



Student Name: Kopil Uddin

Student ID: 2434290

Module Name: Human Capital Management

Module Code: LCMB7023

Lecturer's Name: Dr Gladius Kulothungan

Work Count: 2993

Term 1

Table of Contents

Introduction	1
1 How are technological advancements (e.g., AI, automation, digital platforms) reshaping labour markets, and what implications does this have for HRM and IHRM strategies?	1
1.1 Technological Disruption: AI and Automation	1
1.2 Gig Economy and Global Workforce Trends	2
1.3 Strategic HRM Responses: AMO and Agility Frameworks	3
1.4 Linking Ethics and Human-Centric Design	3
2 What are the key demographic and geopolitical factors influencing employment markets today, and how do they create challenges for HR professionals?	3
2.1 Demographic Factors and Challenges	3
2.1.1 Ageing Populations and Workforce Imbalance	3
2.1.2 Youth Unemployment and NEET Rates	4
2.1.3 Migration and Cultural Diversity	4
2.2 Geopolitical Factors and Challenges	4
2.2.1 Trade Conflicts and Economic Fragmentation	4
2.2.2 Climate Change and Green Transition	4
2.2.3 Political Instability and Cybersecurity Risks	4
3 How can organisations address persistent skills gaps and talent shortages in critical sectors (e.g., tech, hospitality, healthcare) through strategic HRM?	5
3.1 Strategic Workforce Planning and Forecasting	6
3.2 Job Analysis and Role Clarity	6
3.3 Leveraging Technology for Talent Acquisition	6
3.4 Training, Development, and Retention	6
3.5 Adapting to Technological Disruption	7
4 In today's globalised workplace, it is essential that every employee is equipped to perform effectively in an international environment. Additionally, with rapidly evolving technologies, it is increasingly important for individuals to continuously adapt and innovate in order to take full advantage of emerging opportunities. Write a reflective report on your current capabilities in working within an international context, focusing on technology, communication, teamwork, leadership, and self-directed learning. What are your strengths and weaknesses in these areas? How do you intend to leverage your strengths and address your areas for improvement? Ensure that your arguments are supported by appropriate evidence drawn from your current learning activities this term or your recent working experience.	8
4.1 Technology Adaptability	8
4.2 Communication in Multicultural Contexts	9
4.3 Teamwork and Collaboration	9
4.4 Leadership and Influence	9
4.5 Self-Directed Learning	10
Conclusion	11
References	12
Appendix	13

Executive Summary

Global labour markets are experiencing unprecedented transformation driven by technological disruption, demographic megatrends, and geopolitical volatility. Automation and artificial intelligence (AI) are redefining work structures, displacing traditional roles while creating new opportunities. Concurrently, demographic shifts—such as ageing populations, youth unemployment, and migration—intersect with climate imperatives and trade conflicts, creating complex challenges for Human Resource Management (HRM) and International HRM (IHRM). Organisations must transition from transactional HR functions to strategic enablers of innovation and resilience. Key responses include adopting ethical AI frameworks, leveraging predictive analytics, and implementing agility models such as AMO (Ability, Motivation, Opportunity). These strategies enable proactive workforce planning, inclusive policies, and global mobility programs to address talent shortages—particularly acute in technology, healthcare, and manufacturing sectors. The report highlights the UK healthcare sector as a case study, illustrating how strategic HRM tools—such as job analysis, e-recruitment platforms, and continuous professional development—mitigate skills gaps. Ethical considerations in technology adoption, including algorithmic bias and data privacy, remain critical to maintaining trust and fairness. At the individual level, success in globalised workplaces depends on competencies in technological adaptability, intercultural communication, collaborative teamwork, leadership agility, and self-directed learning. Reflective analysis reveals strengths in HR technology familiarity and proactive learning, alongside development needs in advanced analytics, cultural adaptability, and influence without formal authority. Targeted interventions—such as digital upskilling, intercultural training, and leadership development—are recommended to align personal growth with evolving global demands. Ultimately, the convergence of strategic HRM, ethical innovation, and lifelong learning offers a pathway to transform disruption into opportunity. By integrating human-centric design with technological advancement, organisations and professionals can co-create inclusive, future-ready work environments that thrive amid uncertainty.

