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ECONOMICS AND MANAGEMENT FACULTY

Public management and administration Department

QUALIFICATION WORK

Education Degree - Master

on: **Research of the Impact of Artificial Intelligence on Human
Resource Management**

Completed: student of
073 «Management» (EP «Administrative Management»)

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Faculty Economics and Management
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Head of

Department

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TASK

on qualification work for student

XIE YUAN

1. Theme of Qualification work: **Research of the Impact of Artificial Intelligence on Human Resource Management (Huawei Technologies Co. Ltd.)**

Supervisor Olena Slavkova , Dr., Professor

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2. Deadline for student completed project (work)

September, _____ 2024

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2021-2023

4. Contents of settlement and explanatory notes (the list of issues to develop):

- to determine the Research Methods
- to analyze the essence, the types and factors of artificial intelligence in human resource management.
- to analyze the scale and product types of Huawei.
- to determine the HUAWEI's Economic and Financial Indicators (2021-2023)
- to analyze the SWOT
- to analyze the major Competitors of HUAWEI
- to analyze the Conclusion and Recommendations.

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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	August 2023 p.	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	October - November 2023 p.	done
3	Preparation and presentation of draft of the first chapter of the thesis	January – February 2024 p.	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	March – May 2024 p.	done
5	Making the theoretical part of the thesis, summarizing the analytical part	June 2024 p.	done
6	Design options improve the research problem	25-31 July 2024 p.	done
7	Completion of the project part of the thesis, design chapters	до 09 August 2024 p.	done
8	Previous work and its defense review	01-09 August 2024 p.	done
9	Checking the authenticity of the thesis	23 August 2024 p.	done
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Thesis allowed to defense

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ABSTRACT

XIE YUAN. Research of the Impact of Artificial Intelligence on Human Resource Management

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024 - Manuscript.

With the rapid development and application of artificial intelligence (AI) technologies, Huawei's human resource management is encountering new challenges and opportunities. This thesis delves into how AI is transforming key human resource management processes at Huawei, including recruitment, training, performance evaluation, and overall employee management. Through an in-depth study of Huawei's organizational structure, management processes, and analyzes practical AI application cases, as well as the advantages and challenges of AI in human resource management, utilizing both quantitative and qualitative methods to examine data from 2021 to 2023, supplemented by employee interviews and case studies to provide a comprehensive analytical perspective. The findings reveal that AI not only enhances recruitment efficiency and performance evaluation accuracy but also facilitates personalized employee training and management. Based on these findings, specific recommendations are proposed for optimizing human resource management to support Huawei's effective use of AI technology in its future development.

Keywords: Huawei Technologies Co., Ltd., Artificial Intelligence, Human Resource Management, Organizational Structure, Management Processes, Technology Application, management, human resources, intelligence, artificial intelligence

АНОТАЦІЯ

СЕ ЮАНЬ. Дослідження впливу штучного інтелекту на управління людськими ресурсами

Кваліфікаційна робота за спеціальністю 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

Зі стрімким розвитком і застосуванням технологій штучного інтелекту (AI) управління людськими ресурсами компанія Huawei стикається з новими проблемами та можливостями. В кваліфікаційній роботі досліджується як штучний інтелект перетворює ключові процеси управління людськими ресурсами в Huawei, включаючи підбір персоналу, навчання, оцінку ефективності та загальне управління співробітниками. Завдяки поглибленому вивченню організаційної структури Huawei, процесів управління та аналізу практичних випадків застосування штучного інтелекту, а також переваг і проблем штучного інтелекту в управлінні людськими ресурсами, розроблено напрями його вдосконалення. В роботі використовуються як кількісні, так і якісні методи для вивчення даних з 2021 по 2023 роки, автором за допомогою співбесід із працівниками та тематичних досліджень, сформовано пропозиції до забезпечення комплексної аналітичної перспективи розвитку. Отримані дані показують, що штучний інтелект не тільки підвищує ефективність підбору персоналу та точність оцінки продуктивності, але й сприяє персоналізованому навчанню та управлінню співробітниками. На основі цих висновків запропоновані конкретні рекомендації щодо оптимізації управління людськими ресурсами для підтримки ефективного використання в майбутньому компанією Huawei за допомогою технології штучного інтелекту.

Ключові слова: штучний інтелект, управління людськими ресурсами, організаційна структура, процеси управління, застосування технологій, управління, людські ресурси.

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INTRODUCTION

Actuality of theme. Artificial Intelligence (AI), which simulates human intelligence through advanced algorithms, is revolutionizing industries worldwide, notably human resource management. At Huawei, a forefront global tech leader, effectively integrating AI into human resource strategies showcases not only our technological prowess but also our strategic vision for future advancements. AI applications, such as language understanding, image recognition, decisionmaking, and problem solving, are powered by core technologies like machine learning, deep learning, and natural language processing. These technologies adapt and enhance their functions over time by analyzing extensive data sets.

The progressive transformation of business processes through artificial intelligence, especially in human resource management, is significant for HUAWEI. Our focus is on harnessing AI to refine and optimize these processes. This study explores how HUAWEI utilizes AI to enhance recruitment, training, performance evaluations, and overall employee management, with a specific focus on the impact of AI on our organizational and management structures. By studying HUAWEI's organizational structure, management processes, and practical application cases, this paper will reveal the advantages and challenges of its human resource management. Additionally, it will explore the impact of AI on HUAWEI's overall performance, competitiveness, and strategic direction.

The purpose of this research is to investigate the impact of Artificial Intelligence on Human Resource Management at HUAWEI Technologies Co., Ltd.

There are tasks for qualification work:

- analyzing the application of AI in recruitment, training, and performance evaluation;
- assessing its impact on organizational structure and management processes;
- providing specific management recommendations based on the research findings.

- According to a particular purpose, only the important objectives of this work are:
- to determine the Research Methods
- to analyze the essence, the types and factors of artificial intelligence in human resource management.
- to analyze the scale and product types of Huawei.
- to determine the HUAWEI's Economic and Financial Indicators (20212023)
- to analyze the SWOT
- to analyze the major Competitors of HUAWEI
- to analyze the Conclusion and Recommendations.

The author's research mainly includes parts is that the application of artificial intelligence in the field of personnel management represents a revolutionary approach that uses a variety of technologies and methods to improve all aspects of the personnel life cycle, including planning, engagement, recruiting, training, motivation, development and retention of personnel.

Subject of the research theoretical, methodological, and practical provisions of the process of HUAWEI.

Object of the research there are the methods, processes and practical requirements of AI for the management of Huawei Companies

The practical significance of the obtained results is that Artificial intelligence to the benefit of human resources management, improve the efficiency of corporate management

The practical significance. The practical significance is that the stated provisions can be used in the activities of enterprises and organizations.

Methodological basis of the study there are scientifically substantiated interpretations of processes and phenomena in economics, dialectical, logical and systemic approaches to their consideration. During the research general scientific methods of analysis and synthesis, theoretical generalization and comparison, statistical and graphical analysis and grouping were used. The following methods were used to solve the tasks in the work: scientific generalization (when determining

the essence of processes and systematization of their components); system approach; formation of tables, diagrams, graphs to present the results of theoretical and practical research in a visual form; classification, scientific abstraction, system and complex analysis, economic analysis; calculation analytical, comparative to compare indicators over the years; modern computer technologies for processing economic information, in particular, the MS Excel application package, SWOT analysis.

The information base of the research is scientific works and leading foreign experts on the chosen subject, data from official reports of the enterprise, available statistical information.

The significance of this research lies in the deep study of the significance of this study lies in the deep study of the application of artificial intelligence in management.

List of publication:

1. Xie Yuan Evaluation of the effectiveness of artificial intelligence during the review of resumes in the huawei company. *Нотатки сучасної науки: електронний мультидисциплінарний науковий часопис. № 17. Харків: СГ НТМ «Новий курс», 2024. С.20-21.*

2. Xie Yuan Theoretical framework on artificial intelligence in human resource management. *Нотатки сучасної науки: електронний мультидисциплінарний науковий часопис. № 17. Харків: СГ НТМ «Новий курс», 2024. С. 34.*

Thesis consists of an introduction, three chapters, list of references that includes 31 publications, applications, 6 tables, 2 figures. Full volume of 65 pages, of which the main text - 60 p.

CHAPTER 1

THEORETICAL FRAMEWORK ON ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) plays a crucial role in optimizing personnel allocation to enhance organizational effectiveness, managing a broad spectrum of functions that include recruitment, training, performance evaluation, and employee relations. By strategically managing these functions, HRM not only maximizes the potential and productivity of each employee but also significantly improves the overall performance and adaptability of the organization. This strategic alignment with business objectives is essential, as it ensures that the workforce is not only skilled and well prepared but also highly motivated and aligned with the company's goals. HRM also extends to fostering a robust organizational culture that promotes inclusivity and employee engagement, while simultaneously ensuring compliance with all pertinent employment laws and regulations to maintain legal and ethical standards. The overarching aim, as highlighted, is to seamlessly integrate individual employee aspirations with the strategic objectives of the organization, thereby creating a dynamic workplace environment that fosters innovation, efficiency, and sustained growth. This holistic approach to human resource management is pivotal in building a resilient organization capable of navigating the challenges of a competitive business landscape.

Artificial Intelligence (AI) represents a significant technological advancement that has profoundly impacted multiple industries by enabling computer systems to perform tasks that typically require human intelligence, such as learning, reasoning, and problem solving. This technology encompasses several specialized fields, including machine learning, deep learning, and natural language processing, which continuously evolve and improve through the analysis of vast amounts of data. Machine learning algorithms, for example, learn from existing data to make predictions or decisions without being explicitly programmed, which is crucial in

industries like healthcare for diagnosing diseases from imaging data or in finance for algorithmic trading. Deep learning, a subset of machine learning, uses neural networks with many layers - a structure inspired by the human brain - to process data in complex ways, enabling advancements such as voice recognition and autonomous driving.



Figure 1.1 - Six dimensions of human resource management

Source: [21]

Natural language processing (NLP) allows machines to understand and respond to text or voice data in a way that is natural to humans, which is increasingly used in customer service via chatbots and personal assistants like Siri and Alexa. As these AI technologies develop, they not only drive technological innovation but also create profound social changes by reshaping the nature of work, enhancing human capabilities, and altering interactions between individuals and technology. For instance, AI applications in healthcare not only automate routine tasks but also enhance the capabilities of medical professionals through more accurate diagnostics and personalized medicine, thereby improving patient outcomes and efficiency.

In the financial sector, AI's ability to analyze large datasets quickly and with high accuracy is transforming how companies manage risk, detect fraud, and interact with customers. Transportation has also seen transformative changes with AI, especially with the development of autonomous vehicles and smart traffic management systems that promise to increase safety and reduce congestion. However, the rapid adoption of AI also raises important ethical and societal concerns such as job displacement, privacy issues, and the need for new regulations to ensure fair and safe use of AI technologies.

