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FUTURES STUDIES MODEL FOR TALENT MANAGEMENT SYSTEM CASE STUDY: INDUSTRY, MINE AND TRADE ORGANIZATION OF ALBORZ PROVINCE

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ABSTRACT

One of the main challenges of human resource management in industry is the management of organizational talent in order to ensure that suitable people, at the right time and for the right job, are at the service of the organization. In fact, one of the problems in organizational systems is always the selection and attraction of the desirable people based on the appropriate indicators. In order to achieve the conceptual framework of the talent management system in the management of the Alborz mining and trading industry with a futuristic approach, the research was undertaken. In the qualitative part of the research, using grounded theory or foundation theory, raw data was collected from a data collection tool (semi-structured interview) that was conducted by industry experts and analysis and qualitative data analysis process. Qualitative research sample, top managers and affiliated affiliates were in the headquarters of the ministry and its main companies. In this study, 17 people were selected. Then open-source coding was done by analyzing the line-to-line interviews and using Atlas-ti content analysis software. Based on open codes identified, core codes were developed and the theoretical model was developed with the help of the coding option. In the following, the paradigmatic model was investigated by British Columbia Poverty Futures Research, and the effective phenomena were identified on the axial category. In the following, the question of the research and its sub question on the conceptual framework of the talent management system, constructors and indicators Sub-set of each factor, prioritizing them, gap between the existing and desirable talent management process in the field of Alborz province's industry and mining administration, and suitable solutions for solving this gap were considered with respect to the talent management system. Finally, the Office provided practical suggestions and future researchers will be encouraged to develop the scales for measuring the variables of this framework and use the findings of this research.

Keywords: *Talent Management, Future Studies, Industry, System, Human Resource Management, Conceptual Model*

INTRODUCTION

In the age of globalization and the ever-increasing advancement of technology, human capital is considered as the most important capital of organizations (Hitt *et al.*, 2006) and is the only factor in achieving sustainable competitive advantage (Abyly, 2010). Not only is financial and technological resources only The advantage of organizations is not to count, but to have capable and capable people who can compensate for the lack or defect of other resources. Considering the highly competitive business environment, the development of talent management is one of the most important business factors and maintaining the competitive advantage in organizations, in such a way that the people who are capable of bringing great value to the organization and bring about growth and prosperity (Sweem, 2009). The Talent Management System (TMS) assures organizations that they have the right people, with the right skills, and in the right job position. Talent Management involves a coherent set of processes for identifying, attracting, maintaining, and refining the top people. Other modern organizations do not seek to recruit ordinary forces but seek to capture talent; something that is called the battle of talents or war on talent. However, maintaining these people is another concern for organizations. Organizations that are not

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able to design appropriate mechanisms and tools for the survival of their talents must inevitably have to leave their observation.

Organizations such as the mining and trade departments always spend a lot of money on attracting the best forces, so they can waste those costs if they cannot keep these forces in place. According to these explanations, the country's industry is currently in dire need of attracting, retaining and educating capable people, especially at managerial levels; hence designing a model for talent management in this area is one of its main needs.

At the end of the 20th century, the inefficiency of methods such as prediction was evident in the light of the past turnaround and the rapid changes in the world of business. Failure to respond to these methods has led to the emergence of future talent on talent management in organizations, which made a significant change in the type of look and methods used to solve the problem. One of the experts in futurism described it as: "A systematic effort to look at the long-term future of science, technology, economics and society, aimed at identifying emerging generic technologies and strengthening strategic research areas that are likely to They have the most economic and social benefits " (Schlossstein, 2006). Foresight is an interdisciplinary knowledge that individuals are considering depending on the type and importance of their interests. One of the most important areas for talent management in foresight is the organization, which has tangible and even intangible benefits (Schomberg, 2005). This intangibility will make it necessary to ensure that the real benefits of the projects in this area are gained and evaluated.

1. Talent management

Up to now, there is no single and comprehensive definition of talent and there are different views about talents. The survey conducted by Towers prinn Consulting Company showed that none of the 32 companies surveyed had the same definition of talent in the field, and this term, which has a long history and dates back to ancient Greece, is by different theorists with different tastes. Tansley (2011) explores the concept of talent in terms of historical and cognitive formation (in a number of European and non-European languages), organizational (in organizational environments) and individual. The findings from the historical and linguistic analysis show that there is no single and general definition of it. There are also different organizational and individual perspectives on talents. It seems to me that its current concepts are unique and unique, based on the type of organization and the nature of the work being done.

