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Executive summary

This report has investigated the way technological, demographic and geopolitical dimensions reshape the international labour market motivating the HRM and IHRM strategies. The several case studies and models from weekly lecture notes have been used to further reflect on my understanding in the context of HRM and IHRM to integrate the human capital solutions by four core questions.

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Introduction

This report focuses on investigating the technological, demographic and geopolitical forces changing on global labour markets to reshape HRM and IHRM practices. This influences strategic responses in addressing workforce challenges, skills shortages and the development of sustainable human capital strategies to integrate theoretical models, learning modules and real-world case studies to answer with the four distinct questions.

Q1. Technological advancements reshaping the labour markets with implication in both HRM and IHRM contexts

The technological disruptions with artificial intelligence (AI), automation, robotics and digital platforms have changed in different ways in both national and international labour markets. As per the World Economic Forum (2024), approximately 40% of the global workers will need to reskill across by 2025 due to technological changes. These developments show the organization for reconfiguration on Human Resource Management (HRM) and International Human Resource Management (IHRM) strategies to sustain competitiveness by improving organizational agility to manage ethical implications in the digitalised environments.

Digital transformations in the work

The several digital technologies such as AI, Cloud computing and digital partnerships with several platforms are reshaping the way organizational sources manage and evaluate the talents (Aakula *et al.* 2024). In line with this, HRM strategies need to adapt for accommodation of contingent workers while ensuring inclusion, fairness and compliance with the labour standards. In the international context, IHRM faces more complexities to control the cross-border digital teams, remote employment contracts and data privacy regulations such as GDPR (Ojakorotu, 2024). The example from a case study, **Uber** shows the enhancements of flexible, project-based employment models which blur the traditional employment boundaries in the gig economy.

Implications for HR functions with Ulrich model



Figure 1: Ulrich model

(Source: Sher et al. 2022)

The **Ulrich model** is related to four-functions with the HR model such as strategic partner, administrative expert, employee champion and change agent against offering the model to direct technological disruptions, inspired by HCM lecture slides. HR leaders need to align digital transformation with business strategy as shown in **TechNova Solutions case study**, where rapid AI-driven expansion led to integration challenges and 30% staff turnover as the strategic partners. HR's strategic alignment with the company's technological goals has been significant to improve retention and engagements. In addition to this, HR departments leverage automation tools such as HR analytics and E-recruitments to streamline efficiency as administrative experts (Samuel, 2024). Furthermore, HR needs to maintain efficiency with well-being addressing employee anxiety over the job displacements as employee champions. The fourth-dimension change agents are concerned with guiding digital reskilling and cultural adaptations across international subsidiaries showing in the **Atlas Fashion case study** where global HR restructuring was essential to integrated technology across diverse regions.

Human capital and the AMO framework

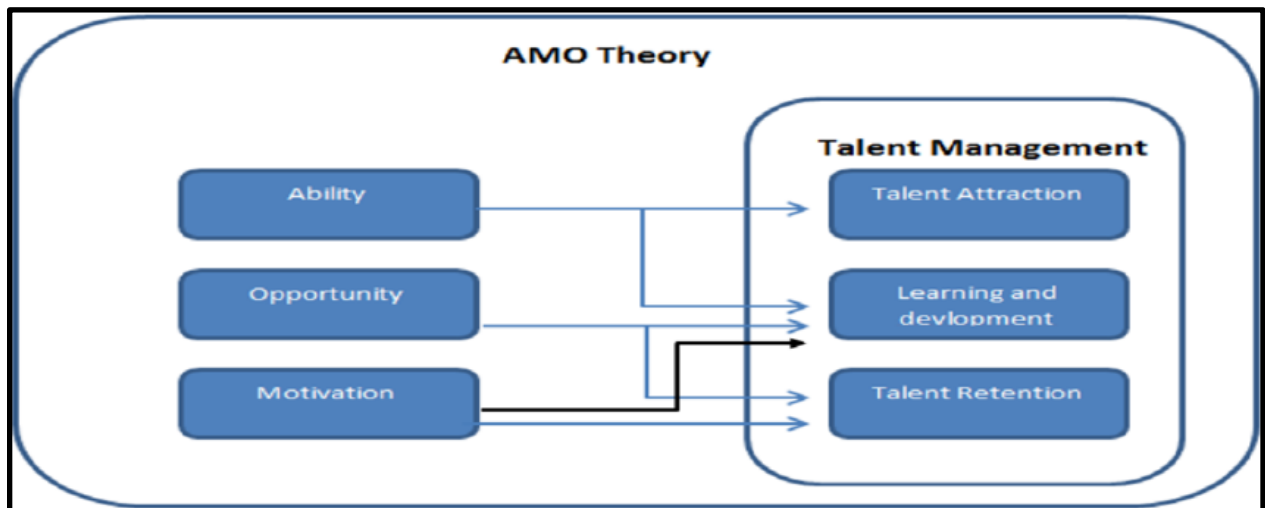


Figure 2: AMO framework

(Source: Tunio *et al.* 2023)

