

THE EXPLORATION OF SHRM IN HUAWEI COMPANY

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Abstract

This master thesis is a pedagogical case study with the topic of Strategic Human Resource Management in order to help students learn the SHRM course in a more practical way. The company HUAWEI is selected as the targeted example in the case, manifesting how does HUAWEI manage its employees.

The general methodology of the whole thesis is qualitative method, including literature review research, semi-structured interview and secondary research. The whole case is built up through above methods.

Students must answer the four questions under the case with an analysing thinking and teamwork collaboration. At last, students are likely to understand the concept of SHRM better and try to figure out how to implement this theory in practice, which are the objective of the thesis.

Keywords: SHRM, HUAWEI, Education, Pedagogy

Resumo

Esta tese de mestrado é um estudo de caso pedagógico com o tema de gestão estratégica de recursos humanos, a fim de ajudar os alunos a aprender o curso SHRM de uma forma mais prática. A empresa HUAWEI é selecionada como o exemplo alvo no caso, manifestando como a HUAWEI gerencia seus funcionários.

A metodologia geral de toda a tese é o método qualitativo, incluindo pesquisa de revisão de literatura, entrevista semiestruturada e pesquisa secundária. O caso inteiro é construído acima através dos métodos acima.

Os alunos devem responder às quatro perguntas no caso com uma análise de pensamento e colaboração em equipe. Finalmente, os alunos são propensos a entender melhor o conceito de SHRM e tentar descobrir como implementar essa teoria na prática, que são o objetivo da tese.

Palavras-chave: SHRM, HUAWEI, Educação, Pedagogia

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Table of Contents

1. Introduction	1
1.1 Problem Clarification	1
1.2 The Content of Case	2
1.2.1 The History of HUAWEI.....	2
1.2.2 The Business of HUAWEI	3
1.2.3 Organizational Governance.....	3
1.2.4 HUAWEI Brand Philosophy	5
1.2.5 The Management of Employee	6
1.2.6 The Recent Issues of HUAWEI.....	10
1.2.7 The Future Development of HUAWEI	11
1.2.8 The Potential Challenges of HUAWEI.....	12
1.3 Case Questions	15
1.4 Appendices	16
2. Lesson Pedagogy.....	25
2.1 Target Audience.....	25
2.2 Educational Objectives.....	25
2.3 Literature Review	25
2.3.1 The Context of SHRM	25
2.3.2 The Strategic Management and Strategy.....	26
2.3.3 The Concept of Competitive Advantage	29
2.3.4 The Resource-based View (RBV)	29
2.3.5 Human Resource and Human Resource Management.....	31
2.3.6 Strategic Human Resource Management	32
2.3.7 The Impact of SHRM	33
2.3.8 The Issues of SHRM	34
2.3.9 The Future of SHRM.....	35
3. Methodology	37
4. Lecture Plan.....	39
5. Lecture Issues.....	40
6. Resolution of issues.....	41
7. Conclusion.....	51
Bibliography.....	53

List of Figure

Figure 1- HUAWEI Organizational Structure	5
Figure 2 - Linear strategic process.....	27
Figure 3 - Four phases of strategic management.....	28

List of Graph

Graph 1-The number of HUAWEI employees from 2010 to 2018 (On average)	6
Graph 2 - Investment in global employee benefits from 2014 to 2018	9

List of Table

Table 1- The comparison between SHRM and traditional HRM.....	33
Table 2-Indicators of SHRM outcomes	33

List of Abbreviations

HR - Human resource

HRM - Human resource management

SHRM- Strategic human resource management

RBV - Resource-based View

ICT - Information and communications technology

R&D - Research and development

CIPD - The Chartered Institute of Personnel and Development

IPO - Initial Public Offerings

Summary

During the decades of globalization, the whole world becomes an arena. Due to the ever-changing business environment and the emergence of hyper-competition in the global markets, organizations are under tremendous pressure to create value for customers by producing valuable outputs. Based on the Resource-based View, such an output can be achieved through various ways including that of viewing an organization's human resources as assets rather than costs. Each company tries to look for its own competitive advantage, especially the sustained competitive advantage through deploying human resource.

Therefore, managers transfer their attention from setting and adopting HR policies to the alignment and engagement of human resource. So, scholars research the human resource management in a strategic way in accordance with the intentions of the organization (CIPD,2009d:1), which is called Strategic Human Resource Management (SHRM).

This master thesis is presented as a form of case study, aimed to teach students to understand the implication and importance of SHRM, cultivate the analyzing ability in order to apply theoretical knowledge in realistic situation. In order to achieve the aim, the lesson should be given in an animating way to attract students' full attention so that anticipating class discussion actively can make sense.

Hence, author selects HUAWEI, an international leading global provider of information and communications technology (ICT) infrastructure and smart devices as the research target. In author's opinion, HUAWEI has its strategic and firm-specific management approaches for employees, which combines with our theme well. Lots of contents will be showed in the case. Based on this, students can not only obtain plenty of information to answer the questions, but also learn the diversity of SHRM.

In this case, qualitative method is the approach that deals with the resolution of issues generally. Under the approach, students will be divided into groups and make a discussion about the questions.

1. Introduction

1.1 Problem Clarification

Based on the evolution of new economy, the organizational structure becomes flexible. The development and innovation of technologies as well as service industry make a great contribution to workplace flexibility, workforce diversity and growth of employment in services, which have implication for the development of HR strategies (Truss, C., Mankin, D., & Kelliher, C.,2012).

Besides, because the uncertainty of external environment is kind of unpredictable, companies endeavor to achieve its own competitive advantage through managing internal resources, typically the human resource. To some extent, the development of HR strategies promotes the improvement of HRM. Managers no longer pay much attention on HR policies and discipline to ensure the deployment. They transfer their minds to think about how to link the management of people with performance. In general, this is the beginning stage and theory of SHRM. Because SHRM lies at the intersection of the HRM and Strategic Management literatures (Boxall & Purcell, 2011), students should develop the understanding of these two theories as a cornerstone to better study SHRM.

