



RESILIENCE, TALENT AND TECHNOLOGY

BMDB7006

MODULE LEAD

Julie Hayward, Gareth Hughes

DBA Portfolio

Xiaohui Zeng (1811713)

Glossary of Terms

CME- coordinated market economy

HR- Human resource

HRM- Human resource management

HRD- Human resource development

LME- Liberal market economy

PESTLE- Political, Economic, Social, Technological, Legal and Environmental

VUCA – Volatile, uncertain, complex, ambiguous

Contents

Glossary of Terms	1
Assignment 1 PESTLE Analysis on Cisco in Attracting Talents	1
Case Study.....	1
The Introduction of PESTLE.....	1
Political Analysis.....	2
Economic Analysis.....	3
Social Analysis.....	3
Technological Analysis.....	4
Legal Analysis.....	5
Environmental Analysis	5
References.....	7
Assignment 2 The Labour Market Trends for Cisco in the United States and China	13
Part 1. Economic condition comparisons of the U.S. and China.....	13
Part 2. Demographic factors comparisons of the U.S. and China.....	16
References.....	19
Assignment 3 TEDTALK	25
UWTSD OneDrive link.....	25
References.....	25
Assignment 4 The Comparisons of Liberal and Coordinated Economies on HRM Policy of Cisco	29
Introduction of HRM policy.....	29
Two types of market economy	29
HRM policy of Cisco in LME	31
HRM policy of Cisco in CME	31
References.....	33
Assignment 5 Presentation of Gig Economy	36
UWTSD OneDrive Link:	36
Reference.....	36
Assignment 6 Implication of Atkinson Model on Cisco in the Open Talent Economy	39
The Open Talent Economy and Atkinson Model.....	39
Implication on Cisco.....	41
References.....	43
Assignment 7 A Model of Organization Resilience	46
References.....	47

Assignment 1 PESTLE Analysis on Cisco in Attracting Talents

Case Study

Cisco System Inc. was founded by Len Bosack and Sandy Lerner, both working for Stanford University, in San Jose of California from 1984. Through decades of development, it has become the telecoms technology giant and multinational corporation ranked 64th on the Future 500 List in 2019 (Fortune Media IP Ltd., 2019), with over 74,200 employees worldwide and business across networking, security, collaboration and the cloud. Cisco entered China in 1994, and it has built six R&D centres in China that retains more than 2,000 employees in Shanghai (Cisco, 2019).

The Introduction of PESTLE

Attracting talents is the most important and challenging part of people resourcing, that covers so many employee issues such as job design, workforce planning, strategical adjustment, advertisement of employer brand, candidate relationship management, then attracting people (Armstrong and Taylor, 2014; Delottie, 2019). Besides providing better opportunities, rewards and working conditions of employment than other companies to the talents, there are many external factors affecting talents acquisition for the organisation. Therefore, we analyse the different influences with the important PESTLE tool (CIPD, 2017) from these six aspects: political, economic, social, technological, legal and environmental, as figure 1, to identify the macroeconomic conditions for the multinational corporation Cisco.

Political	Economic	Social	Technology	Legal	Environmental
• Government policy • political stability • Tax • Industry regulations • global trade agreement and restrictions	• Exchange rates • Globalisation • Economic growth/decline • inflation • Cost of living • Labour costs • Consumer spending habits	• Consumer trends/tastes, fashions • Consumer habits • Lifestyle factors • Career attitudes • Work-life balance • Population demographics	• Automation, robot • Innovation • Disruptive technology • Social network • AI • Security	• Employment law • Common law • Local labour law • Health and safety • Regulations	• Environmental restrictions by governments • Sustainable resources • CSR • Ethical sourcing • Transportation • Procurement • Supply chain management

Figure 1 descriptions of PESTLE analysis

Political Analysis

The political factors, such as stability of government policy, potential changes to legislation, global trade influences, tax will affect the talent attraction in Cisco China significantly, especially the US-China trade war (CIPD, 2017). And the negative impacts on HR issues, or 'host-country' effects (Edwards and Rees, 2011) on various workers are listed in the following table 1.

Table 1. political factors and its impact on Cisco

External political factors	Impact on Cisco
1) <i>the higher tariffs imposed by Chinese government on American goods</i>	the import and export of Cisco's products in the long-term way, and sales man and marketing employees involved.
2) <i>US-China trade conflict</i>	Cisco had slashed its manufacturing in China in anticipation of higher import tariffs levied in the US (Waters, 2019), and those workers involved.
3) <i>US-China trade conflict</i>	Cisco was uninvited to bid on some contracts from Chinese state-owned enterprises anymore that would lead to purchase of the hardware devices from Cisco declined steeply (YU, 2019).

Economic Analysis

The economic trends including those indicators such as employment rates, labour cost, inflation, economic growth of China, consumer confidence, competitors will affect the Cisco in talents acquisition significantly as well (CIPD, 2017; Pelkey, 2010). And the negative impacts on recruitment are listed in the following table 2.

Table 2. economic factors and its impact on Cisco

External economic factors	Impact on Cisco
<i>1) domestic rivals surpassing Cisco with higher market share</i>	the international player Cisco in China contributing limited (Mckinsey Global Institute, 2019), only accounts for less than 3% of its total revenue (YU, 2019).
<i>2) millennials as the majority of workforce, along with their rising wages and job expectation (Congressional Research Service, 2019)</i>	rising labour costs in China, that might lead to recruit talents in other inexpensive locations of Southeast Asia such as India, Vietnam.
<i>3) slowing down of Chinese economic growth and shifting towards more balanced settings (The Economist Intelligence Unit, 2019) (National Bureau of Statistics, 2019) (Koty, 2019)</i>	more pressure will be added to attracting talents in China (Cisco, 2018, 2019).

Social Analysis

Chinese society has changed much including lifestyle factors, demographic influences, income distribution, population, culture diversity and preference over the past decades. And some positive influences on talent attraction are listed in the following table 3, largely relying on its employment brand and reputation building.

Table 3. social factors and its impact on Cisco

External social factors	Impact on Cisco
1) more than 800 million people (Mckinsey Global Institute, 2019), the most internet users in the world of China; IT and high-tech companies remain the most attractive such as Cisco (Xinhua, 2019)	Cisco offers relative advantages in attracting talents by brand value of networking in digital era
2) the world's largest source of outbound students, including 17% of international tertiary degree students (McKinsey Global Institute analysis, 2017) in China	It is well known about the reputation of Cisco
3) Although in August of 2019, some products department in Shanghai be cut on account of streamlining its organizational structure and reducing annual operating expenses	It provided compensatory package of N+7 months' salary to the personnel to maintain brand reputation (Sujianxun, 2019; Sturman, 2019)
4) Cisco Networking Academy (Cisco, fiscal 2018, 2019), and investment in certification of education or training online courses	1.87 million students in 180 countries participating in, increasing its global influence significantly

Technological Analysis

New digitized technology plays an increasing role in recruiting activity, some influences of that are of benefit to Cisco, such as standardized recruitment platform, effective tools and social network management. Even in the open talent economy, Cisco (2011) emphasizes more on building developing programs for employees and linking technique skills, social intelligence to organisational objectives together (Seward and Patel, 2019). They are listed in table 4 below.

Table 4. technological factors and its impact on Cisco

External technological factors	Impact on Cisco
1) <i>the digitized recruitment platform to improve recruiting process for potential employees</i>	It increased efficiency, automation of the approach, more personalized, but also more data-driven from interactions with candidates (Taylor, 2017).
2) <i>With the development of social network and social media (Armstrong and Taylor, 2014), employees sharing "People Deal", "Social and Blog" (Moorhead, 2018; Cisco, 2019) on the official website, based on the idea of "personal connections" (Collins, 2016)</i>	It can help develop the brand value and increase employee loyalty to attract more talents in the competitive industry (Collins, 2016; Sturman, 2019).
3) <i>telecommuting, open office and smart building already available in Cisco (Morgan, 2015)</i>	It raises efficiency of employees.
4) <i>more flexible business model will be developed by gig arrangement or expanding AI contractors to do task-specialized work in the future</i>	Cisco tries to maintain the high-value roles of human employees meanwhile protect the productivity (Delottie, 2019; World Economic Forum, 2018).

Legal Analysis

Cisco China enjoyed the policy priorities such as low social insurance costs, low value-added tax (VAT) rates (Koty, 2019) by Chinese local government while created more urban job opportunities. And the firm also has a responsibility to obey the local employment laws and industry regulations to protect the health and safety of employees (Central Committee of the Communist Party of China, 2016; Xinhua, 2019; Cisco, 2019).

Environmental Analysis

The R&D centres of Cisco China all have good locations for instance Beijing, Hangzhou, in that the first and second tier cities always attract young people with urban advantages such as convenient transportation, more opportunities and good infrastructure construction. Last but not least, Cisco always put much effort on

energy efficiency, environment friendly materials and renewable energy projects (Cisco, 2017, 2018, 2019), help solving the environmental issues for earth. That long-term and sustainable value also attract talents in new generations.

