

# Talent Management in Emerging Market Firms



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Global Strategy and Local Challenges

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*To my beloved parents, Irina and Oleg*



# Preface

This book is the first attempt to show how emerging market firms use talent management practices to create and extend their competitive advantage in a global environment. It results from extensive research in the fields of strategic and international human resource management. Talent management in emerging market firms was investigated in multiple studies conducted or supervised by the author. Those studies aimed to build a deep understanding of how companies from emerging economies create and support their competitiveness using human resources as a main asset. The research focuses on the four BRIC countries: Brazil, Russia, India and China.

Countries from emerging markets have been attracting much attention in a range of fields and sectors recently. One reason for this is the fact that a growing percentage of foreign direct investment is coming from emerging markets. Moreover, the labor markets in many emerging countries are big, and most of them possess unique competencies that nowadays may be considered as competitive advantages for achieving strategic results. That explains why talent management in emerging markets has recently come under scrutiny from international business scholars.

This book investigates talent management strategies and practices in firms from emerging markets (BRIC countries provide the background for analysis) and explores and provides a number of ideas, examples, discussions and conclusions about the elaboration, realization and specifics

of talent management practices in the emerging market context. The first important purpose of this book is to compare differences and specificities of talent management practices in companies from BRIC countries.

Research proves that talent management can be considered as a serious driver of corporate performance and can provide sustainable competitive advantages for emerging multinationals. This book extends the existing view of talent management by developing the links between talent practices and organizational competitiveness using emerging economies as case studies.

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Writing a book always seems to be very hard work. During my 15 years of experience as Professor of Organizational Behavior and Human Resource Management at the Graduate School of Management (GSOM) of St Petersburg State University, I was deeply involved in teaching and research activities, which allowed me to accumulate knowledge from multiple projects. In addition to my efforts, this book's completion depended on contributions from many other people who supported and encouraged its creation.

I would like to express my appreciation to Andrei Panibratov, whose book about Russian multinationals served as an outstanding example of hard work and motivation, and inspired me to contribute seriously to the theoretical development and practical implementation of my particular research field.

Without the help of my numerous students, this book would never have seen the light of day. I would like to thank all of them for their contributions to data collection and analysis for the book. I also feel that the unwavering support of my GSOM colleagues added multiple ideas, insights and discoveries during many fruitful discussions.

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Lastly, I would like to show endless gratitude to my parents, Irina and Oleg Latukha, who support me every minute in my personal and professional life, caring for my family and for me, and always sacrificing their interests to my professional growth. Without their encouragement and help this book would not have been possible.