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THE EMERGENCE OF TALENT MANAGEMENT AND DIFFUSION OF HRM

Ms. Geetanjali Bhambhani¹

¹Research Scholar, Institute of Management Studies, DAVV, Indore, Madhya Pradesh, India.

Dr. Monica Saniy²

²Assistant Professor & Research Guide, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, Madhya Pradesh, India

ABSTRACT

All era's has its challenges to grow and survive. It truly sweats and accomplishments are made bigger than those of the history. In the present day, modern business seems to be complex and a greater degree of difficulty to manage the enterprises compared with long ago. Human resources have played an important role in any period in the organization to manage it better. At the end of the 19th century, the transition of the economy from the agricultural economy to industrial economy began to take importance of human resources management in organizations. During this period began the first studies in this field. Also, human resources acquainted with another term as was the management of personnel. During subsequent periods the human resources took a crucial role in the organization. Today, we are facing a debate whether human resource management will have the same philosophical approach or we are in a new phase of development of human resources. In the 21st century, human resource management in organization is focused on managing its talent.

In this ever-changing business era, when it is believed that survival is optional but change is compulsion considering that if you want to survive you need to change. This research emerges in response to the makeover of organisations from ancient practices of human resource management (HRM) to modern practices as talent management in order to face the cut throat competition at the national and international levels as one of the anxieties of globalisation.

This paper attempts to know and understand the functions and role of both HRM and talent executed in incorporate sector, and current scenario, future challenges before managers and the emerging HR trends.

In this study researcher tried to study HR practices, concept, philosophy, and measures etc. without manipulating in anyway the scenario as it stands presently in corporate sector. The aim is to present the basis of HRM, its developmental stages along with functions leading to emergence of talent management phrase, Need of talent management, comparison of HRM and Talent management roles, discussions suggestions and conclusions.

KEYWORDS: -HRM, Talent Management, Change, HR trends, Developments, Incorporate sector.

INTRODUCTION

At present era when companies are functioning in an extremely turbulent and multifaceted business atmosphere. Survival in market needs vastly developed skills and proficiencies in order to adapt to constant change, be flexible and act promptly. In this era of knowledge based economy, the quality of human

resources as employees has expected as critical prominence. Thus multifaceted and challenging market surroundings have created a demand for exceptional and talented professionals. Their job role in attaining and sustaining an organization's competitive advantage has obliged a change in approach of executing HR functions.

OVERVIEW TO HRM

The term Human resources management denoted by HRM is consisting by the three words- human, resource, and management¹.

- **Human** (Homo-sapiens, living creature, person)
- **Resources** (Assets, property, reserve of Human Physical, Financial, Technical, etc)
- **Management** (Functions of Planning, staffing, Organizing, directing, Leading coordinating & Controlling of resources at executive level to attain goals proficiently and fruitfully)

There are a variety of resources that persuade the performance of a company, but human being as an employees, absolutely have a head contribution in gathering value to the organization. Knowledge, technical know-how, abilities, skills, and the affiliations between employees have a most significance in success or failure of the business. HRM turn out to be a strategic business partner with an requisite role in the accomplishment of the business organization.

OVERVIEW OF TALENT MANAGEMENT

The phrase "Talent management" (TM) is meant by the two key words i.e. Talent and Management.

The term talent is originated from the old English term Talente, and used up until 1149, which was originated from the Latin term talentum. The Latin term, in turn, originated from the Greek word *tálanon* (τάλαντον), which means "balance, sum of money"

- **Talent** Person's power or capacity to do or act physically, mentally, legally, morally, financially, etc.
- **Management** is an act, way, or practice of managing; handling, supervision, or control: management of employees for accomplishment of organizational goals.

As the name Talent Management itself advocates managing the skill, competency, ability and power of employees within an organization. The concept is not constrained to hiring the right person at the right time but it enlarges to exploring the unknown and remarkable qualities of your people and developing and nurturing them to obtain the desired outcome. Obtaining the best talent from the industry may be a huge anxiety for the organizations at the moment but holding them and most prominently, transitioning them according to the culture of the organization and getting the best out of them is a much massive concern

RESEARCH METHODOLOGY

The methodology involves mostly quantitative and qualitative in nature with observable behaviors. The Data taken from the literature, annual reports and manuals, journals, internet, newspapers, articles, magazines published at national and international level are also referred for the purpose.

Purpose of the Study

The purpose of the study is to analyze the various developmental stages of HRM considering from its emergence to diffusion.