References

- Armstrong, M., and Taylor, S. (2014) *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Central Committee of the Communist Party of China (2016) The 13th Five-year plan for Economic and Social Development of the People's Republic of China. Available at:
<http://en.ndrc.gov.cn/newsrelease/201612/P020161207645765233498.pdf>
(Accessed: 27th Sep. 2019)
- CIPD (2017) *pestle-analysis-example*. Available at:
https://www.cipd.co.uk/Images/pestle-analysis-example-v2_tcm18-27108.pdf
(Accessed: 15th Sep. 2019)
- Cisco (2011) *Transitioning to Workforce 2020*. Available at:
https://www.cisco.com/c/dam/en_us/training-events/employer_resources/pdfs/Workforce_2020_White_Paper.pdf (Accessed: 23th Sep. 2019).
- Cisco (2017) *Annual Report 2017*. Available at:
https://www.cisco.com/c/dam/en_us/about/annual-report/2017-annual-report-full.PDF (Accessed: 24th Sep. 2019).
- Cisco (2018) *Annual Report 2018*. Available at:
https://www.cisco.com/c/dam/en_us/about/annual-report/2018-annual-report-full.pdf (Accessed: 24th Sep. 2019).
- Cisco (2018) *Cisco Live 2018: The Future is Talent* [video] Available at:
https://www.youtube.com/watch?v=ObDJB7D58gY_ (Accessed: 26th Sep. 2019)

- Cisco (2019) *Cisco Overview*. Available at: <https://newsroom.cisco.com/overview> (Accessed: 16th Sep. 2019)
- Cisco (2019) *CSR Environmental Sustainability*. Available at: <https://www.cisco.com/c/en/us/about/csr/impact/environmental-sustainability.html> (Accessed: 25th Sep. 2019)
- Cisco (2018) *the CSR Report 2018*. Available at: <https://www.cisco.com/c/dam/assets/csr/pdf/CSR-Report-2018.pdf> (Accessed: 16th Sep. 2019)
- Cisco (2019) *Our People Deal*. Available at: <https://www.cisco.com/c/en/us/about/careers/we-are-cisco/people-deal.html> (Accessed: 23th Sep. 2019)
- Cisco (2019) *Personal Data Protection & Privacy Policy*. Available at: <https://www.cisco.com/c/en/us/about/trust-center/customer-data-privacy-policy.html> (Accessed: 27th Sep. 2019)
- Cisco (2019) *Social and Blog*. Available at: <https://www.cisco.com/c/en/us/about/careers/we-are-cisco/social-and-blog.html?dtid=osscdc000283> (Accessed: 23th Sep. 2019)
- Collins, C. (2016) 'How Cisco Completely Turned Around Its Employer Branding on Social in Only 6 Months', *Linked in* [blog]. 28th January. Available at: https://business.linkedin.com/talent-solutions/blog/employer-brand/2016/how-cisco-completely-turned-around-its-employer-branding-on-social-in-only-6-months?src=tw-tw&veh=hireonlinkedin-tweet&utm_source=twitter&utm_medium=social&utm_campaign=tweet&sf19863290=1 (Accessed: 26th Sep. 2019).

- Congressional Research Service (2019) *China's Economic Rise: History, Trends, Challenges, and Implications for the United States*. Federation of American Scientists Available at: <https://fas.org/sgp/crs/row/RL33534.pdf> (Accessed: 25th Sep. 2019).
- Deloitte (2019) *Leading the social enterprise: Reinvent with a human focus*. Available at: https://www2.deloitte.com/content/dam/insights/us/articles/5136_HC-Trends-2019/DI_HC-Trends-2019.pdf (Accessed: 3rd Sep. 2019).
- Edwards, T. and Rees, C. (2011) *International Human Resource Management: globalisation, national systems and multinational companies*. 2nd ed. Essex: Palgrave
- Fraunhofer (2018) *Industry 4.0 – Networked, Adaptive Production*. Available at: <https://www.ipt.fraunhofer.de/content/dam/ipt/en/documents/broschures/Industry%2040-Networked%20Adaptive%20Production.pdf> (Accessed: 13th Sep. 2019)
- Fortune Media IP Ltd. (2019) *Fortune 500*. Available at: <https://fortune.com/fortune500/cisco-systems/> (Accessed: 3rd Sep. 2019).
- Koty, A. C. (2019) 'China's 2019 Work Report: Growth Target, Tax Cuts Announced', *China Briefing*, 6 March. Available at: <https://www.china-briefing.com/news/chinas-2019-work-report-growth-target-tax-cuts/> (Accessed: 26th Sep. 2019).
- McKinsey Global Institute (2019) *China and the world: inside the dynamics of a changing relationship*. Available at: <https://www.mckinsey.com/~media/mckinsey/featured%20insights/china/china%20and%20the%20world%20inside%20the%20dynamics%20of%20a%20changin>

g%20relationship/mgi-china-and-the-world-full-report-june-2019-vf.ashx

(Accessed: 25th Sep. 2019)

- Morgan, J. (2015) *The Future of Work Show - Episode 8: Inside Cisco*[video]. Available at: <https://www.youtube.com/watch?v=cWoFHvLVdaQ> (Accessed: 27th Sep. 2019).
- Moorhead, P. (2018) 'Cisco's 'People Deal' Exemplifies Its Cutting Edge Commitment to Employees', *Forbes*, 8 August. Available at: <https://www.forbes.com/sites/patrickmoorhead/2018/08/08/ciscos-people-deal-exemplifies-its-cutting-edge-commitment-to-employees/#18b508847ff7> (Accessed: 27th Sep. 2019).
- National Bureau of Statistics (2019) *China CN: IE: Amount Loss: ytd: Computer, Communication & Other Electronic Equipment*. Available at: https://www.ceicdata.com/en/china/computer-communication-and-other-electronic-equipment/cn-ie-amount-loss-ytd-computer-communication--other-electronic-equipment_ (Accessed: 26th Sep. 2019)
- Pelkey, G.J. (2010), *Strategic Analysis of Cisco in China*.
- Seward, C. and Patel, C. (2019) *Evolving the IT team*. Available at: https://www.cisco.com/c/dam/global/en_uk/solutions/executive-perspectives/pdf/evolving-the-it-team.pdf (Accessed: 26th Oct. 2019).
- Sturman, C. (2019) *5 ways to attract top talent to your business*. Available at: <https://smbinsights.cisco.com/attracting-and-retaining-top-talent/5-ways-to-attract-top-talent-to-your-business> (Accessed: 25th Sep. 2019)
- Sujianxun (2019) 'Cisco China reported layoffs', *36KR*, 1 August. Available at: <https://36kr.com/p/5231559> (in Chinese) (Accessed: 25th Sep. 2019).

- Taylor, S. (2018). *Resourcing and talent management*. 7th edn. Kogan Page Publishers.
- Taylor, T. (2017) 'Cisco digitizes its candidate experience to attract talent' *HRDIVE*, 30th March. Available at: <https://www.hrdive.com/news/cisco-digitizes-its-candidate-experience-to-attract-talent/439273/> (Accessed: 24th Sep. 2019).
- The Economist Intelligence Unit (2019) *Cause for concern? The top 10 risks to the global economy*. Available at: https://espas.secure.europarl.europa.eu/orbis/sites/default/files/generated/document/en/Top_10_risks_to_the_global_economy.pdf (Accessed: 26th Sep. 2019)
- Waters, R. (2019) 'Cisco cuts back China manufacturing to ease tariffs hit', *The Financial Times*, 16th MAY. Available at: <https://www.ft.com/content/312f7b52-7765-11e9-be7d-6d846537acab> (Accessed: 23th Sep. 2019).
- World Economic Forum (2018) *The Future of Jobs Report 2018*. Available at: http://www3.weforum.org/docs/WEF_Future_of_Jobs_2018.pdf (Accessed: 27th Sep. 2019)
- Xinhua (2019) 'China remains as most attractive investment destination: official', *Chinadaily.com.cn*, 27th May. Available at: <http://global.chinadaily.com.cn/a/201905/27/WS5cebdeb5a3104842260be135.html> (Accessed: 24th Sep. 2019).
- Xinhua (2019) 'China's job market stable with new features: report', *Chinadaily.com.cn*, 20th March. Available at: <http://www.chinadaily.com.cn/a/201903/20/WS5c91d1f3a3104842260b197c.html> (Accessed: 23th Sep. 2019).
- YU, Y. (2019) 'Cisco's China revenue drops 25% and outlook dims amid trade

war', *Nikkei Asian Review*, 15th August. Available at:
<https://asia.nikkei.com/Business/Companies/Cisco-s-China-revenue-drops-25-and-outlook-dims-amid-trade-war2> (Accessed: 22th Sep. 2019).

Assignment 2 The Labour Market Trends for Cisco in the United States and China

In order to operate the multinational corporation well in different countries, human resource professionals should specifically understand the context of peculiar business environment and prepare to the changes in local labour market (CIPD, 2019; Taylor, 2018). This study will take Cisco as an example to analyze the different conditions in the United States and China with economic comparisons and demographic comparisons, which can help HR make suitable workforce planning.