The literature review of this term suggests that management consultants have a significant contribution to the development of the term, and in their view talent management is the management of individuals with unique skills and knowledge. Hence, having an agreement on its definition and having a common organizational language for this term has always been a concern for theorists.

Experts have only long sought to discover what makes someone intelligent. Today, their attention has been attracted to talent, but despite their attempts to identify talent, this remains unclear. In terms of definitions, they put together words together in search of a definition of talent. One of these words can be creative, self-reliant, self-reliant, flexible, entrepreneurial, entrepreneurial, intellectual, opportunistic, unique, talented, knowledgeable, privileged, talented, intelligent, talented, high-ability, Pointed out that these words are more or less consistent with each other and also with the word "talents".

Some of these experts consider people as athletes, musicians, artists and writers talented because their creative actions and actions inspire surprise and inspiration, however, they are really able to understand their inner actions, which are the role of guidance Gary and they give such a great talent. Some also recognize children, students and talented people who portray their intuition, creativity, and imagination in their daily routines. This category also recognizes that nobody is fast enough to be sure of. What a person describes as "intelligent" or "talented" may seem ridiculous to another person. So it's not clear why many people are reluctant to acknowledge that they might be talented.

Oxford's dictionary defines talent as "intrinsic ability or mental power," but this definition, although true, does not observe comprehensiveness with respect to talented individuals and does not give us a proper description of these individuals. Howard Gardner, a Harvard professor and author of the "Multiple Intelligence" and author of "Amazing minds," writes: "Unusual people (wonderful and amazing)

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definitely make life more attractive. These people increase our pleasures and our mental development, although sometimes they cause us to be distressed ... "Certainly there are some reasons for being wonderful. They tend to behave as if they are an important person, even more striking, when they do not have a very important position. They feel that they have done important and different work throughout their life or even for the forerunners. However, the start of an extraordinary life costs a considerable amount. These people must have a high level of readiness and commitment to their area and goals, because they are constantly exposed to injury, exclusion and loneliness. Most innovators and innovators are not well understood or respected at the time of their creative actions.

Individuals define talent as a set of individual capabilities, including skills, knowledge, and developmental capability. In the other definition, talent includes high-performance individuals or high-performance people. In this case, susceptible individuals may have specific occupational skills or specialized knowledge that makes it difficult for them to distinguish them from other employees and find alternatives to them.

To solve the talent crisis, organizations have focused their attention on the organization, and have come up with decent strategies that focus on developing their existing talents (Tatli et al., 2013). Talent estimates the relative level of individual progress in an activity. If we find that people are different in terms of their skills to gain the skills of different people in the same situation and situation, then we will see that they are different (Cascio & Boudreau, 2011). It is difficult to define the concept of talent because each organization has its own attitude and opinion in a talent and there is no universal and common definition (Siped, 2007). A survey by Towers Perrin (2004) suggests that 87 percent of contributors had a definition of talent that was the same throughout their organization; however, none of the 32 companies surveyed had the same definition. They did not have talent in each other, and definitions depended on the organization's strategy, type of company, its competitive environment, and other factors (Sipd, 2007). Towers Perrin concludes that the definitions of talent depend on the self-organization, and therefore the adoption of a contingent approach in this regard is more appropriate. Tulgan (2001) goes further and states that there is no need to define the concept of talent because organizations themselves know which ones are valuable; however, other scholars believe the definition of the concept of talent is both necessary and feasible. According to Williams (2000), talents are individuals who regularly display exceptional and extraordinary ability as well as success in a range of activities and situations, or within a particular specialization domain, often of a high degree of competence. In activities that produce eye-catching changes. Gugen (2007) considers talent to be an outstanding maturity in competencies (including knowledge and skills) and in individual activities, in such a way that the person is one of the top 10 percent among colleagues in the same field (Gangse, 2007). It was said that Berger was also the superiors or the same type of talent as a small group of people who displayed their superior and eye-catching achievements, inspired others. They are promising to achieve excellence, and are those who are worthy of value for the organization; because of their great influence on the current and future performance of the organization, the loss of either. Their influence greatly affects the organization (Berger, 2004). Also defines management talent as a code (ID) to identify the most effective managers and leaders at all levels, that is, those who can contribute to the success and prosperity of the organization and enhance its performance. They believe that they have an integrated managerial talent of a kind of intelligent strategic mind, leadership ability, emotional and emotional satisfaction, communication skills, and ability to attract and inspire other talented individuals, entrepreneurial spirit, job skills and duties.

