



Human Capital Management

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Individual report

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Executive Summary

The automation tools, artificial intelligence (AI) and the digital platforms have significantly changed national and international employment markets. Though, these technologies have, in the majority of cases, displaced traditional jobs, new forms of jobs are also created, which requires that AI is incorporated into the HRM and IHRM strategies. The HR professionals are also facing continuous challenges due to ageing population and changes in migration trends, geopolitical factors, such as trade wars and political sanctions. All these changes impact the mobility of talent, risk management and compliance, making the HR departments to navigate complicated laws and regulations and adjust to diverse and dispersed labour force. Organizations are adopting strategic HRM practices to fill skills gaps and talent shortages through internal training programs to develop talent, personalised recruitment processes and leveraging freelancers or consultants. The aim of this report is to examine the evolving landscape of modern workplaces, focusing on the impact of technological innovations, demographic changes and the geopolitical factors on HRM strategies, along with analysis of strategies to address skill gaps and talent shortages. The report concludes with a reflective assessment of my own capabilities as an MBA student which enabled me to create a continuous personal and professional development plan for my future success.

Introduction

The labour market is undergoing rapid changes and therefore the scope of HRM and IHRM is also changing with it. The reasons behind these changes include technological advancements, demographic factors like old population and geopolitical factors like trade wars, among others. More specifically, the types of jobs available are being altered and as a result, demand for new skill sets is also increasing at the same time. In response to these shifts, Human Resource Management strategies must also evolve to ensure efficient workforce composition, talent mobility and overall success of organisations.

Question 1: Technology & Labour Markets

Impacts of technologies

Harney & Collings (2021) states that national and international employment markets today are being revolutionised continuously because of the technological advancements, such as Artificial Intelligence, robotics, automation and digital platforms. Various sectors are experiencing the impacts of these technologies, which is leading towards significant changes in how work is done and how organisations carry out talent management. For example:

Automation and AI: Routine and manual works performed by humans are now on the verge of being replaced by AI tools, Machine Learning, Generative AI advanced robotics. This is true especially within the manufacturing, logistics, and administration sectors. Nevertheless, new types of jobs are also being created as a result of these technologies, which includes roles of AI ethicists, experts in automation, and data analysts (Brynjolfsson & McAfee, 2014). This means that employees now have to adjust either by learning new skills or risk losing their jobs in their current positions.

The Gig Economy and Digital Platforms: The emergence of platforms like Uber, Airbnb, and Upwork is shifting job traditions towards less formal, more flexible contract-based roles (Sparrow et al., 2016). Gig work gives people an opportunity to work more flexibly and engage with various employers at a time, thereby broadening pool of talents. However, it also creates concerns about employee rights, benefits, and job security (Kuhn et al., 2021). This trend is making the regional and global HR professionals reconsider the employment classifications and devise strategies that would meet the needs of such non-traditional workers.

Skills Churn: The rate at which technological change is occurring is very concerning for the HR professionals because this is causing of 'skills churn', It is a phenomenon where existing skills become outdated very fast (Sparrow et al., 2016). The decreasing half-life of skills necessitates the need to invest in lifelong learning programs by the HR departments so that employees are able to stay competitive.

Implications for HRM and IHRM Strategies

The use of AI tools in the recruitment sector is changing the process of talent acquisition. According to CIPD (2023), 40% of the UK employers are expecting productivity and efficiency improvement through use of generative AI. AI powered tools can be used by the HR to source, screen, and evaluate the potential employees based on the analysis of large volumes of data. For example, AI-driven applications such as chatbots can be used to perform initial screening of applicants to save time and resources (Stoop, 2024). But HR managers will need to change the strategies so that they do not only focus on technical skills but also evaluate such characteristics as learning agility and adaptability (CIPD, 2023).

Again, due to the dynamic nature of workforce in today's technological world, the L&D strategies are shifting towards upskilling and reskilling. Micro-learning, digital badges, and AI-powered personalised learning journeys are embraced by organizations nowadays to support changing employee needs (World Economic Forum, 2020). HR departments need to adopt scalable and flexible L&D programs where workers are able to adjust to new technology and gain new skills. Furthermore, for international HR managers, managing a diverse set of workforces consisting of remote and full-time office-based employees is becoming very challenging. IHRM professionals have to comply to various employment regulations, cultural values, and payment frameworks to successfully navigate such environments (Sparrow et al., 2016).

Question 2: Demographic & Geopolitical Factors

The world labour market is impacted by a wide range of macro-environmental factors, especially the demographic changes and geopolitical events. These issues influence the trends of employment and creates diverse challenges for the HR professionals.