Part 1. Economic condition comparisons of the U.S. and China

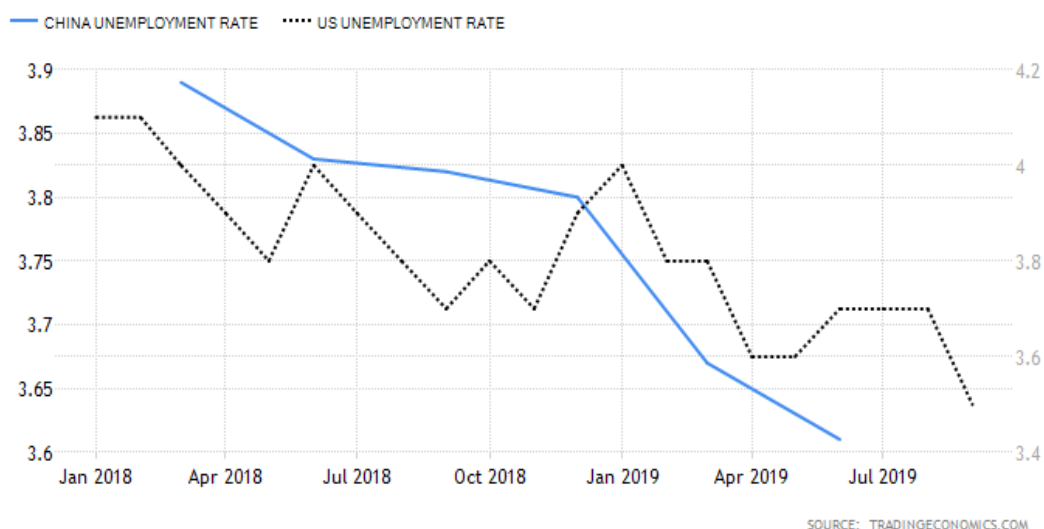


Figure 1 comparisons of unemployment rate

Chinese population were 1,395.4 million until Dec 2018; the United States' population reached 328.2 million people in Dec 2018 (CEIC, 2019).

1) Unemployment rate.

U.S.: 3.5 percent in September 2019 (U.S. Bureau of Labor Statistics);

China: 3.61 percent in Jun 2019 (CEIC, 2019).

2) **GDP annual growth rate.** (The World Bank, 2019)



Figure 2 comparisons of GDP annual growth rate

3) **Labour force indicators.**

The labour cost index points in Jul. 2019 (Trading Economics, 2019).

Labour force participation rate, annual mean wage (The World Bank, 2019).

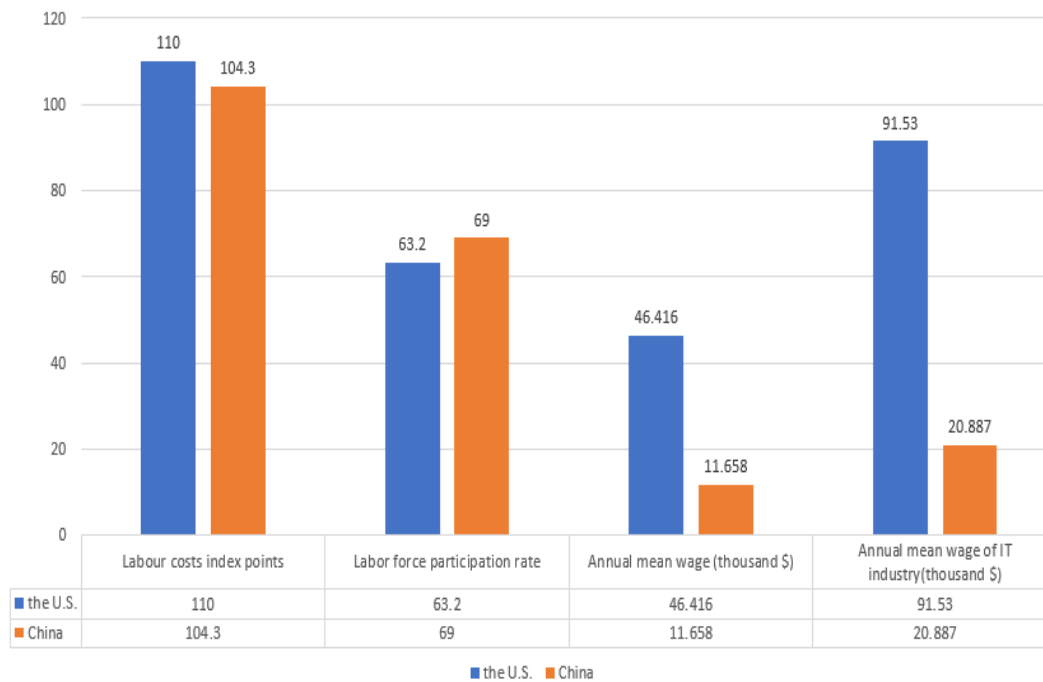


Figure 3 comparisons of labour forces

Chinese population and the United States' population are as same above (CEIC, 2019).

Figure.1 illustrates that because of larger population in China, the unemployment in China is the more severe challenges than that in the U.S although unemployment rates are very close.

Figure.2 depicts that, the speed of economic growth in China has gradually slowed down since 2010, while the U.S is also projected to keep stable or declined for the next ten years (The World Bank, 2019; Achuthan, L. & Banerji, A. 2019; Mutikani, 2019).

In figure.3, there are huge gaps of annual income between developed and developing country. But the annual salary of those whose occupations are in Information Transmission, Software and Information Technology, are almost averagely twice than the mean wage of regular employees in their own countries. It

demonstrates that, two labour markets both have high demand for workers of high skills, professional knowledge and higher education, especially in high-tech industries such as data scientist, R&D managers (the Hays Global skills index, 2018; Minter, 2019).

From the economic analysis above, along with the boosting employment rate and rising wages of employees in IT industry (CIPD, 2019), all demonstrate that no matter China or the U.S., the labour market currently is a state of tight market (Albouy, 2019; CEIC, 2019; Reuters, 2019).

Part 2. Demographic factors comparisons of the U.S. and China

The latest two factors are illustrated in figure.4 below.

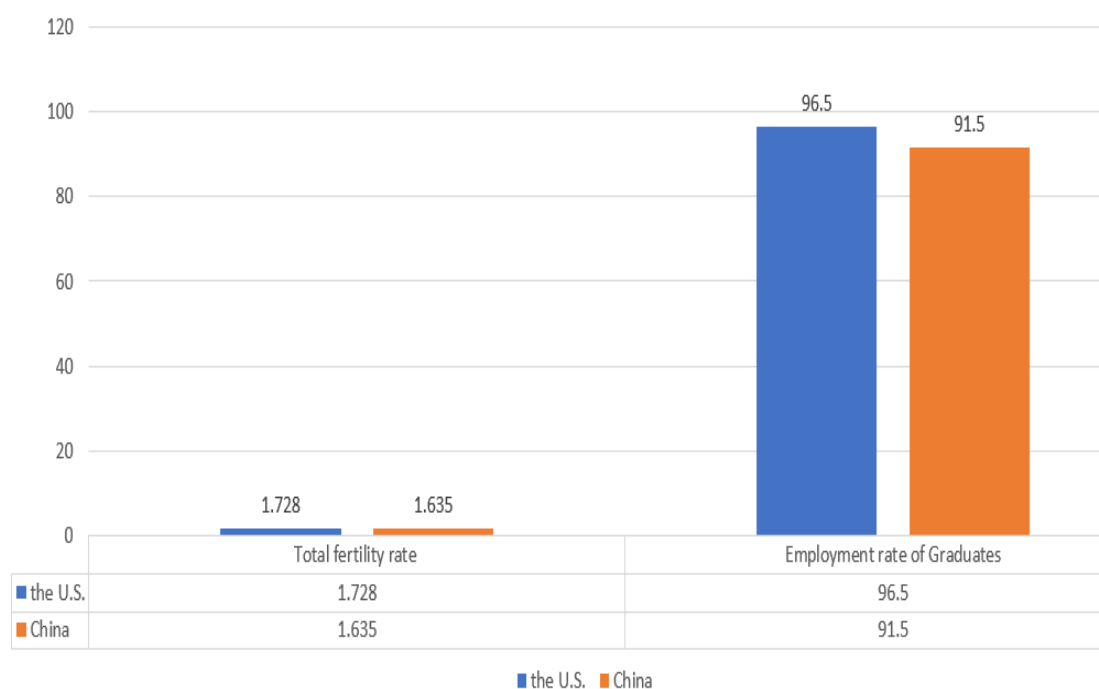


Figure 4 comparisons of two demographic factors

Chinese population and the United States' population are as same above (CEIC, 2019). We analyzed three important demographic factors on the future labour market in the below table. 1, with figure.4.

Table 1. analysis of the demographic factors

Demographic factors	Explanation and sources
1) Low birth rate	● The general fertility rate had fell to another record low in 2018 for the U.S. nation (Brady E. Hamilton et al., 2019). ● China's low fertility rate is reported still low in 2018 (World Population Review, 2019) due to past years of one-child policy. ● <u>Fewer births will turn into negative impact on labor force market in future.</u>
2) Aging population	● According to the report (McKinsey Global Institute, 2017), <u>the fast aging population is coming globally.</u> ● Nearly a quarter (23%) of the U.S. population is consist of people of 65 and older by 2060 (U.S. Bureau of Labor Statistics, 2019). ● Similarly, assuming the fertility rate is keeping at 1.6, China's elder population (65+) will be projected to rise about 17 percent by 2030, even 26.3% by 2050 (CATALYSIT, 2019).
3) Employment rate of Graduates	● From the statistic of NCES (U.S. National Center for Education Statistics, 2019), and the Chinese news on Jun. 2019 (Xinhua News, 2019), employment rate of graduates in 2018 are compared as figure.4. ● Although in China the highest rate 93.1 percent is in the discipline of engineering, <u>unemployment rate for poorly skilled new graduates remains persistently high</u> (NBC NEWS, 2018; Adam Minter, 2019).

