Part I Mapping the field of strategic talent management

1 Introduction: challenges for the field of strategic talent management
PAUL SPARROW, HUGH SCULLION, AND IBRAIZ TARIQUE
1.1 Introduction: why this book? 3
1.2 The challenges at hand: competing definitions and interpretations 5
1.3 The structure of this book 9
1.4 A brief history: the functional roots of talent management 12
1.5 Part I: the growth of more critical agendas and the reemergence of “strategic” talent management 16
1.6 Part II: redefining the intellectual boundaries of strategic talent management 23
1.7 A globalization of the talent-management agenda 25

2 Multiple lenses on talent management: definitions and contours of the field
PAUL SPARROW, HUGH SCULLION, AND IBRAIZ TARIQUE
2.1 Introduction 36
2.2 The people approach: talent management as a categorization of people 41
2.3 The practices approach: talent management as the presence of key HRM practices 51
## Contents

6 Employer branding and career theory: new directions for research

**GRAEME MARTIN AND JEAN-LUC CERDIN**

6.1 Introduction 151
6.2 Modelling the links between employer branding and careers 152
6.3 Modelling employer branding and its links with careers 158
6.4 Employer branding and global careers 164
6.5 An illustrative case study 166
6.6 Conclusions 168

7 A typology of talent-management strategies

**IBRAIZ TARIQUE AND RANDALL SCHULER**

7.1 Introduction 177
7.2 Conceptualization of global talent management 178
7.3 Talent-management system and talent-management strategy 179
7.4 Approaches to formulating talent-management strategies 182
7.5 Typology of talent-management strategy alignment 184
7.6 Convergence and divergence in talent-management systems 186
7.7 Directions for future research and implications for GTM professionals 188

Part III Globalizing the strategic talent-management agenda

8 The strategic role of HR in the United States and China: relationships with HR outcomes and effects of management approaches

**JOHN W. BOUDREAU AND EDWARD E. LAWLER III**

8.1 Introduction 197
8.2 Sample, methodology, measures, and outcomes 200
8.3 Organization's management approach 202
8.4 Time spent: China and the United States both perceive HR's progress incorrectly 205
8.5 Time spent and performance outcomes 208
8.6 Management approach and how HR spends its time 211
8.7 HR's strategy activities 213
8.8 Organization's management approach 217
8.9 Conclusions 219
8.10 Implications for practice 220
9 Emerging markets and regional patterns in talent management: the challenge of India and China 224
JONATHAN DOH, RICHARD SMITH, STEPHEN STUMPF, AND WALTER G. TYMON, Jr.
9.1 Introduction 224
9.2 Talent challenges in emerging markets: the case of India and China 227
9.3 Talent practices in India and China 233
9.4 Implications for practice and research 243
9.5 Implications for research 244
9.6 Conclusions 246

10 Globalizing the HR architecture: the challenges facing corporate HQ and international-mobility functions 254
PAUL SPARROW, ELAINE FARNDALE, AND HUGH SCULLION
10.1 Introduction 254
10.2 Global talent management in comparative context 255
10.3 Globalizing the talent-management function itself 259
10.4 Global talent management as part of a global knowledge-management and capability-management process: the role of HR architectures 261
10.5 Four corporate HR roles in global talent management 262
10.6 Global integration versus local responsiveness in the design of global talent management 265
10.7 Bringing the individual back into the equation 269
10.8 Conclusions and implications for practice 271

11 Strategic talent management: future directions 278
PAUL SPARROW, HUGH SCULLION, AND IBRAIZ TARIQUE
11.1 Introduction: key learning points from the book 278
11.2 The creation of a bridge field 279
11.3 Globalizing the strategic talent-management field 288
11.4 Conclusion: future research directions 291

Index 303