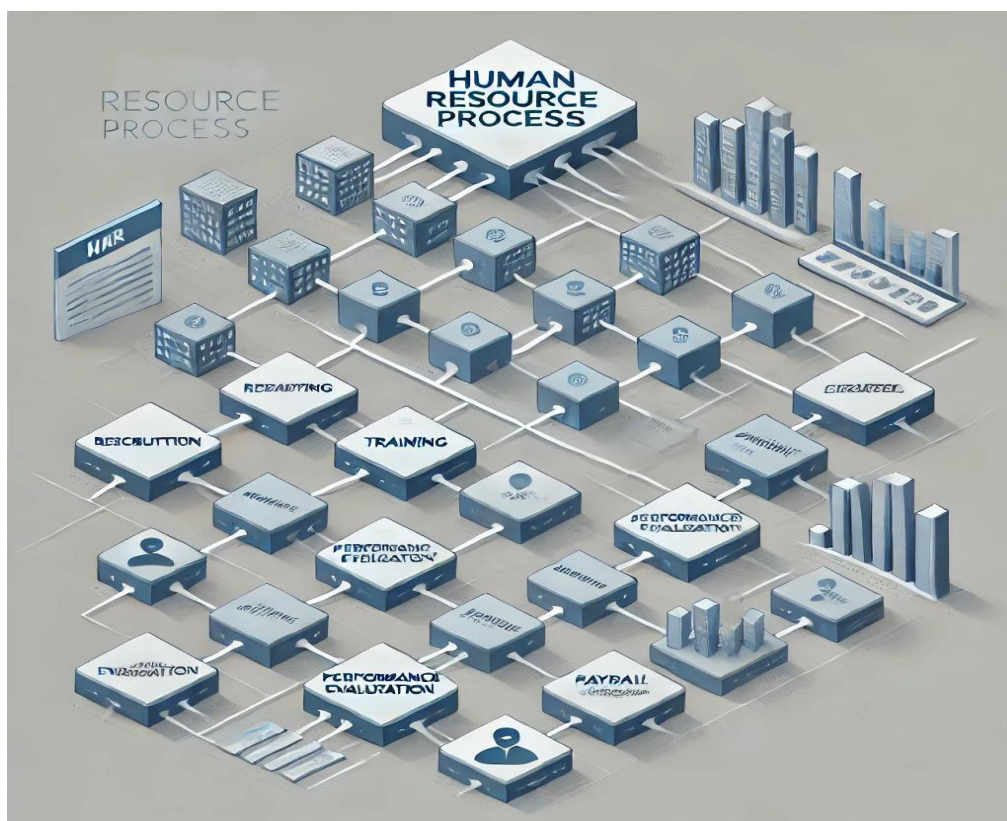


Figure 1.2 - Human resource process flowchart

Source: our authors

These developments signify a pivotal shift in how industries operate and require a new understanding of the relationship between technology and human society. The integration of AI into daily life and business operations continues to grow, necessitating ongoing research to harness its potential responsibly and ethically. The profound impact of AI across diverse fields underscores the importance

of interdisciplinary approaches in research and application, highlighting the need for collaboration between technologists, ethicists, business leaders, and policymakers to navigate the challenges and opportunities presented by this dynamic technology.

Through continuous improvements and applications, AI not only enhances industryspecific practices but also contributes to significant societal transformations, emphasizing the dual imperative of advancing technology and addressing the ethical dimensions of its integration into society. As AI continues to evolve, it remains a critical area of research and discussion within academic and professional communities, reflecting its complex role in shaping future technological and social landscapes.

The integration of AI into HRM has transformative potential, impacting several core HR functions:

1. **Recruitment and Screening:** The role of Artificial Intelligence (AI) in enhancing recruitment and screening processes is profoundly transformative, streamlining the manner in which organizations approach talent acquisition. Through the application of sophisticated algorithms and machine learning techniques, AI systems are capable of analyzing vast volumes of resumes and online data to filter and identify the most suitable candidates for specific roles. This technology not only accelerates the recruitment process but also significantly increases its accuracy and efficiency by eliminating human biases and errors commonly associated with manual screening processes.

AI-driven tools such as applicant tracking systems (ATS) and AI-powered recruitment software can parse and interpret the content of resumes and online profiles, assessing them against job descriptions and required competencies with a level of precision that far surpasses traditional methods. This ensures that only the most qualified candidates are considered, thereby reducing the time and resources spent on interviewing unsuitable applicants. Furthermore, AI enhances the candidate experience by ensuring faster response times and maintaining a more engaging communication process.

Beyond initial screening, AI applications in recruitment extend to predictive analytics, where they analyze historical hiring data to predict the success of candidates in specific roles, thereby further refining the selection process. This predictive capability allows organizations to make more informed hiring decisions and improve longterm employee retention and job satisfaction rates. Additionally, AI-driven personality and skills assessments help in evaluating an applicant's fit not only to the job requirements but also to the company culture, an often overlooked aspect in traditional recruitment processes.

2. The integration of AI into recruitment also facilitates diversity hiring by objectively evaluating candidates based on skills and potential, rather than unconscious biases. This supports the creation of more inclusive work environments and helps organizations meet diversity and inclusion goals. Moreover, as AI continues to evolve, it offers potential for even deeper insights into candidate potential through advanced techniques such as natural language processing and sentiment analysis, which can analyze communication patterns to assess soft skills and personality traits.

Despite these advantages, the adoption of AI in recruitment raises ethical considerations, such as privacy concerns and the transparency of AI decisionmaking processes. Organizations must address these challenges by ensuring that AI systems are used responsibly and that candidates are informed about how their data is being used.

The profound impact of AI on recruitment and screening processes signifies a shift towards more data-driven and scientifically informed practices in human resource management. As this technology advances, it is likely to become an integral part of strategic HR operations, continually reshaping the landscape of talent acquisition and opening new avenues for achieving organizational goals in an increasingly competitive business environment. This integration of AI into recruitment and screening processes not only showcases the potential of technology to enhance efficiency and effectiveness in HR practices but also highlights the importance of navigating the ethical landscape that accompanies technological

advancements in human resources. 2. Training and Development: AI tailors training programs to individual employee needs by assessing their learning patterns and skills, thus personalizing development pathways and optimizing training outcomes.

3. Performance Management: The integration of Artificial Intelligence (AI) into performance management systems has revolutionized how organizations assess and enhance employee performance. AI's capability for realtime analysis allows for the continuous monitoring of performance metrics, providing immediate, objective, and data-driven feedback to employees. This shift towards AI-enhanced evaluations facilitates more precise and timely assessments, significantly enhancing the accuracy and effectiveness of performance reviews.

AI technologies in performance management include sophisticated analytics tools that process large volumes of data related to employee activities and outputs. These tools can identify patterns, trends, and correlations that might not be evident through traditional analysis methods. For instance, AI can track an employee's project completion rates, quality of work, and collaborative interactions within teams, providing a holistic view of their performance. This comprehensive data enables managers to deliver tailored feedback and developmental guidance that is directly relevant to each employee's specific situation, promoting a more personalized approach to performance management.

Furthermore, AI-driven systems facilitate a more dynamic performance management process by enabling continuous feedback loops rather than annual or semiannual reviews. This realtime feedback helps employees to adjust their work habits and strategies promptly, fostering a culture of continuous improvement and agility within the workplace. Additionally, AI tools can automate routine aspects of the performance review process, such as data collection and initial analysis, freeing up managers' time to focus on more strategic aspects of performance management, such as employee development and coaching.

AI's impact on performance management also extends to predictive analytics, where it can forecast future performance based on historical data. This predictive capability allows organizations to proactively identify and address potential

performance issues before they become problematic, thereby enhancing overall organizational productivity and employee satisfaction. Moreover, AI can help in identifying highpotential employees for leadership development and succession planning, ensuring that talent management strategies are aligned with future business needs.

Despite these advantages, the use of AI in performance management also poses challenges, including the need for transparent algorithms and the potential risk of data privacy breaches. It is crucial for organizations to establish clear policies and guidelines to govern the use of AI tools, ensuring that they are used ethically and that employee data is protected.

AI transforms traditional performance management by making it more datadriven, precise, and efficient. As these technologies continue to evolve, they offer significant opportunities for enhancing the way organizations manage and develop their workforce. By leveraging AI in performance management, organizations can not only improve individual performance but also drive greater business success through enhanced strategic workforce planning and management. These developments underscore the transformative potential of AI in reshaping performance management practices, fostering a more adaptive and forwardlooking approach to human resource management. In the context of Huawei, AI plays a pivotal role in streamlining HR processes and enhancing strategic decisionmaking. Realtime performance data analysis assists managers in making informed assessments that boost both resource allocation efficiency and work productivity. AI-driven tools within Huawei personalize learning experiences, optimize recruitment processes, and predict future organizational needs, substantially reducing costs and elevating operational efficiency.

This study adopts a mixedmethods approach to thoroughly investigate the transformative impact of Artificial Intelligence (AI) on Human Resource Management (HRM) at Huawei. It integrates both quantitative and qualitative research techniques to deliver a comprehensive analysis of how AI technologies are reshaping HR practices. Quantitatively, the research will analyze a range of HR data

from Huawei for the years 2021 to 2023, utilizing sophisticated statistical software like SPSS and R. This segment includes applying descriptive statistics, correlation analysis, regression analysis, ANOVA, and multiple regression tests to pinpoint AI's specific effects on recruitment efficiency, employee performance, and overall HR operational outcomes.

Table 1.1 - Huawei Human Resource Management Data (2019-2023)

year	Revenue (CNY billion)	Profit (CNY billion)	Growth rate (%)	R&D Investment	Number of employees (thousands)
2019	188	29	5.3	118	820
2020	194	33	7.8	135	860
2021	201	31	6.1	157	905
2022	207	37	5.7	174	940
2023	215	44	4.5	202	990

Source: own authors

Qualitatively, the study will explore the perceptions and experiences of Huawei employees regarding AI, through detailed interviews and case studies with HR staff and AI developers. This effort aims to capture a diverse array of insights on the implementation, benefits, and challenges of AI within the company, offering a nuanced understanding of its role . By blending these quantitative findings with qualitative insights, the study not only provides a detailed evaluation of AI's current impact on HRM but also aids in forecasting future trends and preparing strategic HR decisionmaking frameworks. This approach ensures a rigorous, methodologically sound exploration that supports significant decisionmaking in the context of rapid technological progress and organizational change.

CHAPTER 2

HUAWEI COMPANY ACTIVITY AND HUMAN RESOURCE MANAGEMENT ANALYSIS

2.1 Analysis of Huawei's primary products

HUAWEI Technologies Co., Ltd., headquartered in the bustling tech hub of Shenzhen, Guangdong Province, China, stands as a testament to rapid technological evolution and strategic vision in the telecommunications sector. Founded in 1987 by Ren Zhengfei, a former engineer in the People's Liberation Army, the company began as a modest enterprise, focusing on manufacturing telephone switches. This initial focus on communication technology laid the foundational stone for what would become a global behemoth in the telecommunications arena. Over the decades, Huawei has meticulously expanded its business scope, embracing diverse aspects of telecommunications technology. It has evolved from its humble beginnings into one of the largest telecommunications equipment manufacturers in the world. Notably, Huawei has made significant strides in the development and deployment of 5G technology, positioning itself as a leader in this revolutionary frontier. The company's commitment to innovation is further evidenced by its extensive investment in research and development, leading to cutting-edge products that include a wide range of telecommunications equipment, networking gear, and smartphones. In the smartphone industry, Huawei has challenged established market leaders, rising to become a significant player. By focusing on high-quality products that integrate advanced features and innovative technology, Huawei has captured substantial market share and consumer trust. This shift towards high-end consumer electronics is part of Huawei's broader strategy to diversify its portfolio and reduce dependency on network equipment sales, especially in light of global market dynamics and geopolitical challenges.