According to researches, it is argued that case-based learning and problem-based learning would be appropriate for achievement of SHRM learning outcomes (Coetzer, A., & Sitlington, H., 2014)The case method is heavily used as a teaching tool in business and management education(Quinlan, C., Babin, B., Carr, J., & Griffin, M., 2019). Usually, class discussion is based on the case study, and students are expected to apply theories and concepts to the specific business and management situation described in the case.

So, what is the implication of SHRM in contemporary era? How is it defined? And, why should we master SHRM theory? How it develops in the future? These questions will be solved and understood after analyzing this case.

1.2 The Content of Case

1.2.1 The History of HUAWEI

HUAWEI was founded in 1987 by Ren Zhengfei in Shenzhen, China. At that time, the Open-door Policy in China has been shifted to the phase of boosting Chinese enterprises so that Ren Zhengfei took use of the advantages of policy to build up HUAWEI. In the beginning, the business was just invested \$5,000 for selling telephone exchange equipment imported from Hong Kong.

In 1996, it was a big turning point for HUAWEI due to a government policy. China government adopted the explicit policy to support telecommunication enterprises and restricted access to foreign competitors. Hence, in the late 90's, HUAWEI made a concerted effort to concentrate on technical research and the expansion of their businesses. By launching its C&C08 digital telephone switch, the set-up achieved an initial breakthrough. In 1997, the company began its first international project, which started offering fixed line networks products to a Hongkong's company.

Huawei established its first R&D center in Bangalore, India, in 1999. The firm also signed an agreement with IBM for five years until 2003. The expansion of Huawei into global markets persisted. It is the first firm in the year 2009 to supply Telia Sonera's LTE / EPC business network in Norway.

In 2010, it was the first time that HUAWEI was included in the Global Fortune 500 list with the annual sales of US\$21.8 billion and net profit of US\$2.67 billion. In the next year, HUAWEI explored its enterprise business on network infrastructure, data center, fixed and wireless network and cloud computing solutions in order to provide global customers with good telecommunication services. The firm opened its new Canadian office in 2013. Huawei has always concentrated on improving its mobile technology over the years and has several alliances with other businesses. It also set up a joint venture, 3Com-Huawei, focusing on R&D and networking goods manufacturing.

HUAWEI became one of the world's largest telecom equipment makers and China's largest telephone-network equipment maker in 2014. Also, the number of patents of HUAWEI was achieved 3,442 patents, which is the greatest number of patents in 2014. Year by year, the

business of HUAWEI is expanded widely into many areas with the development of its strength. According to the HUAWEI annual report 2018, the sales revenue achieved nearly 107 billion dollars with 12% rate of growth.

1.2.2 The Business of HUAWEI

After several years developing in business, HUAWEI's business tends to be comprehensive in the telecom industry. The core business can be classified into three business groups. The first one is carrier network business group, providing wireless networks, fixed networks, global services, carrier software, core networks and network energy solutions that are deployed by almost all major communications carriers worldwide. The second business group is the Enterprise Business Group providing equipment, software and services to enterprise customers, which is regarded as a perfect complement. Once information is sent and received through "pipes", these data have to be analyzed, translated, stored and saved by HUAWEI's data center and storage products. The third group is the Consumer Business Group, which pays great attention on the personal handset and smartphone segments. It is called "pipe strategy", focusing on Information storage & processing, Information transportation & distribution and Information presentation & creation. The current models of smartphone are the P and Mate lines, the P30, P30 Pro, Mate 20, Mate 20 Pro and Mate 20X are released in 2018 and 2019.

1.2.3 Organizational Governance

The corporate governance system of HUAWEI is full of its characteristics. In the senior management governance, the composition is as follow. Shareholding employees elect 115 representatives to form the Representatives' Commission. This Representatives' Commission elects the Chairman of the Board and the remaining 16 board directors. The Board of Directors elects four deputy chairs and three executive directors. Three deputy chairs take turns serving as the company's rotating chairman.

The rotating chairman leads the Board of Directors and its Executive Committee while in office. The board exercises decision-making authority for corporate strategy and operations management, and is the highest body responsible for corporate strategy, operations management, and customer satisfaction.

Meanwhile, the Chairman of the Board chairs the Representatives' Commission. As HUAWEI's highest decision-making body, the Representatives' Commission makes decisions on important company matters, like profit distribution, capital increases, and the elections of members of the Board of Directors and the Supervisory Board. The establishment of Supervisory Board is complied with the requirements of the enterprise law of China. It is responsible for overseeing the responsibility fulfillment of BOD members and senior management, monitoring the enterprise's operational and financial situations, and supervising legal compliance. In case of corruption, members of the Supervisory Board have not voting privilege if they join in BOD meetings.

