater engagement and employee satisfaction among the workforces.

Lucia Cockroft\(^\text{18}\) in her article explains that lack of proactive talent management meant staff at Fujitsu Service felt the company was not fulfilling their career development expectations. A lack of proactive talent management meant staff at Fujitsu Services felt the company was not fulfilling their career development expectations. Fujitsu is happy to admit that it has yet to establish a clear return on investment from the career mapping tool, but its early days and the form has high expectations for the system. The time frame from the first employee to have the trial of the product to its final installations were six months. The career mapping tool is been very useful, providing with a view of the various roles and 5 steps have been identified for managing career development. They are to identify what the problem is and the access for improvement. Make sure the reality lives up to the perception. Assemble inter-disciplinary user groups to feel back where

\(^\text{18}\)\text{www.personeltoday.com/articles/2007/10/01/42598/hr_in_practice_fujitsu_services_moves_in_the_right_direction_with_career_development.html}.
they think the company is going wrong. The career mapping tool gave staff a sense of control over their career development, especially the self diagnostic section. Once a system is in place, make sure the budget allows for promoting it fully to staff.

Sandeep\(^{19}\) in his article has explained that talent management implies recognizing a person’s inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the management particularly the HR department to place candidates with prudence and countries. Talent management is beneficial to both the organization and the employees. The organization benefits from increased productivity and capability; better linkage between individuals efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and better fit between people’s job and skill; employee benefit from higher motivation and commitment; career development; increased knowledge about the contribution to company goals; sustained motivation and job satisfaction. The important reasons for talent management are globalization, increased competition and increasing knowledge. The challenge of talent management has two factors for it. First is how to find new people and second is how to retain the present workforce. Each of the challenges

\(^{19}\) www.coolavenues.com/mba_journal/human_resources/talent_management.
has to be tackled in the most efficient way possible so that the organization can achieve its objectives.

Murali\textsuperscript{20} in his article has observed that the entire industry and employees are today crying about the great talent crunch i.e., the lack of availability or short supply of educated, skilled and ready for job conditions who are required to meet the growing work needs of the industry in various sectors of our economy. Many experts feel that there is an acute shortage of right type of talent and hence an urgent need for action plan to consider the effect of talent crunch at work place. The realization seems to have dawned on many employees that certain short-term and long term measures need to be initiated both within and outside the organization to alleviate the ill effects of such talent crunch. This article tries to examine this issue in greater depth across sector and across various constituents that come into play to render talent crunch ineffective. Certain specific measures as suggested by industry experts are also included as part of the approach. Talent crunch has been experienced by the industry in general and certain specific section in particular. Talent crunch, even though considered to be severe, should not be allowed to assume layer proportion which an adversely effect in business in present day scenario.

Hiren Surendra Shah\textsuperscript{21} in his articles defines talent as a recurring pattern of thoughts feeling or behavior that can be productivity applied to a particular situation or role. Talents are of three types – striving, thinking and relating talents. Striving talents explains only of a person whether he is atomistic or competitive or both. Thinking talent defines the hours of a person he is he a linear or a lateral thinker. Relating talent defines who with whom to relates, confronts or ignores. Talent primarily depends on certain behaviour traits that are not easy to change. Many companies send their employees to training classes to learn new behaviour – empathy, assertiveness, relationship building etc., While skills and knowledge can be thought, talent cannot. One of the most important things in talent detection is transparency. Transparency also depends upon the occupation concerned. Last but not the least, the most important thing in talent management is that it needs talent to detect latent talent. Just as stock market talent is all about detecting an unknown share with a good potential, in real life. Somebody who can spot potential in people in a similar manner is a real good father. The ability of spotting this unique quality at the right time is what matters more than anything else because when the right talent blossoms at the right time in the right situations individuals, companies and countries prosper.

