

## **Global Search for Talent: Lessons from Indian IT Services Multinationals in China**

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### **Abstract**

The information and communication technology (ICT) services business is primarily driven by the quantity and quality of software talent, available locally and globally. Accordingly, global talent management (GTM) strategy is fundamental to the internationalisation strategy of Indian ICT services multinationals, particularly in China. Through in-depth interviews of senior managers at the headquarters and Chinese subsidiaries of four well known Indian ICT services multinationals, the paper critically examines the conceptualisation and implementation of their GTM strategy by focusing on the quality of software talent pool in China, the strength of case study firms' employer branding in the Chinese ICT services sector, control and coordination issues in rolling out global HR policies to Chinese subsidiaries, and the challenges of workforce localisation. In the process, the paper contributes to our understanding of the strategic orientations and operational challenges of emerging market multinationals in other emerging markets, in the context of global mobility and management of talent.

### **Speaker Profile:**

Mohan Thite is an Associate Professor at Griffith University, Australia. His career as a HR professional spans over 30 years, both in industry and academia. He is a Fellow of the Australian Human Resources Institute and is the Editor-in-Chief of the South Asian Journal of HRM. His research and publications cover a broad range of management areas, including Strategic HRM and Knowledge Management, e-HRM/HRIS, International HRM, Multinationals from Emerging Economies, and Global Mobility of Talent via Offshoring & Skilled Migration. He has published 4 books and over 100 journal papers, book chapters, case studies, consultancy reports and conference papers. His papers have appeared in esteemed journals, including Human Resource Management (USA), Work, Employment & Society, International Business Review, Journal of World Business, International Journal of Human Resource Management; New Technology, Work & Employment, and International Journal of Project Management. He has received several national and international research grants and awards.