

College of Business Academic Seminar Series

Speaker



Exploring talent management in practice: An Arab country- specific empirical investigation

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Description:

Despite the proliferation of studies on talent management (TM), few studies focus on the perspectives of human resource management (HRM) representatives. Furthermore, there is a dearth of studies that explore talent philosophies and TM in practice in private organizations in emerging economies, especially the Arab Middle East region. Hence, the purpose of this study is to explore talent philosophies and TM in practice in the country-specific context of Lebanon. To achieve its objective, a qualitative interpretive methodology was used, capitalizing on in-depth, semi-structured interviews with HRM representatives. The findings suggest relative consensus in talent philosophies across organizations in four industries; talent is largely perceived as exclusive, despite disagreements on whether it is stable or developable. Differences were identified in terms of how TM is understood in organizations and also how it is executed in practice in terms of talent identification and recruitment, training and development, performance assessment and talent retention.



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