\textsuperscript{21} www.authorsden.com/categories/article_top.asp?cadid 104id.29318.
Prachi Kanodien and N.S. Kothari\textsuperscript{22} in their article have explained that talent management in an organization focus on integrating following HR issues – recruitment, retention, employee development, performance management and feedback, compensation and organization culture. Managing talent not only results in reduced cost for an organization but also is enhanced organizational image and if the organisation’s change is good then it will never have any difficulty in attracting talent. Managing talent is an organization is a very complex task. There is no foolproof method or strategy that can guide organization in managing their talent. An organization must take utmost care in managing talent as it has its own advantage in form of high level of motivation, satisfaction and commitment amongst its employees. This has a direct impact on performance of employee which in turn affects organization performance. An organization performance can be assessed in terms of higher revenue, increased customer satisfaction, better quality, low cost, more productivity and market capitalization. Sustained growth helps an organization in enhancing its image which is the direct result of managing talent and managing it better than the competition.

Sri Jyothi\textsuperscript{23} in her article has observed that in this information age people’s knowledge, skills and their relationship capabilities have become critical assets for organization. In this context, it has become vital for every organization to attract and retain the best available talent. This article sheds light on the basic strategies of talent acquisition adopted by various industries. HR professionals are expected to identify the potential talent and understand, conceptualize and execute the appropriate strategies for the achievement of organizational objectives. Organizations have recognized the need for maintaining reverse talent to fill a vacancy as and when it arises. Companies like DLF and Omasee are conducting compos hire programs to recruit the best talent from top business schools like IIMs. The concept of “Catch than Young” is fast catching up in many MNCs as young people will prove to be good talent and they can be molded as per the company’s requirement in the initial stages of employment itself.

K. Vasantha\textsuperscript{24} in her article has explained that the talent management is about delivery business success through understanding what we actually mean by talent, and how it can achieve the specific goals of the organizations. It is about


assuring that companies value the natural talents and aspirations of people and is also about assuring that the companies understand what blockages can spoil hard work. There are number of specific factors that are expected to influence talent management strategies, policies and practices. Talent management is difficult to define because its complex understanding that operates within the strategic human resourcing task generally. Talent management requires HR professional and their clients to understand how they define talent, who they regard as the talented and what their typical background might be. To ensure that a talent management strategy serves the top talent an enterprise seeks to hire, it must be devised in conjunction with the talented workers. Both succession planning and talent management are dynamic processes occurring in changing times. Succession planning needs to be aligned with other areas of HR management for this segment of the organization including talent management, learning and development processes and performance and pay reviews. Talent management solution recognizes the value for human potential in sustainable corporate productivity. If offers, the business a simple, integrated solution that is easy to use, administer and maintain and that maximizes the investment made in their people.\textsuperscript{14}
Douglas Macmillan\textsuperscript{25} in his exclusive study from IBM and Human Capital Institute finds non-profits and mid-size companies coming up short in employee management. In recent years, judging by steady increases in spending on talent management, workforce challenges like there have become top of mind for most companies, large and small. A study conducted jointly by IBMS (Institute for Business Value and Washington) bared think that Human Capital Institute, and shared exclusively with business week.com. Researchers from IBM and HCI surveyed 1,900 professionals in over 1000 public-private sector companies, from a range of industries, geographies and organizational sizes. Organizational size was a main difference-maker between companies that did well on the survey and throw that did poorly. The best way to invest in talent management depends greatly on the size and industry of a company. And there no easy fix for the human resources woes that are becoming more common in all business. But for there looking to link talent to profits, there were two companies had in common: understanding and addressing workforce attitudes and engagement levels; and aligning employee incentives with appropriate business goals.

