

Effectiveness of using WhatsApp to Manage Talents in Creating Student Superstars "Of the pupils, by the pupils, for the pupils"

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Abstract

Objectives: The research is about exploring the possibilities of achieving non academic dreams of students by utilising their talents with the time they are ready to spend. Creating a Talent Management model is to create an individual identity for the Generation Z students. The study is conducted for the students, by the students, and about the students to achieve their dreams in a systematic way with their support groups. It is not only a diagnostic program but also an implementation program for the students who exemplify the culture that acts as a catalyst in the achievements. As a large population of college students are from Generation Z and mobile has become an integral part of their life. More than 1000 engineering students were selected by simple random sampling method and formed WhatsApp groups based on their career objectives. **Method:** We deployed a special model for talent management among students which focuses on Individual Consideration, Intellectual Stimulation, and Study Life Balance. We studied students' viewpoints regarding the educational use of WhatsApp groups in supporting their learning process. **Finding:** The proposed culture of success of Students' Talent Management (STM) involves Ethics, Sustainability, Diversity, Engagement, and Creativity. We observed the effectiveness of using WhatsApp as a tool to manage talents of students in Creating Student Superstars. **Application:** It is inevitable to design talent management project and to establish such system in order to give better experience in the study life of students. The proposed model is recommended to implement by establishing talent management departments in educational institutions.

Keywords: Alternative Career options, Generation Z students, Mobile Learning, Non Academic Dreams, Students' Talent Management, Student Superstars, Student Researchers, WhatsApp groups

1. Introduction

"Twinkle twinkle little stars, who would like to be next student superstar?" Each soul has right to live their life as they want. All the existing jobs and career options are the requirement for the world. It is not mandatory that students should dream based on the requirement of the companies. They may have a different dreams and career objectives. Students can choose their career based on their capabilities or passion. Talent is an inherent ability which is innovative, inspiring, and collaborative. Talent gets the requirements done. Talent brings success. Talent can be unpredictable, fakable. Talent is hidden, under utilized, and wasted. Talent is not just to be managed,

controlled or noticed. It needs to be unlocked, leveraged, unleashed. All we need is higher level of insight. With Talent Management we know who to hire, who to develop, who to promote and who to fire. Talent management is not about changing the people, choosing the best people for the job. There is a myth about talent management is that pupils grow the most in their weakest areas. But the fact is that pupils grow most in their natural talents. Talent Management is not still an emerging trend but an evolution in the field of Human Resources Management (HRM). It is inevitable for the HRM professionals to implement Talent Management System in organizations. This study is an initiative to implement talent management practices with students for specific purpose

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using WhatsApp as a tool. Creating a culture for success is essential to establish this system with WhatsApp. There must be a model for students' talent management and there are guidelines required for projects with specific purposes. The study will help the students to start the process a bit earlier to become the role they want to play. If all successful professionals were students when they were young, students can achieve those heights when they are students. Emotional intelligence and social intelligence are pre-requisites to succeed in achieving dreams through talents, to create and to establish a culture of success. Self-management and relationship management are the keywords in achieving emotional intelligence and social intelligence respectively and both are essential for the success. Each WhatsApp group is created for a specific purpose called as 'gangs' such as CEO Gang, MBA Gang, MS Gang, Gang of Creative Writers, etc.

2. Talent Management

A resource, in its organizational context, is defined as anything that could be thought of as a strength or weakness of a given organization that can be tangible and intangible assets. For any firm, there are three major resources such as Human, Financial and Technological resources. Among these resources, human resource is the most valuable for any organization since people can manage all other resources effectively. With the right management systems, human resource can be the single most powerful tool in the hands of a company. Effectively managed human resource yields an enhanced ability to attract and retain talented employees, in addition to higher profits, reduced employee turnover, high product quality and low production costs¹. When properly managed, human resource will give any company an edge over its competitors. While being advantageous to the company concerned, it also aids in creating conducive work environment for employees, which will further bolster their performance. In order to effectively manage its human resources, an institution will have to evaluate its performance. These assessments will help in determining the factors that promote or deter efficiency among the employees and recognize their talent. However, determining the performance is a complex task. It cannot be based on a criterion. A range of criteria and factors are needed to be considered to properly access the workforce. With more research, it is clear that human resource

management is crucial to ensure a company's success in a highly competitive market. This has also resulted in a drastic change in the methods of human resource management. Institutions worldwide are now turning towards talent recognition and management to improve their workforce.