Data Collection

The study is based on secondary data which is collected from various books, National and International journals and publication from various websites which focused on various aspects of HRM.

DATA ANALYSIS

A review analysis method is used.

Developmental Stages of HRM

With the passageway of time Human resource management approach have been formed by an ancient forces. As displayed in below given chart:-

¹International Human Resource Management, EIILM university, Sikkim pg5-6

Era	Duration	Evolution of HR accountabilities	HR functions
		Business Realities- HR name Changes Issues	
Prior to Industrial Revolution	Prior to 1700s	Agriculture economy with limited production.	Number of specialized crafts was limited and was usually carried out within a village or community with apprentices assisting the master craftsmen. Communication channel were limited
Industrial Revolution	1750 to 1850	Conversion of economy from agriculture based to industry based.	Modernization and increased means of communication gave way to industrial setup. Industrial revolution lead to growth of Labour Union as new department to look into workers' wages, welfare and other related issues.
Post Industrial revolution	1850 to 1900	Various studies were released and many experiments were conducted during this period which gave HRM overall a new meaning and importance.	This led to emergence of personnel management with the major task as Worker's wages and salaries, record maintenance, housing facilities and health care etc.
	1911	Development of Scientific management	Worker's training, Maintaining wage uniformity, Focus on attaining better productivity.
	1911 to 1930	Human Resource practices were conducted primarily by what was known as the "personnel department"	Personnel department's major role was to keep track of employee records date of their hire, their position, health information, and performance reviews
	1920	Civil services & World War I - Industrial relations - workers' rights and formalized processes	Collective bargaining etc. wages, hours, promotions, benefits, and other employment terms as well as procedures for handling disputes arising under it.
	1924 to 1933	The human relations movement began as a result of a series of studies conducted at the Hawthorne facility of Western Electric in Chicago	Observations and findings of Hawthorne experiment shifted the focus of Human resource from increasing worker's productivity to increasing worker's efficiency through greater work satisfaction
	1930 to 1940	Theory Y management	Recognize the relationship between employee participation in decision-making and employee job satisfaction, absenteeism, turnover, and unionization efforts
	1939 to 1945	World War II personnel departments now called " Employee Relations " or " Human Resources. "	Development of psychological tests that could quickly and accurately identify individuals' interests, skills, and abilities
	1954	Peter Drucker, Edward Wight Bakke appears to be the first researcher to refer to the notion of human resources as a function in an enterprise	Drucker criticized the traditional PM was based on the assumption that employees were not motivated in their work and therefore had to be controlled. Bakke said that the HRM term was carrying a dignity, which intended to raise the PM function status and establish it as a more authentic field for understanding and committing to forces affecting decisions about employees.

	1960 to 1970	Human Resources were viewed as assets for industrial revolution was growth of Labour Union an organization	There was development of programs in such areas as job design and enrichment, which along with career planning and development, intended to improve psychological quality of work life for employees, and apparently make them highly committed to and pleased with the organization
HRM	1980 to 1990	Legge noted HRM accelerated quickly and many books that described the concept were published.	By the end 1980s and the beginning 1990s job advertisements, professional magazines and courses were re-titled from Personnel Management and Personnel Managers to HRM and HR-managers.
Talent Management	1990 to till date	Talent Management is a new terminology rose in the space of Human Resources Management.	In late of 1990s the term 'Talent Management' was coined by David Watkins of Softscape, which was published in an article in 1998.

In the former years, organizations awoken to the sharp focal point on recruiting the best people vs. hostilely growing internal talent. But at the current talent insufficiency are inattentive going from bad to poorer: One evaluation states that we are just seven years far from an incomparable expertise and know-how gap. In fact, by 2020, business proprietors in the globes wealthiest nations are projection to be shorten by 18 million college-educated workers. And with baby booms are set to stop running in highest statistics over the successive 10 to 20 years, the state of affairs will likely get worse.

EMERGENCE OF TM

In late of 1990s the phrase 'Talent Management' was materialize for first time to incorporate progress in human resource management, which sited more prominence on management of human resources or talent globally. It was originally invented by David Watkins of Softscape, in an editorial published in 1998; since then it has been used comprehensively by Human Resources professional across the world-wide. Conversely, since 1970s the association between human resource development and organizational effectiveness has been well established. Talent Management is essentially driven by the belief that the right people in the right position will give the organisation competitive advantage. These people are rightly placed at positions that provide their optimistic attributes and place their talents to good use. Organisations are similar to machines that will perform well if all its cylinders are provoking at an optimal scale. The issue of talent management with many companies put tremendous pressure on attracting employees, but devoted inadequate time in developing talent and retaining it. Talent management structure needs to be operated into commercial strategy and applying in daily practices all the way through company as a whole.