Figure 2.1 - Huawei logo

Huawei's growth trajectory is not just a reflection of its business acumen but also a mirror to China's broader rise as a powerhouse in the global technology landscape. As the company moves forward, it continues to navigate complex international waters, adapting to regulatory environments and market conditions across different regions, thereby affirming its position as a global leader in technology and telecommunications.

Core Business and Products

Huawei's operations span various sectors, including Information and Communications Technology (ICT) infrastructure and smart devices. Its main products and services include:

Telecommunications Network Equipment: Huawei, a global giant in telecommunications, offers an extensive array of network equipment that supports 3G, 4G, and 5G wireless networks, facilitating rapid, reliable mobile communications across diverse geographic regions. Their product lineup also includes advanced optical transmission technologies that enhance data capacity and network efficiency, as well as robust fixed network products that provide critical infrastructure for both urban and rural settings. Additionally, Huawei extends its expertise through comprehensive services and solutions that help optimize network performance and reliability, ensuring that operators can deliver highquality, uninterrupted services to consumers and businesses alike. This broad portfolio underlines Huawei's commitment to innovation and its pivotal role in driving the global connectivity agenda.

Enterprise Business: Huawei is deeply entrenched in the enterprise sector, offering an array of products and services designed to meet the complex needs of modern businesses. Their offerings encompass cloud computing services that provide scalable and flexible computing resources, big data solutions that help businesses harness the power of massive data sets for strategic insights, and enterprise networking equipment including sophisticated routers and switches that ensure robust and secure network infrastructure. Additionally, Huawei's security and storage solutions safeguard critical business data while ensuring rapid access and data recovery. These comprehensive solutions support organizations in optimizing their operations, enhancing security, and driving innovation in an increasingly digital business environment.

Consumer Business: Huawei's product portfolio in the consumer electronics domain is broad and influential, primarily comprising smartphones, tablets, PCs, and wearable devices. Among these, Huawei smartphones are particularly notable, commanding significant market share both in China and Europe. These devices are renowned for their cutting-edge technology, high-quality cameras, and user-friendly interfaces, making them highly competitive in the global market. Additionally, Huawei tablets and PCs are acclaimed for their sleek designs and powerful performance, catering to both casual users and professionals. The company's wearables, including smartwatches and fitness bands, integrate seamlessly with other Huawei devices, offering consumers a unified and enriched technological ecosystem. This diverse range of products underscores Huawei's commitment to innovation and its capability to meet the varied needs of customers worldwide.

Cloud Services: Huawei Cloud stands at the forefront of supporting businesses in their digital transformation journeys, providing comprehensive cloud service solutions tailored to meet the diverse needs of modern enterprises. With a robust suite of services that includes IaaS (Infrastructure as a Service), PaaS (Platform as a Service), and SaaS (Software as a Service), Huawei Cloud empowers organizations to innovate and scale efficiently. These services facilitate everything from data storage and management to complex application development and deployment, all on a

secure, reliable, and scalable cloud infrastructure. Moreover, Huawei Cloud's commitment to integrating AI capabilities and big data analytics further enhances its offerings, enabling businesses to harness the power of advanced technologies for improved decisionmaking and operational efficiency. This holistic approach ensures that enterprises can navigate the complexities of digital transformation effectively, leveraging Huawei Cloud as a cornerstone of their digital strategy.

Research and Innovation: Huawei's commitment to research and development (R&D) is a cornerstone of its strategic positioning as a technological innovator. The company operates numerous R&D centers across the globe, ensuring it remains at the cutting edge of technological advancements. By reinvesting a significant portion of its annual revenue into R&D, Huawei not only enhances its existing products but also pioneers new technologies, especially in the realms of 5G and artificial intelligence. This investment has yielded a vast portfolio of patents, securing Huawei's intellectual property rights and fortifying its competitive edge in the technology sector. The breadth of these patents spans critical and emerging tech areas, enabling Huawei to set industry standards and push the boundaries of what is possible in telecommunications and beyond. This proactive approach to innovation is integral to Huawei's vision of leading the future of technology.

HUAWEI's main products. Telecommunications Equipment: Huawei's range of telecommunications equipment is extensive and pivotal to its business operations. This includes cuttingedge 5G base stations, which are crucial for the rollout of nextgeneration 5G networks around the world. These base stations offer highspeed, lowlatency communication, which is essential for modern telecommunications.

In addition to 5G technology, Huawei also manufactures advanced optical network equipment. This equipment is fundamental in the development of fiberoptic networks, providing highcapacity, highspeed data transmission over long distances. Optical network solutions are particularly important for creating robust backbone networks that can handle massive amounts of data, essential for cloud computing and other bandwidthintensive applications. Furthermore, Huawei produces a variety of routers, which range from consumergrade models used in homes and small offices to

highperformance routers designed for enterprise networks and internet service providers. These routers are designed to manage and direct data traffic efficiently, ensuring reliable and secure internet connectivity.

Table 2.1. - Product Sales (2021-2023y)

Year	Smartphone (millions unit)	Laptops (millions unit)	Tablets (millions unit)	Wearable's (millions unit)
2021	185	18	22	78
2022	172	21	27	88
2023	191	19	31	93

Surce: formed by the author

By providing these critical components, Huawei supports the infrastructure of global telecom operators and enterprises, enabling them to offer enhanced communication services and meet the growing demands of digital transformation. This comprehensive suite of telecommunications equipment positions Huawei as a leader in connecting the world, driving forward the capabilities of global communication networks.

Smart Devices: Huawei has made significant strides in the field of smart devices, which encompass a broad array of products designed to enhance connectivity and streamline daily life. Among these, Huawei's smartphones stand out due to their advanced technology, highquality cameras, and userfriendly interfaces. These devices compete on the global stage, offering features such as long battery life, robust processing power, and innovative photographic capabilities that appeal to a broad consumer base. In addition to smartphones, Huawei's product lineup includes tablets that offer sleek designs and powerful performance for both entertainment and professional uses. These tablets are equipped with highresolution displays and powerful processors, making them suitable for everything from watching highdefinition videos to handling complex productivity tasks. Huawei's expansion into wearable technology with smartwatches has also been notable. These devices not only track fitness and health metrics but also integrate seamlessly with other Huawei products, enhancing the user experience through features like heart rate monitoring,

GPS tracking, and more. Furthermore, Huawei has ventured into the smart home domain with an array of connected devices. These include security cameras, smart lighting, and voice assistants that can be controlled via smartphones or other Huawei devices, creating a cohesive and intelligent home ecosystem. This integration facilitates a more connected and automated lifestyle, allowing users to manage their home environments more efficiently and comfortably. By continually developing and expanding its range of smart devices, Huawei is cementing its role in the tech industry not just as a telecommunications giant but also as a key player in the consumer electronics market. This diverse array of smart devices is part of Huawei's broader strategy to build an interconnected and intelligent world.

Enterprise Services: Huawei's enterprise services are designed to facilitate digital transformation across various industries, focusing on delivering comprehensive solutions that include cloud computing, data centers, and AI technologies. These services are tailored to meet the growing needs of businesses aiming to modernize their operations and improve efficiency.

Cloud Computing: Huawei offers robust cloud services that enable enterprises to scale their operations flexibly. These services include infrastructure as a service (IaaS), platform as a service (PaaS), and software as a service (SaaS), allowing businesses to reduce IT expenses, enhance scalability, and improve disaster recovery strategies. Huawei's cloud solutions support a range of applications, from basic storage services to complex computing tasks, helping organizations manage their data more effectively and access computing resources on demand.

Data Centers: As part of its enterprise services, Huawei provides state-of-the-art data center technologies that are crucial for the storage, management, and processing of large volumes of data. These data centers are equipped with energy-efficient technologies, advanced cooling systems, and robust security measures to ensure data integrity and availability. Huawei's data center solutions cater to the needs of large corporations and government entities, offering them a reliable infrastructure that supports high data throughput and low-latency operations.

AI Solutions: Huawei integrates artificial intelligence with its enterprise services to offer smarter and more efficient solutions. These AI solutions cover a broad spectrum of applications, including intelligent video analytics, smart city frameworks, and AI-driven predictive maintenance. By leveraging machine learning algorithms and deep learning techniques, Huawei's AI solutions help businesses automate tasks, gain insights from big data, and enhance decision-making processes.

Together, these enterprise services form a comprehensive suite that not only supports the digital transformation initiatives of businesses but also empowers them to stay competitive in a rapidly evolving digital landscape. Huawei's commitment to research and development in these areas ensures that its enterprise services are at the cutting edge of technology, providing clients with innovative solutions that drive growth and transformation.

Other Business: Huawei is actively expanding its expertise and offerings in emerging technological fields, positioning itself as a leader in innovation across multiple sectors. This includes the Internet of Vehicles (IoV), Internet of Things (IoT), and dedicated efforts in chip research and development, each representing a strategic focus area aimed at driving future growth and technological advancement.

Table 2.2 - Financial Income (2021-2023y)

Year	Total revenue (CNY billion)	Net profit	R&D investment
2021	620	88	142
2022	643	92	138
2023	715	101	147

Source: formed by the author

Internet of Vehicles (IoV): Huawei's involvement in the IoV sector focuses on creating interconnected vehicle systems that enhance the safety, efficiency, and comfort of automotive transportation. By integrating advanced telecommunications and IoT technologies, Huawei develops solutions that enable vehicles to communicate with each other and with road infrastructure. This includes the deployment of 5G networks to support realtime data transmission, crucial for autonomous driving technologies and advanced driver-assistance systems (ADAS).

Huawei's IoV solutions aim to transform the automotive industry by making smart mobility a reality.

Internet of Things (IoT): In the IoT domain, Huawei provides a wide array of products and services designed to connect devices across different environments, from industrial settings to home automation. Huawei's IoT solutions facilitate the collection, transmission, and processing of data from sensors and devices, enabling enhanced monitoring and management capabilities. These solutions are instrumental in sectors such as smart cities, smart manufacturing, and healthcare, where realtime data and connectivity can significantly improve operational efficiencies and outcomes.

Chip Research and Development: Recognizing the critical role of semiconductor technology in modern electronics, Huawei has invested heavily in chip research and development. This includes the design and production of its own advanced chipsets, such as the Kirin series used in its smartphones and other devices. Huawei's chip R&D efforts focus on improving performance, reducing power consumption, and enhancing the integration of AI capabilities into its chips. These advancements are vital for supporting the sophisticated requirements of modern telecommunications and computing devices.

By focusing on these cuttingedge areas, Huawei is not only keeping pace with global technological trends but is also helping to define the future landscape of digital interaction and connectivity. These efforts in IoV, IoT, and chip development underscore Huawei's commitment to innovation and its role in shaping the next generation of technology solutions.

