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August 30, 2019, Analytic Summary paper # 1

Edmondson, A. C., & Harvey, J. F. (2017). Cross-boundary teaming for innovation: Integrating research on teams and knowledge in organizations. *Human Resource Management Review* , 1-11.

1. **The most important point in the article**

In this article, pros and cons of cross-boundary teams are discussed. It is stated that teams which have to share knowledge across boundaries are the hardest to manage. These boundaries may be within the departments or outside of the organization. The formation process of such teams is also discussed.

1. **Points supporting the main theme**

Team development has been studied in light of Input-process-output heuristic presented by McGrath. Some recent researchers have studied these processes and how these occur in a cyclical manner. Studying team effectiveness is also an important part of the team formation process because researchers have to see which teams were the most effective ones and how were they formed. Team members are the ultimate people who have to perform the given tasks, thus, individual staes during team formation.

1. **Support or contradiction from other studies**

As discussed in start, this article is about the various aspects of knowledge sharing across teams, knowledge diverstiy among teams can benefit them in attaining their goals more effectively. All the team members will bring different kind of knowledge in team. There has been variant conclusions from past researdhes in this regard.

1. **Assumptiions**

 The major assumption of this article is that teams are an effective way to complete various tasks in work place. The second assumption is that cross boundary teams will share knowledge within their members better than the teams formed from same department.

1. **Practical Experience**

As far as my practical experience is concerned, it is very hard to work in teams which have been formed across various borders. In fact, sharing of knowledge was not the problem but there were many other barriers which have to be overcome. The major barrier faced by us was the language barrier when teams were formed across geographical borders.

1. **New Concepts**

Knowledge has to be considered in terms of language, interpretation and interests. While considering teams, there are different contexts which have to be studied namely environment, task, time and leadership.

1. **Questions**

What role does knowledge play in formation of cross- boundary teams?

 What impact does knowledge or lack thereof has on the various HR roles?

August 30, 2019, Analytic Summary paper # 2

Farndale, E. (2009). The role of the corporate HR function in global talent management. *Journal of World Business 45 (2010) 161-168.*

**1. The most important point in article**

The requirements for organizations have changed as there have been more and more multinational corporations working around the world. Human resource people have to see an extended view of organization because it becomes a part of the global business arena.

1. **Evidence supporting the main points**

The roles of corporate human resource have been shown as being more complex as compared to traditional human resource roles. The diagram shown by author shows that corporate human resource has different roles to play.

1. **Support of findings from this article**

First requirement for the corporate human resource is that managers are groomed to tackle the global challenges. Grooming is not confined to the human aspect only in this context but to the various systems run in the organizations to help human resource work effectively. There is an increased need for organizations to use enhanced information systems and other processes to ensure that global talent is managed properly.

Guardians of culture show the ability to adapt to different cultures when organizations go across geographical boundaries. A person selected to be a part of global talent management should be able to cover the cultural differences between countries.

 Network leadership and intelligence means that the employees should be able to make working bonds both externally and internally. This will enable the workforce to use these connections when there is some particular need.

 Last aspect relates to the ability of the organization to bring the international labor into their domestic business. This may also include the use of technology to create a virtual work place that does not require physical presence of HR anymore.

1. **Assumptions**

 It is assumed that the traditional HR will be replaced by the global talent management and HR function will be outsourced, restructured and downsized over a period of time. There will be consistent demand for the skilled workforce and supply of talent will also remain consistent. Modes of acquiring talent may change over time.

1. **Practical implication**

The 3m corporation has its head office in the US and subsidiaries in Saudi and Turkey. This presents us with the implementation of all the aspects of model presented in this article.

1. **New Concepts**

The emergence of digital work space is the new concept that has been discussed. There will be less and less human resources needed to run the organizations in future especially with the global talent available to companies

1. **Questions**

What are the implications of changing technology for the HRD aspects in organizations?

 How will the corporate human resource cope with the above changes?