The process of attracting and retaining talented staffs has derived to be acknowledged as 'The War for Talent'. This term was initially coined by Steven Hankin of McKinsey & Company in 1997 for its exploration on Talent Management practices and beliefs. However, the term has resonated throughout the business world, and took on increasing importance ever since. The War for Talent describes the challenge faced by organization's today. Organizations are engaged in an on-going battle to attract and retain talented employees. This battle takes front seat for many organizations as it is crucial for organizations to have the excellent people working it with the outstanding team potential, exclusively in vision of the vigorous and fast-paced business landscape.

How Talent Management is Important and Why Does Organisation Needs to Invest in it?

Following are the top reasons elaborating how talent management is important and why organisation needs to invest in it as follows:-

- **Attract Top Talent:** Recruit the most capable and expert employees accessible. When you have strategic talent management, you can create an employer brand, which purely attracts your ideal talent, and in turn offers to higher levels of business performance and results.
- **Better Hiring:** The eminence of an organization is the nature of workforce it possesses. The most ideal approach to have talent at the top is having ability at the base. No wonder then talent management programs and trainings, hiring assessments have turn out to be an integral aspect of HR processes at the moment.
- **Engaged Employees:** company can create systematic and consistent decisions about employee development, ensuring that the individuals you necessitate it have the proficiency and progress obligatory, and cutback money on redundant development.

Moreover, when there is a reasonable procedure for development, employees feel more occupied and this raise retention rates and also make sure that the organisation can meet up its operational needs.

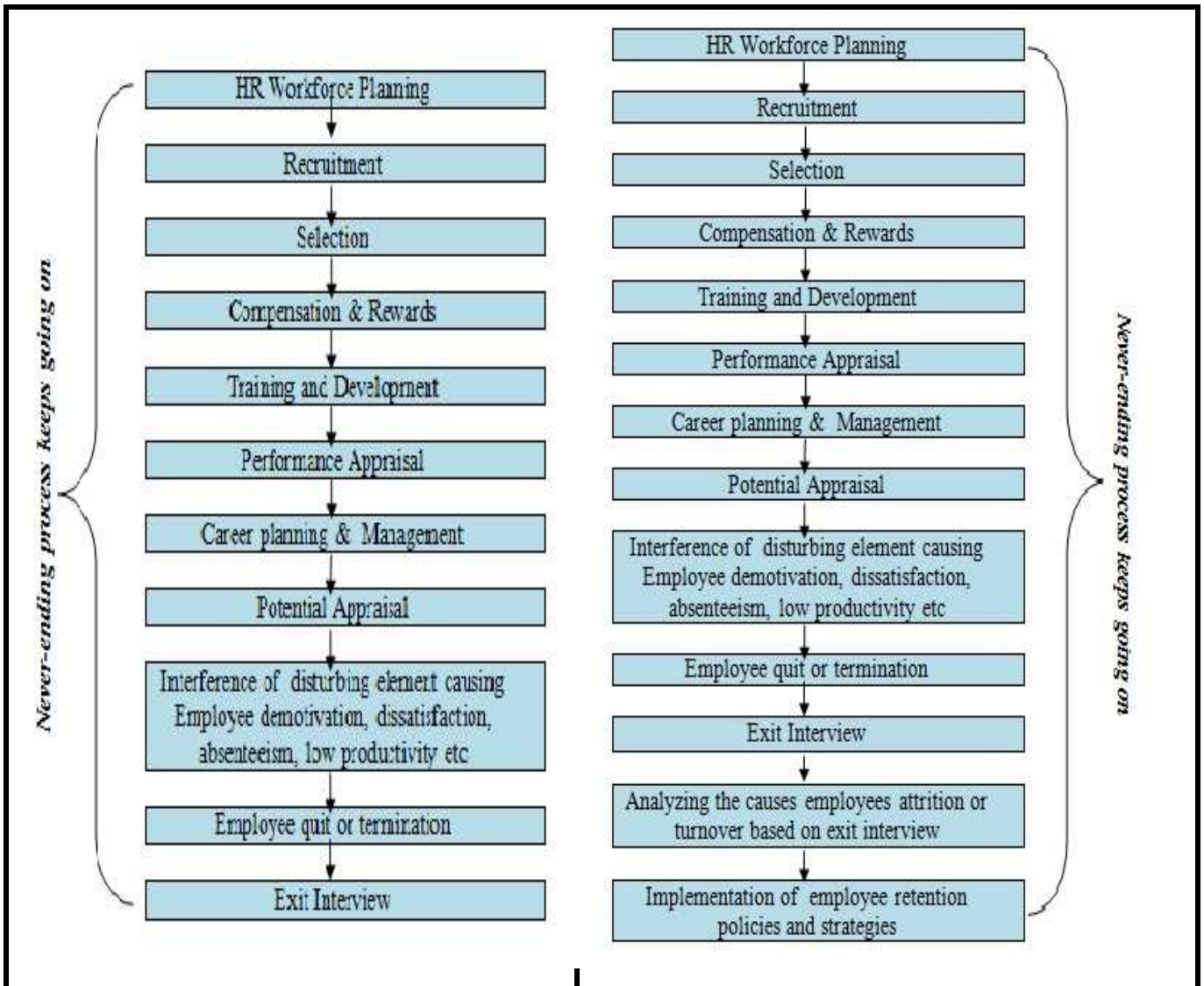
- **Improve Business Performance:** when employees are occupied, expert and encouraged, they will work to attain business goals, which in turn enhances client pleasure and business performance.
- **Understanding Employees Better:** Employee evaluations give profound indication to the management about their personnel. Their progression needs, career ambitions, likes and dislikes, capability, strengths and weaknesses. Thus it becomes easier to verify what inspires whom and this facilitateslotsin Job enrichment process.
- **Better professional development decisions:** When an organization gets to identify who its high potential is, it becomes easily noticeable to invest in their professional development. Since development calls for asset decisions towards learning, training and development of the individual either for growth, progression planning, performance management etc, an organization stays concerned where to make this investment and