One may argue that the definition of 'talent' will vary based on individual perception. Talent, in general, refers to the natural ability that an individual possesses to be able to carry out a certain task efficiently. Talent management has emerged as a major field of study over the past few decades. Talent management, in essence, is a strategic and holistic approach to both human resource and business planning or a new route to organizational effectiveness. While improving the performance of the employees, it aims at yielding an enhanced performance for the company. The term strikes a perfect balance between potential and performance. While the potential is a traditional form of measurement of workforce efficiency, potential has more recently been taken into consideration for the same, giving better results². Talent Management is integrated functions of Human Resource Management. A google search of the term 'talent management' yields nearly 8 million results, from books to publications and consulting firms engaged in talent management. Therefore, one might believe that this field is well studied, a well-defined area of practise with a set of principles bolstered by comprehensive research. However, that doesn't seem to be the case. Review of research conducted in the field reveals a dearth in the definition, aim and objective of talent management. Talent management itself has various definitions. In fact, it is interchangeably used with terms like 'succession management', 'human resource management' and 'talent strategy'. Of course, beyond the definition of the term, talent management comes with problems in the management, acquisition and selection of employees³.

Moreover, it is observed that talent management is generally lacking in educational institutions, which should traditionally promote talent. Research needs to be conducted to implement strategies of assessment, recognition and management of talents among the student community. The importance of talent management is crystal clear in order to place the right people at the right place for the right job at the right time. It is crucial to evaluate the strengths and the weaknesses of the students. This will ensure efficient use of talents to achieve their

ambition. Every task is different, with varied requirements and skill sets. For this, it is essential to assign a person who possesses the same skill set and has the ability to perceive the task at hand and perform efficiently. A product of talent management is competitive management. Competition helps to promote talents in order to increase efficiency among the people. It aids in the expression of talent and potential. In order to survive, employees have to utilize their talents to the best of their abilities. There is insufficient research on talent management about students in Universities and Schools. A novel method for the same could be the use of WhatsApp. Over the last few years, there has been a marked increase in the use of WhatsApp amongst School and college going students. The present generation is referred to as the generation Z - the generation that grew up with technology, making them more tech-savvy.

3. Generation Z Students Talent Management - Theory and Practice

Today, most of the students in Schools and universities are referred as 'Millennial Generation'. Millennial Generation are the first generation to get along and grow with digital media in various forms, making them capable of multi-tasking with various devices. WhatsApp, thus, forms a crucial new technique to make education and talent management more accessible to the student population⁴. The millennial generation's defining factor is that they are the first generation to be brought up around technology. Seeing how computers and the internet has been a major part of teenager's lives, they can easily adjust and adapt to any changes brought before them by innovations and new developments⁵. As youths, the millennial generation has been influenced heavily by the events that occur around the world. With this, they received immense support from their parents to seek their academic career and extra-curricular activities. All this has resulted in a generation with more positive attributes that will make a better society⁶. Of course, with such a generation, educators realized the need to modify traditional methods of educational management of student talent to be able to help students realize their potential. This gave rise to more research in the field, with various methods of talent management and education being proposed.

A highly motivated and conscious generation has led educators and researchers to push their limits in fulfilling their demands. A key factor to consider in the upbringing of the generation Z is the major role played by technology. It has resulted in a more socially conscious and goal-driven generation. In addition to this, it has also challenged traditional methods of student performance and talent management, with most institutions turning to technology to help with the same. The integration of technology with learning and skill set management can be the key to bolster the students. It can prepare them to face the market in the future. In order to nurture the talents and skills, it is necessary to survive in a constantly evolving workplace, one might have to deviate from traditional methods and adopt more innovative solutions to deal with students.

3.1 What is Students' Talent Management?

Talent management is the management of all the factors that are required for the student to be a professional in his area of interest along with his studies. The factors included in talent management are talent identification, skills development, time management, solving problems, overcoming fears and doubts, physical and mental wellness, planning and setting goals, overcoming negativity and procrastination, building of new skills, relaxation, creating a culture of success and win-win relationships with the team. Talent management is necessary to develop the non-academic abilities (co-curriculum) without affecting the curriculum subjects.