For Cisco U.S., a large portion of the workforce is Asian. Due to the U.S. tightening immigration policy and the trade tensions (U.S. National Centre for Health Statistic, 2019), immigration will be an important but uncertain factor affecting the size of the future labour force. Therefore, Cisco should consider the strategic recruitment and retention including the internal development and extended talent pool outside (Yoo, 2017). While building the organisational culture of diversity and inclusion for immigrants and cultivating excellent graduates from colleges as intern, and reducing labour cost with outsourcing plan is the issue for Cisco.

For Cisco China, internal labour immigration will be a challenge (The World Bank, 2019). In R&D centers of Cisco such as Beijing, Shanghai, where are restricted by population caps with '*Hokou*' system (Cyrill, 2019; Zhang, 2019), the local talents will be very limited for Cisco in the future, as well as the rising labour costs. Consequently, Cisco should make its workforce planning and strategic adjustment to some second or third-tier cities, and invest more on the college graduates by program competitions and scholarships to broaden its talent pool earlier. Also, in order to keep diverse, Cisco might be more open to foreign talents, not only the growing Chinese returnees or foreign students in China, but real migrant talents overseas.

References

- Achuthan, L. & Banerji, A. 2019. *The Myth of the Tight U.S. Labor Market*. Available at: <https://www.bloomberg.com/opinion/articles/2019-07-05/the-myth-of-the-tight-u-s-labor-market> (Accessed: 1st Oct. 2019).
- Albouy, D., Chernoff, A., Lutz, C. and Warman, C., (2019). 'Local Labor Markets in Canada and the United States'. *Journal of Labor Economics*, 37(S2), pp. S533-S594.
- Brady E. Hamilton, Joyce A. Martin, Michelle J.K. Osterman, and Lauren M. Rossen (2019), *Births: Provisional Data for 2018*. National Center for Health Statistics. Available at: <https://www.cdc.gov/nchs/data/vsrr/vsrr-007-508.pdf> (Accessed: 2nd Oct. 2019).
- CATALYSIT (2019) Women in the Workforce – China: Quick Take. Available at: <https://www.catalyst.org/research/women-in-the-workforce-china/> (Accessed: 3rd Oct. 2019).
- CEIC (2019) *United States Productivity & Cost Index*. Available at:
● <https://www.ceicdata.com/en/united-states/productivity-and-costs-index-2009100-seasonally-adjusted/productivity--cost-index-sa-nf-labour-share> (Accessed: 1st Oct. 2019).
- CEIC (2019) *China Real GDP Growth*. Available at: <https://www.ceicdata.com/en/indicator/china/real-gdp-growth> (Accessed: 3rd Oct. 2019).
- CEIC (2019) *China Avg Annual Wage*. Available at: <https://www.ceicdata.com/en/china/average-wage-by-industry-urban-nonprivate/avg-annual-wage> (Accessed: 2nd Oct. 2019).

- CEIC (2019) *China Average Wage: by Industry: Urban Non-private*. Available at: <https://www.ceicdata.com/en/china/average-wage-by-industry-urban-nonprivate> (Accessed: 3rd Oct. 2019).
- CEIC (2019) *China Population: Age 60 and Above*. Available at: <https://www.ceicdata.com/en/china/population/population-age-60-and-above> (Accessed: 3rd Oct. 2019).
- CIPD (2019) *Understanding the economy and labour market*. Available at: <https://www.cipd.co.uk/knowledge/work/trends> (Accessed: 5th Sep. 2019)
- Cyrill, M. (2019) 'China Labor Market: Hiring Costs, Job Preferences, Talent Acquisition', *China Briefing*, 15 April. Available at: <https://www.china-briefing.com/news/china-labor-market-hiring-costs-job-preferences-talent-acquisition/> (Accessed: 1st Oct. 2019).
- Edwards, T. and Rees, C. (2011) *International Human Resource Management: globalisation, national systems and multinational companies*. 2nd ed. Essex: Palgrave
- Ford, M. (2015) *The rise of the robots: technology and the threat of mass unemployment*. New York: Basic books.
- HAYS (2019) What are Mainland China's Top Ten Talent Trends for 2019? Available at: https://www.hays.cn/en/press-releases/HAYS_2014750 (Accessed: 2nd Oct. 2019).
- McKinsey Global Institute (2017) *JOBS LOST, JOBS GAINED: WORKFORCE TRANSITIONS IN A TIME OF AUTOMATION*. Available at: https://www.mckinsey.com/~/_media/mckinsey/featured%20insights/future%20of%20organizations/what%20the%20future%20of%20work%20will%20mean%20f

or%20jobs%20skills%20and%20wages/mgi-jobs-lost-jobs-gained-report-december-6-2017.ashx (Accessed: 1st Oct. 2019).

- Minter, A. (2019) 'China Needs Gamers to Reach Next Level', *Bloomberg Opinion*, 4 October. Available at: <https://www.bloomberg.com/opinion/articles/2019-07-04/china-needs-to-bridge-growing-labor-skills-gap> (Accessed: 4th Oct. 2019).
- Mutikani, L. (2019) *U.S. labor market slowing as job openings, hiring fall*. Available at : <https://www.reuters.com/article/us-usa-economy-jobs/u-s-labor-market-slowing-as-job-openings-hiring-fall-idUSKCN1UW1O1> (Accessed: 5th Sep. 2019)
- NBC NEWS (2018). *Are U.S. Students Ready for A Changing Job Market?* Available at: <https://www.youtube.com/watch?v=u6PNnWnZq2s> (Accessed: 6th Oct. 2019).
- Reuters (2019) *U.S. labour market remains tight, economy continues to grow- Fed Beige Book*. Available at: <https://www.euronews.com/2019/04/17/us-labour-market-remains-tight-economy-continues-to-grow-fed-beige-book> (Accessed: 5th Sep. 2019)
- Taylor, S. (2018). *Resourcing and talent management*. 7th edn. Kogan Page Publishers.
- The World Bank (2019) *overview*. Available at: <https://www.worldbank.org/en/country/china/overview> (Accessed: 3rd Oct. 2019).
- The World Bank (2019) *Labor force participation rate, total*. Available at: <https://data.worldbank.org/indicator/SL.TLF.CACT.ZS> (Accessed: 3rd Oct. 2019).

- The World Bank (2019) *GDP growth (annual %)*. Available at: <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=CN&view=chart> (Accessed: 3rd Oct. 2019).
- The World Bank (2019) *Labor force participation rate, female*. Available at: <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS> (Accessed: 3rd Oct. 2019).
- The World Economic Forum (2018) *The Global Gender Gap Report 2018*. Available at: http://www3.weforum.org/docs/WEF_GGGR_2018.pdf (Accessed: 5th Oct. 2019).
- Trading Economics (2019) *China Labour Costs*. Available at: <https://tradingeconomics.com/china/labour-costs> (Accessed: 3rd Oct. 2019).
- Trading Economics (2019) *China GDP Annual Growth Rate*. Available at: <https://tradingeconomics.com/china/gdp-growth-annual> (Accessed: 3rd Oct. 2019).
- U.S. Bureau of Labour Statistics (2019) *Current Employment Statistics*. Available at: <https://www.bls.gov/ces/> (Accessed: 3rd Oct. 2019).
- U.S. Bureau of Labour Statistics (2019) *Labor Productivity and Costs*. Available at: <https://www.bls.gov/lpc/> (Accessed: 3rd Oct. 2019).
- U.S. Bureau of Labour Statistics (2019) *Labor Force Statistics from the Current Population Survey*. Available at: <https://www.bls.gov/web/empsit/cpseesa03.htm> (Accessed: 2nd Oct. 2019).
- U.S. Bureau of Labour Statistics (2019) *Unemployment rate 2.1 percent for college grads, 3.9 percent for high school grads in August 2018*. Available at:

https://www.bls.gov/opub/ted/2018/unemployment-rate-2-1-percent-for-college-grads-3-9-percent-for-high-school-grads-in-august-2018.htm?view_full

(Accessed: 1st Oct. 2019).

- U.S. Bureau of Labour Statistics (2019). *Employment Situation Summary*. Available at: <https://www.bls.gov/news.release/empsit.nr0.htm> (Accessed: 2nd Oct. 2019).
- U.S. Bureau of Labour Statistics (2019). *Computer and Information Technology Occupations*. Available at: <https://www.bls.gov/ooh/computer-and-information-technology/home.htm> (Accessed: 3rd Oct. 2019).
- U.S. Bureau of Labour Statistics (2019). *Projections overview and highlights, 2018–28*. Available at: <https://www.bls.gov/opub/mlr/2019/article/projections-overview-and-highlights-2018-28.htm> (Accessed: 3rd Oct. 2019).
- U.S. Bureau of Labor Statistics (2019) *Economic News Releases*. Available at: <https://www.bls.gov/bls/newsrels.htm#OPT> (Accessed: 5th Sep. 2019)
- U.S. National Center for Education Statistics (2019). *Undergraduate Retention and Graduation Rates*. Available at: https://nces.ed.gov/programs/coe/indicator_ctr.asp (Accessed: 3rd Oct. 2019).
- U.S. National Center for Health Statistic (2019) *Births in the United States, 2018*. Available at: <https://www.cdc.gov/nchs/products/databriefs/db346.htm> (Accessed: 3rd Oct. 2019).
- World Population Review (2019) *Total Fertility Rate 2019*. Available at: <http://worldpopulationreview.com/countries/total-fertility-rate/> (Accessed: 2nd Oct. 2019).
- Xinhua News (2019) *Blue book on employment: the employment rate of college*

graduates in the class of 2018 was 91.5 percent. Available at: http://m.xinhuanet.com/2019-06/11/c_1210156279.htm (Accessed: 1st Oct. 2019).