Introduction

In an era defined by globalization, demographic shifts, and rapid technological advancement, the nature of work is undergoing profound transformation. Labour markets are being reshaped by artificial intelligence, automation, and digital platforms, which simultaneously displace traditional roles and create new opportunities (World Economic Forum, 2025). These disruptions demand strategic responses from Human Resource Management (HRM) and International HRM (IHRM), particularly in navigating talent shortages, evolving skill requirements, and cross-cultural complexities. At the same time, demographic megatrends—such as ageing populations, youth unemployment, and migration—intersect with geopolitical volatility, climate imperatives, and digitalization, creating multifaceted challenges for HR professionals (OECD, 2025; ILO, 2025).

To remain competitive and resilient, organisations must adopt agile, ethical, and inclusive HRM strategies that align with global workforce dynamics. This includes leveraging predictive analytics, digital recruitment platforms, and green skill development, while fostering cultural intelligence and leadership agility across borders (Armstrong & Taylor, 2020; Lábaj et al., 2025). Moreover, individual professionals must cultivate competencies in technology adaptability, intercultural communication, collaborative teamwork, and self-directed learning to thrive in international environments. Reflective practice becomes essential in identifying personal strengths and development areas, enabling continuous growth and alignment with strategic organisational goals.

Drawing on recent academic learning and professional experiences, this report critically explores the impact of technological and geopolitical forces on HRM, evaluates strategic responses to talent shortages, and reflects on personal capabilities within a globalised workplace. Through the integration of theory, evidence, and reflective insight, it aims to demonstrate how both organisations and individuals can transform disruption into opportunity—building future-ready, ethically grounded, and human-centric work environments.

1. Global labour markets are undergoing a profound transformation driven by technology. According to the World Economic Forum, automation and AI could displace 85 million jobs by 2025 while creating 97 million new roles. These shifts redefine work structures, skill requirements, and employment relationships. For HRM and IHRM, the challenge is to harness these innovations ethically while ensuring agility and inclusiveness in workforce strategies.

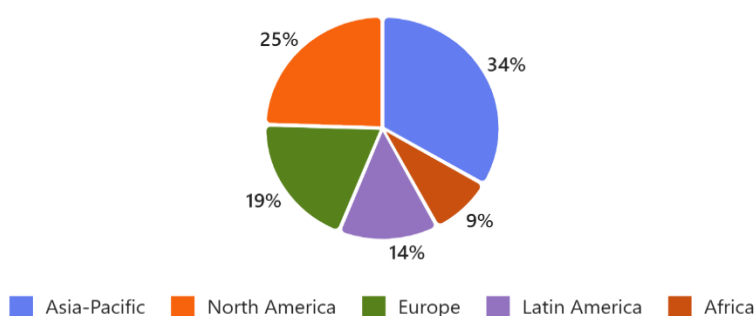
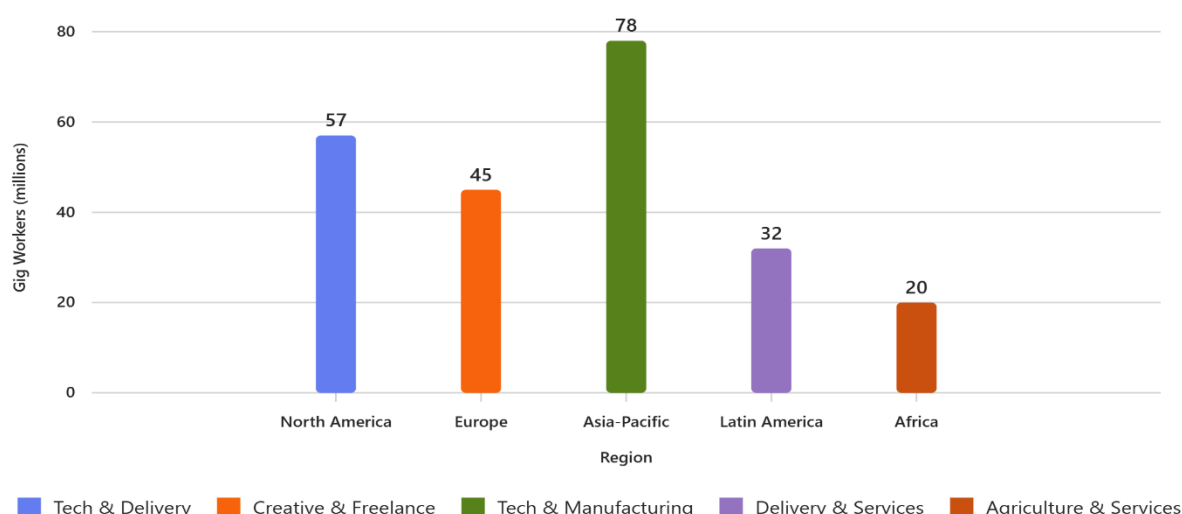
1.1 Technological Disruption: AI and Automation