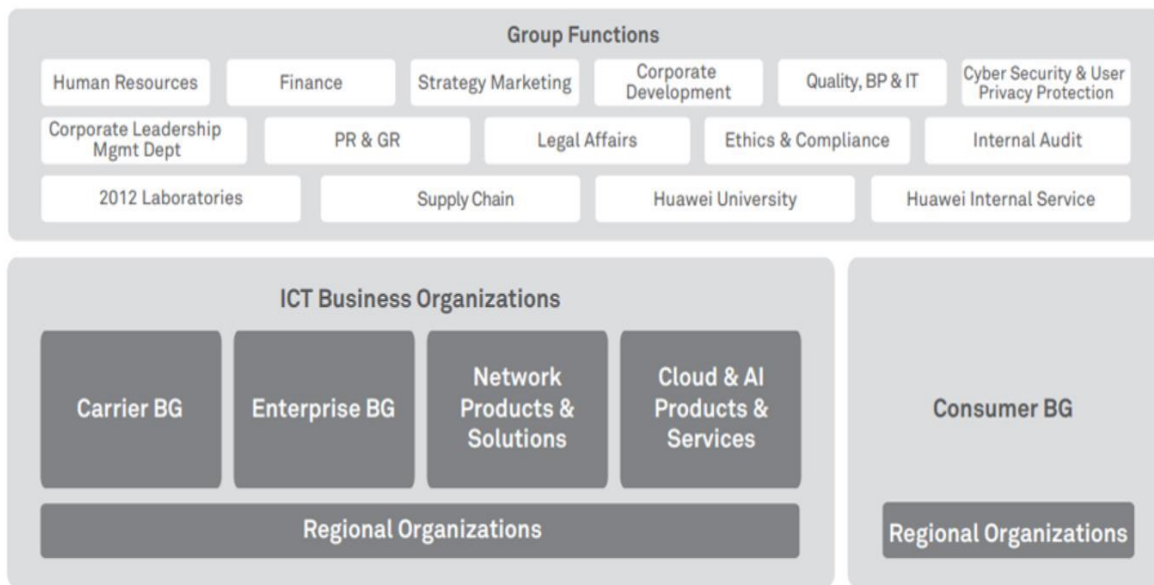
As to the structure of overall corporate governance, it is divided into three main areas. The first one is ICT infrastructure managing board, which is the primary owner of HUAWEI business strategy, operations management and customer satisfaction for ICT infrastructure business. It contains Carrier BG, Enterprise BG, Network Products & Solutions Cloud & AI Products & Services and ICT regional organizations, aimed to strengthen end-to-end operations management of HUAWEI ICT infrastructure business.

The second one is Consumer Business Managing Board, which is the primary owner of the business strategy, operation management and customer satisfaction for the consumer business. The objective of the board is to strengthen risk management and increase decision-making efficiency.

HUAWEI sets up a Platform Coordination Committee in order to support the development of its multiple businesses and ensure the execution of enterprise policies through a shared service platform. This committee is designed to push group functions to optimize their execution and operations, simplify cross-function operations, and strengthen collaboration, so that group functions will become the best service organizations available to support and promote business operations. Group functions provide business support, services, and oversight. They are positioned to offer accurate, timely, and effective services to field offices and strengthen oversight while delegating sufficient authority to them. The overall frame¹ is shown below:

¹ Retrieved from <https://www.huawei.com/en/about-huawei/corporate-governance/corporate-governance>

Figure 1- HUAWEI Organizational Structure



1.2.4 HUAWEI Brand Philosophy

HUAWEI's vision is to bring digital to every person, home and organization for a fully connected, intelligent world. And it is specified into the mission:

- Provide ubiquitous connectivity to give everyone equal access to connections;
- Provide pervasive intelligence to drive businesses forward;
- Build digital platforms to help all industries and organizations become more agile, efficient, and vibrant;
- Deliver a personalized experience to all, respecting the unique character of everyone, and enabling the full potential of every person to be realized. Nowadays, people tend to be connected with whole world through cutting-edge devices with greater demands on speed, usability, and a secure and personalized experience. Businesses have their own demands and should take use of knowledge as well as technology to manage logistics, operations and various data of customers. By 2020, interactions between people, objects and the environment are expected to result in over 50 billion connection requirements from GPS, compasses, cameras and microphones, not just communications. To deal with the demand, HUAWEI is committed to provide broader, smarter, and more energy-efficient pipes.

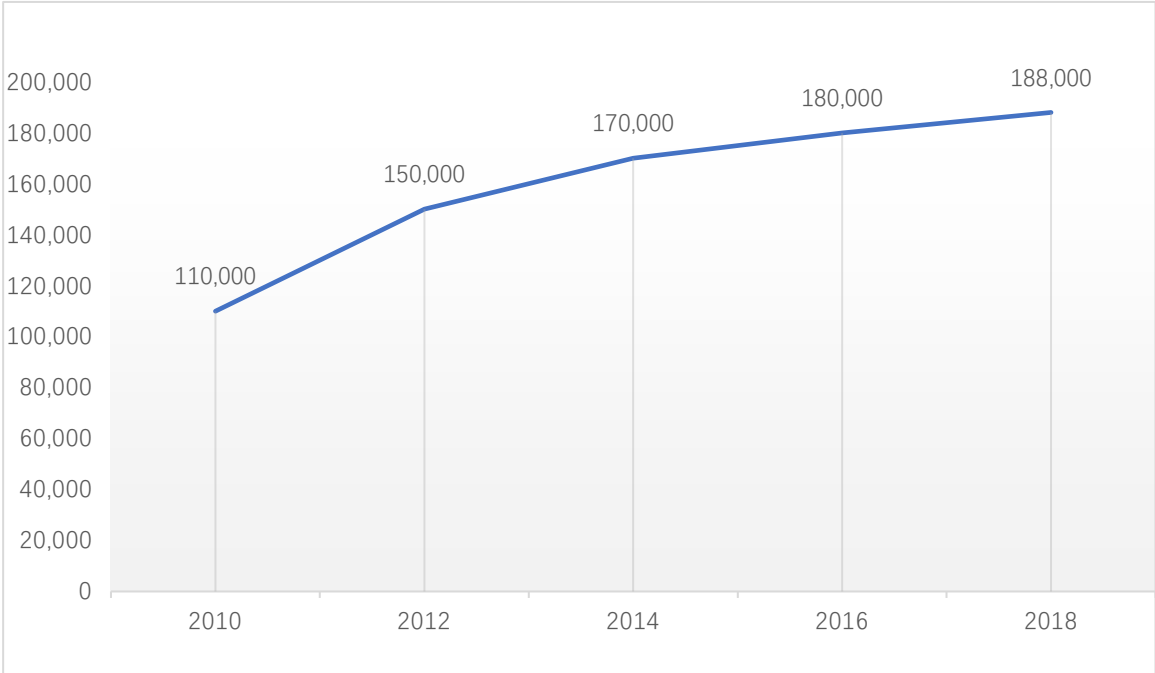
Working closely with customers and being customer-centric are the greatest differentiation of HUAWEI. It has set up 15 research institutes and centers, and 36 joint innovation centers operating directly with leading carriers worldwide to create customized technologies for each carrier’s unique needs and establish their competitive edge for customers. HUAWEI understands the importance of innovation. It invests a lot in R&D to help enterprise create value for its customers with innovative products. The R&D expenditure exceeded 15 billion dollars in 2018, accounting for 14.1% of the company’s total revenue (HUAWEI Annual Report, 2018).