2.2 Technological Integration in Huawei's Recruitment Process

Huawei Technologies Co., Ltd. has increasingly integrated artificial intelligence into its recruitment processes, significantly enhancing both the speed and efficiency of candidate selection. This innovative application of technology allows the company to expedite the initial screening of applicants, a task traditionally requiring extensive

human labor. By deploying AI tools, Huawei can process thousands of resumes swiftly, a process that would typically consume numerous hours if performed manually by human resources personnel. The AI systems utilized by Huawei are equipped with advanced natural language processing (NLP) technologies. These systems are designed not only to scan for keywords but to analyze the context within which these keywords are used in the resumes. Such a context-based analysis enables the AI to assess the relevance and significance of each candidate's experiences, skills, and qualifications more accurately than traditional methods. For instance, instead of merely identifying the presence of the word "management," the AI evaluates how the term is incorporated into the job descriptions and achievements listed by the applicant, thereby offering insights into the candidate's potential leadership and organizational capabilities. Furthermore, Huawei's AI-driven recruitment approach extends beyond mere textual analysis. The technology also includes predictive analytics, which helps in forecasting candidate success within specific roles based on historical data patterns of successful employees. This capability allows Huawei to not only match qualifications to job requirements but also to predict how well a candidate would integrate into the company culture and fulfill long-term strategic goals. Additionally, the AI systems are programmed to continuously learn and improve from each recruitment cycle. Machine learning algorithms adjust and refine their criteria and processes based on feedback and outcomes from previous hiring decisions. This iterative learning process ensures that the recruitment system becomes more efficient over time, increasing its accuracy in selecting the most suitable candidates. The use of AI in recruitment also helps to eliminate unconscious bias, promoting a more diverse and inclusive workforce. By relying on algorithms that focus on skills and qualifications rather than subjective interpretations, Huawei ensures that its hiring practices are fair and based on merit. This not only enhances the quality of new hires but also supports the company's commitment to diversity and inclusion - a critical aspect of global corporate responsibility.

Table 4.3 - Market Expansion (2021-2023y)

Year	New countries entered	New partners	New products launched
2021	4	210	18
2022	6	230	15
2023	5	250	23

Source: formed by the author

The positive impact of AI on recruitment is supported by scholarly research, which suggests that AI can significantly streamline recruitment processes, leading to better hiring decisions and more effective human resource management [2]. Such studies highlight the transformative potential of AI in recruitment, suggesting that its broader adoption could reshape how companies approach talent acquisition globally.

For example: Li Ming, a soon-to-graduate master's student in computer science specializing in artificial intelligence and data science. As a top-performing student, Li Ming has been involved in several machine learning research projects and has published a few academic papers. He is filled with aspirations for the future, particularly to work for a leading global technology company. Thus, he decides to apply for an AI development position at Huawei. During the preparation process, Li Ming carefully reviews Huawei's recruitment requirements and corporate culture. Utilizing his knowledge in artificial intelligence, he meticulously crafts his resume, highlighting his professional skills and project experience in the AI field. Aware that Huawei uses advanced artificial intelligence tools to screen resumes—tools capable of analyzing keywords and context to assess if a candidate's skills and experience match the job requirements - Li Ming submits his application. Once submitted, Huawei's AI recruitment system kicks into action. This system, employing natural language processing (NLP) technology, understands the deeper meanings in the resume content beyond mere keyword matching. It analyzes each project and skill Li Ming described, recognizing his extensive background in machine learning algorithms and data processing as highly relevant to the job. The AI system also assesses his teamwork capabilities and leadership potential, judged by his roles and

contributions in academic team projects. The AI system rates Li Ming's resume as highly compatible, recommending it to the HR manager of the relevant department. Impressed by Li Ming's background, the HR manager quickly contacts him to arrange an interview. During the interview, Li Ming demonstrates his profound understanding of the field of artificial intelligence and his enthusiasm for Huawei. He discusses how he applied machine learning models to solve real problems in his projects and how he hopes to continue developing these technologies at Huawei to advance technological progress.

Table 4.4 - R&D Innovation and Patents (2021-2023)

Year	Patent application (number)	New patents granted (number)	New R&D centers (number)
2021	1500	1250	3
2022	1570	1320	2
2023	1680	1400	4

Source: formed by the author

Shortly after the interview, Li Ming receives a job offer from Huawei. This position not only offers him the opportunity to further research and practice in the field of artificial intelligence but also confirms that his abilities and potential are recognized by a top technology company like Huawei. Filled with excitement for the future, Li Ming is ready to dive into the forefront of innovative technology and contribute to global technological advancement. This experience has also deepened his understanding and appreciation of AI's application in recruitment, recognizing how technology is transforming traditional hiring processes to make them more efficient and fair.

In conclusion, Huawei's use of AI in its recruitment process exemplifies the powerful role of technology in modern human resource practices. By leveraging AI, Huawei not only enhances the efficiency and effectiveness of its recruitment but also contributes to the broader discourse on the future of work, where technology and human insight combine to foster a more dynamic and inclusive workforce. This capability allows HUAWEI to assemble a potential talent pool efficiently. The AI-driven process identifies the most suitable candidates by aligning their profiles

with the specific needs and requirements of different departments within the company. This targeted approach not only streamlines the hiring process but also ensures that the departments receive candidates who are most likely to succeed in their specific roles. Furthermore, this technology enables HUAWEI to maintain a high standard of recruitment by minimizing human biases that can influence the selection process. By relying on data-driven AI assessments, HUAWEI ensures a fair and objective recruitment process, which is crucial for building a diverse and effective workforce.

This strategic use of AI in recruitment is illustrated by the modern 5G base station tower against a city skyline, reflecting HUAWEI's commitment to incorporating advanced technology not only in its products but also in its internal processes to stay at the forefront of the tech industry. Training: HUAWEI has implemented an intelligent learning platform that customizes training content based on employees' career paths and interests. By data mining, the platform identifies employees' skill gaps and recommends relevant courses or practical projects.

2.3 Evaluating the Performance of AI in Resume Screening

HUAWEI's adoption of artificial intelligence (AI) within its human resource management systems marks a significant advancement in optimizing workforce management and performance evaluation. By harnessing AI technology, HUAWEI can delve into extensive datasets covering various aspects of employee performance, including goal completion rates, project involvement, and teamwork effectiveness. This robust analysis extends beyond mere data collection, utilizing sophisticated algorithms to process and interpret the information in realtime. The AI models employed by HUAWEI are designed to perform deep learning analysis, which allows them to recognize patterns and correlations in the data that might elude traditional analytical methods. For instance, they can detect subtleties in how different team dynamics influence project outcomes or how individual performance metrics contribute to overall departmental productivity. This capability enables the AI

systems to generate comprehensive performance reports that offer more than just a snapshot of employee achievements. They provide nuanced insights into performance trends, pinpointing specific areas where improvements can be made. Moreover, these AI-generated reports are instrumental in identifying both high performers who may be suitable for leadership roles and team members who might benefit from additional training or mentoring. This level of analysis supports a more personalized approach to employee development, allowing HUAWEI to tailor its training and professional development programs to the unique needs of each employee. By integrating AI into its performance management processes, HUAWEI not only increases the accuracy and efficiency of its evaluations but also enhances the overall strategic management of its human resources. This forwardthinking approach not only drives better business outcomes but also fosters a culture of continual growth and improvement among its workforce. The AI-driven system implemented by HUAWEI elevates the traditional approach to performance management by integrating predictive analytics into its core operations. This sophisticated technology harnesses current performance trends and historical data to anticipate potential challenges and pinpoint opportunities for employee development before they become apparent through conventional metrics. This predictive capability is a gamechanger, allowing HUAWEI to shift from a reactive to a proactive stance in managing its workforce.

By leveraging predictive analytics, the system can forecast potential drops in performance and identify the factors that may lead to such trends. It can also suggest optimal times for intervention, whether through training, adjustments in workload, or strategic changes in team composition. This foresight enables managers to act swiftly and decisively, not just to mitigate risks but also to capitalize on opportunities that promote employee growth and organizational efficiency. Furthermore, this proactive approach is complemented by the system's ability to tailor its recommendations to the individual needs of each employee. For instance, based on predictive insights, the system can recommend specific training programs designed to address the unique challenges an employee might face or to enhance skills that are predicted to become crucial in upcoming projects. This level of customization ensures that support and

resources are directed where they are most needed, enhancing the effectiveness of developmental interventions. Additionally, the AI system facilitates a continuous improvement loop within HUAWEI. It regularly updates its predictions and recommendations based on new data, ensuring that the support provided to employees is always aligned with the latest organizational goals and market dynamics. Managers receive actionable improvement suggestions that are data-driven, reducing the likelihood of biases and enhancing the overall decision-making process. This not only improves individual performance but also aligns employee growth with strategic business objectives, fostering a synergistic environment where both the organization and its employees thrive. Additionally, the AI models facilitate a more dynamic performance management process. They enable continuous feedback loops between employees and managers, making the performance review process more interactive and responsive. Employees receive timely feedback on their work, allowing them to adjust their efforts and focus areas more efficiently. Managers, on the other hand, gain access to a richer set of data insights, which support more informed decision-making regarding promotions, team assignments, and professional development initiatives.

By leveraging AI in its human resource management, HUAWEI not only enhances its organizational efficiency but also significantly transforms its workplace into a dynamic, supportive, and adaptive environment. This strategic integration of AI enables HUAWEI to streamline numerous HR processes, from recruitment and onboarding to performance management and employee development. The result is a more efficient workflow where decisions are data-driven and rooted in deep analytical insights, allowing the company to allocate resources more effectively and boost productivity across all levels of the organization.

Moreover, HUAWEI's use of AI in HR exemplifies its role as a pioneer in adopting advanced technologies to refine internal operations. The AI systems provide a platform for continuous learning and adaptation, which is critical in the fast-evolving tech industry. These systems analyze vast amounts of data to identify trends and

patterns that inform strategic decisions, enabling HUAWEI to stay ahead of potential challenges and swiftly capitalize on emerging opportunities.

This commitment to leveraging technology extends to fostering a culture of continuous improvement and excellence within the company. HUAWEI encourages its employees to engage with the AI tools, providing feedback that helps refine the algorithms and ensuring that the technology evolves in alignment with the employees' needs and the company's strategic goals. This symbiotic relationship between AI and human input cultivates an environment where innovation is routine, and excellence is the standard.

Furthermore, the adaptability facilitated by AI empowers employees to better manage their career paths within the company. With tools that offer personalized insights and recommendations, employees can take proactive steps towards their professional development, aided by AI-driven guidance. This not only enhances job satisfaction and engagement but also contributes to a more agile workforce that can adapt to new challenges and technologies as they arise.

In essence, HUAWEI's integration of AI into its HR processes is transforming the way the company operates, making it more agile, forwardthinking, and capable of sustaining a competitive edge in the global marketplace. This approach not only improves operational efficiency but also aligns closely with HUAWEI's broader commitment to innovation and excellence in the technology sector.

2.4 Assessing Employee Satisfaction with AI-Managed Human Resources

By harnessing internal survey data and employee communication information, AI plays a crucial role in identifying the key factors that influence employee satisfaction within an organization. This technology goes beyond simple data collection, utilizing advanced analytics to parse and interpret vast amounts of feedback and interactions. This allows the AI to pinpoint specific areas of concern or elements that are positively impacting employee morale. For instance, AI can analyze sentiment and trends from employee surveys, emails, and other communication

channels to understand underlying issues that may not be immediately apparent through traditional feedback methods. This analysis can reveal insights such as the need for better worklife balance, desires for more flexible working conditions, or demands for clearer career progression paths. Armed with this knowledge, the AI then assists HR departments in making informed decisions on how to adjust welfare and incentive policies effectively. It can suggest modifications to existing policies or propose new initiatives that are more aligned with employee needs and expectations. For example, if the data indicates a high value placed on flexible work hours, the AI might recommend policies that allow for telecommuting or flexible scheduling.