Technological enhancement integrates the investment in the human capital to sustain organisational capabilities. The **AMO framework** shows that higher performance enhances when the employees are skilled, motivated and empowered (Bos- Nehles *et al.* 2023). For example, **the StellerTech Ltd. case study**, the lack of leadership development and reactive HR practices limited employee abilities and motivations, instead of the company's technological advancements. HRM needs to enhance ongoing learning platforms, AI-based learning analytics and talent pipelines to build digital preparedness. Another perspective, this can ensure global consistency in capability-building across borders becomes significant in IHRM.

Ethical and employee relations challenges

The technology enhances ethical challenges in surveillance, privacy and well-being. For example, **Amazon UK case study** has aligned with enhancing high monitoring of warehouse workers by developing trust and psychological safety. In contrast, the FinServe Bank has argued with outsourcing giants AI-driven HR automation by highlighting the challenges between efficiency and human connections. Thus, HRM needs to adopt the human-centric digital strategy by implementing ethical AI use and balancing the 'human touch'.

Q2. Key demographic and geopolitical factors influencing current employment markets today along with the developing challenges for HR professionals

The demographic changes and geopolitical instability essentially shape the modern labour markets identifying HR professionals to design adaptive and global strategies (Chen and Wang, 2024). The interplay between ageing populations, migration flows and cultural diversity combined with political uncertainty such as Brexit and trade tensions which have intensified the demand for agile and inclusive HRM and IHRM practices, as per the week 4 lecture notes.

Demographic dynamics and workforce diversity

The ageing workforce across Europe and Japan reflects the dual challenges such as potential labour shortages and the requirements for age-inclusive employment policies. In line with this, Generation Z's entry introduces digital proficiency over the flexible, value-driven work expectations (Kraght and Brøndum, 2025). For example, **GreenHarvest Ltd. case study** shows the lower engagement and outdated personnel management practices on failure to adapt the changing employee expectations. Furthermore, HR leaders need to implement **Harvard's soft HRM model** focusing on motivation, development and employee commitments (Pace *et al.* 2021). The diversity and inclusion programs focus on the global HRM by helping to attract younger talent and sustain multi-generational collaborations.

Geopolitical tensions and IHRM

Globalization and geopolitical uncertainty reshape IHRM operations. The **PESTLE framework** emphasizes the way political instability immigration restrictions and global conflicts hinder talent mobility and supply chain management. For example, **Atlas Fashion case study** reveals that this operated across the UK, Europe and the Middle East by showing several issues as delayed HR responses and cultural misalignments. As per the recommendations, the company needs to decentralise HR utilization by **Ulrich's HR business partner model** by addressing these issues (Mollet and Kaudela-Baum, 2023). This could enable the local adaptations while maintaining the strategic consistencies. Therefore, the international HR professionals need to direct the employment law diversity and ethical standards by ensuring equal treatment and compliance.

Cultural and ethical implications

Hofstede's cultural dimensions theory undermines the way cultural values such as power distance or collectivism affect motivation, communication and leadership (Tetteh *et al.* 2023). The **Google Global Walkouts case** shows the way inconsistent ethical standards across regions can lead to global employee activism by forcing HR leaders to establish transparent, universal conduct policies. Furthermore, another case study example from **Amazon UK** shows that the resistance to the unionization shows the way cultural and legal differences communicate the international employee relationships.

Q3. Organisations addressing persistent skills gaps and talent shortages in critical sectors by strategic HRM

Global labour markets are facing critical skills shortages across several sectors like technology, healthcare and hospitality. In accordance with OECD (2024), more than 60% of the employers' report difficulties in recruiting workers with suitable digital and interpersonal competencies in older workers. The persistence of these gaps has been enhanced with Strategic human resource management as the important mechanism for developing sustainable talent pipelines to enhance workforce agility.