3.2 Why Talent Management for Students?

We can say that talent management is the guidelines for the students to manage their talents together with their academics. We have heard the stories of people who dropped out from their colleges and pursued their respective passion. Not ignoring the fact that there are successful stories of students too who have successfully changed their passion into profession together with doing well in academics as well. Then a few students end up in dropping out from the colleges and the remaining give up on their dreams. Among the dropped out students, a few of them tell their stories of struggles and success. Remaining dropped out failures would be forgotten. No one asks failures. Society turns around their face. Family suffers from embarrassment. At last, the student walks

with the flow of wind, with the opinions and advices of society. The students who had done well in curriculum and co-curriculum activities are also made up with the same flesh and bones like the dropped out students. The only thing they did uniquely is learning the art of talent management. As the students know merely about the outside world talent management can be also a companion for the students who are in search of passion. It is the branch of entrepreneurship that educates and motivates student to manage their talents without having any effect on their academics. Students who find their interest in the non-academic activities such as music, writing, dancing and so on can try to create an individual identity during their college days,

3.3 Students' Talent Management for Success

First of all, the meaning of success should be clear to everyone. Success is not a goal to reach somewhere. It is neither a destination nor the tip of mountain where we have to reach. But we can say success is a mountain itself. It is a journey itself of becoming better than yesterday. Success is not to achieve perfection but it means to strive for better. It is to have happy relationships, enjoy the life and in doing what we love. Here comes the role of talent management to help students in enjoying their talents and achieve the excellence. Talent management helps student in making career without giving up on their passion.

3.4 Importance of Talent Management in Personal Life

Introducing the students with the technology, e.g. use of mobile applications related to productivity, educational videos of professionals, reading articles on professional blogs and websites, connecting and creating group of the people of similar interests, etc., in developing life transforming habits — exercising, reading, etc. — which is necessary for emotional and physical wellness, in discovering uniqueness of the individual. Its importance is to be more creative and live without fret and fuming, to explore new places and industries in pursuit of the passion and to value importance of family, time and money.

3.5 Importance of Talent Management in Profession

The importance of talent management in profession is to

take calculative risk- emotional, financial, professional, psychological and in improving leadership qualities. It also helps in encouraging the student to work out of their comfort zone, expand their consciousness, to aware the student about challenges that comes before him while maximizing the potential and in developing self-discipline by planning and managing the goals in order to achieve them. Developing patience, grabbing the opportunities, mastering the art of success and effective decision making is also one of the important factors of talent management in any profession.

3.6 Importance of Talent Management in Society

The major aim of talent management in society is to educate students towards ethical values, to identify their core values (what is important for them), to train them to live a life that which is reflective of those values, teach them how not to hold the grudges and waste time in arguments. It also aims in creating a positive environment, building relationships and in making them humble and philanthropic.

3.7 Student Superstars

To build student CEOs, researchers, artists or to simply manage a student's talent we've built up a platform, a prototype consisting of three objectives. It comprises of five steps varying with the objectives. If these steps have been properly implemented to achieve the mentioned talent management objectives, students can achieve the desired results. Hence, thereafter they can be called as Student Superstars.

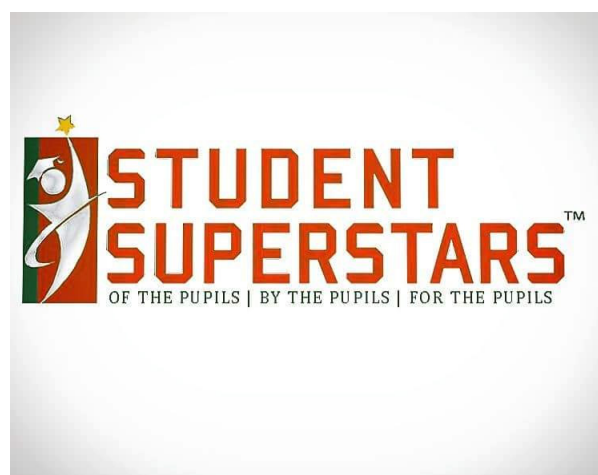


Table 1. RAMAR VELUCHAMY'S STUDENTS TALENT MANAGEMENT PATTERN FOR SPECIFIC PURPOSES

| STM Objectives | Individual Consideration | Intellectual Stimulation | Study-Life Balance |
|------------------|---|--------------------------------|-----------------------------|
| Step 1 | Unveil potential talents | Develop potential competencies | Create a culture of success |
| Step 2 | Personal and Academic Evaluation | Work from natural talents | Develop morality |
| Step 3 | Behavioural Expectations | Create STM projects | Automate STM projects |
| Step 4 | Personal and Professional Aspirations | Collaborate with student clubs | Involve parents & teachers |
| Step 5 | Student branding to promote the best | Establish talent department | Learn consistently |
| STM Outcomes | Create individual identity | Achieve talent excellence | Ensure mental health |
| Student Outcomes | Student CEOs, Researchers, Writers, Hackers, Artists, Athletes, Singers, Social Activists | | |

The first one talks about individual consideration which can be built solely by the student's talent and the goal alignment after understanding their professional and personal aspirations, and evaluating personal and academic attitudes. Personal evaluation and academic evaluation help to understand students and their need of talent management. Through this, students can be made to grow and flourish in their fields. There are a numerous career opportunities that can be taken into consideration. It is very important to make the students aware about the various available career opportunities.

