Module Code - LCMB7023

Module Title - Human Capital Management

Individual Report

Student ID: 2510655

Name: Divyesh Dhirubhai Desai

Date: 14 sep 2025

Table of Contents

Introduction 3
Technological Advancements and HRM and IHRM Implications 4
Technological Transformation 4
Harvard Model of HRM 4
HRM and IHRM Implications 6
Demographic and Geopolitical Influences on Employment Markets 7
Global Labour Market Changes 7
Guest Model of HRM 7
HRM Issues and Strategic Implications 8
Addressing Skills Gaps and Talent Shortages through Strategic HRM 9
Skills Shortages 9
Talent Management Framework 9
HRM Solutions 10
Reflective Report 11
Kolb Experiential Learning Cycle 11
Application of the Model 12
Conclusion 14
References 15

Introduction

This report is a critical analysis of the role of the changing national and international labour markets in Human Resource Management (HRM) and International HRM (IHRM) strategies. It examines four major dimensions that are defining the contemporary workplace, including technological changes, demographic and geopolitical changes, global skills deficits, and individual employability within a digital and multicultural workplace. The Harvard Model of HRM is applied to determine the effect of technological change on HR policy decisions and results, whereas the Guest Model of HRM (1987) is employed to determine the strategic fit of HRM practices between the demographic and geopolitical factors. The skills gaps, as well as the workforce development strategies, are analysed with the help of the Talent Management Framework. Lastly, the Experiential Learning Cycle by Kolb supports a reflective analysis of personal international competence and connect experiential learning to career development and global employability.

Technological Advancements and HRM and IHRM Implications

Technological Transformation

The development of technology, including Artificial Intelligence (AI) and automation, online recruitment sites, and electronic Human Resource Management (e-HRM) systems, has significantly transformed the design and the labour market processes in the world (Kambur and Yildirim, 2023). Automation and AI-based tools are becoming increasingly popular among organisations in different industries and are used to automate operations, improve productivity, and decrease costs. Virtual onboarding and digital recruitment have become organisational practices which enable firms to find talent worldwide and organise cross-border teams effectively (Haque, 2023). Further, e-HRM has facilitated decision-making based on the data through the incorporation of information about employees, performance analytics, and forecast models in the HR policies. However, these technological transformations require a digitally literate, flexible and lifelong learning workforce. Therefore, HRM and IHRM operations need to change their administrative support functions into strategic partners that can match people, technology and organisational objectives to remain competitive in a digital economy (Patrick, et al., 2023).

Harvard Model of HRM

The Harvard Model of HRM offers a holistic approach for analysing the impact of technological disruption on HR strategies with five components, including situational factors, stakeholder interests, HR policy choices, HR outcomes, and long-term consequences (Bozhinovska, et al., 2023).