\textsuperscript{25} www.businessweek.com/managing/content/aug2009/c.20080813-954038.html.
Leanne Markus\textsuperscript{26} in their article talent management systems for the 21\textsuperscript{st} century has explains that talent management reveals three distinct theoretical perspectives: talent management as a collection of HRM practices, talent management as a pipeline process and talent management as a general focus on talent in any organization or function. Several recent studies from the conference board, Boston Consulting Group and European Associations for Personnel Management have highlighted the concerns that organizations have about the inadequacies of their talent management strategies. Performance management is an essential part of talent management. Most organisations have system in place, and most are highly standardized. It is evident that most existing both in use are not adequate to support proactive talent management. Organisations are complex systems, talent management is a complex undertaking. Successful implementation requires a dedicated platform. Whilst this platform must present a simple interface for users, it must not oversimplify. For the senior management team it must provide a complete window into all aspects of performance, capability and engagement across the organization. It must be capable of monitoring the integrity of the talent management process itself.

\textsuperscript{26} \url{www.ebscohost.com}. 
Lance A. Berger\textsuperscript{27} in his study examined organization that have survived and prospered, and those had failed over a 25 year period. The result of the study suggested that six human resources conditions had to be met. These conditions were: a performance oriented, culture, low-turnover, high levels of employee satisfaction, a cadre of qualified replacements, effective investment in employee compensation and development, and the use of institutional competencies is employee selection and performance evaluation processes. The conclusion based on this research were to optimize an organizations ability to achieve sustained excellence, it must recognize the need for proactive talent management and have systematic way of accomplish the activity. Organisations that want to stay competitive must address talent management issues. Ultimately, organization must confront directly issues, work-life considerations, demographic statistics and other issues that impact on the composition and needs of the work force. No matter what the industry, companies must put into place programs and procedures that attract, develop and retain, super keepers those people who are the foundation on which long-term viability rests.

\textsuperscript{27}Lance A. Berger and Dorothy A. Berger, Talent Management Hand Book.
Debra Major et al.,\textsuperscript{28} in their article has explained that focus groups with information technology (IT) professionals and interviews with high performing IT supervisors were content analysed to discover best supervisory practices. The focus is on how their best practices address challenges commonly confronted in the IT work environment. Consistent with classic leadership theory, best practices fall into two major categories; task focused (boundary spanning, performance management, employee involvement, training and development) and person focuses (relationship building, mentoring, stress management, work family balance) practices. Results demonstrate that while leadership practices effective with other type of professional also are appropriate for IT professionals, these practices can be tailored to address unique IT demands. It is not unusual for IT workers to have greater technical knowledge there those who supervise them. The high performing IT supervisor generally manages the need for skill development through performance management practices, training and development and mentoring. Good IT supervisors realize that taking a personal interest in employees is an essential part of building relationships.\textsuperscript{18}

Paul B. Corr and Dennis Rittile\textsuperscript{29} in their article has discussed that talent management is an elusive construct at best – it is suggested that organisational leaders should begin to think about the kind of talent that is required for any given solutions to think about problems and attempts to recruit the optimal people for the endeavour. Several other caveats are of paramount concern for managing talent: they operationally define the construct of talent, ascertain the appropriate management style that will be required to nurture the talent pool. Create environments conducive to creativity and innovation. It is suggested that managers of talented people should begin to think about the relationship and environment that faster creativity and innovation. Trust is a paramount concern as well as creating; and ostensibly talent management. Think about not managing talent is future endeavours but nurturing talent through leadership behaviours.

Valerie L. Myers and Janice L. Drechslin\textsuperscript{30} writing on the Entrepreneur website. Human resources departments need to be mindful of the quality of employees they hire and the cultural diversity of the workplace. A company that does not have a diverse environment will find it difficult to attract qualified


\textsuperscript{30}http://www.ehow.com/
candidates looking for a strong mix of employee backgrounds. Individuality is something that is important to each worker, but it can be difficult for the company to respect each person's needs. One of the ways that a company can address the individual needs of each employee is to develop strong policies that outline employee assistance options to those employees who might be in need. Encourage employees to go to their managers with issues and encourage managers to be respectful of employee issues. A company that does not make an attempt to recognize the individuality of employees runs the risk of high turnover.