1.2.5 The Management of Employee

HUAWEI is a leading global provider of information and communications technology (ICT) infrastructure and smart devices, with nearly 188,000 employees in 2018. The corporate operates in more than 170 countries and regions, serving more than three billion people around the world.

With the development of HUAWEI, the amount of employees is growing continuously. The number of employees increases greatly from 50 in 1991 to 188,000 in 2018 with around 3760% growth rate. The change in the number of employees from 2010 to 2018 is showed in figure 2.

Graph 1-The number of HUAWEI employees from 2010 to 2018 (On average)



Openness, Collaboration and Shared Success are HUAWEI’s core value. HUAWEI

believes in the power of dissolving boundaries and working together to build an ecosystem that thrives on shared success (HUAWEI Annual Report, 2018). Based on this, Externally, HUAWEI works with stakeholders including suppliers, partners, industry organizations, open source communities, standards organizations, universities, and research institutes all over the world to cultivate a broader ecosystem that thrives on shared success. Internally, they rely on their dedicated employees (HUAWEI Annual Report, 2017).

More than 8,000 employees were involved in R&D, accounting for 45% of the total workforce in 2018. HUAWEI hopes to make better innovation through continued research. In order to effectively aligns employee contribution and development with the company's long-term development, fostering HUAWEI's continued success, the company implements an Employee Shareholding Scheme, which involved 96,768 Chinese employees as of December 31, 2018. But foreign employees are still not included in this scheme up to now. Mr. Ren Zhengfei who is the founder and natural person shareholder of HUAWEI only accounts for nearly 1.14% of the total share capital.

Besides, HUAWEI stands by the idea of equity. The internal organization employs a "Contribute and Share" bonus distribution system for all of employees. The harder you work, the more you can earn — but working overtime is only rewarded extra if the work directly addresses the needs of their customers (De Cremer, D., & Tao, T., 2015). Conversely, it is not rewarded that overtime work provides customers with few values. Hence, there is no strict rules asking for working time and dressing code due to the emphasis on value creation. According to the employees in HUAWEI Lisbon subsidiary, the working time is flexible followed by their tasks. Although staffs have to work overtime sometimes due to the urgency of their tasks. Also, except for important occasions, employees could dress up with casual wear as long as the thighs and toes are not exposed.

Promoting people based on the scope of their responsibilities and the outcomes they produce is fair for everyone. HUAWEI encourages fast-track promotions of outstanding employees. In 2017, 4,500 top-performing employees were fast-track promoted and provided with more growth opportunities (HUAWEI , 2018 , Retrieve from <https://www.huawei.com/en/press-events/special-release/new-year-message-2018>). If people

in HUAWEI would like to achieve advancement, they have to make a big effort to develop themselves. To some extent, the competition between employees is intense.

Practice makes perfect. To help employees grow their careers more rapidly, HUAWEI built two practice bases in China in 2017. Inside bases, employees must learn how things work in the field, how they create value for customers, what services and solutions HUAWEI has, and what HUAWEI culture of customer-centricity is all about. Aiming to deliver better digital learning experiences to employees, HUAWEI develops and runs the next-generation learning platform – iLearningX – on the HUAWEI Cloud and big data platforms. New recruitments are trained by this fictitious platform through various approaches (Chang, L. C., Ho, W. L., Tsai, S. B., Chen, Q., & Wu, C. C., 2017).

The internship training system of HUAWEI is one of the good channels to recruit well-performed graduates. Interns are assigned by their own directors and supervisors when they get involved in the corporate. Afterwards, interns must do weekly, monthly and season oral defense in front of supervisors and directors during the six months of internship, in terms of their progress of tasks' completion. The supervisors and directors would give feedback and grades to interns according to their performance. Meanwhile, interns must join in kinds of training programs, such as the regulations of HUAWEI and the development of basic career quality. At last, excellent and well-performed interns can be recruited as formal employees through the full process.

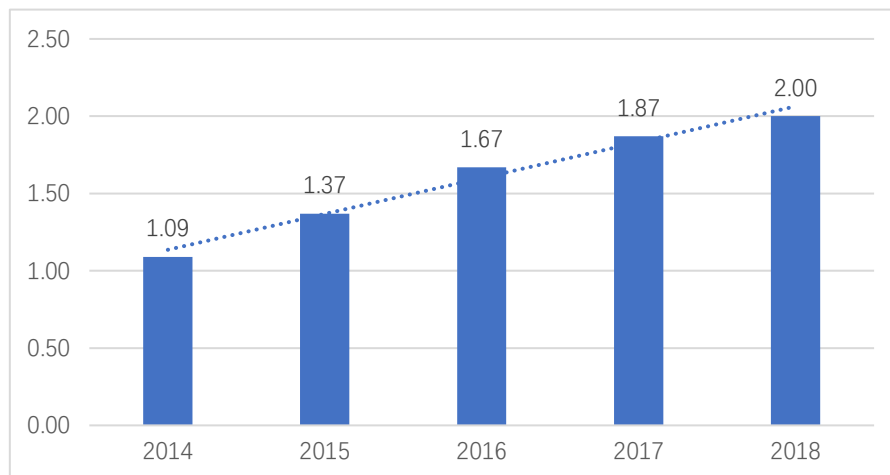
As a global company, HUAWEI actively recruits staff from all over the world to boost workforce localization. The localization² rate of employees has been lasted 3 years around 70%. Most localized employees are engineers, technicians and clerks rather than middle and senior managers.