Major Demographic Factors

Ageing Populations: The ageing population is one of the significant demographic trends today especially in developed countries like Europe, Japan and North America. Increased dependency rates of the ageing population imply that the working age population is becoming fewer in relation to the rising numbers of retirees, which is putting a strain on a pension system and healthcare services (Dowling, Festing, and Engle, 2017). This demographic shift requires the HR professionals to come up with

multi-generational workforce strategy, where both young and the old employees can contribute effectively and efficiently.

Changing trends in migration: Another important demographic factor is the changing migration trend, encompassing both brain drain and brain gain (Harney & Collings, 2021). The HR managers have the role of dealing with complex immigration policies and ensuring adherence to visa regulations and assisting in accommodating the foreign talent.

Major Geopolitical Factors

Trade Wars & Protectionism: Trade wars and protectionism are geopolitical factors that disrupts the global supply chains and leading changes in places where companies recruit talents and where they set up operations (World Economic Forum, 2020). Such changes pose obstacles for the HR professionals and they must modify their recruitment strategies and make sure that the organizations maintain compliance to the new trade and labour regulations across various countries (Nurimansjah, 2023).

Sanctions and Political instability: HR strategies are also affected by political turmoil, war, and economic sanctions as well. For example, HR specialists have to evaluate the risk of deploying expatriates in politically unstable or economically sanctioned areas (Sparrow et al., 2016). The risk is also extended to payroll management since the sanctions may impact the possibility to transfer funds to the international employees, resulting in the possible disruption of the business operations (World Economic Forum, 2020).

Challenging facing HR Professionals

Based on the factors discussed, main challenges that HR professionals faced in this regard are discussed as follows:

Talent Mobility: The issues of visa and work permit regulations are becoming complicated for HR professionals, especially with increasingly changing immigration policies and geopolitical conflicts (Dowling et al., 2017). To enhance easy movement of talents, companies should must remain updated on the laws of the countries they operate in to facilitate a smooth movement of talents across borders (Stoop, 2024).

Risk Management: HR professionals of regional and multinational corporations are required to develop effective risk management strategies and duty of care procedures

(Dowling et al., 2017). The safety of employees needs to be ensured by HR, alongside the fulfilment of legal requirements.

Cultural Integration: One of the issues of concern in the management of a diverse and global work force is cultural integration (Dowling et al., 2017). HR professionals can use effective cross-cultural training and foster an inclusive environment for maximizing the potential of globally diverse workforce (Stoop, 2024).

Question 3: Skills Gaps & Strategic HRM

Reasons of skill gaps

The persistent skills gaps and talent shortages are critical issues for organizations of many industries, particularly those, which are highly reliant on specialized skills like technology, healthcare and hospitality (Cappelli, 2008). The lack of skills gaps is caused by various factors which hinder the ability of organizations to find the right talents (Gibson & Oldroyd, 2024). Such as the continuous evolution of technology creates an environment where the skills needed in most industries become outdated within a short time. With the transformation of industries through tools such as artificial intelligence, cloud computing, and automation technologies, there is an increasing demand of special skills, creating a lack of workers who possess the right skills to meet these demands (Pattanayak, 2025). There is also a wide disparity between skills taught in our educational institutions and that required by the employers. This mismatch is the cause of the ongoing talent shortage, especially in the high-skilled fields like technology, healthcare and engineering (Gibson & Oldroyd, 2024).

Strategic HRM Solutions to address Skills Gaps

In order to address these skills gap issues effectively, the HR professionals can use these strategies to manage acquisition and talent retention:

Build Strategies: Talent Development within the company

Build strategies are aimed at developing talent within the organization through training and development programs as well as collaboration with educational institutions (Nurimansjah, 2023). This approach is especially applicable to the technology sector, as businesses are now providing in-house coding bootcamps, internships and apprenticeships to develop talent in the newer fields such as data science, cybersecurity and software development (Bratton et al., 2021). In other fields such as

healthcare, an organization may work with universities and training institutions to offer upskilling opportunities to their current employees. As an illustration, hospitals can introduce continuous professional development (CPD) programs that nurses and other medical personnel are required to attend to ensure that they remain informed of the current medical technologies and practices.