The second objective is intellectual stimulation which is about how do the students plan and develop their skills and competencies together as a group towards their goal. Everybody has the ability of thinking and reasoning, but the intellectual stimulation is a like a pump to one's ideas. This can be brought by developing competencies. Working in a group would be beneficial. Also, talent management projects will help the students to plan their work and execute it.

The third objective is study life balance which is balancing our career objectives, goals, academics and co-curricular activities against time and peace of mind. Here comes the atmosphere in which a child works. The teachers and parents should be supportive, support groups may help to link students from different genre. The outcomes of these student talent management objectives will create individual identity of generation Z students, talent excellence, and mental wellness. These factors are depicted in the table above and hold good for almost all talent management scenarios.

3.8 Create a Culture of Success

Once talent has been identified, students can be enhanced by providing scholarships to the less fortunate ones, developing strong research culture within the group,

creating better educational conditions, providing them with advanced technology, promoting academic careers etc. They can also be built with the help of support groups. It helps the students to nurture their talents. Support groups generally act as mentors. They categorize students from different parts of the country into specific groups, depending upon their various abilities. They also help them to build up their talent and then link them to organized companies or groups which provide further enhancement of their skills.

3.9 Managing Mental Health

Mental health problems can be seen at high rate among students. Depression, anxiety, self-harm, and eating disorders are a few common mental health problems experienced by young people. 4 among 5 students suffer from mental health problems. Study Life Balance (SLB) is the one of the primary objectives of Students' Talent Management objectives in order to achieve the personal and the professional aspirations of students. Having mental wellness is an important pre-requisite for the students to have study life balance. In this research, we aimed at studying the mentality of college students so that remedies and suggestions can be made as per the requirement. This will help in overall recovering of the loss and also useful for students to manage their talents to achieve their personal and professional aspirations. Educational institutions should understand the mental and physical limits and saturation level of a student, and then design their academic regulations and syllabus.. Setting up of counselling institutions in every School and college and can help in solving mental health problems. Not denying the fact that a healthy group keeps students away from mental diseases — anxiety, depression, where as a bad company affects the mental health adversely. Mental well being is a prerequisite for the students to

manage their talents to achieve their ambitions and career objectives. Hence, mental health is playing a vital role in managing talents of students in creating student superstars.

3.10 Personal and Academic Evaluation

During the process of individual consideration in STM projects, a student's academic evaluation can be assessed based on academic potential, efforts and perseverance, study habits, intellectual curiosity, ability to work independently, use of time, following directions, attention span, creativity and originality. Student's personal evaluation can be evaluated with the parameters such as integrity and honesty, consideration of others, social adjustment, classroom conduct, initiative, emotional wellness fulfil responsibilities, and cooperation of parents.

3.11 Students' Perception about the Role of Teachers

Teachers are required to induce curiosity by making their subject exciting and bring a change in pupils' lives by inculcating values, instead of keeping them restricted to only knowledge. They must understand where the students are falling short in their pursuit of the talent they possess. Be it mentally or emotionally, teachers have to make students strong enough to cope up with the pressure that comes along with it. If the teacher is oblivious to the needs and aspirations of the students then the person is doing more harm to the society than anyone else because it means that the person has failed to respect to the sanctity of the profession bestowed on him/her by the institution. Students consider that a teacher should be well organized, to have good communication abilities, to be able to encourage the students' interest for his subject, to show respect and openness and to have a developed sense of humour.