Worldwide employees are taken good care through employee benefits system, including insurances and medical assistance. The amount of investment in global employee benefits is shown in figure 3 (HUAWEI Annual Report, 2018).

² Localization rate = Total number of employees hired overseas/Total number of employees working overseas x 100%

Graph 2 - Investment in global employee benefits from 2014 to 2018

(US dollar 1 billion)



As expatriates of HUAWEI, the employee benefit is more substantial. Besides the higher wages, adequate expatriate grants and allowances are adding benefit for them. Meanwhile, the corporate provides expatriates with enough living allowance or free-living houses during the assigning period. Like expatriates in Lisbon, Portugal, each staff obtains 1500 euros per month as renting fee, where most of apartments can be afforded. HUAWEI encourages expatriates to stay with their families in order to ensure their working efficiency when they go abroad through several policies. Local subsidiaries have programs to help expatriates' kids enroll in schools and issue kid allowance, if kids come with their parents to foreign countries. Free transportation fee is offered to expatriates who would like to be back to visit relatives. Basically, expatriates do not have any economic pressure when they work abroad, although the amount and ways of allowances vary in different places as well as occupations.

All of staffs including the interns have meal allowance every day, the amount varies according to the position. Basically, even the intern student can get 200 euros per month as meal allowance. The customer managers can have car perks with free gasoline cards, because of frequently requirement of transportation. Besides, as HUAWEI employees, they can enjoy bunds of worldwide hotels such as Hilton, Marriott and Four season in contract price without any limitation. Also, many worldwide restaurants who have signed contract with HUAWEI that provide HUAWEI employees with employee discount. For example, the Old House restaurant in Portugal offers 20% discount to HUAWEI staffs.

In terms of the investment in employee benefits, HUAWEI established a health and safety assurance system. In 2018, HUAWEI set up an integrated healthcare platform through combination of internal and external healthcare resources. This platform protects HUAWEI employees around the world, offering various healthcare services to staffs.

The major organizational culture of HUAWEI shared by organizational members is known as ‘wolf-culture’. There are three typical characteristics of wolf which are keen sense of smell, resistant to coldness and taking actions in teams. In terms of wolf culture atmosphere, employees of HUAWEI are extremely sensitive to the market information and could response promptly to any changes. The fearlessness of difficulties and eagerness of making progress are insisted by every member of HUAWEI, no matter how complicated the hardship is. Team cooperation is always underlined that people in HUAWEI are encouraged to develop and share personal opinions with each other (Tao, T., De Cremer, D., & Chunbo, W., 2016).

From top to bottom, HUAWEI’s management style is not as usual. The chairman of the company is rotating rather than perpetual. Although the rotating chairman leads the Board of Directors and its Executive Committee in office, the Representatives’ Commission in which elected by shareholding employees is the highest decision-making body, making decisions on important company matters, like profit distribution, capital increases, and the elections of members of the Board of Directors and the Supervisory Board (HUAWEI Annual Report, 2018).

1.2.6 The Recent Issues of HUAWEI

In August 2018, the National Defense Authorization Act for Fiscal Year 2019 (NDAA 2019) was signed into law, containing a provision that banned HUAWEI and ZTE equipment from being used by the U.S. federal government, citing security concerns (Kastrenakes and Jacob, 2018). HUAWEI filed a lawsuit over the act in March 2019, alleging it to be unconstitutional because it specifically targeted HUAWEI without granting it an opportunity to provide a rebuttal or due process (Lecher and Colin, 2019).

Then, on 15th May 2019, the United States Department of Commerce added HUAWEI and its 70 foreign subsidiaries and affiliates to its entity list under the Export Administration Regulations in order to restrict U.S. companies from doing business with HUAWEI (Kuo et al, 2019). Based on this regulation, many United States based companies immediately stopped

their business with HUAWEI to comply with the Export Administration Regulations. Typically, Google declared that installment and update of licensed Google Mobile Services such as Google Play Store, Microsoft and Broadcom for Android operating system were ceased. The declaration brought worries of customers who used HUAWEI devices. After that, Google issued a statement to assure that users who get access to Google Play on existing devices would be not broken off (Badshah et al, 2019). Meanwhile, HUAWEI made a guarantee to support the existing devices continually, although did not mention the availability of future Android system. On 19th May 2019, the U.S. Department of Commerce granted HUAWEI a temporary, three-month license to keep on doing business with U.S. companies for the purpose of maintaining its existing devices without suspension. However, the long-term solutions were not come out yet. In terms of the U.S. regulations, Arm Holdings, Toshiba and the other companies which are in compliance with United States law also suspended their businesses with HUAWEI.

However, at the G20 summit on 29th June 2019, Trump and Chinese president Xi Jinping had an agreement to resume trade negotiations. Trump implied a plan to ease the restriction on doing business with HUAWEI, and explained that the devices have not great national security problems. The implication of Trump possibly brings opportunities to HUAWEI business.

1.2.7 The Future Development of HUAWEI

To be the first choice and best partner of telecom carriers, HUAWEI not only has to master the current technological level, but also anticipate future customer needs. Outsmarting current technology and setting industry standards are integral strategies for HUAWEI.

From the beginning to present, short-term success is not what they pursue. HUAWEI is committed to connecting all people, homes, and organizations that are still offline. They overcome as many as technological bottlenecks to invent cutting-edge technologies. Right now, they make a breakthrough in connectivity technology, which is known as 5G network. HUAWEI's rotating CEO Ken Hu suggested 5G will be up to 100 times faster than 4G. HUAWEI is the first company to develop large-scale 5G commercial deployment capabilities, aiming to provide its customers with unique value in many respects. The use of 5G network will play a big role in the world development.