FY2012 was a landmark year – while the Indian IT-BPO industry\(^\text{31}\) weathered uncertainties in the global business environment, this was the year when the industry was set to reach a significant milestone – aggregate revenue for FY2012 crossed USD 100 billion. Aggregate IT software and services revenue (excluding hardware) estimated at USD 88 billion. The decade of 1990 was the golden era for information Technology in India. With liberalization, privatization & globalization, Indian IT Sector took huge leaps in Information Technology. Today, with total revenues of about $88.1 billion, Indian IT sector being one of strongest industries worldwide has grown for more than 30% for more than 20 years. Indian IT firms have moved up the value chain from low cost programming

in the early years to providing premier global IT consulting services. Before the onset of recession in 2008, the IT industry flourished thanks to the exponential increase in global IT spending. During the recession, companies decreased their IT spending thereby slowing down the growth of IT industry. But this created a pent-up demand for IT. With economic recovery, companies have started spending on IT albeit with great caution.

DDI India, operational since February 2007, has become one of the leading names in Talent Management and Leadership Training in the country. DDI India has worked with some of India’s most successful organizations on their talent management strategies. These organizations have entrusted us with early identification of leaders, assessment, succession and talent management. DDI (Development Dimension International)\(^{32}\) works with some of India’s and the world’s most successful companies – companies who care about hiring, developing and retaining the best people. Here is an illustrative list of clients in India: Aditya Birla Group, Adani Group, BCD Travels, Caterpillar, Cerner, Cisco Systems, Donaldson Asia Pacific, Emerson, Galaxy Surfactants, Goodrich, Heinz, Hewitt, Holcim, HSBC, Johnson Matthey, Mahindra & Mahindra, Microsoft India, ...

Mphasis, Pioneer, Quintiles, Trane India, Volkswagen, Xerox India, Infosys, Wipro, IBM.

According to strategic planning consultant Leigh Branham33, 88% of employees leave their jobs for reasons other than pay: However, 70% of managers think employees leave mainly for pay-related reasons. Branham says there are seven main reasons why employees leave a company: Employees feel the job or workplace is not what they expected. There is a mismatch between the job and person. There is too little coaching and feedback. There are too few growth and advancement opportunities. Employees feel devalued and unrecognized. Employees feel stress from overwork and have a work/life imbalance. There is a loss of trust and confidence in senior leaders.

An employee of Infosys Technology wrote:

What I like about Infosys Technologies: "Great campus, adds weight to your resume. The company tries to establish strong systems and processes. Smart colleagues can challenge you. Good place to start your career. But get some experience under the belt and then move to other places where more freedom is given to you." What I don't like about Infosys Technologies: "HR policies are weak. In my experience, people were treated like cattle rather than people (though

33 http://www.toostep.com/
this experience can differ from department to department). Systems and processes are 'enforced' ruthlessly, with very direct language in internal memos including some nasty remarks like 'if you don’t follow so and so rule, a certain deduction will appear in your next payroll'. My personal experience was that the company's HR systems were not geared up to handle personality clashes between people. The manager is given complete authority...".

According to NASSCOM\(^\text{34}\), the IT–BPO sector in India aggregated revenues of US$100 billion in FY2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively growing by over 9%. The major cities that account for about nearly 90% of this sectors exports are Bangalore, Hyderabad, Chennai, Delhi, Mumbai. Bangalore is considered to be the Silicon Valley of India because it is the leading IT exporter. Export dominate the IT–ITES industry, and constitute about 77% of the total industry revenue. Though the IT–ITES sector is export driven, the domestic market is also significant with a robust revenue growth. his sector has also led to massive employment generation. The industry continues to be a net employment generator - expected to add 230,000 jobs in FY2012, thus providing direct employment to about 2.8 million, and indirectly employing 8.9 million people. The growth in the service

\(^{34}\)http://www.bestbizx.wordpress.com/tag/origin-and-history-of-indian-it-industry
sector in India has been led by the IT–ITES sector, contributing substantially to increase in GDP, employment, and exports. The sector has increased its contribution to India's GDP from 1.2% in FY1998 to 7.5% in FY2012.

