

# Contents

	<i>pag.</i>
<i>List of figures</i>	XI
<i>List of tables</i>	XIII
<i>Abbreviations</i>	XV

## CHAPTER 1 **Introduction**

1.1. Introduction	1
1.2. Aim of the research	4
1.3. Research questions	5
1.4. Book structure	5
<i>References</i>	8

## CHAPTER 2 **A review of talent management**

2.1. Introduction	11
2.2. Research method	12
2.2.1. Findings: mapping the field of TM	13
2.3. Review of TM literature	15
2.4. The definition of talent	22
2.5. Conclusions	33
<i>References</i>	35

## CHAPTER 3 **The relevance of the context: the link between talent and employability in the Italian University**

3.1. Introduction	43
-------------------	----

pag.

3.2. Research method	44
3.3. Findings	45
3.3.1. Internal context: Italian state University	45
3.3.2. External context: the University and the labor market	48
3.3.3. Graduate students: the link between employability and talent	50
3.3.4. Graduate employability skills	55
3.3.5. The key for employability of graduate students: the adoption of the DOTS model to develop CMS	59
3.4. Conclusions	66
<i>References</i>	70

#### CHAPTER 4

#### **The empirical side of Talent Management: the implementation at the University of Pavia – Department of Pharmacy**

4.1. Introduction	79
4.2. Empirical framework	80
4.2.1. Research team	81
4.2.2. The target population of the talent management: the sample identifi- cation	81
4.2.3. Research methods	82
4.2.4. The time frame of TM implementation	84
<i>References</i>	86

#### CHAPTER 5

#### **Talent definition: a multidisciplinary and a multilevel approach to the operationalization**

5.1. Introduction	87
5.2. A multidisciplinary literature review	89
5.2.1. Research method	89
5.2.2. Findings	89
5.3. A multilevel perspective: the explorative study in the labor market	98
5.3.1. Research method	99
5.3.2. Findings	101
5.3.2.1. The meaning of talent	101
5.3.2.2. The content of talent development: relevant soft skills for the labor market in the pharmaceutical sector	106
5.4. Conclusions	109
<i>References</i>	112

**CHAPTER 6****Talent development:  
the implementation with an experimental design**

6.1. Introduction	117
6.2. Research method	121
6.2.1. Research setting	122
6.2.2. Data collection	123
6.2.3. Talent development treatment	123
6.2.4. Data analysis	126
6.2.5. Participants	126
6.2.6. Data Collection Procedures	130
6.3. Measurements and results	131
6.4. Discussion	169
6.5. Conclusions	182
<i>References</i>	185

**CHAPTER 7****Talent development effectiveness and TM multilevel feedback**

7.1. Introduction	193
7.2. Research method	194
7.2.1. The effectiveness of the TD implemented	194
7.2.2. The multilevel feedback of TM implemented	195
7.3. Findings	196
7.3.1. The effectiveness of the TD implemented	196
7.3.2. Multilevel feedbacks of the TM implemented	198
7.4. Conclusions	202
<i>References</i>	204

**CHAPTER 8****Conclusions**

8.1. Introduction	205
8.2. Main research findings	206
8.2.1. A conceptual exploration	206
8.2.2. The empirical implementation of the TM at the University of Pavia	208
8.3. Discussion	209
8.4. Limitations and future research	216
<i>References</i>	219