1.2.8 The Potential Challenges of HUAWEI

Although HUAWEI has achieved tremendous success in the past 30 years, it has its own unique set of business challenges. Being in the digital and technology sector where things are changing at an exceedingly rapid pace every day, it is even more important for HUAWEI to put innovation at the forefront of its game. Here are some challenges that HUAWEI will face in the future:

Continuing the pace of innovation: History has shown that monopoly control is temporal. Structural realities in every industry have and will continue to change as illustrated by BlackBerry's fall from their dominant heights. The biggest mistake of successful companies is complacency. For HUAWEI, continuing to push forward with R&D is insufficient. As a cautionary tale, Nokia spent ten times more on R&D than Apple between 2004 and 2007, yet Nokia steadfastly built products to satisfy its current key segment's needs, ignoring the small number of consumers who showed great interest in future touch-screens. Similarly, HUAWEI must continually seek to satisfy and create future consumer needs rather than their current ones.

Also, the future innovation of company's property should be cautiously treated. HUAWEI is an entirely employee-owned private company, but it will certainly attract attention from investors looking to latch on to its impressive growth. Should it pursue an IPO and become more widely held, leaders of HUAWEI need to be cautious to make decisions. Stock market management system discourages dramatic change because innovations are usually risky. Stock markets do not initially respond well to disruptive innovators.

Culture clash between employees: Various cultural conflicts arise from the differences in value orientation and behavior among people because of different cultural backgrounds. Cultural clash is one of the key human resources aspects that impacts HUAWEI. HUAWEI as a multinational company, the objective existence of the company's internal cultural differences, is bound to cause cultural conflicts in the enterprise. As the process of global integration accelerates and the flow of human resources in multinational enterprises like HUAWEI continues to accelerate, this cultural friction will increase day by day and gradually begin to manifest itself in the internal management and external operation of transnational corporations.

It will result in the inefficiency of the organizational structure and make the implementation of the global strategy in trouble. Market opportunities are grasped by transnational enterprises which have made wonderful preparation already. In terms of the human resource management, the human resources management concepts, human resources management systems and methods of vary in different countries due to cultural differences. As a result, the human resources management concepts and management methods among the managers in the enterprises also continuously influence and collide. In the daily operation of enterprises and foreign exchanges, if employees are lack of the knowledge and skills of intercultural communication, the differences between cultures will bring misunderstandings and unnecessary controversies, which will affect the work efficiency and reduce the competitiveness of enterprises. Therefore, the cultural difference is also an obstacle that must be overcome in the internationalization and transnational management of human resources.

Hence, the strategy of cross-cultural training can be a useful strategy to be recommended in order to reduce the cultural clash. It is advised that HUAWEI expatriates should receive relevant training such as foreign cultures and relevant issues in the training department before assigning to other countries. Daily training also cannot be neglected, including seminars, language training, discussion and so on. These trainings enhance the adaptability of employees with different cultural backgrounds and promote communication and understanding among people of various backgrounds. Through continuous cross-cultural training, cross-cultural awareness would be gradually developed among employees and learned to regard cultural differences as usual phenomena rather than distinctions, thereby helping employees to be good at standing with people of different cultural backgrounds considering each other's point of view. Then the conflict of cross culture can be reduced after above training approaches.

The business in United States: Right now, the most difficult challenge in HUAWEI's global strategy is the business in the United States, where there is a targeted campaign by the U.S. government. Intelligence officials have suggested and recommended American firms to do few businesses with HUAWEI due to potential influence of China and security concerns. HUAWEI has long been searching for an opportunity to expand the market of North America, which accounts for about 20 percent of global telecom expenditure. However, U.S. government

highlights the military background of HUAWEI CEO Ren Zhengfei, suspecting HUAWEI has a political objective. Ren Zhengfei was a civil engineering director serving for the Chinese military before setting up HUAWEI. The major business of HUAWEI now is selling telecom equipment to major Internet carriers which, in turn, carries data for practically every government agency. The U.S. intelligence committee said that U.S. telecommunications firms should avoid business with HUAWEI because of potential Chinese state influence and security threats.

In response, HUAWEI has adopted a charm offensive toward analysts, reporters and politicians to reduce suspicions. HUAWEI also disclosed the members of its Board of Directors to present the transparency (Kharpal, 2019). HUAWEI cannot defeat or forgo the U.S. completely as it comprises about 20% of global telecom market. While it does not need to be dominant in the U.S. market, it must be accepted as it grows as a smartphone brand. If HUAWEI is accepted successfully, it could be spread the brand and increase the value of HUAWEI as other Asian enterprises do, such as Lenovo and Samsung. Moving ahead, HUAWEI must try it best to reduce the suspicions of United States through showing more transparency in exposure of information.

Brand-oriented global leadership: It is said that Asian companies making their mark against Western players share a common denominator – a strong commitment to branding by their boardrooms and senior management (Roll. M., 2016). HUAWEI has stepped into the stage that the worldwide settlement of its brand should be priority. To succeed in building a strong global brand, HUAWEI should rotate more marketing-oriented personnel into CEO roles rather than traditional experts in finance and operations. HUAWEI also needs more managers with a global vision, regardless of nationality or background. Bringing more international and diverse experience in its managerial ranks, not only at Board level but in multiple senior and mid-management roles is essential. A truly global management team is important for HUAWEI's success in world market.

1.3 Case Questions

After reading the case, students should answer the questions below:

Q1. How is HUAWEI managing people toward its strategic objectives?

Q2. In your opinion, what are HUAWEI's innovations in its HRM?

Q3. What does HUAWEI do in motivating employees' engagement?

Q4. Based on the questions you answered above, what do you think about the impact of Strategic Human Resource Management?

1.4 Appendices

Semi-structured Interview

The objective of the interview is to better know about the management of employees in HUAWEI. Based on the objective, author prepares the related questions as follow to interview four HUAWEI employees as interviewees. Because the sensitivity of some questions, the names of interviewees are not disclosed. The four interviewees are marked by A, B, C and D. A and B come from the Shenzhen headquarter, C and D come from Lisbon subsidiaries. They work at the General business support department, Logistic department, IT service and Retails separately. The questions and interview results are organized as paper version below:

1. How you get involved in HUAWEI?

A: Because I am not fresh graduate and have worked at other telecom company for almost 10 years. The headhunter of HUAWEI invites me to HUAWEI engineering position with acceptable treatment. So, I make a decision on changing job.