talent management just make this simpler for them.

- **Higher Client Satisfaction:** a systematic loom to talent management means that there is organisational extensive incorporation and a constant approach to administration. This in turn translates to universal communiqué and suspension of silos in the business. When systems are more incorporated, client pleasure rates are usually top, since they are dealing with fewer persons and their requirements are met faster.
- **Retain Top Talent:** well-structured on-boarding practices form 69% top levels of retention. This means that company saves on cost of recruitment and performance management in due course
- **Continuous Coverage of Critical Roles:** companies will be all set for gaps in critical skills and have a plan to tackle the critical roles and extremely dedicated roles in the employees. This means that an organisation will have a constant flow of employees to fill up critical roles, which certifies functions run efficiently and your clients and stakeholders are pleased. It means that other workforces are not left with additional workloads, which could in the long run lead to burnout.

Comparison of HRM and Talent Management Roles

Functional Roles of	
Traditional HRM	Modern View of HRM –Talent Management



Thus on the basis of above comparative diagram we can conclude that in present era HRM is not about hiring and firing people with the change of surrounding HRM functional approach has also been transformed a step forwards it has started valuing people and for the same it keep on focusing to retain existing talent and attracting future prospective too.

Modern View of HRM as Talent Management

Considering above discussion Human Resource Management is identified as a process that engages people in an organization as a group so that the goals are collectively accomplished. It makes every effort to provide best out of its employees. In narrow term HRM is defined as the art of recreation, developing and handling proficient staff to attain the goals of an organization in effective and efficient manner.

But in recent business circumstances are enclosed with competition and challenges, each business has no alternative yet to change for flourishing. Thus the term “talent management” is

defined as a process as a system of interrelated parts that help companies to strategically leverage talent. By recognizing the interrelatedness nature of talent management, companies are able to better develop, promote and retain their talent to meet current and future business needs. The HR is as a statute gradually observed as the distinction makers mainly in the days to come. In light of the reason, the thoughts that we discover supremerelevant and acquainted with the prospect of Talent Management will be discussed and illuminated in the attending area.

Williams (2000) talent is the depiction of those individuals who routinely demonstrate their abilities and extraordinary accomplishments over a scope of exercises and circumstances or in a specific subject matter and close; reliably indicate abnormal state of capability in the zones of action that emphatically propose transferable, equivalent expertise in circumstances where they are yet to be tried.

Rothwell & Kazanas (2004), acclaim that establishments manage talents deliberately by accepting a holistic style. This will comprises a process of connecting organizational approach with a flawless talent management policy.