Buy Strategies: Strategic Recruiting

In the sectors or industries where there is acute skills shortage, organizations may adopt buy strategies and hire external talents. It can be done by using talent analytics to determine potential sources of skilled employees and recruit them by offering competitive remuneration packages, strong employer branding, and targeted recruiting efforts (Bratton et al., 2021). For example, in the medical sector, there is a critical shortage of qualified nurses and doctors in many countries of the world. Companies can use cross-border recruitment for hiring international talent to fulfil these vacancies.

Borrow strategies: Leveraging External Talent

Borrow strategies consists of the employment of consultants, freelancers, or contract workers to meet short-term talent gaps, particularly to fill specialized positions during peak seasons (Pattanayak, 2025). Such as, tech companies can hire freelance AI developers or data analysts to develop new software system or any other complicated data-driven task (McIver et al., 2018). In the hospitality sector, businesses usually borrow skilled employees on a contract basis to meet demand during the tourism seasons (Cappelli, 2008).

Question 4: Reflective Report on Capabilities

An MBA student should be competent in technology, communication, teamwork, leadership, and self-directed learning to succeed in the future career (Issa et al., 2020). Based on the Gibbs Reflective Cycle, I have identified both my strengths and weaknesses as an MBA student and devised a clear action plan as follows:

Gibbs Reflective Cycle

Description

During my previous semesters, I have worked with diverse and multicultural teams, used different technological tools, and learnt independently. From the technological perspective, I have used applications such as MS Teams, Microsoft Excel, AI-based

research applications like ChatGPT, and other learning management systems (LMS) to improve my productivity and learning. Although I have always received positive feedback in my written reports, but I have had difficulties in public speaking within a multicultural environment. In the teams, I think that I played an active role, by dividing work and making sure that all perspectives were taken into consideration ((Issa et al., 2020). But there was some conflict in many situations, which I found quite challenging to resolve. Finally, my self-directed learning abilities have enabled me to explore the extracurriculars, especially in AI and data analytics, and I feel that I require a more comprehensive approach to personal development.

Feelings

The experiences that that I have described previously highlights that I have the ability to adjust to technology and engage actively in self-directed learning. However, I feel less confident in terms of public speaking and resolving multicultural conflicts in team settings. These weaknesses made me realize that I also need to improve my leadership skills and enhance my communication skills.

Evaluation

Strengths: I am well equipped with necessary skills in technology, which has enabled me to effectively utilize AI resources and collaborate in the digital environment. I have good written communication skills and especially in academic and professional settings. Also, my self-directed learning capacity allows me to explore new experiences on my own.

Weaknesses: I struggle seriously with speaking in front of people, particularly where there is a crowd which requires diverse styles of communication. Moreover, although I am an effective team player, I have passive style of conflict resolution and I hesitate to take on formal leadership positions, which limited development of my leadership skills.

Analysis

I am quite competent in terms of using technology, which allows me to keep myself updated with emerging technologies and platforms. However, to work in the global workplace, one must have not only technical proficiency but also know how to communicate and lead in various situations (Issa et al., 2020). I also feel that I need to develop the ability to handle conflict resolution. I need to work on my skills regarding managing conflicts and navigating cultural diversity in a team. Practicing and

strengthening public speaking and improving my style of communication will enable me to contribute more effectively international business environments.

Conclusion

In summary, my technical skills and self-learning capability provide a solid foundation for me as a student, but I should work on improving my communication, leadership and conflict resolution skills. These skills play a critical role in global employability and preparing for management roles (Stoop, 2024).

Action Plan

Strengthening public speaking and communication: I will practice speaking in various groups of my university and will try to get feedback in order to improve my delivery. I will also join Toastmasters in December in order to improve my verbal communication.

Developing leadership skill: I will undertake group projects and take part in extracurricular activities such as clubs where I will take on leadership roles without hesitating.

Learning conflict resolution: I will acquire theoretical knowledge on conflict management skills and then apply them in group activities. For this, I will enrol in a course by Udemy by 30th November, 2025, where I can engage in conflict resolution situations while doing teamwork.

Conclusion

The discussion conducted in this report revealed that technological changes, demographic changes and geopolitical changes have a tremendous influence on labour markets and HRM as well as IHRM strategies. Among the important findings, one is that the HR professionals have to adapt to the increasing use of AI and automation as it is transforming the nature of talent acquisition and workforce management. Ageing and migration patterns of demographic factors necessitates that HR professionals develop culturally inclusive and ensure that there is scope for talent mobility. In addition, to address the skill gaps, HR professionals can use Build, Buy and Borrow strategies for strategic staffing and flexible talent management within the workplace. The strategies will allow employees of the HR to deal with existing and future workforce challenges.

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