AI and automation are revolutionizing recruitment, performance management, and workforce planning. Tools like IBM's predictive attrition model saved \$300 million in retention costs (Hinge et al., 2023), showcasing efficiency gains. Automated interviews and resume screening accelerate

hiring but raise ethical concerns—bias in algorithms and lack of transparency can perpetuate inequality (Tambe et al., 2019). HR must implement ethical AI frameworks ensuring fairness and accountability.

1.2 Gig Economy and Global Workforce Trends

Digital platforms such as Upwork, Fiverr, and Uber have fueled the gig economy, creating flexible, decentralized work models. Globally, the gig workforce is estimated at over 200 million workers, with Asia-Pacific leading at 78 million, followed by North America (57 million) and Europe (45 million).



This fragmentation challenges traditional HRM practices. IHRM must address cross-border compliance, cultural diversity, and equitable pay structures. For example, managing freelancers in India versus Europe requires nuanced understanding of labour laws and socio-economic contexts. Global HR strategies increasingly rely on digital HRM systems for real-time workforce analytics and engagement.

1.3 Strategic HRM Responses: AMO and Agility Frameworks

To navigate these disruptions, organisations are adopting AMO theory (Ability, Motivation, Opportunity) and agility frameworks.

- Ability: Invest in reskilling and microlearning platforms to bridge tech skill gaps.
- Motivation: Use gamification and personalised career paths to engage employees (Tripathi et al., 2022).
- Opportunity: Enable flexible work arrangements and global mobility programs to attract diverse talent.

Agile HR practices—such as iterative workforce planning and cross-functional teams—help organisations respond quickly to technological and geopolitical shifts.

1.4 Linking Ethics and Human-Centric Design

While technology enhances efficiency, HR must safeguard human dignity. Over-reliance on algorithms risks reducing employees to data points. Ethical HRM involves transparent AI governance, inclusive policies, and proactive communication to maintain trust in global teams.

The future of work is digital, distributed, and dynamic. HRM and IHRM must evolve from transactional roles to strategic enablers of innovation and inclusion. By integrating ethical AI, agility frameworks, and global talent strategies, organisations can transform disruption into opportunity—creating workplaces that are not only technologically advanced but also human-centred and resilient in an unpredictable global economy.

2. Global labour markets in 2025 are shaped by demographic megatrends and geopolitical turbulence. Ageing populations, youth unemployment, migration flows, and cultural diversity intersect with trade conflicts, climate imperatives, and technological rivalry. These forces create structural challenges for HR professionals, demanding adaptive strategies that balance workforce stability, cultural sensitivity, and organisational resilience in an increasingly fragmented and competitive global economy.

2.1 Demographic Factors and Challenges

2.1.1 Ageing Populations and Workforce Imbalance

OECD projections show old-age dependency ratios reaching historic highs, with over 21% of the UK population aged 65+ by 2030 (OECD, 2025). This reduces the available talent pool and increases demand for healthcare and social services.

HR Implication: Skills shortages in critical sectors and rising pension costs.

Solution: Implement phased retirement, flexible work arrangements, and targeted reskilling for older workers.

2.1.2 Youth Unemployment and NEET Rates

Global youth unemployment remains elevated at 13%, with NEET rates at 21.7% globally and 27.6% in low-income economies (ILO, 2025).

HR Implication: Limited entry-level talent and risk of social instability.

Solution: Develop apprenticeship programs, digital training initiatives, and partnerships with educational institutions to bridge skill gaps.

2.1.3 Migration and Cultural Diversity

Cross-border mobility introduces cultural complexity. Hofstede's dimensions—such as power distance and individualism vs collectivism—affect communication and leadership styles (Hofstede, 1984).