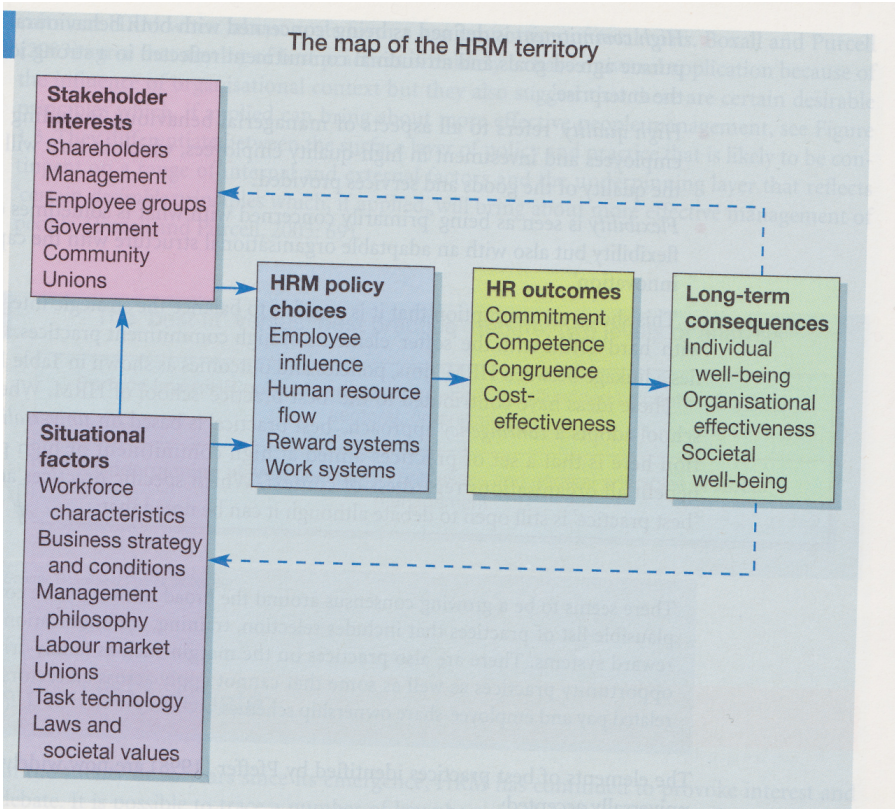

Figure 1: Harvard Model of HRM

Using this model in the case of technology-related settings, digitalisation and automation, along with international virtual teamwork as the ***situational factors,*** all pose a threat to conventional HR frameworks (Leisink and Boxall, 2021). ***Stakeholder interests*** bring into power the balance between the need of employees to be flexible and engage in meaningful digital interaction, and the management to attain efficiency and innovation through technology. To address it, ***HR policy decisions*** such as the introduction of AI-based recruitment bots, the use of e-learning tools, and the work system design to work in a hybrid environment become essential. These decisions affect ***human resource results***, such as higher employee competence, engagement, and agility, but also risk digital inequality and burnout in employees who cannot adapt (Pal, 2024). In the long run, the model focuses on ***long-term impacts*** on organisations that invest in the digital upskilling and ethical adoption of technologies have higher chances of attaining sustainable innovation and employability, whereas organisations that disregard the adaptability of their workforce run a risk of exclusion and disengagement.

Automation also minimises administrative workload, which enables the HR professional to concentrate on strategic projects, including the development and engagement of employees. As an example, the Watson AI platform created by IBM helps manage talent proactively, predicting possible threats of turnover (IBM, 2025).

HRM and IHRM Implications

In the case of domestic HRM, the integration of technology requires redefined functions of recruitment, performance management and learning and development. HR managers need to use digital platforms to facilitate continuous learning cultures and improve employee engagement with the help of personalised development paths (Nuraini, 2024). In terms of international HRM, technology enables the management of teams that are in different geographical locations, but it also requires cultural, legal and communication differences to be observed in virtual work (Edwards, et al., 2022). Data privacy and digital well-being policies, as well as their fair access to technology, should be implemented at the international level.

Demographic and Geopolitical Influences on Employment Markets

Global Labour Market Changes

The world labour markets are experiencing a fast change with the changing demographics, migration, and geopolitical tension (Pulami and Nepal, 2024). Increased mobility of the skilled labour force and the ageing population in the European and Japanese regions, youth unemployment in the developing economies and old age have brought about new HR challenges. In addition, the geopolitical developments such as Brexit, the war between Russia and Ukraine, and the trade disruption in major economies have renegotiated the migration policy, employers' relations, and global labour mobility (European Parliament, 2025). These forces need organisations to deal with the diversity of the workforce, long-distance cooperation, and fair employment across the regions. To meet these dynamic socio-political environments, HR professionals need to develop flexible methods of attracting, retaining and developing talent.

Guest Model of HRM

The ***HRM Guest Model*** is a useful model on the impact of demographic and geopolitical factors on HRM strategy and outcomes (Opatha, 2021). The guest suggested that the four policy goals that define good HRM are strategic integration, high commitment, flexibility, and quality.

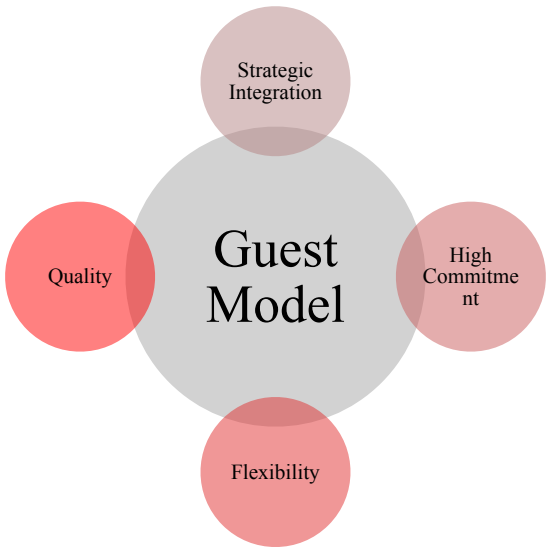

Figure 2: Guest Model

(Source: By Author)