Inspite of the economic upheaval, Indian IT firms\(^{35}\) still feel that BFSI will bring in the maximum revenues. The optimism is based on the fact that even clients were supposed to have cut spending during the credit crisis time; Indian IT exports have grown $33 billion between 2008-09 to 2011-12. However all the IT firms have to get used to lower margins. Gone are the days when experienced 30% growth. IT firms have so far mainly relied on cost differentiation. To cope up with the various challenges, they need to start innovating. So they have to find new markets, new customers, develop products etc. For eg: Wipro has started offering to IT solutions to the petroleum industry in Ghana. Transformations are taking place as the use of cloud computing & mobile devices is slowly increasing. Infosys has added about 20 new clients in the past quarter in cloud, big data and security. With the increase in use of apps on mobiles, programs are being written for mobile. Also companies have started positioning themselves as IT consulting firms. In the near future, government of India might provide the impetus as it plans to go big on digitization. The immediate future for IT companies may not be as

bright as it was in the past. But companies should reboot its systems and log on to
new sites.

IT sector in Bangalore\textsuperscript{36}, present Scenario and Strengths: 80% of global IT
companies have based their India operations and R&D centers in Bangalore. Bangalore
is the 4th largest technology cluster in the world after Silicon Valley, Boston, and London. Bangalore has the highest number of R&D centers in India. Presence of 47 IT/ITeS SEZs in Karnataka; 3 software technology parks with 2,160 units, dedicated IT Investment Regions.

Technology industry has deep structure\textsuperscript{37}, Bangalore is the No.1 City of IT
hub, over 50% of the IT Companies located in the city, many of the largest IT
companies formed and headquartered in Bangalore. The IT industry has two prime
elements is IT Services and BPO, the growth in the sector assists to growth in the
GDP, employment and Exports. The IT industry has two prime elements is IT
Services and BPO, the growth in the sector assists to growth in the GDP, employment and Exports. Bangalore is the main center for Job opportunity for
domestic and foreign peoples. Bangalore was a normal city about 10 years ago and
the IT sectors varied Bangalore as the main economic center in India. Today,

\textsuperscript{36}://www.advantagekarnataka.com/investment-sector/it.php

\textsuperscript{37} http://www.topnews.in
Bangalore is recognized as the Silicon Valley of India and leads 33% of Indian IT Exports. Companies based in Bangalore Exports IT services to around the world. It heads the pack of outsourcing destinations in the world. Recently the city has become an international center for software R&D also. We can List many IT Companies, but only Top IT Companies in Bangalore mentioned that are notable in India.

HR strategies to retain top talent and increase business success\(^{38}\), employee retention, especially of your best, most desirable employees, is a key challenge in organizations today. Use these tips, articles, tools and ideas to learn employee retention strategies that will help you retain your best staff. Learn loyalty strategies for employee retention. Infosys Technologies, a leading software company based in India, was voted the best employer in the country in many HR surveys in the recent years. The company was well known for its employee friendly HR practices. Though Infosys grew to become a US$ 2 billion company by the year 2006, it still retained the culture of a small company. Infosys attracted the best talent from across the world, and recruited candidates by conducting one of the toughest selection process. All the selected candidates were required to go through an intensive 14 week training program. All the employees were required to undergo

\(^{38}\) [http://www.icmринdia.org](http://www.icmринdia.org)
training every year, and some of the chosen employees were trained at the Infosys Leadership Institute to take on higher responsibilities in the company.

Bangalore is nicknamed the Silicon Valley of India\textsuperscript{39}. The name signifies status of Bangalore as a hub for information technology (IT) companies in India and is a comparative reference to the original Silicon Valley based around Santa Clara Valley California a major hub for IT companies in the United States. Bangalore, however, is located on a plateau and not in a valley; the use of the term in reference to Bangalore is not truly top ominous. One of earliest mentions of this sobriquet occurred in late 1980s in the Indian Express. The more prevalent application of the nickname Bangalore began in the 1990s based on a concentration of firms specializing in research and Development (R&D), electronics and software production.