B: From social recruitment fair in Shenzhen, I submit my CV.

C: I was employed 2 years ago through internship training program. The grade of my performance is better than other competitors so that I can be hired.

D: The same as interviewee C.

2. How many hours you work every day (on average)?

A: It depends on the workload. Because my job is kind of research and engineering, I have to achieve my tasks as soon as possible. So, it is quite hard to calculate the working time on average.

B: Maybe 12 hours per day because of my personal reason. I would like to catch up the pace of development so that I usually stay at office for a while to learn new knowledge through HUAWEI's platform.

C: I think it is around 10 hours. HUAWEI never asks for compulsory working time, but it focuses on the progress of assignments. So, I have to ensure the accomplishment of my work.

D: It is unstable. My job is high related with customers so that business trips are quite usual. It is difficult to count the working time during business trips that any accidents could happen,

such as the delay of flight and traffic jams.

3. What do you think about your job, enjoyable, boring or annoyed?

A: Most of time the job is enjoyable and full of adventure. I like to overcome difficulties when I encounter them at work, so the job I do complies with my hope. But, I still unsatisfied with some situations, like job summary. I am not good at editing summary, paper and so on.

B: I get upset with my job since last year. All of things are as like as the beginning, which cannot provide me with initiative. I am considering of changing the position or quitting my job now.

C: I am satisfied with the job I get according to the well-paid salary. The salary paid by HUAWEI are higher than average standard so that I can afford to the living fee in Lisbon.

D: Quite enjoyable. Many new adventures that I have never knew before motivate me to make efforts.

4. Do you think your managers treat you with respect?

A: Yes, there is no complicated relationship between my direct manager and I. He respects my work and gives me suggestions if I need any helps

B: Yes, they never look down on me. Managers are likely to encourage staffs to create value and make contributions.

C: Yeah, of course. They get along with us like colleagues rather than senior managers at work. And, they respect our working habits when we Portuguese employees do different behavior.

D: I think so. They would like to stay with us instead of setting hierarchy. They enjoy listening our ideas and give our feedback immediately.

5. For Portuguese interviewees, what occupations that HUAWEI is likely to employ more local people?

C: Well, probably engineers and sales.

D: Marketing employees and sales.

6. For Portuguese interviewees, is there any senior management holding by localized employee?

C: I don't think so.

D: I only know a few marketing managers are Portuguese.

7. What do you think about the corporate atmosphere? If you think it should be improved, do you have any suggestion?

A: I appreciate the atmosphere in our company that colleagues cooperate with each other in a harmonious way. We don't emphasize on priority according to hierarchy. Everyone can give suggestions in front of group works and assignments.

B: The atmosphere is similar to the atmosphere in other private enterprise. However, the relationship between different departments is kinds of intense. Each department try their best for performance so that they see each other as competitors. Hence, the information sharedness is not that smooth going. The experience I got before is that I have to ask some core information from my teammates who come from other departments rather than sharing naturally. Maybe a new information sharing platform can be built in terms of tasks, and set the limitation for unrelated employees. Then, all of related data should be uploaded on the platform, unless group members get penalties.

C: Yes, it is good that everyone endeavors to work rather than wasting time. But Chinese colleagues seem to stay together to do job or any other activities instead of joining with foreign employees. I don't know if it is the cultural habit or clash. The corporate should be careful about this phenomenon and take measures to improve it, such as cooperating training and culture seminar.

D: Yes, the atmosphere is fine by me. So, I have no comments on suggestions.

8. The annual report of HUAWEI shows the high spending on employee benefit, in your opinion, are you satisfied with those benefits?

A: Actually, compared with other IT companies, we don't have transportation allowance if

we have to work overtime at midnight. But the good thing is that HUAWEI offers low-rent housing to us, the living cost would be not that high.

B: Yes, I adore the foods offered in our canteens with low price. And we can receive meals subsidy in the end of month. Typically, I am so grateful since I got a surgery before because of my nose problem, and the company undertakes nearly half of the hospital expenditure.

C: I am satisfied with those benefit, and I consider to join the Africa program in next few years in order to improve my skills and receive much higher earning as expatriates.

D: I hope our company can issue transportation subsidy to people who live far away. Especially for someone living in other cities, those colleagues have to catch the train at night.

9. Do you feel you are rewarded for your dedication and commitment towards the work?

A: Yes, that is the reason why I do job-hopping, the rewards I get in HUAWEI comply with my contribution.

B: Yes, especially the time of receiving annual bonus.

C: Although I need to spend a lot of energy in my job, the salary and rewards are higher than other Portuguese companies in our industry.

D: I feel that I deserve the reward undoubtedly because I always create value for our company.

10. Is there a clear understanding of the strategic objectives of the organization?

A: It is about achievement of innovation and developing continuously. I guess so, because I have some impression of it.

B: To be competitive against competitors and create value to customers is might be the strategic objective.

C: Achieving success in our industry and providing our customers with excellent services are the strategic objectives.

D: I think it is related to the accomplishment of cutting-edge technology that the organization should be innovative to create value.

11. Do you believe that there is an opportunity for individual career growth and development within the company?

A: If you do well in each management appraisal and get grade A, it is not difficult to promote. My situation is a little bit different from other colleagues. You know that, this rule is unsuitable for me.

B: Yes, we have a scheme named fast-track promotion to promote outstanding employees on better positions. But the competition is very intense due to many excellent employees.

C: I do not know, because my career just begins and I still need to develop my skills until the opportunity comes. But I am little bit worried about future because the senior management of our company now are Chinese.

D: I realize there is an opportunity for career growth when I got through intern training program two years ago. I try to replenish myself and become good enough.