Strategic integration will make sure that the HR policy is in line with the external changes, including migration laws and global skills deficits in the present-day environment. ***Commitment*** pays attention to the involvement of employees from various cultural and generational backgrounds to sustain productivity and union (Ahmadi, et al., 2023). ***Flexibility*** becomes essential as geopolitical unpredictability requires flexible models of the workforce, such as hybrid and contingency work models. Lastly, ***quality*** supports the necessity of continuous growth to deal with the mismatches in skills and ensure inclusion. The connection between these objectives shows that the model can help HRM to be proactive in responding to demographic shifts and geopolitical instability and ensure that employees are engaged and the organisation continues to perform (Irawan and Ibrahim, 2024). The Guest Model emphasises the role of the alignment of HR policies with external realities in increasing resilience. An example is the multi-national corporation Unilever for talent and technology strategies, which boost performance and productivity (Unilever, 2025).

HRM Issues and Strategic Implications

The issues that are growing for HR professionals are how to accommodate a multigenerational workforce, how to be compliant with cross-labour legislations and how to mitigate disparities created by geopolitical fragmentation. HRM need to implement evidence-based models to track the demographics of the workforce, predict talent shortages, and develop non-discriminatory policies (Caines, et al., 2025). Moreover, cross-cultural training, flexible expatriate schemes and accommodation facilities of displaced employees should be prioritised in international HRM (Lee and Wechtler, 2024). According to the Guest Model, to achieve sustainable success in these contexts, flexibility, quality, and commitment have to be embedded into HR strategies, which allows organisations to prosper even when demographic changes and geopolitical uncertainty occur.

Addressing Skills Gaps and Talent Shortages through Strategic HRM

Skills Shortages

In the international sectors, the existing skills shortage has been one of the most critical human resource management problems. The industries that are at high risk of shortage are technology, healthcare, and hospitality, where the digital transformation, demographics, and evolving labour market trends are changing at high rates. According to the Advanced Manufacturing, (2024), more than 60% of employers all over the world have difficulties in finding workers who are skilled in the field of advanced technical and analytical abilities. Healthcare is experiencing the effect of ageing populations and the post-pandemic effect on the workforce, necessitating the hiring of qualified professionals (Schlosser, et al., 2022). Similarly, the hotel sector can hardly recruit and maintain competent service employees in the recovery phase after the pandemic.

Talent Management Framework

Talent Management Framework aims at resolving talent gaps using specific human resources techniques (Hadijah, 2023). The model focuses on three main elements, such as defining core positions which contribute to organisational success, talent development with the aim of filling those positions and retaining potential employees through engagement and career development opportunities. Through these strategic positions, the HR leaders can be able to spend resources effectively and provide continuity on essential functions. The framework fits perfectly well into the overall HRM strategy by incorporating employer branding, career development and systems of continuous learning (Reis, et al., 2021). As an example, Deloitte has introduced a global learning ecosystem, which promotes micro-learning to employees continuously, and the United Kingdom National Health Service (NHS) has invested in apprenticeship and upskilling training to reduce shortages of nurses and medical technicians (NHS, 2025).

The Talent Management Framework can be used strategically with high benefits. It increases the agility of the workforce by producing multi-skilled employees who can adapt to changing market conditions, increases retention because it develops clear career paths and enhances succession preparedness in key leadership and technical positions (Ahmed, et al., 2022). With

reference to the international HRM approach, expatriate assignments and cross-border training programs have to be managed in order to enable knowledge transfer around the globe and provide equal opportunities to participate in skill-development programs.

HRM Solutions

HRM can use multiple strategies based on the Talent Management Framework in order to overcome consistent skill shortages. Forming collaborations with higher educational institutions and technical colleges, and universities can help to align the academic outputs with industry demands and offer early exposure to the potential talent (Leikuma-Rimicane, et al., 2022). The apprenticeship and internship programs are practical and encourage early career involvement. AI-based skill analytics should also assist organisations to detect internal capability gaps as well as personalise learning interventions. Promotion of internal mobility enables employees to move to crucial positions, whereas the promotion of diversity guarantees that more skills and viewpoints will be available. Organisations are able to increase the opportunities of remote work internationally to reach out to the talent pools across the globe (Ardi, et al., 2024).