Stewart and Don (2008) focus on what is visible and tangible, and can be measured, that they describe as behavior, and they define talent as the ability to properly perform a task. Blass (2007) emphasizes that talent is a potential and high potential for performing organizational tasks, that is, possessing the right competencies and having the right human resources in terms of capabilities and commitment, is called talent. Rose (2013) regards talent as the person's ability to upgrade to higher levels of work. According to Guggen (2009), talent means maturity in competencies (knowledge and skills) and individual activities, in that it places one in the top 10 percent of the people who work in the same field (quoted in Tensely 2011).

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Morton (2004) defines talent as a person who is able to make a significant difference in the current and future performance of the organization. Tensley, Harris, Stewart, and Turner (2006) also state that talent can be considered as a complex combination of skills, knowledge, cognitive ability, and potential of the individual.

According to Michaels *et al.* (2001), talent is one of the most effective leaders and managers at all levels of the organization that can help the organization meet their aspirations and achieve their fulfillment (quoted by Hosseini, 2011). The Human Resources Management Association (2007) also defines talent as a leader / manager group, technical specialist, and key donors who can direct their organization in moving forward (quoted by Philippe) And Roper, 2009).

The reviewed definitions show that defining and identifying types and types of talents is one of the main requirements for designing a talent management system. For this purpose, one of the main objectives of the present research is to provide a typology of talents in the organization that can broad, wide and deep range of characteristics and characteristics of talents into different classes and provide talent types and types. Also, because the concept of competence is closely related to the concept of talent, it is said that talents are people who are of a high degree (upper limit) of different competencies (Berger, 2004). Talent strategies can focus on a number of employee groups. For example, people with high performance and high-performance people. Talents are people who have special skills or specialized knowledge that make them different from their other employees and make them difficult to replace. According to Williams (2000), talents are individuals who regularly display exceptional and extraordinary ability as well as success in a range of activities and situations, or within a particular specialization domain, often of a high degree of competence In activities that produce eye-catching changes. Gugen (2007) considers talent to be an outstanding maturity in competencies (including knowledge and skills) and in individual activities, in such a way that the person is one of the top 10 percent among colleagues in the same field They are active. Berger (2004) also likes top-notchers or the same kind of talent as a small group of people who have shown their superior and eye-catching achievements, inspire others to achieve superiority. And those who have a pivotal value for the organization; because of their great influence on the current and future performance of the organization, their loss or absence significantly affects the organization's growth also defines management talent as a code (ID) to identify the most effective managers and leaders at all levels, that is, those who can contribute to the success and prosperity of the organization and enhance its performance. They believe that they have a combined managerial talent of a kind of intelligent strategic mind, leadership ability, emotional and emotional maturity, communication skills, ability to attract and inspire others with talent, entrepreneurial spirit, job and job skills , And the ability to achieve results.

Table 1. Some popular talents management definitions

Theorist	year	What is the talent management?
MCkinseyy	2007	The system which aims to achieve the maximum possible exploitation of the effective human resources of the organization according to the rule of 80 - 20.
Blass	2009	Additional opportunities and processes provided for the few talented people in the organization. The goal is talent management, training and maintaining the talent resources which include the skilled, committed and answerable labor force.
Green	2008	It is among the tasks of human resources management and including employment, development, promotion and maintenance of talents in line with the current and future goals of the organization.
Hughes& Rog	2008	Talent management is divided into four main areas which influences on employees life cycle: talents employment, employee engagement, aligning and maintenance of talents and talents development.
Barron	2008	It explores the meaning of talent management from viewpoint of different individuals and three aspects: First, the process of developing new employees

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		by interviewing, hiring and familiarizing with the organization which new employees accept organization's culture, second development and maintenance of existing organization employees and third employing qualified individuals in organization.
Uren	2007	He considers five factors for talent management: (absorption, identification, development, employment and engagement) which help in managing talented employees).