Michaels et al. (2001), Referring talent management is concerned with attracting, developing and retaining talented individuals in the organization.

Jay Romans and Lucy Lardner (2005), in their study have expressed that in Japan, talent management means overhauling its approach to talent from hire to retire. It created a new culture of accountability and engagement that helped the company exceed its target to double sales in five years.

Lockwood (2006) defines talent management as: implementation of integrated strategies or systems designed to increase productivity in the workplace by developing improved processes for attracting, developing, retaining and utilizing people search for skills and aptitude to meet current and future objectives of the business.

Lesley Uren (2007), in his study has viewed that the key findings of a new research report that investigates talent management processes, identifies the challenges to implementation and highlights the best practices for achieving a culture of talent management commitment rather than compliance. The research draws on the experiences of 57 organizations, from a range of industry sectors and operating across international marketplace

Snell and Alice (2008)⁵², in their study have expressed that the importance of talent management in a company. It refers to policy which deals with the manpower of an institution which includes recruitment, career development, and compensation. It is a strategy which involves organizational commitment, management and technology. A discussion regarding the risk a business might encounter with the absence of talent management is also tackled.

Arporn Puvitayaphan (2008) examined the rationales for implementing talent management practice; to investigate the key functions of the talent management practices and to identify the key success factors of talent management practices among six SET-listed companies. According to the purposes of this study, the talent management processes are the key issues of this study which found that there are four functions of talent management practices: 1) talent identification, 2) talent development, 3) talent motivation, and 4) talent compensation.

Cheese et al. (2008) talented organizations are adept at defining talent needs, various discoveries of talent resources, the development of individual and collective talents of the organization, deployment of talent in ways that engage people to achieve objectives. When these talent management skills are highly integrated, in line with the business strategy of the organization and embedded in its operations, constitute a particular organizational capability and a sustainable source of competitive advantage (Cheese et al., 2008).

Collings and Mellahi (2009) define talent management as activities and processes involving the systematic identification of key positions that differentiate the contribution in favor of the sustainability of competitive organization, developing a team with high potential talent and perform functions

high to fill these roles, and developing a differentiated architecture of human resources to facilitate the fulfilment of these positions with competent individuals and to ensure their continuing commitment to the organization.

Murthy (2010) defined talent management as “managing the entire employee lifecycle from attracting and hiring to promoting and finding a successor upon retirement. It also includes identification of the key gaps between the talent in place and the talent required to drive business success.” Talent management is about more than just attracting and retaining talent. It is also about researching, developing, and implementing a series of human resource (HR) initiatives and looking at how these initiatives fit together to manage the talent available to an organisation.

Janardhanam, K. et al. (2011), in their study “Talent management practices in IT sector”, to examine how talent management is currently being used by a diverse range of organizations and to discover the practices of an effective talent management program. In this competitive environment it is very important for the companies to manage their talent well, and then only they will be at a competitive edge in comparison to their rivalries. Talent management provides an overview to all management areas and principles. It has become a top priority for the organizations.

James Kehinde (2012), in his study has said that Talent management is a new but difficult phenomenon to measure and to categorize due to different organization perspective about what constitute talent in the staff within the firm. Also the impact of talent management on the organization performance is equally a problem especially where only strategic staffs are treated as talent of the firm.

There are arguments whether talent management is “new wine in old bottle”, evaluated with HRM. These disputes at the moment are present to talk about and understand whether talent management is component of HRM or a new restraint. Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (**Mudoli, 2008**). It is clear that talent management is built in several activities related to HRM, such as recruitment and development (**Storey, 2007**). **Lewis and Heckerman (2006)**, argue that the definition of talent management as a collection of HR practices may be similar in human resource management (HRM). **Rothwell & Kazanas (2004)**, acclaim that establishments manage talents deliberately by accepting a holistic style. This will comprises a process of connecting organizational approach with a flawless talent management policy However, the difference between talent management and HRM consist in strategic perspective to be used in talent management to recognize major works, identifying,

attracting, developing, deploying and retaining talented individuals who can meet the main works, and thus to contribute to the company's sustainability competitive benefit (Collings & Mellahi, 2009; Michaels et al., 2001).