Reflective Report

In a world that is getting more global and dependent on technology, the ability to critically reflect on professional competencies is necessary for constant improvement and employability. In the current dynamic global organisations, professionals are required to combine technological competence, cultural awareness, and flexibility to work effectively in a wide range of settings. Self-assessment is a systematic method of determining these capabilities. This reflection uses the Experiential Learning Cycle of Kolb (1984) cycle which focuses on experiential learning (Egan, et al., 2023). This model is focused on four steps, such as Concrete Experience, Reflective Observation, Abstract Conceptualisation, and Active Experimentation, which are combined in fostering individual development and improvement of skills.

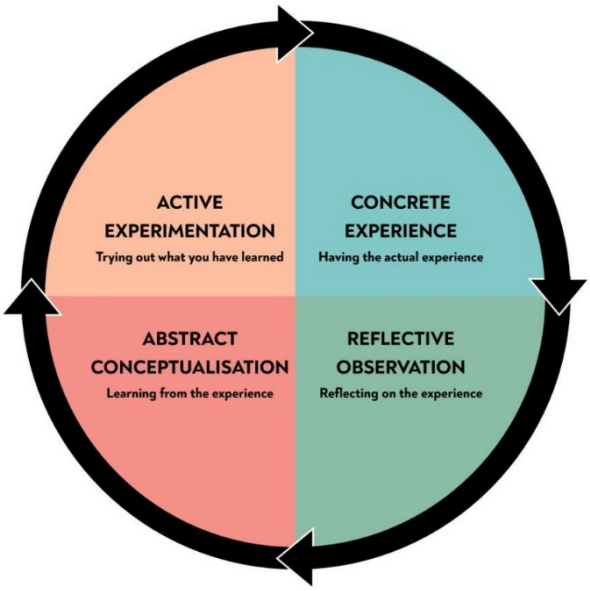

Figure 3: Kolb's Experiential Learning Cycle

(Source: McLeod, 2025)

Kolb Experiential Learning Cycle

According to the model, learning is achieved when experience is converted into knowledge. The cycle starts with Concrete Experience, where one is exposed to new challenges or experiences and then Reflective Observation, where they reflect critically on the experiences (Wijnen-Meijer, et al., 2022). Abstract Conceptualisation stage involves the learner coming

up with insights and theoretical knowledge, and lastly, in the Active Experimentation, learners relate new knowledge to the real world. This is an ongoing process that allows people to develop professional competence, flexibility and innovation, which are the major attributes in global employability (Sinha, 2023). The implementation of the Kolb model would enable me to analyse my whole development and develop the strategies to enhance my performance in cross-cultural and technology-oriented professional environments.

Application of the Model

Concrete Experience and Reflective Observation

I have been involved in several group projects during my postgraduate studies in an international academic setting, which involved working with students having diverse cultural and professional backgrounds. These experiences helped me acquire great exposure to international outlooks and improve my knowledge about teamwork in various environments. When I worked on a marketing simulation project and had to manage data visualisation, I had to work with Microsoft Power BI. I developed my technical competence and learned to use digital tools to help make evidence-based decisions during the task. I was sure that I could use technology and host discussions, but I had my first difficulties with making fast decisions in multicultural teams, due to which the differences in approaches to communication and perception of time influenced group processes. These experiences made me realise that I need to be flexible and culturally sensitive when working abroad.

Abstract Conceptualisation and Evaluation

Based on these experiences, I managed to recognise a few strengths and weaknesses which define my professional profile. The important strengths are my technological fluency, specifically using analytical applications such as Microsoft Power BI and Excel, which makes me more employable in data-driven professions. Moreover, teamwork and flexibility have been enhanced by the cooperation with different colleagues, which helped me to develop the ability to speak to others respectfully and solve conflicts effectively. I also exercised leadership where I took initiative in small groups in which every member was well allocated tasks and met deadlines.