HR Implication: Misaligned expectations and potential conflicts in multicultural teams.

Solution: Provide cultural competence training, inclusive onboarding, and adapt HR policies to local norms.

2.2 Geopolitical Factors and Challenges

2.2.1 Trade Conflicts and Economic Fragmentation

Goeconomic fragmentation and U.S.-China rivalry disrupt global supply chains (SHRM, 2025).

HR Implication: Talent relocation and compliance risks in multinational operations.

Solution: Build agile workforce models, diversify talent sourcing, and strengthen global mobility frameworks.

2.2.2 Climate Change and Green Transition

Green jobs are rising, with 16.2 million employed in renewable energy globally (ILO, 2025).

HR Implication: Demand for sustainability skills and reskilling in carbon-intensive sectors.

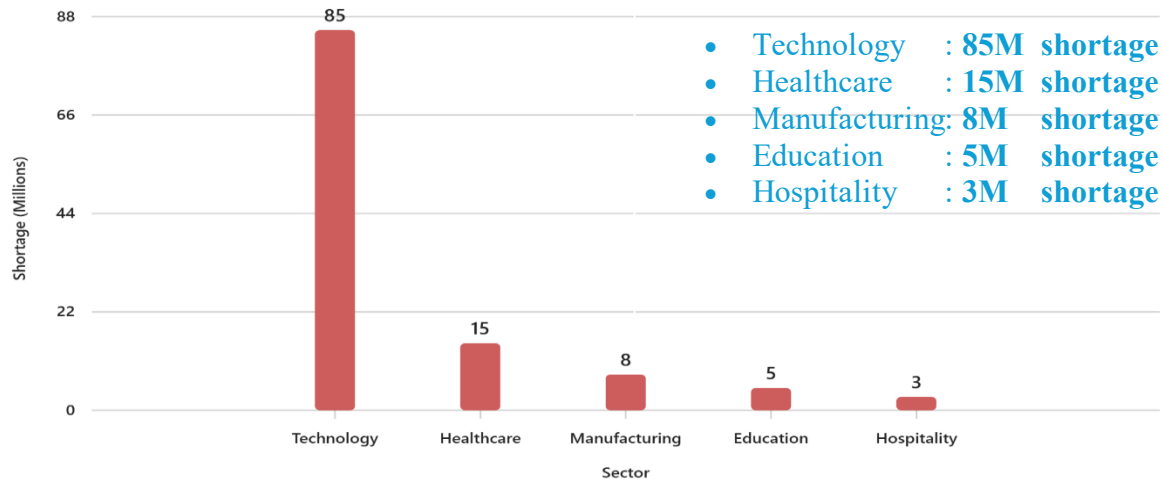
Solution: Launch green skill academies and integrate ESG goals into workforce planning.

2.2.3 Political Instability and Cybersecurity Risks

Conflicts and cyber threats increase operational uncertainty (WEF, 2025).

HR Implication: Workforce safety and remote work vulnerabilities.

Solution: Implement robust risk management, cybersecurity training, and mental health support.



Source: ManpowerGroup Global Talent Shortage Survey (2025)

Demographic shifts and geopolitical volatility are redefining employment markets, creating multi-layered challenges for HR professionals. From ageing populations and youth unemployment to cultural diversity and climate imperatives, these forces demand strategic agility and cultural intelligence. Hofstede's framework underscores the need for adaptive HRM in multicultural contexts, while global data highlights urgent talent shortages in technology and healthcare. The path forward lies in proactive solutions—reskilling, inclusive policies, green workforce planning, and digital transformation. By leveraging these strategies, HR can transform disruption into opportunity, ensuring organizations remain resilient, competitive, and ethically grounded in an interconnected yet fragmented world.

3. The UK healthcare sector faces a persistent and widening skills gap, exacerbated by demographic shifts, technological advancements, and post-Brexit labour market constraints. Strategic Human Capital Management (HCM) offers a framework for addressing these challenges by aligning workforce planning with long-term organisational goals (LCMB7023 Module Directory, 2025). This article explores how healthcare organisations can apply strategic HRM tools to mitigate talent shortages and build sustainable workforce capacity.