Table 4.5-Employee Numbers and Structure (2021-2023)

Year	Total employees (thousand)	R&D staff (thousand)	International Market Employees (thousand)
2021	195	73	32
2022	203	77	37
2023	212	82	41

Source: formed by the author

Furthermore, AI can monitor the impact of these changes over time, providing ongoing feedback to ensure that the adjustments are having the intended effect on employee satisfaction. This iterative process not only helps in finetuning the policies but also ensures that the organization remains responsive to the evolving needs of its workforce.

The integration of Artificial Intelligence (AI) into Human Resource (HR) management has been transformative, impacting processes, efficiency, and decisionmaking in significant ways.

1. Enhancement of HR Management Processes:

Automation of Administrative Tasks: AI has streamlined routine tasks such as payroll processing, employee onboarding, and recordkeeping. This automation reduces the likelihood of human error and frees up HR professionals to focus on more strategic aspects of their role.

Recruitment and Selection: AI-powered tools help in sourcing candidates by scanning numerous resumes quickly and identifying those that match job descriptions accurately. Furthermore, AI-driven algorithms can assess candidates' responses during preemployment assessments, making the recruitment process not only faster but also more data-driven.

2. Improving Efficiency:

Employee Data Analysis: AI systems can analyze vast amounts of data on employee performance, engagement, and satisfaction. This capability enables HR departments to identify patterns and predict trends, such as job attrition rates, helping them to take proactive measures.

Enhanced Communication: Chatbots and AI-driven platforms facilitate round-the-clock communication between HR and employees. These tools can answer employee queries, gather feedback, and even guide employees through company policies and HR procedures, ensuring that information is provided efficiently and consistently.

3. Revolutionizing Decision Making:

Predictive Analytics: AI tools equip HR managers with predictive insights regarding employee turnover, potential leadership candidates, and the effectiveness of employee development programs. These insights support data-driven decision-making that can significantly improve strategic planning and resource allocation.

Bias Reduction in Hiring: AI can be designed to ignore demographic information about candidates such as age, gender, and ethnicity, focusing instead on skills and experiences relevant to the job. This approach helps in making the hiring process more objective, thus reducing unconscious biases and promoting diversity in the workplace.

Overall, AI's impact on HR management extends beyond mere automation, fostering a more strategic, efficient, and fair approach to managing human resources. This evolution not only enhances the HR function but also contributes to the broader organizational goal of fostering a responsive and adaptable workforce.

The Role, Impact, and Significance of Artificial Intelligence in Human Resource Management for DecisionMakers

1. Role of Artificial Intelligence in HR DecisionMaking:

Strategic Advisor: AI serves as a strategic advisor for HR decisionmakers by providing insights derived from data analytics. This involves identifying patterns and forecasting trends related to workforce dynamics, such as attrition rates, performance metrics, and recruitment needs. By leveraging these insights, decisionmakers can make informed choices about talent acquisition, development, and retention strategies.

Operational Efficiency Enhancer: AI automates and optimizes routine HR processes like payroll, benefits administration, and compliance tracking. This automation not only reduces the burden of administrative tasks on HR staff but also increases accuracy and consistency across operations, allowing HR leaders to focus on more strategic initiatives.

2. Impact of Artificial Intelligence on HR Management:

DataDriven Decision Making: AI integrates multiple data sources to provide a comprehensive view of the workforce. It uses advanced analytics to help HR professionals understand the complexities of employee behavior, predict outcomes, and make decisions that are based on empirical evidence rather than intuition. For example, AI can predict which employees are at risk of leaving the company, allowing proactive engagement to improve retention.

Enhanced Employee Experience: AI technologies like machine learning and natural language processing are used to create more personalized employee experiences. From customized learning and development programs to tailored benefits packages, AI's ability to analyze individual preferences and needs transforms how services are delivered to employees, thereby improving satisfaction and productivity.

3. Significance of Artificial Intelligence in Shaping HR Strategy:

Competitive Advantage: Organizations that effectively implement AI in HR management can gain significant competitive advantages. This includes better talent

management, more agile response to market changes, and improved organizational performance. AI's ability to provide strategic insights and forecast workforce trends can be a key differentiator in highly competitive industries.

Ethical and Inclusive Work Environments: AI can help reduce biases in recruitment and performance evaluations by providing mechanisms that focus purely on skills and achievements. This promotes a more inclusive workplace culture and helps decisionmakers uphold ethical standards in all HR practices, which is crucial for maintaining reputation and compliance in the modern business environment.

By comprehensively understanding and strategically leveraging the role, impact, and significance of artificial intelligence, HR decisionmakers are empowered to revolutionize traditional approaches to workforce management. This transformation is not just about automating tasks, but involves integrating AI-driven insights into strategic planning, which enables a more dynamic alignment of human resources with business objectives. As a result, organizations benefit from enhanced decisionmaking capabilities that drive effectiveness, efficiency, and innovation, paving the way for more sustainable and successful outcomes in a competitive business environment.

CHAPTER 3

DEVELOPMENT OF PROPOSALS FOR IMPROVING THE IMPACT OF ARTIFICIAL INTELLIGENCE ON PERSONNEL MANAGEMENT

3.1 SWOT analysis of the impact of artificial intelligence on huawei's human resource management

HUAWEI, a global leader in technology, has strategically prioritized artificial intelligence (AI) as a pivotal element of its research and development endeavors. With substantial investments funneled into AI research, the company has not only developed robust technical capabilities that are both innovative and industry-leading but also demonstrated a clear competitive edge. Specifically, HUAWEI's application of AI in various facets of human resource (HR) management, notably in recruitment, training, and performance evaluation, showcases this strategic focus. In recruitment, HUAWEI employs AI to optimize the screening and assessment process. Algorithms and machine learning enable the company to filter candidates effectively from a large pool, enhancing both efficiency and the quality of hires by predicting job performance and cultural fit based on online behaviors and past experiences. Regarding training, AI at HUAWEI customizes learning content to align with individual employee development needs. By analyzing work performance and learning preferences, AI systems offer personalized learning pathways and resources, thus increasing the relevance and effectiveness of training programs. In performance evaluation, AI technologies help HUAWEI achieve more objective and precise employee assessments. Continuous data collection and analysis provide realtime feedback, assisting management in understanding employees' performance and improvement needs more accurately. In conclusion, HUAWEI's integration of AI across HR management not only enhances managerial efficiency but also strengthens its competitive position in the global tech market. This successful implementation of

strategic AI integration reflects HUAWEI's commitment to innovation and its determination to maintain leadership in the global tech competition .

Table 3.1 - SWOT analysis table

SWOT analysis table	
Category	Description
Strengths	1. Technological Innovation – Leading global provider of communication equipment 2. Broad product Portfolio 3. Global Market Reach
Weaknesses	1. Geopolitical Risks – Subject to political and trade restriction. 2. Dependence on External Supply Chains 3. Market Trust Issues
Opportunities	1. Expansion of 5G Technology 2. Growth potential in Emerging Markets 3. Developments in AI and Cloud Computing
Threats	1. International Trade Tensions 2. Intensifying Competition - Rivals like Apple and Samsung 3. Rapid Technological Changes – Need for continuous innovation

Surce: created by the author

Recruitment: HUAWEI's innovative approach to recruitment leverages sophisticated artificial intelligence algorithms to automate the initial screening of candidates, significantly reducing the time required to process thousands of resumes compared to traditional humancentered methods. These AI algorithms are meticulously designed to scan for key skills, educational backgrounds, and relevant work experiences that are directly aligned with specific job specifications [3]. This automated process ensures that only the most suitable candidates are selected for further review, optimizing the efficiency of the recruitment cycle. Moreover, HUAWEI's AI systems are equipped with advanced natural language processing (NLP) capabilities. This technology enables the AI to understand and interpret the context and nuances of the information provided in resumes more effectively than conventional methods. NLP tools analyze the language and phrases used in the application materials, assessing them for relevance and fit with the company culture and the specific demands of the job[4].The impact of AI on recruitment extends beyond mere efficiency. By employing AI, HUAWEI enhances the quality of its candidate selection process. The technology's ability to analyze vast amounts of data

ensures that the recruitment decisions are based on comprehensive and objective criteria, minimizing the risk of bias and error often associated with human judgment [5]. This leads to a higher quality of hires, as the candidates selected are those whose profiles best match the job requirements in terms of skills, experience, and potential for integration into the company's culture. Furthermore, the use of AI in recruitment allows HUAWEI to maintain a competitive edge in the labor market. In a technology-driven industry, attracting top-tier talent is crucial. AI-driven recruitment processes not only streamline hiring but also signal to prospective employees that HUAWEI is a forward-thinking employer that values innovation and efficiency [6]. This can enhance the company's attractiveness to high-caliber candidates who are seeking dynamic and technologically advanced work environments.

Additionally, AI-driven recruitment tools at HUAWEI provide scalable solutions. As the company grows and the volume of applications increases, the AI systems can easily adjust to handle larger datasets without compromising on the quality of screening. This scalability ensures that the recruitment process remains robust and efficient, even as the company expands into new markets and fields, requiring diverse and specialized talents [7]. HUAWEI's application of AI in recruitment reflects a paradigm shift in how companies approach talent acquisition. By integrating AI technologies, HUAWEI not only improves the efficiency and effectiveness of its recruitment process but also ensures a better alignment between the company's strategic needs and the capabilities of its workforce. This strategic approach to human resource management via AI significantly contributes to the company's sustained success and industry leadership [8].

Training: In the dynamic field of technology, continuous learning and skill development are imperative. HUAWEI, a frontrunner in the tech industry, has adopted an innovative approach to employee training by incorporating artificial intelligence (AI) into its learning and development strategies. This section explores how HUAWEI utilizes AI to facilitate personalized training experiences, thereby enhancing learning effectiveness and retention, which are crucial in a fast-paced technological environment. HUAWEI's AI-driven training systems are designed to

personalize the learning process at an individual level. By analyzing vast amounts of data on individual learning patterns and performance metrics, these AI systems can tailor training programs to accommodate different learning paces and styles[9]. This capability to customize learning is based on sophisticated algorithms that adapt the training content and pace according to the specific needs and progression of each employee. This ensures that every learner receives instruction that is optimally challenging and aligned with their personal development goals, thereby maximizing learning efficiency and effectiveness. The implementation of personalized learning through AI not only supports the diverse learning preferences of employees but also addresses varied competency levels within the workforce. For instance, newcomers and experienced professionals may have vastly different learning needs and speeds. AI's ability to adapt in realtime allows HUAWEI to effectively manage this diversity, ensuring that all employees, regardless of their initial competency level, can achieve the desired proficiency[10]. Moreover, AI-powered virtual assistants and interactive platforms at HUAWEI transform the training experience by providing realtime feedback and support. These AI tools act as ondemand tutors that assist learners throughout their training sessions, answering queries, and providing explanations and additional resources as needed. This immediate feedback helps learners correct mistakes and refine their understanding in real time, Apologies for the interruption. I'll continue elaborating on the use of AI in HUAWEI's training programs. This immediate feedback helps learners correct mistakes and refine their understanding in real time, which is pivotal in reinforcing learning and ensuring material retention. The integration of such interactive AI features makes the learning process not only more engaging but also more responsive to the needs of the learner, fostering a more effective educational environment [11]. Additionally, HUAWEI's AI-driven platforms enhance accessibility to training resources across the globe. With a multinational workforce, providing consistent training that accommodates different time zones, languages, and cultural contexts is a significant challenge. AI-powered systems address these issues by delivering scalable and flexible learning solutions that employees can access anytime and anywhere. This global accessibility ensures that

all employees, regardless of location, have equal opportunities for development, which is essential for maintaining a uniformly skilled workforce in all regions of HUAWEI's operations. The strategic use of AI in training also allows HUAWEI to keep pace with rapid technological changes and industry advancements. By continually analyzing job performance data and industry trends, AI systems can identify skill gaps and emerging needs within the workforce. This proactive approach enables HUAWEI to update and adapt its training programs accordingly, ensuring that its employees remain at the cutting edge of technology and are prepared to meet current and future challenges. The data collected by these AI systems provides valuable insights into the effectiveness of training programs. By monitoring engagement rates, learning progression, and performance improvements, HUAWEI can assess the impact of its training initiatives and make data-driven decisions to enhance its learning and development strategies. This ongoing evaluation helps in fine-tuning training content and methodologies, optimizing the return on investment in employee development [14]. In conclusion, HUAWEI's application of AI in employee training exemplifies how technology can be leveraged to create a more personalized, engaging, and effective learning environment. This approach not only enhances individual performance but also contributes significantly to the overall strategic capabilities of the organization. By ensuring that its workforce is continuously evolving and adapting to new technologies, HUAWEI maintains its competitive edge in the global market. This case study of HUAWEI's use of AI in training highlights the transformative potential of artificial intelligence in human resource management and serves as a model for other organizations aiming to enhance their training systems [15].