The conclusion of the above theories include:

- Talent management helps organizations that qualified people, with suitable skills, be in proper professional position - Successful organizations seek to improve their strategies, policies and methods for attracting, developing, and maintaining vital talents for their business needs. To manage effective talent, it is imperative that organizations identify their capabilities and distinguish potential or potential productivity through the development of improved processes for recruitment, development, retention, and hiring people with skills and talents needed to meet current and future business needs. These strategies focus on five main areas of attraction, selection, employment, development, and retention of staff

The key to the success of talent management in the organization is that all managers at any level play an effective role in this field (chami, 2012) because of the competition and lack of high - skilled staff, finding and attracting talented employees is one of the major priorities of today's organizations (flagly, 2006) in the traditional thinking of human resource management, recruitment as well as hiring the best people from different options. In this case the organization constitutes an active factor and individuals are considered passive forces. But in the new thinking of human resources and talent management, it is believed that attraction is similar to marketing and its primary responsibility rests on managers. In this case, it is not the organization that chooses action, but it is people who choose the organization. Therefore, organizations should try to convince them to co - operate with the organization by offering them their advantages and opportunities (Alex rode *et al.*, 2001) e. g virtual job fairs. That is why every manager is responsible for recruiting potential recruits for his unit. Whereas in traditional thinking, the HR department was responsible for recruiting

Attraction of talents is a prerequisite for talent management and is sufficient condition for their maintenance. Studies show that a significant percentage of firms and organizations does not succeed in keeping their talents successful (Flagy, 2006). It is believed that employees are partners in the organization and that if the organization wants to keep them, they have to fulfill their dreams. That is why any manager is responsible for keeping his unit vulnerable. Whereas in the traditional thinking of the HR department responsible for recruiting and maintaining power (Alex rode *et al.*, 2001, Glanze *et al.*, 2013) (Anders, 2010) it is believed that the goal of managing talent is the relationship of organizational talent to organizational strategy (Arangel vision2012). There are two main reasons for the survival of talents in all organizations. First, leaving the job is a very expensive. Second, high performance drives business performance. High performance increases the performance of organizational productivity. In addition, maintaining the right talent will increase customer loyalty and improve profitability. In order to retain their talents, it is necessary to provide a better understanding of the incentive factors of talents through conducting studies and researches. By doing research in this field, they can extract and determine the existing and existing capabilities of the organization.

3. Future studies

Foresight is a methodical, collaborative and future intelligence, which builds a long - term perspective aim at making up - present day decisions and mobilizing joint action is the process in which a fuller understanding of the long - term future forming forces will be found. Those shaping forces are considered planning and planning policies, planning and decisions. The future will also include qualitative and quantitative tools for monitoring clues and indicators for the formation of trends and development. The future will show us the future opportunities and future opportunities. The future does not determine the

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policy of state policy, but it helps to adjust it better, more flexible, and more resilient to the changes of time, more appropriate, more flexible, and more resilient: the future of the process is to develop a range of views on possible ways of developing the future that will generate enough insight into these perspectives leads to decisions that create the best possible day. The Center for Strategic Research and Management in Brazil, which is a state organization responsible for planning and policy in the field of science and technology, defines the future as follows - long vision with the aim of making the day's decisions and mobilize joint action (Nazemi and qQadiri1385). Future is a process that is one of the most important results of setting priorities for the scientific, research and technological system of a country. Looking at future research projects in other countries, we find that priorities and preferences are put forward on the different entities of the societies. The emphasis is on the rapid recognition of emerging public technologies, technologies that use them to benefit from different economic and social sectors. Such technologies are competitive in the pre - competitive stage and can be directed toward them in order to quickly develop.