India's Information technology (IT) firms\textsuperscript{40}, Infosys Ltd and Wipro Ltd are facing another challenge besides maintaining revenues, retaining their employees in the competitive market. The company's are not only struggling to maintain the growth rate in revenues but are also facing problems in retaining their staff, indicating that the software engineers are not making their decisions based on

\textsuperscript{39}http://www.ircc.iitb.ac.in

\textsuperscript{40}http://www.topnews.in
financial results. India's largest software exporter, Tata Consultancy Services Ltd (TCS) and the fastest-growing Cognizant Technology Solutions were able to perform better in the area and emerged leaders in retaining their staff. TCS reported lowest staff attrition in 10 quarters during the second quarter of this financial year at 13.1 per cent. The figure was 7 per cent lower than the rate recorded in the same quarter two years ago. On the other hand, the attrition rate at Infosys was 20.5 per cent during the quarter. Cognizant recorded a drop in attrition rate from 21.8 per cent in the second quarter of 2010 to 12.1 per cent in the first quarter of 2012. HCL Technologies Ltd recorded the highest attrition rate in the industry at 25.3%, however it was an improvement over 36.4 per cent recorded in the same quarter of 2010.

Abhijit Bhaduri\(^{41}\) talks about Preparing Talent for Tomorrow's Challenges in Knowledge@ Wharton. One of the ways in which we are going expand is to go with a localized talent pool in some markets, which means we are going to have to work very hard to assimilate people into the Wipro way of working and yet draw on the advantage of what you get when you get a lot of people coming in from the outside. The second [aspect] is in the technology as it is emerging. There is a fair bit of change that happens because we work with a variety of partners [and] a

\(^{41}\) http://www.ddiworld.com/client-successes
variety of clients. How do we get people to keep their technical skills completely up-to-date? [We have] a huge engine which works on increasing the technical competency of people at all levels. We have a huge focus on developing project management skills because that is the crux of what we do. We have looked at creating a multifunction, multi-geography, and multi-business approach towards developing our leaders. One of the ways in which the leader's role is going to change is to work with a multi-generational workforce, and that's not a skill that is taught in most places. How do you work with people who are substantially younger or older than you? That is going to determine success or failure, because as we are getting into different markets, the profile of the workforce is very, very different.

Retaining talent, the TCS way[^42], Three strategies Adopted by TCS building competencies, engaging people at all levels and giving them continuous technology domain capability across multiple geographies have helped to keep employee motivation high. One was the way it kept building the competencies of its people. The company looked at the profiles of people less than one year, then at people with 1-3 years of service and those with 3-5 years of service. The company studied the type of engagements the people were currently doing and what kind of work they were needed to do. Thus,

[^42]: [http://www.thehindubusinessline.com](http://www.thehindubusinessline.com)
there was a "very systematic effort of investment and training people and building their competencies." He described this as "one big exit barrier for our employee." Next, the company has understood that it needs to engage employees in activities beyond work. There was a systematic month-on-month calendar that was worked out, which gave opportunities to TCS staff to involve themselves and build their capabilities, "not just at work level but also outside work."

CHAPTER III

PROFILE OF THE STUDY AREA – BANGALORE CITY AND PROFILE OF THE RESPONDENTS

3.1 DEVELOPMENT OF BANGALORE CITY DURING POST INDEPENDENCE PERIOD 1941 TO 2001.

The 1940’s constituted a crucial decade for urbanization⁴³. The all India growth rate of urban population was 41.43 percent from 1941 – 1951. This growth was even more pronounced in Bangalore. The war had its impact on the Cantonment’s population, while independence and the national trend towards

⁴³ Master Plan Bangalore Development Authority 2003, pp.15.