Therefore, human resource management has a significant and central role to play in organizations in the new economy. The role of the HR management has transformed in reaction to the surroundings considering the social, political, economic conditions and advances in technology and it is yet progressing vigorously. The virtual significance of diverse activities has distorted from the exterior surroundings affecting the needs of organizations and it is still a vibrant area where tasks and conducts of organizing the HR utility carry on changing and evolving. This can assist us to value the assortment of jobs that have in the businesses. The most essential roles are to re-evaluate existing concerns that will believe the growth of human resources in the prospect. To accomplish this task, organizations will necessitate assessing their present human resources, persistent to skilful human resources with the most excellent, otherwise acknowledged as Talent.

FINDINGS AND DISCUSSION

At present moment the discussions are paying attention on employee needs considering the present and future. As the foremost challenge confronted by any industry is to safeguard from the impact of competitive environments and stay stable in market by continuity of achieving success. The anxiety for organizations is increasing day by day to project and evolve the market space of their product and service for which they are necessitated to have a projection for future staff in order to meet global need of the business to maintain sustainability alive.

In this research it has been notified that proficient employees play a key role in organization without them all other resources like machine, material, money and method etc. are of no use cause its human who put efforts to assure smooth functionality of those resources and ensuing the certainty of success in the organization. In the above discussion of expert's human being, people, person hired as employees are frequently acknowledged as **Talents**. In fact hr recruitment, selection and employee development etc are being renamed as talent attraction, talent acquisition, talent retention and so on. The significance of talent management as a foundation of potential growth is observed to be even most essential in the existing circumstance because of the worldwide skills scarcity which is an extensively acknowledged observable fact (Leape, 2006).

Majority of experts from HRM field agreed that in recent time employees desired to be acquired distinctively talented when compared to other staff. Reasons of concentrating on talented staff are various initial from the force of the financial crisis, increasing levels of competition, globalization, the trend towards knowledge and frequent technological changes. Knowledge is exhibited as an essential ingredient for immediate modification to transforms in the market business, to further progress the business benefits and sustainability of the companies in the market. Almost 80% of expert's opinion accredited that the preference should be given to the employees who carry expertise knowledge as 21st century we are living in is considered to be knowledge economy.

In last Human resource management plays a vibrant role in any organization as and when needed. We all know that HR strategy based on organizations corporate strategy are employee oriented. At present 70-80 % organizations have recognized talent management which keeps focusing on growth and success of the organization. The key reason to do that is talented employees has the knowledge, they are creative, innovative in their specialized field they prefer to be flexible and take risk oriented initiatives.

CONCLUSION

At present ever changing scenario our 18th century agriculture based economy is driven by knowledge and technology. Businesses constantly make every effort to develop their products and services considering their customers and competitors which is accomplished by human resources. During the primitive times HR has been essential. Ever since the ancient era to existing era human resource management has adapted various transformations. In 19th century it occupied space in industrial segments where the 1st study in the field of human resources was initiated. During phase employees had long working hours in absence of labour provision regarding work surroundings, wages and time duration etc. Fredrick Taylor known as the father of management science noticed that there were a lot mess and wastage of human as well as other resources at work place. He tried to remove these problems through the development of new concept called scientific management. So Industries commenced to grow by employing more staff. Meanwhile other experts of management started focusing on labour welfare. Slowly the term human resource management emerged, and Peter Drucker used it for the first time. Personnel Management values and beliefs have been changed a lot, right person is employed in right place at right

time also they have better work surroundings, fair compensation and rewards just for single motive to achieve is employees best performance. With the passage of time human resources management have also been transformed from time to time from Personnel Management to Human resources management to strategic HRM and since late 1990s present as Talent Management appeared for the 1st time to integrate advancement in human resource management, which emphasised on managing of human resources or talent internationally. Talent management was originated by David Watkins of Softscape, was published in an article in 1998, ever since it has been used widely by Human Resources people across the globe. Various authors have different definitions of talent management. In simple words, talent management is practice of attracting, hiring, identifying, developing and retaining them in the organization. Managing and retaining talent ensures the organizational efficiency to cope up with rapid changing business surroundings.

In 1997 the term “war of talent” was coined by Steven Hankin of McKinsey & company as majority of organizations were facing scarcity of talented employees. Consequently, Organizations are still engaged in an on-going battle to attract and retain talented employees. This battle takes front seat for many organizations as it is crucial for organizations to have the best people managing it with the best team possible, especially in view of the dynamic and fast-paced business landscape

Thus the argument in dealing phrase talent management is element of human resources management or soon it will not be the element of HRM. The actual difference exist in strategic perspective of functional roles that talent management uses to identify, attract develop and retain talented individuals.

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