2.The study of the literature in a survey

In a research conducted on 150 companies from the Fortune 500 list, companies have about 33 % of the annual withdrawal rate in the field. 51 % of organizations have been involved in HRM practices in such way. The subsequent study of the McKinsey & Company found that 70 - 80 % of jobs in the developed world would require employing intellectual skills and from the 2007 study that 75 per cent of managers believe that managing talents is one of the three drivers ' growth strategy in the coming three to five years (Ooi, 2010), because of fierce competition and lack of qualified staff, finding and keeping human capital superior to the core priorities of today 's organizations. In a study conducted by the McKinsey Management Institute, three - quarters of senior executive level managers said they face a serious problem to complement their organization 's board of directors from top human capital. There have recently been a study of over 600 organizations worldwide and investigations revealed that in 19 companies from 20 top companies, over 95 % of the cases, leaders are responsible for the development of top human capital.

Peris *et al.* (2011) investigated the management of superior human capital and management styles in seven different Chinese firms, concluding that more than it appears in theory of managerial style, superior human capital management has been deployed due to the need of companies to attract, retain and motivate top human capital. Researchers investigated the management of superior human capital in some Western multinationals in China. The results of this study show that Western multinationals have moved their superior human capital management practices without and significant changes to host country (host country) , and their attempts have focused on the development of elite forces and the creation of organizational culture in this area. The authors contend, however, that the strategic management system of superior human capital has not been fully deployed in such companies (Burbac 2010) investigated the management of top human capital in multinational corporations in Germany and Ireland. The findings indicate that the success and development of the top human capital management depends on a combination of factors: the support of top management of the organization and the participation of the company 's shareholders, the political leadership and how to integrate the management of the top human capital with the management of the company 's human resources management. the importance of human resource systems in global management of top human capital in this study is highly stressed and attention. Studies (Fasting *et al.*, 2013) which study more than 700 SMEs have a broader approach to superior human capital management, in a way that involves a large number of employees, rather than a more specific approach to human capital management. In other words , the company has focused its superior human capital management activities on all employees.

In other words the company has focused its superior human capital management activities on all employees (2013) conducted a research in multinational companies based in Singapore, Hong Kong and India, with a view to the exorbitant costs of transferring a superior human capital to the administration of another country with different culture and conditions, multinationals have no choice but to identify superior human capital, and develop them in the form of superior human capital management strategies..

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(2010) investigated the management of superior human capital in India and implemented in more than 28 Indian companies with more than 4811 personnel and concluded that the rewards and intrinsic motives for the survival and satisfaction of superior human capital can be higher than the material rewards. These intrinsic rewards are: employee social responsibility, organizational rewards, management support, and performance evaluation. Xang (2009) investigated the number of multinational services firms, using the regression analysis to test the relationship between human resource management, superior human capital and service performance. the results showed that there is significant correlation between them. In particular, training courses for developing superior human capital skills have greatly expanded the capacity to deliver better service performance. using qualitative research method, and Bhatnagar 2007, studied the management of superior human capital at Motorola company in India and presented its results at the organizational studies conference Motorola has operated on mobile phones in India since 1995. (examine 58 organizations in Poland and believe that in a transition to a competitive market, superior human capital management can challenge many traditional management attitudes that govern Polish culture. Similar studies have been conducted by Holden and (2010) examine the status of top human capital management in civil engineering consulting firms in South Africa. 94 % believed that the management of superior human capital had a great importance, but only 57 % had taken executive measures to do so. Wlworde et al. (2013) examined the management of top human capital in medium - sized industries in Spain. the results show that many organizations are not familiar with the literature and concepts of superior human capital management even when implemented in practice in that organization. The authors conclude that the management of superior human capital must go beyond the recruitment and assessment of superior human capital in the organization. In a research in China and Southeast Asia, the problem is the No. 1 challenge and has been identified in Japan as the second challenge and in India as the fourth challenge (), that the management of top human capital is one of the most important challenges that organizations face. The management consists of, recruitment, employment, training and development, their job path management and their retention in the organization. Previous research suggests that most of the leading and leading firms are complaining of the lack of superior human capital and managers do not know some of the most important facts about their company 's talents. Companies routinely ignore the tasks associated with the development of superior human capital) Cliff (1998) for instance, GE, Microsoft, T - Mobile, The Pan Canadian Petroleum Corporation, First choice Company, Chemical Company, Eli Lilly, etc.

4.The findings of the research

The System (talent management system) assure industry that competent people, with appropriate skills, and in suitable position positions. In this case, rapid development will happen in this area, and the deployment of this system will eliminate the traditional barriers in this direction and take a strategic approach to talent management, in this chapter, using these findings.