Performance Evaluation: AI's role extends into the nuanced domain of performance evaluation at HUAWEI. Here, AI technologies are used to monitor and analyze employee performance continuously. Unlike traditional evaluation methods that rely heavily on periodic reviews, AI enables a dynamic and ongoing assessment process. Through the collection and analysis of data regarding work patterns, task completion rates, and quality of output, AI systems provide a comprehensive view of

an employee's performance. This method not only reduces biases that typically affect human judgments but also offers a more objective basis for performance assessments. The implementation of AI in these key HR areas reflects HUAWEI's commitment to using advanced technology to enhance organizational efficiencies and decisionmaking processes. The success of AI applications in HR management at HUAWEI not only underscores the company's technical prowess but also serves as a benchmark for other corporations aiming to innovate their HR practices. Furthermore, the strategic integration of AI into HR management aligns with HUAWEI's broader objectives of building an agile, knowledgeable workforce capable of driving the company forward in the competitive tech industry. This foresight in applying AI demonstrates HUAWEI's understanding of the significant impact that such technologies can have on the future of work, emphasizing the necessity of adopting advanced tools to remain at the forefront of technological and operational excellence. In conclusion, HUAWEI's investment and application of AI in HR management exemplify how cuttingedge technology can be utilized to transform traditional business processes. By automating recruitment, personalizing training, and revolutionizing performance evaluation, HUAWEI not only enhances its operational effectiveness but also sets a high standard for innovation in HR practices globally. As AI continues to evolve, its role within HUAWEI and the broader industry is expected to expand, further influencing how businesses manage and develop their human resources.

Extensive Global Talent Pool: A Cornerstone of HUAWEI's Success

As a leading global technology company, HUAWEI has established itself as a magnet for top talent from around the world. The brand's reputation for innovation and cuttingedge technology attracts a wide array of professionals across various fields, from engineering and software development to marketing and project management. This ability to draw in diverse expertise not only enriches the company's intellectual base but also facilitates the formation of comprehensive expert teams that are equipped to tackle complex challenges and drive technological advancements. HUAWEI's strategy for maintaining its competitive edge in

recruitment involves a multifaceted approach. Firstly, the company offers a dynamic work environment that is both challenging and rewarding, appealing to ambitious professionals who are eager to push the boundaries of what is technologically possible. By providing opportunities to work on pioneering projects that shape the future of technology, HUAWEI ensures that it remains an attractive employer for toptier talent. Furthermore, HUAWEI invests in a supportive and inclusive corporate culture that values the contributions of every employee. Diversity and inclusion are not just buzzwords at HUAWEI but are practical policies that enhance team creativity and productivity. The company's global operations enable it to leverage cultural diversity as a strength, leading to innovative problemsolving approaches and a more harmonious work environment. Retention strategies at HUAWEI are equally sophisticated. The company recognizes that attracting talent is only part of the equation - keeping that talent is crucial. To this end, HUAWEI offers competitive compensation packages, comprehensive health and wellness programs, and continuous professional development opportunities. These initiatives are designed to not only reward current achievements but also foster the longterm growth and satisfaction of its employees. Additionally, HUAWEI's commitment to leadership development and career progression ensures that employees see a clear pathway for advancement within the company. This not only helps in retaining talent but also motivates employees to consistently perform at their best, knowing that their efforts are recognized and that there are substantial opportunities for career advancement. The extensive global talent pool at HUAWEI is a testament to the company's strategic vision and operational excellence. By effectively attracting, integrating, and retaining highly skilled professionals, HUAWEI continues to maintain its status as a leader in the global technology arena. This robust talent management strategy not only supports HUAWEI's current technological endeavors but also positions the company to navigate future challenges and opportunities in the everevolving tech landscape.

Mature Management System: Aligning Talent Development with Corporate Strategy at HUAWEI

HUAWEI's success is significantly attributed to its mature management system, particularly its well-established performance evaluation and training systems. These systems are intricately designed to ensure that talent development is not only effective but also perfectly aligned with the broader corporate strategy, fostering a workforce that is both skilled and strategically aware.

Performance Evaluation System: At HUAWEI, the performance evaluation system is a cornerstone of the company's human resource management strategy. It is meticulously structured to ensure that it not only measures individual contributions but also aligns them with the broader corporate objectives, thereby fostering a culture of continuous improvement and strategic alignment. This system is characterized by a sophisticated integration of quantitative data and qualitative assessments, employing advanced analytics and artificial intelligence (AI) tools to create a dynamic and data-driven process. This detailed exploration discusses the multifaceted nature of HUAWEI's performance evaluation system and its role in driving organizational success.

The performance evaluation system at HUAWEI is designed to provide a comprehensive and balanced view of an employee's contributions. Quantitative data, such as sales figures, project completion rates, and other measurable outputs, offer objective metrics that reflect individual productivity and efficiency[16]. These metrics are crucial as they provide a clear, numbers-based assessment of performance, allowing for straightforward comparisons over time and across different team members. Complementing these quantitative measures, qualitative assessments are conducted to gauge softer skills and competencies, such as teamwork, leadership qualities, and innovative thinking. These assessments often involve feedback from supervisors, peer reviews, and self-assessments, providing a multidimensional perspective on employee performance[17]. This qualitative data is essential for a holistic understanding of an employee's contributions, particularly in roles where soft skills and creativity play a critical role. To enhance the accuracy and efficiency of these evaluations, HUAWEI utilizes advanced analytics and AI technologies. AI tools are employed to process large volumes of performance data, identifying patterns

and trends that might not be evident through manual analysis [18]. For example, AI can predict future performance based on historical data, helping managers to proactively manage and support employees who may be at risk of underperforming. Additionally, AI-driven analytics help in customizing training and development programs to address specific weaknesses or to promote strengths. The dynamic nature of HUAWEI's performance evaluation system is particularly beneficial in adapting to changing market conditions and organizational needs. By continuously tracking progress and identifying areas for improvement, the system allows for timely adjustments in employee roles and responsibilities, ensuring that the workforce remains agile and aligned with current company goals [19]. Furthermore, the use of AI and analytics in performance evaluations underscores HUAWEI's commitment to fairness and objectivity. By relying on data-driven insights, the company minimizes subjective biases that can affect performance assessments, thereby promoting a culture of transparency and trust (Wang, 2022). [20] This approach not only enhances employee satisfaction but also drives higher levels of engagement and motivation, as employees are assured that their evaluations are based on accurate and impartial data. HUAWEI's performance evaluation system also plays a critical role in employee development and career progression. Through detailed performance feedback, employees gain clear insights into their strengths and areas for improvement, guiding their professional development [21]. Moreover, the system is linked to reward mechanisms, where outstanding performance is recognized and rewarded, further motivating employees to excel and align their efforts with the strategic objectives of the company.

In conclusion, the performance evaluation system at HUAWEI exemplifies a best practice in human resource management. By effectively combining quantitative and qualitative data and leveraging advanced AI technologies, HUAWEI ensures that its performance evaluations are not only comprehensive and balanced but also aligned with its strategic objectives. This system is instrumental in motivating employees, fostering professional growth, and driving organizational success, making

it a model for other corporations aiming to enhance their performance evaluation practices[22].

Training System: HUAWEI's approach to employee training exemplifies a strategic commitment to nurturing a workforce that is both highly skilled and versatile. The company's robust training system is an integral part of its organizational framework, designed to ensure that employees not only keep pace with the rapid technological advancements but are also prepared for the evolving landscape of their respective industries. This section delves into the comprehensive nature of HUAWEI's training initiatives, detailing how they are aligned with both the immediate operational needs and the longterm professional development of its workforce.

At the core of HUAWEI's training philosophy is the recognition of the rapid pace of technological change impacting the tech industry. To address this, HUAWEI invests significantly in learning and development programs that cater to a wide range of needs—from enhancing technical capabilities to fostering leadership qualities among its staff. This investment is crucial not only for addressing the current skill requirements but also for preparing employees for future challenges and roles [23]. HUAWEI's training programs are diverse and include a variety of formats to suit different learning preferences and requirements. These include technical skills training, which focuses on the latest technological advancements and tools necessary for employees to perform their roles effectively. For instance, software engineers might receive indepth training on new programming languages or emerging software development methodologies, ensuring they remain at the forefront of the tech landscape [24]. Parallel to technical training, HUAWEI places a strong emphasis on leadership development. This aspect of training is designed to cultivate a pipeline of future leaders who are capable of guiding the company through periods of change and uncertainty. Leadership programs at HUAWEI often include workshops on decisionmaking, strategic thinking, and people management, all crucial for nurturing effective leaders within the tech industry[25]. To deliver these training programs effectively, HUAWEI employs a mix of workshops, seminars, webinars, and

elearning modules. This multimodal approach ensures that all employees, regardless of their geographical location or functional role, have equal access to learning opportunities. Workshops and seminars provide interactive, hands-on experiences that are beneficial for complex learning and networking among peers. Webinars offer a flexible, scalable option for delivering training to large numbers of employees spread across various regions, facilitating consistent learning experiences across the global workforce[26]. Furthermore, HUAWEI's commitment to continuous learning is reflected in the regular updates made to its training modules. As industry standards evolve and new technologies emerge, the content of HUAWEI's training programs is continually revised and expanded to remain relevant and effective. This not only helps in maintaining a highly skilled workforce but also ensures that employees' skills do not become obsolete in the everchanging tech landscape[26]. The effectiveness of HUAWEI's training initiatives is also supported by a robust performance evaluation framework. This framework helps in identifying specific training needs based on individual performance assessments. By aligning training programs with performance evaluation outcomes, HUAWEI ensures that the personal development goals of employees are met, and organizational objectives are achieved[27]. In conclusion, HUAWEI's comprehensive and adaptive training system is a testament to its foresight and commitment to employee development. The strategic integration of diverse training programs with performance evaluation ensures that HUAWEI not only addresses the immediate operational needs but also supports the long-term career growth of its employees. This holistic approach to training is essential for sustaining innovation and maintaining competitive advantage in the fast-paced tech industry[28].