3.1 Strategic Workforce Planning and Forecasting

Effective Human Resource Planning (HRP) begins with accurate forecasting of demand and supply. In the NHS, for example, workforce planners use predictive analytics to anticipate shortages in nursing and specialist roles (Week 2, Session 1). By conducting gap analyses, organisations can identify critical roles at risk and implement targeted recruitment or training interventions. The NHS has responded to nursing shortages through international recruitment and upskilling initiatives, demonstrating the practical application of HRP in a high-pressure environment.

3.2 Job Analysis and Role Clarity

A foundational step in addressing skills shortages is conducting comprehensive job analyses. This process, as outlined by Dessler (2020), involves defining job descriptions and specifications that clarify expectations and required competencies. In healthcare, where roles are often complex and evolving, clarity in job design ensures that recruitment aligns with actual service needs. For instance, the Metropolitan Police's emphasis on physical fitness in job specifications (Week 2, Session 2) parallels the NHS's focus on clinical competencies and emotional resilience in frontline roles.

3.3 Leveraging Technology for Talent Acquisition

Technology plays a pivotal role in modern HRM. E-recruitment platforms such as LinkedIn Talent Solutions enable healthcare organisations to reach global talent pools efficiently (Week 2, Session 3). Additionally, AI-driven tools like IBM Watson Talent can screen candidates for alignment with organisational values and competencies, reducing time-to-hire and improving fit. However, ethical considerations, including bias in algorithms and GDPR compliance, must be rigorously managed (Voigt & Von dem Bussche, 2017).

3.4 Training, Development, and Retention

Strategic HRM extends beyond recruitment to encompass continuous professional development. The NHS, for example, has implemented structured training pathways and mentorship programmes to retain talent and build internal capacity (Week 3, Session 4). According to Armstrong and Taylor (2020), investment in learning and development not only addresses current

skill gaps but also fosters employee engagement and loyalty. This is particularly critical in healthcare, where burnout and turnover are prevalent.

3.5 Adapting to Technological Disruption

The integration of AI and robotics in healthcare is reshaping skill requirements. Lábaj et al. (2025) found that AI disproportionately affects high-skilled roles, necessitating a shift in training priorities. Strategic HRM must therefore include reskilling initiatives that prepare staff for hybrid roles involving both clinical expertise and digital literacy. As shown in Figure 1, exposure to AI in healthcare is higher among college-educated professionals, underscoring the need for tailored development strategies.

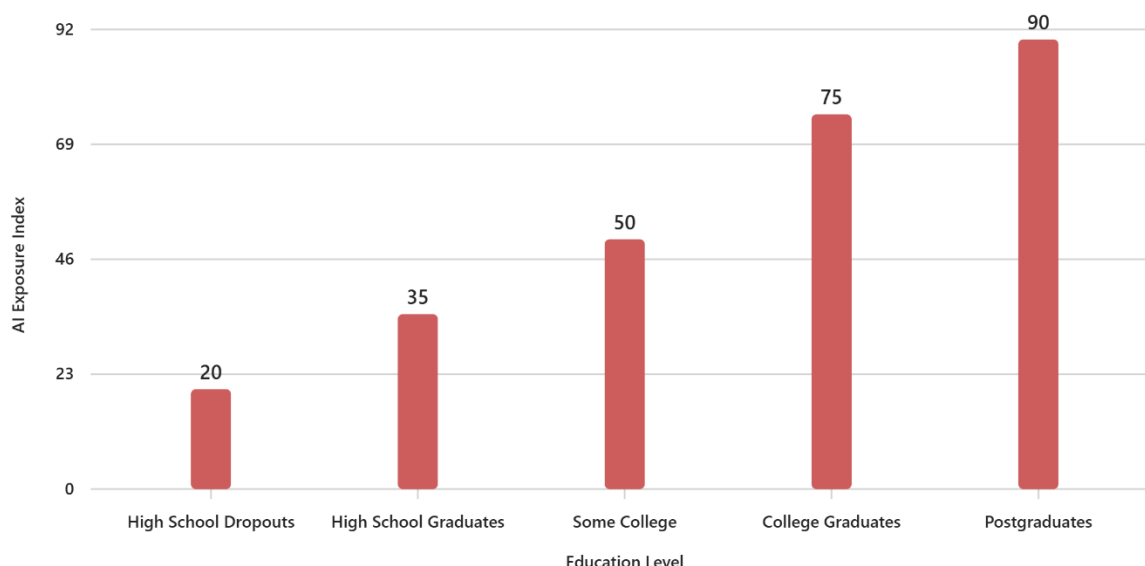


Figure 1: Occupational Exposure to AI in the UK Healthcare Sector

This aligns with Lábaj et al. (2025), showing that AI-driven automation disproportionately impacts highly educated professionals in healthcare, reinforcing the need for advanced digital literacy and reskilling strategies.