Strategic HRM and Human capital development

The human capital theory shows that the investment in employee learning and capability to develop organizational values and competitive advantages (Roziq *et al.* 2021). For example, **StellerTech Ltd.** is an AI start-up which has experienced 25% annual turnover and limited leadership succession due to inadequate skill developments with reactive HR practices. The adoption of the Learning organisational approach could implement the ongoing learning, digital literacy and leadership developments within their culture. In this similar context. **TechNova Solutions** are required to enhance employees from several AI start-ups by structured career progression and capability-building initiatives by aligning with the human capital investment to the long-term strategic developments.

The role of the talent management framework

Talent management (TM) engages the attracting, developing and retaining high-performing employees (Liang, 2024). SHRM can address the skill gaps by targeted recruitment and firm legacy to transform from administrative personal management to

strategic HRM by adopting the **Guest model** (Bao *et al.* 2021). This can be beneficial for the firm to align with employee commitment and quality with the business goals. As per week 3 lecture notes, TM strategies such as succession planning, mentoring and internal mobility can improve both retention and adaptability. IHRM professionals need to integrate TM with expatriate management and international mobility models to assure the equal talent allocation across the regions in the international context.

Continuous feedback and performance development

The effective strategic HRM depends on the dynamic performance management systems. The **performance management case study** has shown regular feedback in the traditional manufacturing company. This reflects the way replacing annual appraisals with real-time feedback enhances the learning and responsiveness. These systems align with the AMO framework by showing the performance improvements when employees possess the Ability, Motivation and Opportunity (AMO) to contribute to the firm. The regular feedback can improve the motivation and skill utilisation while coaching and development conversations to bridge the skills gaps more effectively than annual reviews.

Global skill shortages in IHRM contexts of implications

IHRM needs to manage global competition for talent in higher demanding sectors such as digital technology and healthcare. Furthermore, the cross-border recruitment and virtual talent platforms can enhance the access to skilled professionals. On the other hand, the cultural differences, employment rules and relocating costs enhance the context-sensitive HR strategies (Tyskbo and Firtin, 2025). For example, **Atlas Fashion's** global expansion issues describe the way centralised HR structures can show responsiveness to the local talent requirements by improving decentralization with **Ulrich's business partner model** for localisation of decision-making.

Thus, the persistent skills shortage needs HRM and IHRM to move beyond reactive hiring toward strategic talent ecosystems which integrate the learning, engagement and succession planning. The HR leaders of the company can enhance their strengths on organisational resilience. As per the week 1 lecture notes, this enhances global competitiveness and improves an adaptive workforce prepared for technological and demographic shifts with integrating the Human capital theory, talent management frameworks and the AMO models.

Q4. Reflective report on the personal capabilities in both international and technical contexts

The professionals need to continuously adapt, communicate across the cultures by engaging in lifelong learning to remain effective in this globalized and technologically dynamic workplace. The reflection is highly required to evaluate the current competencies to identify developmental needs to improve self-awareness. This section focuses on my capabilities in technology, communication, teamwork, leadership and self-directed learning within an international context by aligning with my learning experiences from the TechNova, GreenHarvest, Atlas Fashion and FinServe Bank's case studies.

Technology and digital adaptability

The technological advancements have become the integral part to form effective HRM and IHRM. The exposure to the **TechNova solutions case** enhanced my understanding of aligning with digital strategy with HR transformations. I have enhanced my awareness of the way digital HR systems, such as analytics and e-learning platforms can improve efficiency by the course activities. My strength depends on the adaptability and transparency to the technological innovations with major dimensions in the gig economy and remote work environments. However, as derived from the week 2 lecture notes, this has limited technical depth in several areas like HR analytics, e-recruitment and digital compliances. As per the **Kolb's learning cycle**, this shows the reflective observation stage where identifying a skills gap leads to conceptual understandings (Cheng *et al.* 2025). I plan to understand the training in HR information systems and digital transformation management for improving my analytical thinking process. The advancements of the HR analytics will improve my ability to make data-driven talent decisions with critical competences for international HR professionals in managing distributed teams.