- Yoo T., Oxford Economics & Cisco CSR research (2017) *The A.I. Paradox How Robots Will Make Work More Human.* Available at: <https://www.cisco.com/c/dam/assets/csr/pdf/modeling-inform-future-work.pdf> (Accessed: 6th Oct. 2019).
- Zhang, Z. Y. (2019) 'China is Relaxing Hukou Restrictions in Small and Medium-Sized Cities', *China Briefing*, 17 April. Available at: <https://www.china-briefing.com/news/china-relaxing-hukou-restrictions-small-medium-sized-cities/> (Accessed: 4th Oct. 2019).

Assignment 3 TEDTALK

UWTSD OneDrive link

[https://uowtsd-](https://uowtsd-my.sharepoint.com/:v/g/personal/1811713_student_uwtsd_ac_uk/Ee2G45Yts6pEpSBVNmodinYBcplHjM0p1_KYeldqpgTojA)

[my.sharepoint.com/:v/g/personal/1811713_student_uwtsd_ac_uk/Ee2G45Yts6pEpSBVNmodinYBcplHjM0p1_KYeldqpgTojA](https://uowtsd-my.sharepoint.com/:v/g/personal/1811713_student_uwtsd_ac_uk/Ee2G45Yts6pEpSBVNmodinYBcplHjM0p1_KYeldqpgTojA)

References

- Armstrong, M., and Taylor, S. (2014) *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Cisco (2011) *Transitioning to Workforce 2020*. Available at: https://www.cisco.com/c/dam/en_us/training-events/employer_resources/pdfs/Workforce_2020_White_Paper.pdf (Accessed: 23th Sep. 2019).
- Cisco (2019) *Cisco Overview*. Available at: <https://newsroom.cisco.com/overview> (Accessed: 16th Sep. 2019)
- Cisco (2019) *Our People Deal*. Available at: <https://www.cisco.com/c/en/us/about/careers/we-are-cisco/people-deal.html> (Accessed: 23th Sep. 2019)
- Christidis, A., Kelly, S., Miller, A., Farley, P., Marsh & Mclenan (2017), *Delivering the workforce for the future*. Available at: <https://www.mercer.us/our-thinking/career/workforce-for-the-future/delivering-your-workforce-for-the-future.html#contactForm> (Accessed: 13th Oct. 2019).
- CIPD (2019) *HR Policy*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/hr/policies-factsheet#7702> (Accessed: 26th Oct. 2019)

- Cisco (2018) *the CSR Report 2018*. Available at: <https://www.cisco.com/c/dam/assets/csr/pdf/CSR-Report-2018.pdf> (Accessed: 16th Sep. 2019)
- Deloitte Insights (2019) Leading the social enterprise: Reinvent with a human focus. Available at: https://www2.deloitte.com/content/dam/insights/us/articles/5136_HC-Trends-2019/DI_HC-Trends-2019.pdf (Accessed: 13th Oct. 2019)
- Deloitte (2013) *The Open Talent Economy*. Available at: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dttl-humancapital-trends6-open-talent-next-no-exp.pdf> (Accessed: 10th Oct. 2019)
- Edwards, T. and Rees, C. (2011) *International Human Resource Management: globalisation, national systems and multinational companies*. 2nd ed. Essex: Palgrave
- Fortune Media IP Ltd. (2019) *Fortune 500*. Available at: <https://fortune.com/fortune500/cisco-systems/> (Accessed: 3rd Sep. 2019).
- Fraunhofer (2018) *Industry 4.0 – Networked, Adaptive Production*. Available at: <https://www.ipt.fraunhofer.de/content/dam/ipt/en/documents/broschures/Industry%2040-Networked%20Adaptive%20Production.pdf> (Accessed: 13th Sep. 2019)
- Frey, C. B., & Osborne, M. A. (2017). The future of employment: How susceptible are jobs to computerisation? *Technological forecasting and social change*, 114, 254-280.
- Levy, E., Delaney, K., Hill, J., Buckalew, L. (2019) Next-Generation IT Talent Strategies: How CIOs Can Close the Skills Gap and Drive True Business Transformation. Available at: <https://connectedfutures.cisco.com/report/next->

generation-it-talent-strategies/ (Accessed:26th Oct. 2019).

- Malone, T. W. (2005). 'The future of work'. *Designing Ubiquitous Information Environments: Socio-Technical Issues and Challenges*, pp.17-20. Springer, Boston, MA.
- Pelkey, G.J. (2010), *Strategic Analysis of Cisco in China*.
- Schwab, K., (2017). *The Fourth Industrial Revolution*. Crown Business.
- Taylor, S. (2018). *Resourcing and talent management*. 7th edn. Kogan Page Publishers.
- Ohnesorge, L. and Elias, J. (2018) 'Cisco CEO on latest layoffs: 'It's an unfortunate step that we needed to take' By', *Silicon Valley Business Journal*, 16th Nov. Available at: <https://www.bizjournals.com/sanjose/news/2018/11/16/cisco-ceo-layoffs-cx-transition-csco.html> (Accessed: 27th Oct. 2019)
- Seward, C. and Patel, C. (2019) Evolving the IT team. Available at: https://www.cisco.com/c/dam/global/en_uk/solutions/executive-perspectives/pdf/evolving-the-it-team.pdf (Accessed: 26th Oct. 2019).
- Sitaraman, A. (2019) *Talent a strategic priority, training a crucial tool*. Available at: https://www.cisco.com/c/en_in/about/thought-leadership/aravindsitaraman-talent.html
- (Accessed: 30th Oct. 2019).
- UKCES (2014) The Labour Market Story: Skills for the Future. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/344441/The_Labour_Market_Story_-_Skills_for_the_Future.pdf (Accessed: 13th Oct. 2019).
- Villasanta, A. (2019) 'Cisco Layoffs: 500 Lose Jobs in Engineering at San Jose

and Milpitas', *Ibtimes*, 15th August. Available at: <https://www.ibtimes.com/cisco-layoffs-2019-500-lose-jobs-engineering-san-jose-milpitas-2814058> (Accessed: 27th Oct. 2019)

- Yoo, T., Oxford Economics & Cisco CSR research (2017) *The A.I. Paradox How Robots Will Make Work More Human*. Available at: <https://www.cisco.com/c/dam/assets/csr/pdf/modeling-inform-future-work.pdf> (Accessed: 6th Oct. 2019).

Assignment 4 The Comparisons of Liberal and Coordinated Economies on HRM Policy of Cisco

Introduction of HRM policy

HRM policies define the written guidance for implementing HR strategies in business, that play an important role in dealing with all employment issues to create the positive organisational culture and value of fairness, transparency and consistency (CIPD, 2019; Armstrong and Taylor, 2014) towards employees and managers.

For those multinational corporations, under the same mindset of globalization and organisational culture, but the international human resource policies still confront challenges from different economic situation, culture, labour market conditions and legal systems in different countries. Since the generalized guidelines by headquarter are usually not “one-size-fit-all” (Edwards and Rees, 2011), some changes need to be made into applicable specific practices (Parry et al. 2008).

Two types of market economy

Liberal market economy (LME) is defined as a free market economy and relatively decentralized system in which trade behaviours of firms are usually determined by demand and supply conditions (Hall and Soskice, 2001; Griffiths, 2014). By contrast, coordinated market economy (CME), depend on non-market relationships and characterized by a centralized system in which firms coordinate their behaviours with others, being easily affected by governmental regulations, tax and instructions (Soskice, 1990; Katharina, 2005).

Taking Cisco as an example, it has more than 200 offices around the world, three headquarters respectively in America, Asia Pacific and Europe. There are

differences between two types of market economy: liberal economy (e.g. the U.S.) and coordinated economy (e.g. China), and their applications such as selection, equal opportunity, diversity, employee development, relationships and reward etc. (Parry et al. 2008; Armstrong and Taylor, 2014) when implementation of specific HR policies into reality. From the Hofstede six-dimension cultures (2011), the differences between two countries of HRM programs are displayed by six reference rankings in figure. 1 and 2 (Hofstede Insights, 2019).

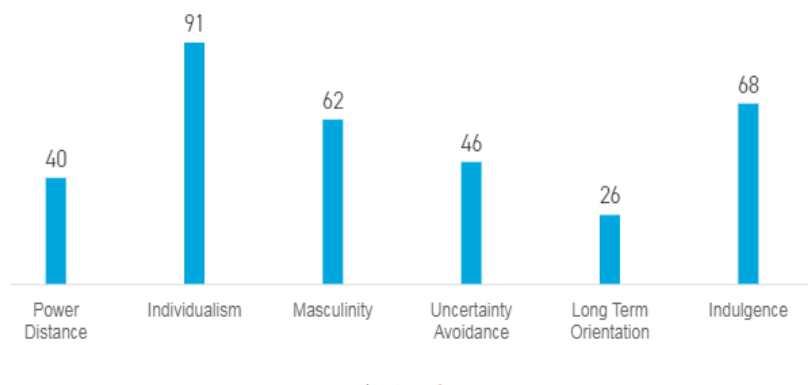


Figure. 1 six-dimension values of the U.S.