In conclusion, addressing skills shortages in the UK healthcare sector requires a multifaceted strategic HRM approach. From predictive workforce planning and precise job analysis to ethical technology adoption and continuous development, each element contributes to building a resilient and future-ready workforce. As the sector navigates increasing complexity and digital transformation, the role of HRM as a strategic partner becomes ever more critical. By aligning

human capital strategies with organisational objectives, healthcare providers can not only fill immediate gaps but also cultivate a workforce capable of thriving in an evolving landscape.

4. Globalization and technological innovation have redefined workplace dynamics, requiring professionals to operate effectively across diverse cultural and digital landscapes. Success in this environment depends on competencies such as technological adaptability, intercultural communication, collaborative teamwork, leadership agility, and autonomous learning (LCMB7023 Module Directory, 2025). These capabilities enable individuals to respond to rapid changes, leverage emerging technologies, and contribute meaningfully to global teams. Reflecting on these dimensions provides insight into current strengths and development areas, supported by evidence from recent academic activities and professional experiences. This report evaluates my proficiency in technology, communication, teamwork, leadership, and self-directed learning, outlining strategies to enhance performance and sustain growth in an increasingly interconnected and technology-driven global workplace.

4.1 Technology Adaptability

The ability to integrate technology into professional practice is a cornerstone of global competence. My recent engagement with HR technology during the LCMB7023 module has strengthened my understanding of digital transformation in organisational contexts. For example, the exploration of e-recruitment platforms such as LinkedIn Talent Solutions and AI-driven tools like IBM Watson Talent (Week 2, Session 3) demonstrated how automation enhances efficiency in talent acquisition. These experiences reflect confidence in adopting technology for operational improvements. However, proficiency in advanced HR analytics remains limited. While I can interpret basic workforce data, applying predictive analytics for strategic workforce planning requires further development. To address this, I intend to leverage LinkedIn Learning resources and university workshops on HR analytics, aligning with Armstrong and Taylor's (2020) emphasis on data-driven HR decision-making.

The integration of AI and robotics into HRM processes, as highlighted by Lábaj et al. (2025), underscores the urgency of acquiring digital literacy beyond basic tools. Their findings indicate that AI exposure is highest among college-educated professionals, suggesting that future HR roles will demand hybrid competencies combining technical and managerial expertise. This insight reinforces the need for continuous upskilling to remain competitive in technology-driven environments.

4.2 Communication in Multicultural Contexts

Effective communication across cultural boundaries is essential for collaboration in globalised workplaces. My participation in group presentations on international employment markets (Week 3, Session 2) demonstrated clarity in articulating complex ideas and structuring arguments logically. However, adapting communication styles to diverse cultural norms remains an area for improvement. During discussions on expatriate workforce mobility, I observed difficulty in interpreting indirect communication cues, which could hinder relationship-building in multicultural teams.

To strengthen this capability, I plan to engage in intercultural competence training and actively participate in international student forums. These initiatives will enhance sensitivity to cultural variations and improve my ability to tailor communication strategies to different audiences. This approach aligns with Brewster et al. (2016), who emphasise the significance of cultural awareness in international HRM.

4.3 Teamwork and Collaboration

Collaborative effectiveness is a critical determinant of success in global teams. My involvement in HR policy design exercises during Week 2 highlighted strong consensus-building skills and the ability to maintain team cohesion. These experiences reflect alignment with Ulrich's HR model, which positions HR professionals as strategic partners facilitating organisational change (HCM Functions Lecture). Nevertheless, managing conflict in high-pressure scenarios remains challenging. For instance, during a debate on automation's impact on employment (Week 3, Session 3), I found it difficult to mediate opposing viewpoints without compromising group harmony.