Feedback and Adaptation: Another key aspect of HUAWEI's management system is its adaptability. The company maintains an open channel for feedback from employees regarding both the performance evaluation and training systems. This feedback is crucial for making necessary adjustments and improvements, ensuring the systems remain relevant and effective. Regular reviews and updates to the frameworks are conducted, keeping them adaptive to changing market conditions and

internal corporate shifts. In conclusion, HUAWEI's mature management system, with its sophisticated performance evaluation and training frameworks, plays a pivotal role in developing a workforce that is not only technically proficient but also strategically aligned with the company's objectives. This harmonious integration of talent development and corporate strategy is a cornerstone of HUAWEI's continued success and a major factor in its ability to maintain a competitive edge in the global technology market. In summary, HUAWEI's strategic advantages are strongly supported by its mature management system, particularly through its advanced performance evaluation and training frameworks. These systems are expertly designed to align talent development with the company's strategic objectives, ensuring a workforce that is both highly skilled and strategically engaged. The integration of state-of-the-art analytics and AI within these frameworks enhances their effectiveness, offering precise measurements and tailored development programs. This alignment not only drives individual and organizational performance but also fortifies HUAWEI's competitive position in the global market, making it a formidable player in the technology sector. Additionally, the adaptability of these systems ensures that they remain relevant and effective, even as market conditions and strategic priorities evolve.

HUAWEI, as a global leader in technology, continuously navigates the challenges and opportunities presented by rapidly evolving technological landscapes. One significant challenge it faces is the uneven distribution of talent reserves, particularly in emerging fields such as the Internet of Things (IoT), blockchain technology, and autonomous driving. These areas, critical for future growth and innovation, require highly specialized skills that are currently in scarce supply globally.

Challenges in Emerging Technologies: IoT: The Internet of Things demands a unique blend of skills in software development, network security, and data analytics. As IoT devices proliferate, the need for expertise in seamless device integration and cybersecurity measures becomes increasingly critical.

Blockchain: This technology requires knowledge not just in coding and software development but also in system security and data structures. Blockchain's potential for revolutionizing data integrity and transaction efficiency places it at the forefront of required capabilities.

Autonomous Driving: Experts in this field need to have robust skills in artificial intelligence, machine learning, robotics, and sensor technology. The automotive industry's shift towards autonomy means that talent in these areas needs to be cultivated actively.

Strategic Initiatives to Bridge the Gap:

In response to these challenges, HUAWEI has implemented several strategic initiatives aimed at bolstering its talent pool in these critical areas:

Partnerships with Educational Institutions: HUAWEI collaborates with universities and technical schools worldwide to develop specialized curricula that align with the needs of emerging technologies. These partnerships help in nurturing a new generation of talent equipped with the required skills.

Tailored Training Programs: Recognizing the need for continuous learning, HUAWEI has established inhouse training programs designed to upskill current employees in IoT, blockchain, and autonomous technologies. These programs are structured to provide both foundational knowledge and advanced skills applicable to realworld projects.

Global Talent Acquisition: HUAWEI actively scouts global talent through competitive hiring initiatives that target top performers in these fields. By offering attractive compensation packages and career growth opportunities, HUAWEI aims to attract and retain the best minds in technology.

Longterm Impact and Sustainability:Addressing the uneven talent reserves is crucial not only for maintaining HUAWEI's competitive edge but also for ensuring the company's sustainability in the face of technological shifts. The strategic focus on developing expertise in IoT, blockchain, and autonomous driving will enable HUAWEI to lead innovations in these domains, translating into new product developments and market expansions.In conclusion, while the challenge of uneven

talent reserves in emerging technologies is significant, HUAWEI's proactive measures to enhance its workforce capabilities demonstrate a robust response. By focusing on education, training, and global talent acquisition, HUAWEI is wellpositioned to overcome these obstacles and continue its leadership in the tech industry's future frontiers.

Operating globally, Huawei faces significant challenges in cultural integration. Employees from different regions bring distinct cultural, linguistic, and management habits, which can impact management efficiency. For instance, Huawei's Chinese teams may be accustomed to a highly centralized decisionmaking process, while teams in Europe and America might prefer more decentralized and autonomous decisionmaking. These differences can lead to communication and execution barriers in crossnational team collaborations. Moreover, language barriers and cultural discrepancies can cause misunderstandings and inefficiencies, particularly in project management and daily communications. To overcome these challenges, Huawei needs to adopt proactive strategies such as enhancing crosscultural training, establishing more flexible management structures, and promoting a unified corporate culture to improve synergy among global teams and overall management effectiveness.

Complex Internal Processes: As a large multinational, Huawei's HR management processes are highly complex, posing challenges for comprehensive coverage and implementation by AI. Huawei's HR system encompasses various facets, including recruitment, training, performance evaluation, and employee exit processes, each with its unique complexities. For example, the recruitment process must account for regional, cultural, and skill diversity, while performance evaluations need to accurately reflect the specific requirements of different positions and business lines. Additionally, Huawei's global operations across various countries and regions introduce diverse legal regulations and cultural backgrounds, further complicating HR management. Although AI technologies excel in processing large volumes of data and automating standard procedures, achieving efficient and precise management in such a diverse and complex environment requires AI systems to adapt to these

intricate variables. This includes understanding different regional legal requirements, cultural differences, and various business needs. Consequently, Huawei may need to develop customized AI solutions to ensure flexibility in handling diverse HR scenarios and continuously optimize and train AI systems to adapt to the dynamic changes in company operations and business development. These efforts will enable AI to better serve Huawei's global HR management, enhancing efficiency and accuracy.

Opportunities. Digital Transformation Trend: As more industries and companies advance their digital transformation, Huawei is presented with expanding opportunities for cooperation in AI and HR management. Digital transformation is an essential part of competitive business strategy today, encompassing data handling, customer service, and internal operations. As a global leader in communications and technology solutions, Huawei possesses advanced AI capabilities and extensive project experience, enabling it to assist other companies in achieving their digital goals. Moreover, Huawei's innovative practices in HR management, such as intelligent recruitment, employee training systems, and performance management tools, have earned the trust of potential partners. These tools and systems leverage big data analytics and machine learning algorithms to not only increase the efficiency of HR operations but also enhance the precision of decisionmaking. Facing an everexpanding digital market, Huawei can apply these technologies and experiences to a broader range of scenarios through collaboration with companies across various sectors. For instance, Huawei could partner with enterprises in retail, finance, or healthcare to help them optimize their HR management through AI, thereby improving overall operational efficiency and employee satisfaction. Such crossindustry collaborations not only strengthen Huawei's market position but also promote the global application and influence of its technologies.

New Technology Applications: The development and application of IoT, big data, and 5G offer new opportunities for innovation in HR management, enabling Huawei to enhance talent cultivation and management efficiency. The integration of these technologies allows Huawei to optimize its HR management strategies,

especially in areas such as employee monitoring, training, and performance evaluations. Firstly, IoT technology can improve the working environment through smart wearable devices and office automation, while collecting realtime data to monitor employee welfare and productivity. This data helps HR departments more accurately understand employee work conditions and needs, enabling them to design work plans that better support employee health and efficiency. Secondly, big data analytics can process and analyze vast amounts of employee data, including recruitment details, performance records, and attrition rates, providing deep insights into HR management. This enables Huawei to more precisely predict employee turnover trends and performance outcomes, optimizing recruitment and retention strategies. Lastly, the high speed and low latency of 5G technology support effective remote working and collaboration across international teams. Huawei can leverage 5G to develop efficient remote training and collaboration platforms, allowing employees to receive training and participate in projects in realtime, even from dispersed geographic locations, greatly enhancing the accessibility of training and the efficiency of management.

Through the application of these technologies, Huawei can not only improve the efficiency and effectiveness of its HR management but also create more opportunities for talent development, maintaining its competitiveness globally.

Threats Geopolitical Factors: Market instability and trade restrictions present significant challenges to Huawei's global business operations, potentially impacting its HR strategy. Economic fluctuations and political uncertainties can lead to sudden changes in market conditions, affecting demand for Huawei's products and services. This, in turn, may necessitate adjustments in workforce planning and deployment, as the company might need to scale operations up or down rapidly in response to market demands. Trade restrictions, particularly those imposed by foreign governments, can severely restrict Huawei's access to crucial markets and technologies, complicating its supply chain and operational capabilities. These restrictions can also impact Huawei's ability to recruit and retain talent in affected regions. For instance, if Huawei faces restrictions in a key market like the United States, it may need to reconsider its

employee strategy there, potentially reducing its workforce or reallocating its resources to more accessible markets.

In response to these challenges, Huawei's HR department may need to enhance its flexibility and resilience. This could involve investing in skills training to ensure employees are adaptable to various roles within the company, thus enabling Huawei to respond more effectively to shifting global demands. Additionally, Huawei might need to focus more on local talent development in markets where trade restrictions affect the mobility of international employees. This strategic shift in HR could help mitigate the impact of market and trade challenges, ensuring the company remains robust and responsive in a volatile global economy.

Competitors: Globally, Huawei faces intense competition from other tech giants in the realms of HR management and technology R&D, challenges that are critical to its ongoing success and market leadership. In the field of HR management, Huawei must vie with companies that are also striving to attract and retain top talent in a highly competitive environment. Companies like Google, Apple, and Samsung are known for their innovative HR practices and lucrative employee benefits, which set a high standard that Huawei must meet or exceed to maintain its attractiveness as an employer. In technology R&D, the competition becomes even more fierce. Huawei competes with industry leaders in developing cutting-edge technologies such as 5G, artificial intelligence, and smart devices. These companies not only invest heavily in research and development but also in securing intellectual property rights, which can restrict Huawei's access to certain technologies and markets. To remain competitive, Huawei must continuously innovate its HR strategies to enhance employee satisfaction and loyalty. This includes offering competitive salaries, comprehensive benefits, opportunities for career advancement, and a positive work culture. Moreover, it is crucial for Huawei to invest in its own R&D capabilities, focusing on innovation and the development of proprietary technologies. By doing so, Huawei can mitigate the impacts of intellectual property restrictions and establish itself as a leader in new technological frontiers. Additionally, Huawei could leverage its global presence to tap into diverse talent pools, thus fostering a multicultural and inclusive

work environment that drives creative solutions. Strengthening collaborations with universities and research institutions worldwide can also accelerate its R&D efforts, ensuring Huawei stays at the forefront of technological advancements. These strategic approaches in HR management and R&D are essential for Huawei to overcome competitive pressures and secure its position in the global tech industry.

Compliance and Privacy Issues: The rapid development of AI presents potential risks in data privacy, bias, and compliance that Huawei must proactively address in its HR management. As AI technologies become increasingly integrated into HR processes such as recruitment, performance evaluation, and employee monitoring, the potential for privacy breaches and data misuse rises. Huawei needs to implement stringent data protection measures to ensure that employee and candidate information is handled securely and in compliance with global data privacy laws, such as the GDPR in Europe and other regional regulations.