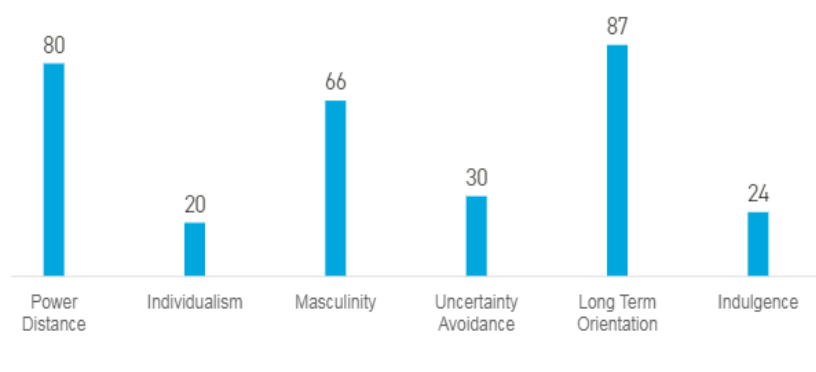


Figure. 2 six-dimension values of China

HRM policy of Cisco in LME

- 1) HRM policy always takes the interest of shareholders first (Cisco, 2018) in LME.
In an organisational structure of low Power Distance, equal opportunities to all employees will be guaranteed by policy (Parry et al. 2008). Emphasis on short-term planning such as quarterly reports are required to pursue and maximize the profit of company.
- 2) Market economy of higher uncertainty avoidance makes the Cisco tend to remain competitive, protect innovation and prepare for in the VUCA environment with risk management (ERM) program (Cisco, 2018, 2019).
- 3) For talent attraction and retention: besides the wage setting by the U.S. headquarter, Cisco HRM put more effort on Individualism (for instance, sound compensation, reward, opportunities, career development, stock ownership and autonomy) (Parry et al. 2008), according to pay-for-performance philosophy of Cisco.
- 4) For employee development, Cisco prefers to develop their academy and programs to develop employees such as educational achievement, creativity, communication skills, decision-making, social intelligence and leadership ability (Cisco, 2011), especially masculine culture with radical innovation in LME (Akkermans et al. 2009).
- 5) Since relationships between employers and employees are low-trust, competitive and contract-based, HRM policy more relies on functional flexibility of internal workforce and numerical flexibility of external workers (Taylor, 2018).

HRM policy of Cisco in CME

- 1) In a collectivist society, line manager has the priority of supporting an internal candidate than recruiting talent externally, for higher loyalty and social network to

the firm (Meshksar, 2012). Although Cisco China has the same organisational structure as in the U.S., employees still feel relatively higher in the Power Distance cultures with different positions in firm. Lower uncertainty avoidance in CME makes greater job stability in China.

- 2) Local leaders need to take a long-term view of corporate the program with government planning or local investment (DI, 2005).
- 3) HRM policy still obeys the pay-for-performance value of host country, while it varies the wages according to the labour costs in local region and sectoral level, with less Individualisation but more team performance than that in the U.S (Meshksar, 2012).
- 4) For employee development, besides the uniform online training, by contrast, Cisco China might add feminine cultures, the diversity and inclusion to reinforce the long-term, higher trust relationships in CME (Parry et al. 2008; Bosch and Charest, 2008). For example, hosting events hold by female leaders' network can help develop more customers (Armstrong and Taylor, 2014).
- 5) Besides that, external factors such as legislations and procedural ground rules (Pistor, 2005) should be considered and choose between the local law and Cisco COBC (Cisco, 2019) when there is conflict.

Variety of economies in LM and CM will lead to quite heterogeneous HRM decisions within specific context at national, sectoral, and local level (CIPD, 2015). However, multinationals like Cisco should balance a means between the influence of country-of-origin effect and integration of host-and-home culture (Edwards and Rees, 2011; IUBH Fernstudium, 2014).

References

- Armstrong, M., & Taylor, S. (2014) *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Akkermans, D., Castaldi, C. and Los, B., (2009). Do 'liberal market economies' really innovate more radically than 'coordinated market economies'? Hall and Soskice reconsidered. *Research Policy*, 38(1), pp.181-191.
- Bosch, G., & Charest, J. (2008). 'Vocational training and the labour market in liberal and coordinated economies'. *Industrial relations journal*, 39(5), pp.428-447.
- Barry, M., & Nienhueser, W. (2010). 'Coordinated market economy/liberal employment relations: low cost competition in the German aviation industry'. *The International Journal of Human Resource Management*, 21(2), pp.214-229.
- CIPD (2015) *Changing HR operating models*. Available at: https://www.cipd.co.uk/Images/changing-operating-models_tcm18-10976.pdf (Accessed: 22th Oct. 2019)
- CIPD (2019) *HR Policy*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/hr/policies-factsheet#7702> (Accessed: 26th Oct. 2019)
- Cisco (2011) *Transitioning to Workforce 2020*. Available at: https://www.cisco.com/c/dam/en_us/training-events/employer_resources/pdfs/Workforce_2020_White_Paper.pdf (Accessed: 23th Sep. 2019).
- Cisco (2018) *Annual Report 2018*. Available at: https://www.cisco.com/c/dam/en_us/about/annual-report/2018-annual-report-full.pdf (Accessed: 24th Sep. 2019).

- Cisco (2019) *Policy, government, and technology*. Available at: <https://www.cisco.com/c/en/us/about/government-affairs.html> (Accessed: 26th Oct. 2019)
- Cisco 2018 Corporate Social Responsibility Report
- Cisco (2019) *2019 Code of Business Conduct*. Available at: https://www.cisco.com/c/dam/en_us/about/cobc/2019/english-2019.pdf (Accessed: 26th Oct. 2019)
- Cisco (2019) *High Tech Policy*. Available at: <https://blogs.cisco.com/gov> (Accessed: 26th Oct. 2019)
- Edwards, T. and Rees, C. (2011) *International Human Resource Management: globalisation, national systems and multinational companies*. 2nd ed. Essex: Palgrave
- Griffiths, D. (2014) *Differences between Liberal market economy and Coordinated market economy*. Available at: <https://davidg.atavist.com/differences-between-liberal-versus-coordinated-market-economies> (Accessed: 21th Oct. 2019)
- Hall, P.A. and Soskice, D. (2001). 'An introduction to varieties of capitalism'. *op. cit*, pp.21-27.
- Hofstede Insights (2019) Available at: <https://www.hofstede-insights.com/product/compare-countries/> (Accessed: 14th Oct. 2019)
- Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2(1). <https://doi.org/10.9707/2307-0919.1014> (Accessed: 20th Oct. 2019)
- IUBH Fernstudium (2014) *Managing in a Global Economy - Unit 5: International Human Resource Management* [video]. Available at:

<https://www.youtube.com/watch?v=iFE1s3xJI5o> (Accessed: 22th Oct. 2019)

- Meshksar, S., (2012). *A comparative study of HRM practices based on Hofstede cultural dimensions* (Doctoral dissertation, Eastern Mediterranean University (EMU)).
- Parry, E., Dickmann, M. and Morley, M., (2008). 'North American MNCs and their HR policies in liberal and coordinated market economies'. *The International Journal of Human Resource Management*, 19(11), pp.2024-2040.
- Pistor, K. (2005) *Legal Ground Rules in Coordinated and Liberal Market Economies*. Available at:
https://ecgi.global/sites/default/files/working_papers/documents/SSRN-id695763.pdf (Accessed: 22th Oct. 2019)
- Soskice, D., (1990) 'Reinterpreting corporatism and explaining unemployment: Co-ordinated and non-co-ordinated market economies'. *Labour relations and economic performance*, pp. 170-211. Palgrave Macmillan, London.
- Taylor, S., (2018). *Resourcing and talent management*. Kogan Page Publishers.
- DI, Y. (2005) China's Employment Policies and Strategies. Available at:
<http://www.oecd.org/employment/emp/37865430.pdf> (Accessed: 14th Oct. 2019)

Assignment 5 Presentation of Gig Economy

UWTSD OneDrive Link:

<https://uowtsd->

[my.sharepoint.com/:p/g/personal/1811713_student_uwtsd_ac_uk/EZu2hWAW_OJDpdHifUod_PIBz9xjZiZk85-chXk0z3B3cw?e=00rzKi](https://uowtsd-my.sharepoint.com/:p/g/personal/1811713_student_uwtsd_ac_uk/EZu2hWAW_OJDpdHifUod_PIBz9xjZiZk85-chXk0z3B3cw?e=00rzKi)

Reference

- Allen, K. (2017) 'Booming gig economy costs £4bn in lost tax and benefit payouts, says TUC', *the Guardian*, 14 Feb. Available at: <https://www.theguardian.com/business/2017/feb/14/insecure-work-bad-uk-economy-tuc-zero-hours-contracts> (Accessed: 8 Sep.2019)
- BBC Newsnight (2018) *How to fix the gig economy* [video]. Available at: <https://www.youtube.com/watch?v=NNOHbWiege4&t=83s> (Accessed: 5 Sep. 2019)
- BEME News (2018) *Is the gig economy working?* [video]. Available at: <https://www.youtube.com/watch?v=Vcho9ftPQB4> (Accessed: 6 Sep. 2019)
- CIPD (2017) *To gig or not to gig? Stories from the modern economy*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/psychological-factsheet> (Accessed: 8 September 2019).
- CIPD (2017) *Gig economy - Behind the scenes: David*. Available at: <https://www.cipd.co.uk/knowledge/work/trends/gig-economy-hub/david-story> (Accessed: 8 September 2019).