Active Experimentation and Action Plan

As part of making myself more employable and globally ready, I have created a systematic action plan based on the last phase of Kolb. In terms of technological advancement, I plan to complete short professional qualifications in digital HR tools and artificial intelligence applications using LinkedIn Learning as a way of updating my strategic knowledge of HR analytics. In communication skills, I will join platforms such as Toastmasters International, where I will develop confidence in speaking and intercultural articulation. In the context of leadership, I aim to consider the approach of leadership, such as Situational Leadership, presented by Hersey and Blanchard. This approach offers the flexibility of the leadership style depending on the maturity and competence of a team, which is essential in the context of multicultural and remote working (Del Pino-Marchito, et al., 2025).

Link to Career Goals

This observation is consistent with my long-term goal to have an opportunity to work in the international logistics and human resource sectors, where cross-border unit management and incorporation of technology in human resources solutions are essential. My studies of diversity, inclusion, and global teamwork have enabled me to appreciate the importance of diversity, inclusivity, and collaboration between countries, which are fundamental in multinational organisations. Through the enhancement of my technological skills, leadership flexibility, and communication confidence, I will be in a position to work in complex international settings.

Conclusion

In conclusion, the report critically examined the impact of technological, demographic and geopolitical factors that transform the labour market and shape the HRM and IHRM strategies. The Harvard Model of HRM demonstrated how digitalisation and automation make the HR policy decision-making process redefine, whereas the Guest Model allowed paying much attention to the strategic alignment, flexibility, and commitment while coping with demographic and geopolitical forces. The Talent Management Framework illustrated how organisations can mitigate global skills shortages by having proactive talent identification, development and retention strategies. Lastly, the Kolb Experiential Learning Cycle was used to support an organised reflection on my international competence and define my main strength in technology and teamwork and need for improvement in communication and leadership agility. Overall, the key to successful HRM in the globalised and technologically advanced world should lie in the strategic alignment between people and technology, holistic talent management, and life-long personal learning. s

References

Advanced Manufacturing. (2024) Talent crisis: over 60% of industry can't find skilled labour. [Online]. Available at: https://www.advancedmanufacturingmadrid.com/en/2024/10/17/talent-crisis-over-60-of-industry-cant-find-skilled-labour/ [Accessed on: 13 November 2025].

Ahmadi, R., Ardana, P.D.H., Rais, R. and Tannuary, A. (2023) Literature Review: Analysis of The Relationship Between Training and Employee Performance in a Company. *Jurnal Ekonomi*, *12*(01), pp.437-442.

Ahmed, R.R., Azam, M., Qureshi, J.A., Hashem E, A.R., Parmar, V. and Md Salleh, N.Z. (2022) The relationship between internal employer branding and talent retention: a theoretical investigation for the development of a conceptual framework. *Frontiers in psychology*, *13*, p.859614.

Ardi, A., Cahyadi, H., Meilani, Y.F.C.P. and Pramono, R. (2024) Talent attraction through flexible work anytime from anywhere. *Journal of Infrastructure, Policy and Development*, *8*(3), p.2998.

Bozhinovska, T., Eftimov, L. and Nakov, L. (2023) Contemporary managerial analysis of multi-stakeholder perspective in human resource management: Towards a new conceptual framework. *Management: Journal of Contemporary Management Issues*, *28*(Special Issue), pp.13-27.

Caines, V., Ertug, G., Bordia, P. and Schleicher, D.J. (2025) Retirement and organizations: Advocating organizational responsibility for retirement in practice and scholarship. *Journal of Management*, *51*(2), pp.518-535.

Del Pino-Marchito, A., Galán-García, A. and Plaza-Mejía, M.D.L.Á. (2025) The Hersey and Blanchard's Situational Leadership Model Revisited: Its Role in Sustainable Organizational Development. *World*, *6*(2), p.63.

Edwards, T., Almond, P., Murray, G. and Tregaskis, O. (2022) International human resource management in multinational companies: Global norm making within strategic action fields. *Human Resource Management Journal*, *32*(3), pp.683-697.

Egan, J.D., Tolman, S., McBrayer, J.S. and Ballesteros, E. (2023) Reconceptualizing Kolb's Learning Cycle as Episodic & Lifelong. *Experiential Learning and Teaching in Higher Education*, *6*(1), pp.24-33.

European Parliament. (2025) The Brexit paradox: How leaving the EU led to more migration. [Online]. Available at: https://www.europarl.europa.eu/RegData/etudes/BRIE/2025/772910/EPRS_BRI(2025)772910_EN.pdf [Accessed on: 13 November 2025].