Communication skills in the international context

The effective cross-cultural communication shows successful international collaborations. From the **Atlas Fashion case**, I have gained knowledge of consequences of poor communication between headquarters and regional teams which led to cultural misalignments. Communication needs to be enhanced by including active listening and

empathy to align with **Goleman's emotional intelligence framework** (Kakarla, 2025). This model can focus on social awareness and relationship management. However, I often over-depend on the written communication in the digital environments that can minimise the clarity or emotional tone in the multicultural teams. This has shown the blind spot tendency to be unnoticed by self by evidence to others as per the **Johari Window model** (Mukherjee *et al.* 2023). Furthermore, I will enhance my verbal communication by active participation in the virtual meetings and intercultural workshops by increasing my ability to convey concepts confidently and inclusively across diverse audiences. This development will strengthen my competencies as a future HR business partner operating in the international contexts.

Teamwork and collaboration

The teamwork is effectively work in the firm which is monitored by the HR professional. The collaboration across my learning groups, particularly analysing the **GreenHarvest case study** describing my ability to coordinate the task by negotiating to differ viewpoints and integrating concepts to achieve consensus. I will use **Belbin's team role theory** by displaying cooperative behaviours and adaptability in the workplace. However, my reflection has recognised several challenges in assertiveness, especially when leading discussion with dominant personalities. As per the **Gibbs reflective model**, I have identified that enhanced confidence in showing evidence-based arguments will enhance team outcomes in the positive way. I aim to create assertiveness by strong public speaking and leadership training in my professional practice to maintain collaboration with the influences. Moreover, I have gained knowledge on effective teamwork in the international context of cultural sensitivity and awareness of global labour markets in which the skills are directly relevant to the IHRM.

Leadership and Emotional intelligence

The leadership in the contemporary HR contexts has enhanced authority which engages the emotional awareness, inclusivity and empowerments. The **FinServe bank case** has shown the debate on AI-driven HR automations by undermining the requirements for ethical leadership during the digital transformations (Ekuma, 2023). Hence, I have recognised my leadership style as primarily democratic by encouraging participation and valuing feedback aligned to Goleman's emotional intelligent leadership model.

Furthermore, my major strengths depend on the empathy which enhances trust and collaboration at the workplace. However, I also identify the developmental need for higher decisiveness and strategic visions. I plan to apply leadership principles in project-based activities depending on the decision-making under pressure and conflict management using **Kolb's active experimentation stage**. In addition to this, I intend to learn on transformational leadership theory for enhancing my ability to inspire and guide others with organizational changes to make diversified international teams.

Self-directed and lifelong learning

The self-directed learning is a major focus on professional development and essential for the success in vulnerable international labour markets. I have understood the self-discipline in the research and independent analysis with the **Harvard HRM model's** emphasis on individual growth and commitment by the course. I have recognised the requirements for establishing more structured learning goals and evidence-based tracking of progress. I will also incorporate a **Personal development plan (PDP)** with **SMART objectives** in future.

Specific (S)	Measurable (M)	Achievable (A)	Relevant (R)	Time-bound (T)
I will complete a CIPD-recognised certificate in Digital HR Analytics.	I will measure the learning by performance feedback and reflective logs.	I will align with my career ambition by passion.	I will become a global HR strategist to align both career ambition and organizational productivity.	I will aim to become an HR strategist within 12 months.

Table 1: SMART objectives

(Source: Self-made)

This systematic approach will enhance lifelong learning by aligning with the learning organisational aspects to view knowledge sharing as a source of collective strengths

Integrating course learning in the professional developments

The *Prifysgol Cymru University of Wales* has contributed to provide direct weekly learning with several case studies and theoretical frameworks to enhance my knowledge. TechNova has described the significance of aligning HR with digital business strategy by reinforcing the strategic partner role from *Ulrich's model*. Furthermore, I have learned from the GreenHarvest case study which helps to enhance the transition from *hard to soft HRM* by developing culture as well. Atlas Fashion has enhanced my strengths of understanding international HR structures and the value of *decentralization in IHRM*. Moreover, FinServe Bank has motivated me to critically think about the ethical implications of automation and outsourcing. Thus, these course learning and professional developments have been beneficial to me to find the HR's evolving roles from administrative support to strategic enabler in the international contexts. Those job roles have been clarified to identify the developmental priorities to enhance digital competencies, assertive leadership and reflective practices in future.

Conclusion

This report has described how to evolve the technological, demographic and geopolitical changes redefining HRM and IHRM priorities towards adaptability, inclusivity and strategic human capital investments. The theoretical approach has been aligned with the case studies with practice showing that the sustainable competitiveness relied on ethical digitalisation, continuous learning and global talent management to ensure resilience and effectiveness in contemporary dynamic international labour markets.

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