- Department for Business, Energy & Industrial Strategy (2018) *The characteristics of individuals in the gig economy*. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687553/The_characteristics_of_those_in_the_gig_economy.pdf (Accessed: 6 Sep.2019)
- De Stefano, V. (2015) 'The rise of the just-in-time workforce: On-demand work, crowdwork, and labor protection in the gig-economy', *Comp. Labor Law & Pol'y Journal*, 2015(37), pp. 471-504.
- Elliott, L. (2016) 'A zero-hours contract is not 'flexibility' but exploitation – and it's rising', *the Guardian*, 9 Mar. Available at: <https://www.theguardian.com/business/2016/mar/09/zero-hour-contract-is-not-flexibility-but-exploitation-and-its-rising> (Accessed: 8 Sep.2019)
- Graham, M., Hjorth, I., & Lehdonvirta, V. (2017). 'Digital labour and development: impacts of global digital labour platforms and the gig economy on worker livelihoods'. *Transfer: European Review of Labour and Research*, 23(2), pp.135-162.
- Green, D. D. (2018) 'Gig economy and the future of work: a Fiverr. com case study', *Management and Economics Research Journal*, 2018(4), pp. 281-288.
- HM Government (2018) *The experiences of individuals in the gig economy*. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/679987/171107_The_experiences_of_those_in_the_gig_economy.pdf (Accessed: 6 Sep.2019)

- Istrate, E. and Harris, J. (2017) *The Future of Work, The Rise of the Gig Economy*. Available at: <https://www.naco.org/featured-resources/future-work-rise-gig-economy#after-related> (Accessed: 6 September 2019).
- Lee, K. (2018) *How AI can save our humanity* [video]. Available at: https://www.ted.com/talks/kai_fu_lee_how_ai_can_save_our_humanity (Accessed: 7 Sep.2019)
- Manyika, J. et. al. (2016) *Independent work: Choice, necessity, and the gig economy*. Available at: <https://www.mckinsey.com/featured-insights/employment-and-growth/independent-work-choice-necessity-and-the-gig-economy> (Accessed: 7 September 2019).
- Petriglieri, G., Ashford, S. and Wrzesniewski, A. (2018) 'Thriving in the gig economy', *HBR'S 10 MUST*, 2018, pp. 109-116.
- Rapier, G. (2019) 'Uber and Lyft drivers explain why they are striking', *Business Insider*, 8 May. Available at: <https://www.businessinsider.com/uber-lyft-strike-drivers-explain-why-theyre-protesting-2019-5?r=US&IR=T> (Accessed: 6 Sep.2019)
- Stanford Graduate School of Business (2017) *Professor Paul Oyer 'The Gig Economy: Threats and Opportunities for Workers and Employers'* [video]. Available at: <https://www.youtube.com/watch?v=Qb4SR-uoEUM&t=157s> (Accessed: 5 Sep. 2019)

Assignment 6 Implication of Atkinson Model on Cisco in the Open Talent Economy

The Open Talent Economy and Atkinson Model

Nowadays a wide range of changes such as globalization, demographic shifts, disruptive technology, mobility and people's new behaviours are happening in the workplace and influencing the socio-economic (Deloitte, 2013). The emerging trend is called open talent economy (Deloitte, 2013). According to the characteristics of the economy, "collaborative", "transparent", "technology-enabled", "rapid-cycle way" demonstrate that the transactions between provider and customer are no more restricted by geographical area or certain organisation and only based on short-term task or demand through the equal digital platforms with internet (CIPD, 2019). From a survey of employee expectations for jobs in 2020 (Cisco, 2011), the flexibility even became the top one, followed by prosperity and opportunity, instead of traditional answers such as security, salary and benefit. Besides, in the coming decades, majority talents of generation Y and Z would intend to maximize their flexible work arrangement and possess more options across organisations (Ahmad, 2015). Therefore, many traditional working practices have been redefined, for instance, permanent worker, talent pool, boundary of firms, HR policy, working time and industry regulations, etc (Procter, 1994). This leads to a new way of rethinking about the Atkinson flexible firm model as the figure below (Atkinson, 1984).

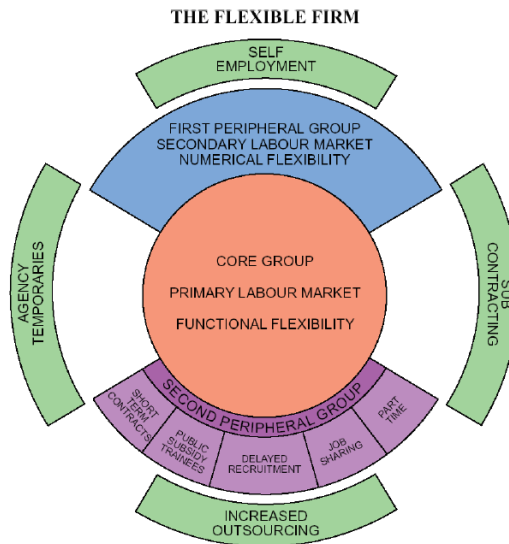


Figure 1 Atkinson Model

There are three basic groups (core group, peripheral group and third group outside) and three types of flexibility (functional flexibility, numerical flexibility and financial flexibility) to benefit organisation in this model (Atkinson,1984; Pollert,1988; Taylor, 2018). In the past, the core employees, also called full-time workers, were the majority in the organisation. Along with the trend of open talent economy, those top talents in the centre are increasingly expecting greater autonomy and opportunities or work-life balance, so the size of permanent workers in the talent ecosystem might shrink (Deloitte, 2013; Cisco, 2011). Apart from this, since the talent pool is more open to the global scope, the different atypical workers outside of core group will be extended in a bigger and ambiguous boundary (Deloitte, 2013; CIPD,2019) as figure 2. In order to cope with the changes of workforce in the VUCA world, organisations must adjust its HR strategies and attract global talents to profit from the flexibility (Deloitte, 2013).

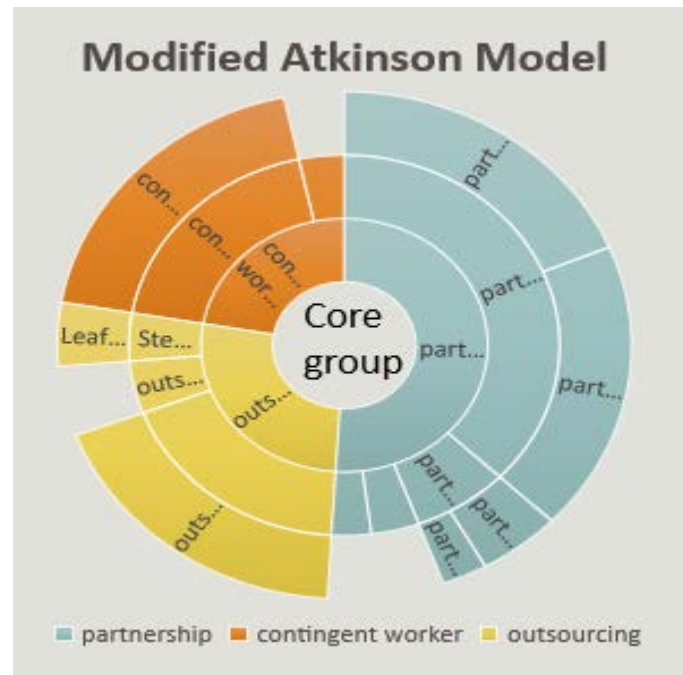


Figure 2 my modified Atkinson model

Implication on Cisco

As early as in 2011, Cisco had built its agile business model to prepare for the revolutions of workforce functions, and the gaps between employee expectations and skills (Cisco, 2011, 2018). However, only the decentralized, or “multi-centralized” corporation can provide opportunities for global talents and realize multifunctional working arrangements through contracts and relationships. Thus, the organisation needs to be a flatter, less hierarchy structure with culture of diversity, collaboration and innovation. Therefore, a Dynamic Networked Organisation Model (DNO), enabled by the Cisco Collaborative Management Model (CMM), was designed to operate among different business units and distribute diverse human capital through the talent networks from then on.

Secondly, Cisco integrated the third group into its projects such as engaging vendors and partners to implement their own tasks in multiple functions, from data collection, marketing, to administrative support (Kling, 2012). Subsequently, new social network

consisted of crowdsourced talents will emerge after a specific project, and a new relationship will be built through digital platforms, beyond the boundaries of companies and markets. In the open talent economy, it is a more efficient and effective way of accessing to those specialist and experts outside and benefit from their professional contributions with no cost of recruiting and training them (Seward and Patel, 2019).

However, not only the top talents in the centre of Atkinson model, but also the peripheral groups and outsourcing group, a lower degree of commitment and loyalty is present from employees (Taylor, 2018). Therefore, long-term retention of talents in the new economy with right policies is the last but most significant issue (Sitaraman, 2019) for Cisco. Besides interdepartmental employee rotations, certifications by Networking Academy, formal training programs, investment in reskilling, other initiative such as “people-first culture”, are critical for organisation development sustainably (Yoo, 2017; Levy et al. 2019).