3.12 Competencies Development

Competencies can be divided based on probable chances to develop in a systematic way. Three different classifications such as easy to develop, reasonable to develop and hard to develop from the list of competencies Assertiveness, Adaptability, Accountability, Cooperation, Attention to detail, Ambition, Sociability, Conflict management, Conduct, Courage, Decisiveness, Creativity, Discipline,

Delegating, Energy, Flexible behaviour, Focus on Quality, Leadership, Insight, Listening, Integrity, Managing, Independence, Negotiating, Initiative, Networking, Learning ability, Persuasiveness, Need to achieve, Planning and organizing, Perseverance, Presenting, Problem Analysis, Result-oriented, Self Development, Social awareness, Verbal Expression, Stress management, Written Expression, and Vision.

4. Students Talent Management Using WhatsApp

Talent management via WhatsApp could be an effective method to ensure that the skills possessed by the students are properly nurtured. Talent management in universities comes with the limitations of larger student populations and a low student to teacher ratio. Lack of individual attention makes it almost impossible to manage talent among the students. This is where the importance of WhatsApp comes into play.

Several websites promote skills among students, in the form of blogs, video channels and other resources. Integrating a system of talent recognition and assessment into the college curriculum will ensure the student population is better stimulated and motivated to face the constantly evolving market. WhatsApp could be the key to nurture career-specific skill sets amongst the student population. Research indicates that WhatsApp could tackle issues of democratic participation and social inclusion. Furthermore, portability and affordability makes it a popular choice among students. However, research in this field is limited.

More information need to be carried out to determine the feasibility of integrating University programs with online and mobile based resources to promote learning outside campus. Factors such as financial constraints and technical support may hamper the implementation of such programs in universities of developing countries. This review may encourage universities and educational institutions to promote mobile learning while highlighting potential difficulties the institutions may encounter. While WhatsApp has potential to become mainstream in the foreseeable future, owing to end-user devices becoming more capable of managing mobile learning applications and software, in addition to the increasing affordability of mobile devices. For successful integration

of mobile technology, it is necessary to understand the needs, wants, preferences and limitations of the potential users of the resources. HR professionals have to find ways to manage 5 Generations (including Generation Z) with cross cultural work-force in 2030. They will be virtually casual, less social, can be managed virtually and, eccentric individuals¹⁴. A common problem faced by universities is the inability to properly assess and develop talent of the students. Mobile technology could be used by institutions to develop their skill sets. Also, several institutions may lack the funds required to set up the infrastructure and systems required to support mobile learning applications for students.

5. Literature Review

E-learning appears when the learner is not at a fixed, pre-determined location. It specifically focuses on learning across circumstances using mobile devices⁷. S. Magrath (2003) stated that “writing today is not a frill for the few, but an essential skill for the many”. To achieve this ambition of increasing writing skills, WhatsApp electronic journaling was examined as an approach to help the students evolve their writing skills⁸. Social media according to Andreas Kaplan refers to the means of interactions among people in which they create, share and/or exchange information and ideas in virtual communities and network. It creates the opportunity to network with other members who share similar or common interest, dreams and goals. With the social media networks like WhatsApp, an individual can initiate and build strong business partnership in any part of the world without meeting that individual in person⁹. 73% of the respondents spend an hour everyday online. 34% of them respond to notifications within 30 minutes of receiving them, followed by once a day, (31%). 51% of the online activities are monitored by parents and 50% of the parents have access to Generation Z students’ online accounts.

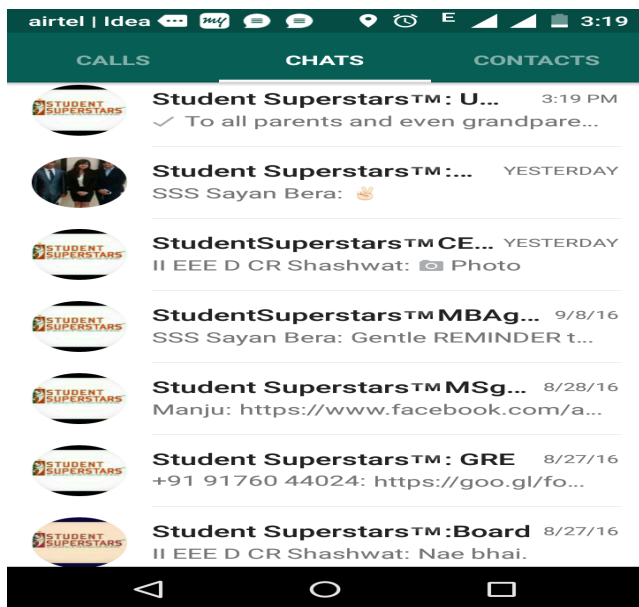
WhatsApp plays major role in all sectors for sharing thoughts and work related stuffs¹⁰. WhatsApp technology is a new method of remote learning for Generation Z students. Researcher considers that the WhatsApp learning mode chosen by distance education teachers resolve the instructive relation that is linked to the learning approach used by online instructor. The impact of WhatsApp mobile social learning on the achievement

and attitudes of female students compared with face to face learning in the classroom¹¹.

