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# Analytical Summary Paper 1

September 4, 2019, Analytic Summary paper # 1

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

## The most important point in the article

The most important point of Frandale’s article is a reflection on the change in requirement for organization due to presence of great number of Multinational Corporation around the globe. Being a part of global business arena, human resources have to extend their perspective of organization.

## Evidence supporting the main points

In the article, the complexity of corporate human resources is observed with the help of comparative analysis with traditional human resources. Diagram provided in the article shows the role of cooperate human resources as compared to traditional human resources.

## Support of findings from this article

Managers of an organization should be groomed for dealing with new global challenges. The grooming of managers depends on the human resource team for the betterment of an organization. To manage global talent, an organization has to use advanced information system. A person selected to be a part of global talent management should be able to cover the cultural differences between countries.

Employees should be able to perform well under network leadership and intelligence. Network leadership helps workers to perform well within external and internal boundaries.

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

## Assumptions

According to the article, 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 a consistent demand for the skilled workforce, and supply of talent will also remain consistent. Modes of acquiring talent may change over time.

## Practical implication

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

## New Concepts

The emergence of digital workspace is a 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.

## Questions

1. What is the impact of changing technology on human resource development in an organization?
2. What are the strategies needed by the human resource department to cater the changing technologies?

# Analytical Summary Paper 2

September 4, 2019, Analytic Summary paper # 2

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.

## The most important point in the article

In this article, the 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 in the article.

## Points supporting the main theme

Team development has been studied in light of input, process, and 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.

## Support or contradiction from other studies

The article discusses the various aspects of knowledge sharing across teams. knowledge diversity amongst teams can benefit them in attaining their goals more effectively. All the team members will bring different kind of knowledge in team.

## Assumptions

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

## Practical Experience

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

## New Concepts

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

## Questions

1. How knowledge is crucial for developing cross-boundary teams?
2. How does knowledge affect the human resource department?

# Reference

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