Furthermore, AI systems can inadvertently perpetuate bias if they are not properly designed and monitored. For example, AI-driven recruitment tools may develop biases based on the data they are trained on, which could lead to unfair hiring practices. Huawei must ensure that its AI algorithms are transparent and regularly audited for fairness and accuracy, to prevent such biases and maintain fairness in HR decisions. Compliance is another critical area where the rapid advancement of AI in HR could pose challenges. Different countries have varying regulations regarding the use of AI in employment decisions, and Huawei must navigate these complex legal landscapes carefully. Ensuring compliance not only with national laws but also with international standards is crucial to avoid legal repercussions and protect the company's reputation. To tackle these challenges, Huawei could establish a dedicated AI ethics board or committee within its HR department to oversee the implementation of AI technologies. This board would be responsible for developing policies and procedures that prioritize data privacy, ensure bias mitigation, and maintain compliance with all applicable laws. Training programs for HR personnel on the ethical use of AI and regular reviews of AI systems could further strengthen

Huawei's proactive stance on these issues, safeguarding its operations against potential risks associated with AI in HR management.

3.2 Improvement of strategic areas of influence of artificial intelligence on personnel management

Huawei faces significant competition from various global tech giants across different sectors of its business. Major competitors include:

1. In the smartphone market, Apple and Samsung stand out as major competitors to Huawei, particularly in areas like innovation, quality, and brand loyalty. Apple is renowned for its strong ecosystem, seamless integration across its devices, and a loyal customer base that values its premium design and userfriendly interface. Samsung, on the other hand, is noted for its technological leadership in display and camera technology, as well as its ability to offer a wide range of devices that cater to all market segments, from budget to premium models.

Both companies invest heavily in R&D to bring groundbreaking features to their devices, such as advanced camera systems, powerful processors, and innovative software enhancements. This focus on continuous innovation helps them maintain a competitive edge in the market and attract consumers looking for the latest advancements in smartphone technology. Additionally, Apple and Samsung have established strong brand loyalty through effective marketing, extensive global distribution networks, and aftersales services, which are crucial for maintaining customer satisfaction and repeat business. Huawei competes with these giants by offering highquality devices that often come at a more competitive price point and by pushing technological boundaries in areas like 5G technology and AI integration. However, Huawei must continually enhance its brand appeal and technological offerings to maintain its position and growth in the global smartphone market against these formidable rivals.

2. In the telecommunications equipment sector, Huawei faces stiff competition from industry leaders like Cisco and Ericsson, particularly in network infrastructure

and the burgeoning field of 5G technology development and deployment. Cisco, known for its robust network hardware and software solutions, excels in creating highly secure and efficient networks, which are vital for today's datadriven environments. Their extensive portfolio of networking equipment, including routers, switches, and security devices, positions them as a key player in building the backbone for both enterprise and carrier networks. Ericsson, on the other hand, has carved out a leading position in wireless communications, particularly in the development and rollout of 5G networks. They are recognized for their cuttingedge technology and expertise in managing largescale telecommunications projects, which makes them a preferred partner for telecom operators worldwide. Ericsson's innovations in 5G technology focus on highspeed connectivity, low latency, and the ability to handle an increasing number of IoT devices, which are critical for the next generation of digital services. Huawei competes with these companies by leveraging its own comprehensive suite of telecommunications equipment and its significant investment in R&D to develop new technologies such as advanced 5G NR (New Radio) solutions. Huawei's strong presence in various global markets, coupled with its competitive pricing and rapid deployment capabilities, allows it to remain a formidable competitor. However, ongoing innovations and market strategies from Cisco and Ericsson necessitate continuous improvements and adaptations from Huawei to maintain and expand its market share in this highly competitive sector.

3. Xiaomi and Oppo are significant players in both the Chinese and international smartphone markets. These companies have carved out substantial market shares by offering competitively priced products that feature some of the latest technological advancements, appealing to a broad consumer base looking for quality, affordability, and innovation. Xiaomi, founded in 2010, quickly rose to prominence by adopting a unique business model that focuses on internet marketing and directtoconsumer sales. This approach helped Xiaomi reduce operational costs, allowing the company to undercut competitors with lowerpriced smartphones that did not compromise on performance or quality. Xiaomi's product line extends beyond smartphones to include smart home devices, wearables, and other electronics, broadening its market

presence and fostering a robust ecosystem of interconnected devices. Oppo, part of the BBK Electronics group, which also owns other wellknown brands like Vivo and Realme, has been another key contender. Established in 2004, Oppo gained a foothold in the market with its camerafocused smartphones, which featured innovative technology such as motorized rotating cameras and ultrafast charging capabilities. Like Xiaomi, Oppo has expanded its product range to include smart devices and accessories, catering to a techsavvy audience.

Both companies have emphasized research and development, investing heavily in areas like 5G technology, artificial intelligence, and mobile photography enhancements. This commitment to innovation ensures they remain at the cutting edge of technology, often introducing features before more established brands. Their ability to quickly adapt and implement new technologies is a significant factor in their competitive strategy, appealing to a younger, more technologyaware demographic. In terms of global reach, both Xiaomi and Oppo have expanded aggressively outside of China. Xiaomi has seen substantial success in markets like India, Europe, and Southeast Asia, leveraging a combination of aggressive pricing, robust online marketing campaigns, and a strong network of local distributors. Similarly, Oppo has made significant inroads in these regions by sponsoring major sporting events and engaging in highvisibility marketing campaigns, enhancing brand recognition and appeal. The competitive pricing strategy of Xiaomi and Oppo is particularly noteworthy. By maintaining lower price points, these companies make smartphone technology accessible to a wider audience, which is crucial in emerging markets where cost is a significant barrier to technology adoption. However, they manage to keep prices low while still offering highperformance devices equipped with the latest technology, a balancing act that many other brands struggle with. Both brands also face challenges, such as intense competition from other manufacturers, including Huawei, Samsung, and Apple, and the need to continuously innovate to maintain consumer interest. Regulatory issues in various countries also pose potential hurdles, especially in markets with growing concerns about data security and user privacy. Moreover, Xiaomi and Oppo must navigate the complexities of operating on

a global scale, including dealing with varying consumer preferences, economic conditions, and political climates. Adapting to these diverse environments requires a flexible approach and a deep understanding of local markets, which both companies continue to develop through local partnerships and tailored marketing strategies. As Xiaomi and Oppo move forward, their ability to adapt to rapidly changing technology landscapes and consumer expectations will be crucial. They are likely to continue investing in areas like AI, IoT (Internet of Things), and next-generation wireless technologies, which will not only enhance their product offerings but also enable them to expand into new markets and product categories. This adaptability, combined with a keen understanding of market dynamics and consumer needs, positions Xiaomi and Oppo to remain competitive in the fast-paced and ever-evolving smartphone industry.

4. Google and Microsoft are leading competitors in the realms of cloud computing and enterprise services, domains characterized by fierce competition over cloud infrastructure, AI solutions, and comprehensive software services. Both companies leverage their extensive resources to develop and enhance a range of products that cater to various business needs, from small startups to large multinational corporations.

Google Cloud Platform (GCP) offers a suite of cloud services that include computing, data storage, machine learning, and analytics. Google's strength lies in its deep integration with AI and machine learning, areas where it has invested heavily. GCP's AI and machine learning services are renowned for their sophistication and are widely used by developers and enterprises to create innovative solutions. Additionally, Google's robust data analytics capabilities, embodied in tools like BigQuery and Dataflow, provide powerful options for companies looking to harness the power of big data.

On the other hand, Microsoft's Azure platform stands as a direct competitor, providing a broad range of cloud services similar to Google's. Azure excels in enterprise-grade solutions and enjoys deep integration with Microsoft's software ecosystem, including Windows Server, Office 365, and Dynamics 365. This

integration creates a seamless environment for businesses heavily invested in Microsoft software, making Azure a compelling choice for those enterprises.

Both Google and Microsoft emphasize the security and reliability of their cloud platforms, recognizing the critical importance of these aspects to business clients. They offer comprehensive compliance coverage, with support for various international and industry-specific standards, which is crucial for attracting large corporations and public sector organizations.

The competition between Google and Microsoft also extends to the development of platform-specific innovations. For example, Microsoft has leveraged its longstanding presence in the enterprise sector to embed advanced security and management tools across its products, enhancing the appeal of Azure. Meanwhile, Google continues to push the envelope in AI, machine learning, and realtime data processing technologies, setting new standards for what businesses can achieve with cloud technologies.

Moreover, both companies are not just competing in terms of technology offerings but are also striving to capture market share by forming strategic alliances with other tech firms, enhancing their marketplace offerings, and aggressive marketing and sales strategies. These efforts are augmented by significant investments in global data center expansions to ensure service availability and performance across the globe. In summary, Google and Microsoft are pivotal players in the cloud computing and enterprise service sectors, with each bringing distinct strengths to the table. Their ongoing rivalry is driving rapid advancements in technology and service offerings, benefiting businesses worldwide by providing more powerful, secure, and integrated solutions that meet a wide range of computing and data management needs.

CONCLUSIONS

In conclusion, this thesis has meticulously analyzed the competitive landscape surrounding Huawei, focusing on strategic insights into its major rivals. Through comprehensive research and analysis, we have identified key competitive dynamics that shape the strategies and market positions of Huawei and its competitors. This exploration not only highlights the strengths and weaknesses of Huawei in comparison to its rivals but also sheds light on the broader implications for the tech industry. Our findings suggest that Huawei's innovative approach to technology and its robust market expansion strategies have positioned it strongly against competitors. However, the analysis also reveals vulnerabilities, particularly in international markets where geopolitical and regulatory challenges persist. It is crucial for Huawei to continue adapting its strategies to mitigate these risks and leverage opportunities for growth and innovation. The competitive analysis has significant implications for policymakers, industry stakeholders, and strategic planners within Huawei. It underscores the importance of a proactive approach to both market and nonmarket strategies, emphasizing the need for continuous innovation and strategic alliances. As the tech industry evolves, so too must the competitive strategies of its key players. For Huawei, this means not only focusing on technological innovation but also enhancing its capabilities in areas like customer service, environmental sustainability, and global compliance. By staying attuned to the shifts in the competitive landscape and responding with agility and foresight, Huawei can sustain its growth and continue to be a formidable contender in the global market.

In this research we identified some of the key challenges for high-road approach to employee management that are associated with rapid technological development and, in particular, with the use of AI. While the use of AI in HRM, in particular for hiring and work organization, is promising, still low-road approach is rather common and many suboptimal decisions are being made. The situation can be improved by broader employee engagement in HR-related decision-making process, training of managers on the principles and examples of high-road approach, as well as smart

government policies. Particular attention should be paid to the development of “knowledge economy”, harnessing and managing technology for decent work, and universal entitlement to lifelong learning that enables people to acquire skills and to reskill and upskill.

As far as research is concerned, we call for more research to be done on: pluses and minuses of using the AI in HRM; the “natural boundaries” between the humans and AI; how to ensure that the AI does not inherit mistakes made by the humans in the past (for example when it comes to hiring); how AI products can become truly self-learning; the ways to encourage fruitful collaboration of data scientists and HRM professionals in the development of the AI products; the role of policy makers in encouraging the use of “people-friendly” AI and in promoting high-road corporate practices

His thesis contributes to a deeper understanding of competitive strategies in the hightech industry and provides a framework for analyzing competitive dynamics that can be utilized by other firms aiming to enhance their market standing. The insights gained from this study not only benefit Huawei but also enrich the strategic dialogues within the tech industry at large.

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APPENDIX