To address this, I will adopt structured problem-solving frameworks and seek mentorship opportunities during upcoming group projects. These strategies will enable me to manage disagreements constructively while maintaining collaborative momentum. Such an approach resonates with Armstrong and Taylor's (2020) advocacy for fostering inclusive and cooperative work environments.

4.4 Leadership and Influence

Leadership in global contexts requires adaptability, strategic vision, and the ability to inspire diverse teams. My role in coordinating a segment of the group presentation on future employment

trends demonstrated initiative and organisational capability. However, influencing peers without formal authority proved challenging, particularly when proposing innovative ideas on AI-driven HR strategies (Lábaj et al., 2025). This limitation suggests a need to develop persuasive communication and situational leadership skills.

To enhance this competency, I intend to enrol in leadership development programmes offered by the university and practice adaptive leadership techniques during collaborative tasks. These interventions will strengthen my capacity to motivate teams and drive consensus in complex, multicultural settings. According to Bersin (2023), leadership agility is indispensable for navigating the uncertainties of global business environments.

4.5 Self-Directed Learning

Autonomous learning has been a notable strength, evidenced by proactive engagement with supplementary readings beyond core texts (e.g., Stone et al., 2020). This habit supports continuous professional development, a critical requirement in dynamic global environments. However, balancing self-directed learning with collaborative responsibilities requires refinement. During the preparation for the Week 3 case study on Microsoft's remote-first policy, I prioritised independent research, which occasionally limited my availability for team discussions.

To harmonise individual and group commitments, I will implement structured time management strategies and utilise digital planning tools. This approach aligns with the emphasis on lifelong learning and workforce adaptability highlighted in the World Economic Forum's (2022) Future of Jobs Report.

Summary Table: Strengths and Development Areas

Competency	Strengths	Areas for Improvement
Technology Adaptability	Familiarity with HR tech and AI concepts	Advanced analytics and data interpretation
Communication	Clear articulation in academic settings	Cultural adaptability and nuanced interpretation
Teamwork	Consensus-building and cooperation	Conflict management under pressure
Leadership	Initiative and organisational capability	Influencing without formal authority
Self-Directed Learning	Proactive engagement with extended resources	Balancing autonomy with collaborative tasks

Reflecting on my current capabilities reveals a balanced profile of strengths and development areas across technology, communication, teamwork, leadership, and self-directed learning. Familiarity with HR technologies and proactive learning habits provides a strong foundation for adapting to globalised, technology-driven environments. However, enhancing cultural adaptability, advanced analytics proficiency, and influence without formal authority remains essential. To achieve this, I will pursue targeted interventions such as digital skills training, intercultural workshops, and leadership development programs, supported by structured time management strategies. These actions align with the principles of strategic HRM and lifelong learning emphasized in LCMB7023 and recent research (Armstrong & Taylor, 2020; Lábaj et al., 2025), ensuring readiness for evolving global workplace demands.

Conclusion

In navigating the complexities of today's globalised and technologically driven employment landscape, both organisations and individuals face unprecedented challenges and opportunities. Technological disruption, demographic shifts, and geopolitical volatility are not isolated phenomena—they are deeply interconnected forces reshaping labour markets, skill demands, and organisational strategies (World Economic Forum, 2025; OECD, 2025). Strategic HRM and IHRM must evolve beyond transactional functions to become proactive enablers of innovation, inclusion, and resilience. This requires integrating ethical AI frameworks, agility models such as AMO, and culturally intelligent practices to manage diverse, decentralised workforces effectively.

Persistent skills gaps in critical sectors like healthcare, technology, and hospitality further underscore the urgency of strategic workforce planning, targeted reskilling, and adaptive leadership (Armstrong & Taylor, 2020; Lábaj et al., 2025). Organisations must leverage digital platforms, predictive analytics, and inclusive policies to attract and retain talent while aligning human capital strategies with long-term goals. Equally, individuals must cultivate competencies in technological adaptability, intercultural communication, collaborative teamwork, and self-directed learning to remain relevant and impactful in dynamic global contexts.

Reflective evaluation of personal capabilities reveals a balanced profile of strengths and development areas. While familiarity with HR technologies and proactive learning habits provide a solid foundation, enhancing cultural adaptability, advanced analytics proficiency, and influence without formal authority remains essential. By pursuing targeted interventions—such as leadership development programmes, intercultural training, and digital upskilling—individuals can align their growth with the evolving demands of the global workplace.