References

- Ahmad, H. (2015) *A critical examination of the advantages and disadvantages of adopting flexible working practices in relation to the employer and employee*. Available at: https://www.researchgate.net/publication/304038081_A_critical_examination_of_the_advantages_and_disadvantages_of_adopting_flexible_working_practices_in_relation_to_the_employer_and_employee (Accessed: 23th Sep. 2019).
- Atkinson, J., (1984). 'Manpower strategies for flexible organisations'. *Personnel management*, 16(8), pp.28-31.
- CIPD (2019) *Atypical working: a guide to successfully implementing atypical work in your organization*. Available at: https://www.cipd.co.uk/Images/7904-atypical-working-guide-web_tcm18-61555.pdf (Accessed: 20th Sep. 2019).
- Cisco (2011) *Transitioning to Workforce 2020*. Available at: https://www.cisco.com/c/dam/en_us/training-events/employer_resources/pdfs/Workforce_2020_White_Paper.pdf (Accessed: 23th Sep. 2019).
- Cisco (2018) *the CSR Report 2018*. Available at: <https://www.cisco.com/c/dam/assets/csr/pdf/CSR-Report-2018.pdf> (Accessed: 16th Sep. 2019)
- Deloitte (2013) *The Open Talent Economy*. Available at: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dttl-humancapital-trends6-open-talent-next-no-exp.pdf> (Accessed: 23th Sep. 2019).
- Deloitte (2013) *The open talent economy People and work in a borderless*

- workplace. Available at:
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dttl-hc-english-opentalenteeconomy.pdf> (Accessed: 23th Sep. 2019).
- Jacob Morgan (2016) *The 5 Trends Shaping the Future of Work* [video]. Available at: <https://www.youtube.com/watch?v=LrhmHbDLM8o> (Accessed: 5th Sep. 2019).
 - Kling, J. (2012) *Innovations in Outsourcing: The Cisco Experience*. www.IAOP.org.
 - Levy, E., Delaney, K., Hill, J., Buckalew, L. (2019) Next-Generation IT Talent Strategies: How CIOs Can Close the Skills Gap and Drive True Business Transformation. Available at: <https://connectedfutures.cisco.com/report/next-generation-it-talent-strategies/> (Accessed: 26th Oct. 2019).
 - Pollert, A., (1988). 'Dismantling flexibility'. *Capital & class*, 12(1), pp.42-75.
 - Procter, S., Forrester, P., Rowlinson, M., Mcardle, L. and Hassard, J. (1994). 'Flexibility, politics & strategy: In defence of the model of the flexible firm'. *Work, employment & society*, 8(2). pp. 221-242. 10.1177/095001709482004.
 - Seward, C. and Patel, C. (2019) *Evolving the IT team*. Available at: https://www.cisco.com/c/dam/global/en_uk/solutions/executive-perspectives/pdf/evolving-the-it-team.pdf (Accessed: 26th Oct. 2019).
 - Sitaraman, A. (2019) *Talent a strategic priority, training a crucial tool*. Available at: https://www.cisco.com/c/en_in/about/thought-leadership/aravindsitaraman-talent.html (Accessed: 30th Oct. 2019).
 - Taylor, S. (2018). *Resourcing and talent management*. 7th edn. Kogan Page Publishers.

- Yoo, T. (2017) Research: Modeling to Inform the Future of Work. Oxford Economics and Cisco.

Assignment 7 A Model of Organization Resilience

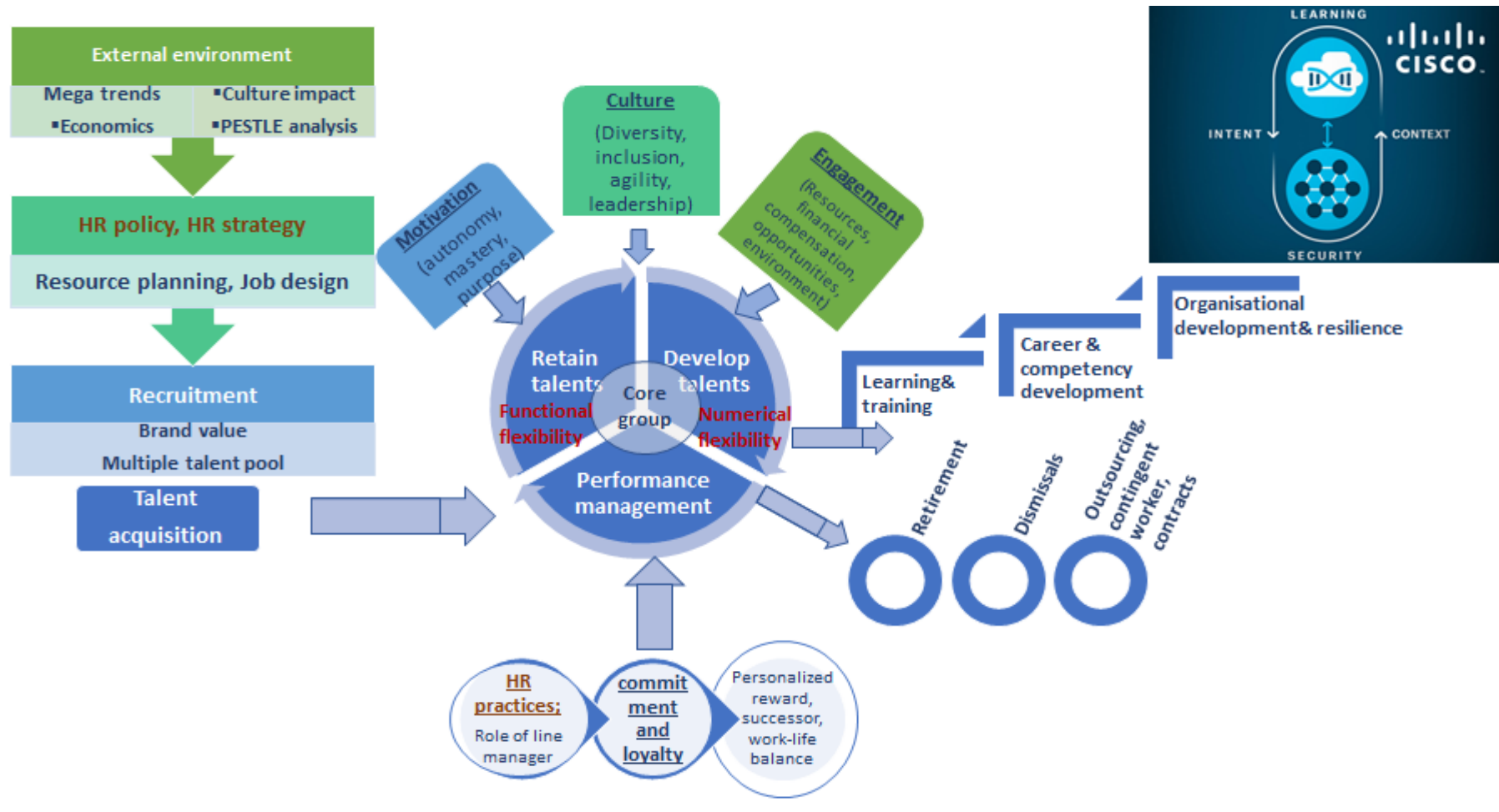


Figure 1. Model of organization resilience

References

- Armstrong, M., and Taylor, S. (2014) *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Atkinson, J., (1984). 'Manpower strategies for flexible organisations'. *Personnel management*, 16(8), pp.28-31.
- Bawany, S. (2014), 'Winning the War for Talent 2.0 in Asia Pacific', *Talent Management Excellence*, 1(14).
- BSI (2017) *Organizational Resilience Index*. Available at: <https://www.bsigroup.com/LocalFiles/zh-tw/organizational-resilience/Index-report-for-web.pdf> (Accessed: 23th Sep. 2019).
- Cappelli, P. (2015). 'Why we love to hate HR... and what HR can do about it.' *Harvard Business Review*, 93(7/8), pp.54-61.
- Cisco (2011) *Transitioning to Workforce 2020*. Available at: https://www.cisco.com/c/dam/en_us/training-events/employer_resources/pdfs/Workforce_2020_White_Paper.pdf (Accessed: 23th Sep. 2019).
- Cisco (2005) *Business resilience*. Available at: https://www.cisco.com/c/dam/en_us/about/ac123/ac114/downloads/packet/packet/mar05/pdfs/packetQ1-05.pdf (Accessed: 30th Oct. 2019).
- Cisco (2011) *Cybersecurity: Build Trust, Visibility, and Resilience*. Available at: https://www.cisco.com/c/dam/en_us/solutions/industries/docs/gov/cybersecurity_bvr_wp.pdf (Accessed: 30th Oct. 2019).
- McLagan, P. A. (1989). Models for HRD practice. *Training & development journal*, 43(9), 49-60.

- Pink, D. (2009). *Drive: The Surprising Truth About What Motivates Us*. Riverhead Books. New York.
- Purcell, J. (2003). *Understanding the people and performance link: Unlocking the black box*. CIPD Publishing.
- Taylor, S. (2018). *Resourcing and talent management*. 7th edn. Kogan Page Publishers.
- Tricker, R. B., & Tricker, R. I. (2015). *Corporate governance: Principles, policies, and practices*. Oxford University Press, USA.