Hadijah, H.S. (2023) Implementation of talent management as a strategy for achieving company competitive advantage. *International Journal of Artificial Intelligence Research*, *6*(1.1), pp.1-6.

Haque, S.M.S. (2023) The impact of remote work on hr practices: navigating challenges, embracing opportunities. *European Journal of Human Resource Management Studies*, *7*(1).

IBM. (2025) Revolutionize your talent acquisition strategy: How AI can help you find the right candidates faster. [Online]. Available at: https://www.ibm.com/think/insights/revolutionize-your-talent-acquisition-strategy-how-ai-can-help-you-find-the-right-candidates-faster [Accessed on: 13 November 2025].

Irawan, A. and Ibrahim, M.B.H. (2024) Understanding Human Resource Management: Exploring Psychological Dynamics and Strategic Approaches through Qualitative Description and Literature Review. *Jurnal Manajemen Bisnis*, *11*(1), pp.557-570.

Kambur, E. and Yildirim, T. (2023) From traditional to smart human resources management. *International Journal of Manpower*, *44*(3), pp.422-452.

Lee, E.S. and Wechtler, H. (2024) Hidden agenda for cross-cultural training: understanding refugees' cross-cultural experience through the capability approach. *The InTernaTIonal Journal of human resource managemenT*, *35*(6), pp.1007-1047.

Leikuma-Rimicane, L., Baloran, E.T., Ceballos, R.F. and Medina, M.N.D. (2022) The role of higher education in shaping global talent competitiveness and talent growth. *International Journal of Information and Education Technology*, *12*(11), pp.1211-1220.

Leisink, P. and Boxall, P. (2021) HRM and social legitimacy in the public sector. In *Research Handbook on HRM in the Public Sector* (pp. 189-201). Edward Elgar Publishing.

McLeod, S. (2025) Kolb's Learning Styles and Experiential Learning Cycle. [Online]. Available at: https://www.simplypsychology.org/learning-kolb.html [Accessed on: 13 November 2025].

NHS. (2025) Apprenticeships. [Online]. Available at: https://www.hee.nhs.uk/our-work/talent-care-widening-participation/apprenticeships [Accessed on: 13 November 2025].

Nuraini, N. (2024) Creating Environments for Continuous Employee Development and Learning. *Economics and Digital Business Review*, *5*(1), pp.769-789.

Opatha, H.H.D.N.P. (2021) Towards a generic model of human resource management. *International Business Research*, *14*(7), pp.58-68.

Pal, R.K. (2024) A Short Review of Various Models of International Human Resource Management. *Journal of Social Welfare and Management, 16*(1), pp.43-50.

Patrick, W.S., Jha, J.K. and Sharma, K.G. (2023) Strategic international human resource management (SIHRM) framework: an integrated review and directions for future research. *Journal of global mobility: The home of expatriate management research*, *11*(2), pp.274-294.

Pulami, M.J. and Nepal, S. (2024) The Potential Impact of Demographic Changes in Geopolitical Landscape. *Asian Journal of Population Sciences*, *3*, pp.43-58.

Reis, I., Sousa, M.J. and Dionísio, A. (2021) Employer branding as a talent management tool: A systematic literature revision. *Sustainability*, *13*(19), p.10698.

Schlosser, F., McPhee, D.M., Ralph, J.L. and Salminen, H. (2022) The post-pandemic challenge of retaining, Re-attracting, and Renewing experienced nursing talent. In *Global Talent Management During Times of Uncertainty* (pp. 123-137). Emerald Publishing Limited.

Sinha, E. (2023) ‘Co-creating’experiential learning in the metaverse-extending the Kolb's learning cycle and identifying potential challenges. *The International Journal of Management Education*, *21*(3), p.100875.

Unilever. (2025) How talent and technology are boosting factory performance and productivity. [Online]. Available at: https://www.unilever.com/news/news-search/2025/how-talent-and-technology-are-boosting-factory-performance-and-productivity/ [Accessed on: 13 November 2025].

Wijnen-Meijer, M., Brandhuber, T., Schneider, A. and Berberat, P.O. (2022) Implementing Kolb s experiential learning cycle by linking real experience, case-based discussion and simulation. *Journal of medical education and curricular development*, *9*, p.23821205221091511.