Ultimately, the convergence of strategic HRM, ethical innovation, and lifelong learning offers a pathway to transform disruption into opportunity. Through intentional action and reflective practice, both organisations and professionals can co-create work environments that are not only technologically advanced but also human-centred, inclusive, and future-ready.

References

- Armstrong, M. and Taylor, S. (2020) *Armstrong's Handbook of Human Resource Management Practice*. 15th edn. London: Kogan Page.
- Dessler, G. (2020) *Human Resource Management*. 16th edn. Harlow: Pearson Education.
- Hinge, P., Salunkhe, H. and Boralkar, M. (2023) 'Artificial Intelligence (AI) in HRM: A Sentiment Analysis Approach', in Tamane, S. et al. (eds.) *Proceedings of ICAMIDA 2022*. Atlantis Press, pp. 557–568. https://doi.org/10.2991/978-94-6463-136-4_47
- Hofstede, G. (1984) *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills: Sage.
- International Labour Organization (ILO) (2025) *World Employment and Social Outlook: Trends 2025*. Geneva: ILO.
- Lábaj, M., Oleš, T. and Procházka, G. (2025) 'Impact of robots and artificial intelligence on labour and skill demand: evidence from the UK', *Eurasian Business Review*. <https://doi.org/10.1007/s40821-025-00314-w>
- LCMB7023 Module Directory (2025) *Human Capital Management*. University of Wales Trinity Saint David.
- ManpowerGroup (2025) *Global Talent Shortage Survey*. Available at: <https://www.manpowergroup.com>
- Organisation for Economic Co-operation and Development (OECD) (2025) *Employment Outlook 2025*. Paris: OECD Publishing.
- SHRM (2025) *Top 5 Geopolitical Threats to Businesses in 2025*. Available at: <https://www.shrm.org>
- Stone, R.J., Cox, A. and Gavin, M. (2020) *Human Resource Management*. 9th edn. Milton: Wiley.
- Tripathi, M.A., Tripathi, R., Yadav, U.S. and Shastri, R.K. (2022) 'Gig Economy: A Paradigm Shift Towards Digital HRM Practices', *Journal of Positive School Psychology*, 6(2), pp. 5609–5617.
- Ulrich, D. (1997) *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Boston, MA: Harvard Business School Press.
- Voigt, P. and Von dem Bussche, A. (2017) *The EU General Data Protection Regulation (GDPR): A Practical Guide*. Cham: Springer.
- Week 2 & 3 Lecture Slides, LCMB7023, University of Wales Trinity Saint David.
- World Economic Forum (WEF) (2025) *Future of Jobs Report 2025*. Geneva: WEF.

Appendix

SWOT Analysis

SWOT Category	Details
Strengths	• Familiarity with HR technologies and AI-driven tools (e.g., LinkedIn Talent Solutions, IBM Watson Talent) for recruitment and workforce planning. • Strong consensus-building and collaboration skills demonstrated in group projects and HR policy design exercises. • Proactive engagement in self-directed learning through supplementary readings and digital resources, supporting continuous professional development.
Weaknesses	• Limited proficiency in advanced HR analytics and predictive modelling for strategic workforce planning. • Challenges in adapting communication styles to multicultural contexts, including interpreting indirect cues. • Difficulty influencing peers without formal authority during collaborative tasks. • Occasional imbalance between independent research and team participation in group assignments.
Opportunities	• Rapid digital transformation in HRM offers scope to enhance expertise in AI, automation, and data-driven decision-making. • Access to intercultural competence training and global HR networks to strengthen cross-cultural communication and leadership agility. • University-led leadership development programmes and workshops on HR analytics provide avenues for skill enhancement. • Growing demand for green skills and ESG integration creates opportunities for strategic HR roles in sustainability-focused organisations.
Threats	• Accelerating technological disruption and automation may render traditional HR roles obsolete without continuous upskilling. • Rising global competition for HR leadership positions demands advanced digital literacy and cultural adaptability. • Ethical risks associated with adoption of AI, including algorithmic bias and data privacy concerns, could undermine organisational trust if not addressed. • Geopolitical volatility and demographic shifts may increase complexity in global workforce management.