A:The innovative aspects of research: In sum, we can include the most important aspects of the proposed design in comparison to existing: integration of existing approaches in talents management literature with qualitative measurement methods and future approach to identify a comprehensive set of knowledge indicators for the management of talents, measure, and prioritize the knowledge gaps in the domain of talent and the benefit of the organization from these knowledge

B:The answer to the question:

Question 1. What is the framework of the conceptual pattern of talent management system in the industry and in particular in alborz province with the future approach of ? using 3rd theory, a pattern was designed to be based on activities. This framework is presented in Chapter 4. from the perspective of comparison of the conceptual pattern framework of this study with the patterns of talent management within and outside the country, it has been found that it is very similar to these patterns in terms of content. For example, leadership has been available as a managerial competency in all previous patterns. But considering the components of talent in a class and creating a more general competency, there are differences between the pattern in this study with other patterns. For example, the of talents in the and paradigm (2002) lies in the

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intermediary dimension, but in this study lies in the part of phenomena. the productivity increase in the model of competence (Gelman et al . , 2002) is a mediating role, and in this thesis, located. on the basis of the proposed model, this study can be considered as the basis model and be reviewed according to the requirements and requirements of any organization. Question 2. What are the determinants of the conceptual model of the talent management system and the following indicators of each agent?

In this regard, the concept pattern inspired by the model including axial categories, its conditions, context, or bed conditions, intervention conditions; otherwise, strategy, strategies and outcomes were explained.

Question 3. How are the factors and indicators of subsidiaries of factors based on the future approach? These factors are defined in terms of context: effective phenomena on the axial category, conditions of its context, or bed conditions, conditions, strategies and outcomes.

Question 3. How are the factors and indicators of subsidiaries of factors based on the future approach of ? these factors are explained as follows: effective phenomena on the central category, conditions of its context, or context, conditions, conditions, strategies and outcomes are explained in terms of the frequency of responses given to questionnaire and determine the importance of each in relation to organization 's strategic goals, their true value for the organization. the effective phenomena on the axial category) are the effective phenomena on the pivotal category with the view o)Rup2010)) and are among the most important factors in the success of the organization, such as the organization 's top management attitude towards the talents and factors of organization, such as the legal and meta - industrial system.

These factors are: Operational definition of talent: in general literature, talent refers to competences and internal capacity that may be possible. This definition does not necessarily apply, but the individual who has attained maturity in terms of competences is also a talent. When speaking out of talents, a lot of mind goes to the side that it is not necessarily true for individuals to discover their talents, while the idea is not necessarily true. To identify, attract and retain elite forces will require a certain mechanism and work that is the same management. There is also a difference between elite, elite talent, and educated people. Elite is an efficient, creator and innovator based on an innate talent and acquisition in the advancement of the country, especially the field of science and technology. Human Resource Development: One of the factors of the efficiency and efficiency of the development industry and the development of the scientific level - the human resources of that organization, and the development and development of the knowledge and skill of the employees, and thus creating change in the tasks of aid will be more effective and more efficient in improving productivity in the organization. Developing talents: First, the needs and priorities should be expressed in large and national projects and the elites and the superior talents within the country either within or within the framework of targeted exit and knowledge based on that need to be met provide the appropriate effect

- The integrated talent management process: The adoption of integrated talent management makes a strategic shift in the management of human resources of the organization in such a way that by predicting how to attract, choose, train development, promote and transfer employees in the organization to develop key roles in the future through training and managing talented people. in terms of management of talent management in order to manage the traditional tasks of human resource management in the organization and its proper time in the long term, the organization can achieve competitive and competitive environment in terms of the power of attraction and knowledge of competitive methods, and this is an important issue in achieving, sharing and using the appropriate knowledge of the day. Integrated management of the organization's talents in its own heart adapts people and practitioners to meet strategic needs. - of talent: This element ensures that each vulnerable person is then periodically evaluated in the course of the year.

Summary and conclusion

The findings of this research, namely, the development of grounded theory, have been studied in a mixed research method. According to the grounded theory developed in this research, it is suggested to

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researchers to study the theory in different organizations, expanding the theory to identify barriers, advantages and other aspects of talent management in the country.

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