A lot of research has been done in the field of m-learning and its benefits for the student population. M-Learning stands for mobile learning, a form of learning on the go. The educational content delivery and uptake occur outside the standard learning environments of School and home¹². Review of literature shows that the use of technology in the process of learning will help students overcome issues regarding democratic participation and social inclusion. No longer hindered by geographical barriers, technology can enable students from around the world to share information and learn together. The main characteristics of this form of learning include the following. a) Accessibility irrespective of time and distance. Course material is available to students at the required time. b) The educational content in the WhatsApp, are concise and used in places where the user is exposed to continuous distraction, like a public park or train station. c) Mobile learning is never used as the sole resource for education. It is usually combined with other methods of content delivery like lectures and seminars. d) Promotes collaborative learning with the student community¹³. If any recruit meets the selection criteria of any given job or talent management projects, the need for other functions of talent management is minimum¹⁴. If any student who achieves his or her non academic dream by utilising their talents in college days, they can be called as student superstars¹⁵.

6. Research Methodology

In order to design a Students’ Talent Management framework consisting of STM strategy and STM system, we must study students’ behaviours in WhatsApp groups. Data collection through questionnaires, opinion polls, interviews, and brainstorming sessions had been done. More than 1000 engineering students are the respondents of the survey of this research. More than 50 students from different backgrounds have been interviewed and more than 10 brainstorming sessions have been conducted in classrooms. 8 WhatsApp groups with specific objectives have been formed. Generation Z students spend most of their time using WhatsApp to build relationships. The participants of these experiment groups shared content related to academics to support their common objective.



7. Recommendations

Ambition specific groups can be created using WhatsApp by the students, for the students to develop their talents. A teacher can be a moderator cum mentor to support them within the gang. Experts can also be added to guide the students. Members and admin of gangs should follow the below mentioned guidelines to establish a culture of success which support the cause.

- **Views the objectives with hope**

As the proverb goes, Teamwork divides the task and double the success. Each member in the group has a common objective so the members of the respective group should have belief in the system to achieve what they are aiming for.

- **Empathize with others**

Everyone has professional and personal objectives. It is important that each member of the group has empathy towards the other members of group. Team members must understand that everyone is different from each other. They must avoid arguments and focus on their plans and goals.

- **Sees possibilities than problems**

Instead of focusing on issues, team members must concentrate on the opportunities. They must understand that every problem brings opportunity to create big.

- **Build relationships**

Personality is how someone act, react and interact with

others. Interpersonal skills are important to a part of any group for a specific objective.

- **Contribute only relevant information**

Knowledge is power. The more knowledge we take, the better it will be. It should be the responsibility of every member of the group that they share their knowledge with others.

- **Encourage participation**

Appreciation and encouragement are necessary in order to boost the morale. It is a very important responsibility of group admin and other mentors of the group.

- **Ensure learning everyday**

There can be a specific time when all the members will be online and participate. It enhances consistency and discipline in the group.

8. Conclusion

Students are supportive to implement STM system using WhatsApp groups as a part of STM automation. It is necessary to develop seriousness with them from the beginning. Generally students will be sincere and understand the importance of preparation only at the last moment. From this research, talent management projects for college students using WhatsApp as a tool, it is clear that students are supportive of the idea of WhatsApp group based learning and the integration of technology in college related courses is a new methodology for the student community. It is not a choice but the chance for the Generation Z students to achieve their dreams. This research article is also one of the solid evidences that supports the possibilities of implementing WhatsApp based Talent Management system for specific purposes. A team of 15 members in Student Superstars' Gang of Creative Writers has done a series of research about the students and published 7 research papers on Mental Health of students, Personal and Professional Attitudes of Students, Student CEOs, An Ideal Teacher, Create a culture of success for Generation Z Students Talent Management, WhatsApp based Talent Management, Talent Management for college students in 90 days. There is widespread awareness of the advantages and disadvantages the system may possess. This does make the implementation of such a massive system in an institution much easier. We conclude with confidence that not only doing research, but also any feasible objectives

can be achieved with STM automation using WhatsApp. It is possible to implement in organizations for specific purpose of teams and departments.

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