12. Do you feel that the management is just towards administering policies concerning employees?

A: Absolutely not, the management closely looks at the value of employees, although the basic disciplines are necessary in a big organization. The management aligns with practical happenings and react on it.

B: They do sometimes when the new policy comes out. Although the management would make adjustment according to feedbacks, the reacting pace is not fast.

C: Actually, I think the phenomenon in our company is converse. The lack of detailed managing rules is the reality that we face now. The management do not know how to handle some issues when those issues are new.

D: The managing atmosphere in our company is kind of flexible that managers focus on the performance. So, I do not think the management is likely to emphasize on administrative policies.

13. Does your team provide you support at work whenever needed?

A: Of course, success comes from positive cooperation. The achievement of cutting-edge technology counts on good teamwork.

B: It depends on the nature of tasks. If the task is a group work that every teammate should attend, the support is immediate and trustworthy. But, if the task is a personal one, the support is not as good as cooperating work.

C: Yes, we support to each other at work whenever needed.

D: Exactly, it is what a team should do. Otherwise, there is no need for setting team modes in working place.

14. Do you think that work is distributed evenly across your team?

A: The world is not existing the absolutely fair. I only pay attention on my part of work rather than complaining unfairness.

B: More or less. Because each colleague has its own skills for different distributions. It is hard to replace others.

C: Yes, I think so. And if someone accomplish his parts, he also would like to help other teammates.

D: Not really, there are always someone who can get away with hard work.

But conscientious colleagues always take responsibility on their work, whether it is heavy or not.

15. Do you think you can make a healthy balance between work life and personal life?

A: Not really, because if tasks are really urgent, all of us have to make effort to accomplish them as soon as possible. Then the overtime work is inevitable so that how can I balance the work and leisure time.

B: I think different people have their own understanding of healthy balance. But, in my opinion, I still can enjoy my personal life after work with a lot replenishment. Thus, I think I can do a healthy balance between work life and personal life.

C: No, I do not think I have any quality of life on weekdays according to busy work. I usually just have some instant foods after work because I am too tired to cook fresh meals.

D: It depends on the workload. But most of time I can make a healthy balance, and enjoy the time spending with my parents after work.

16. Are management decisions transparent and explained?

A: It is kind of sensitive question. Basically, they are all explained. The decisions of management is usually not released in a simple way that the consideration of them should be from internal organizations and external environment.

B: Not really, some of management decisions that are high related to employees would be kinds of transparent and explained. The other management decisions may have their own considerations.

C: I think so. But we still have not clear and disciplined rules implemented in our Lisbon company.

D: Yes, they are. When our management decides on something, they will post the results publicly with supervision. If anyone has doubts and feedbacks, the management department would really accept them.

17. What do you think about trainings in HUAWEI?

A: Trainings are necessary for all of companies, no exception of HUAWEI. We have various trainings in terms of departments, although we also have the basic trainings about the introduction of whole company. The most useful one is the specific training to develop employees' professional skills.

B: Quite enjoyable. I really appreciate HUAWEI providing us with free access for practicing and improving our skills. Also, I think HUAWEI is a company which attach importance to practice so that it is willing to invest a lot in trainings.

C: I have got through several trainings since I did the internship in HUAWEI at the beginning. I am glad I can have opportunities to join in trainings. The improvement of my professions counts on good enough practical trainings.

D: Those trainings are good, but I hope that more specific professional trainings will be released in the future.

18. Do you know any welfare of expatriates working abroad?

A: I heard that they have mission allowance and the higher wage.

Interviewer: Do you know how much of the mission allowance?

A: It is not stable that the payment you get depends on the position.

B: Besides much higher salary, HUAWEI also undertakes the living fee, such as housing rents and meal allowance.

C: In our department, I know those expatriates can receive 1500 euros renting fee from our company. And, the flight ticket is undertaken by our company if they return to China. Their children can be arranged into local school and receive children subsidies if they go abroad with expatriates.

D: Some of expatriates can obtain share bonus, but this bonus only fits on Chinese employees. The other welfare is their living cost including eating, transport, and housing involved in the corporate finance

19. At last, do you have a general idea of the company you work for?

A: HUAWEI is a company with full of potential. If we can overcome the political problems of United States, the promotion of 5G network will make a huge profit. I saw a lot of news online reporting the sensitive relationship between China and American, which makes big influence on the entrance of HUAWEI in U.S. But still I think the future development of HUAWEI will probably positive.

B: HUAWEI's success in ICT industry is a good model for many Chinese companies. I am proud of working at HUAWEI, although I feel exhausted sometimes. We appreciate the internal atmosphere around us so that we can focus on our work. Also, the hardware facilities offered in HUAWEI is pretty modern to use.

C: Although HUAWEI is a Chinese company, it tries to make a big effort on fitting on the market of Portugal. It changes my mind for Chinese somewhere when we work with colleagues together. I hope they can improve the management system during their development according to the current demands.

D: It is a valuable opportunity to work at HUAWEI that I can directly feel the innovation of technology. The organizational culture of our company should be improved due to the different backgrounds of employees.

2. Lesson Pedagogy

2.1 Target Audience

The case study lesson is designed for graduate students majoring in Human Resource Management and those with Strategic Human Resource Management course.

2.2 Educational Objectives

In general, a case study is a good learning way for students to obtain cognitive knowledge, as well as promote their analyzing and evaluating skills. Based on this, the basically educational objective of the case is to help students understand what is Strategic Human Resource Management and how importance of Strategic Human Resource Management. Also, it is important to develop students' skills of analysis and synthesis through breaking down and making up for clues presented in the case.

Meanwhile, taking use of their judgement to extract the valuable information for questions independently is an embedded objective. Eventually, students should be able to actively join in the group and class discussion to listen and share ideas with each other, thereby emphasize the new theory on their mind again.

After learning and understanding the Strategic Human Resource Management theory, students are encouraged to practice the theory of SHRM when they figure out related problems in the realistic situation.

2.3 Literature Review

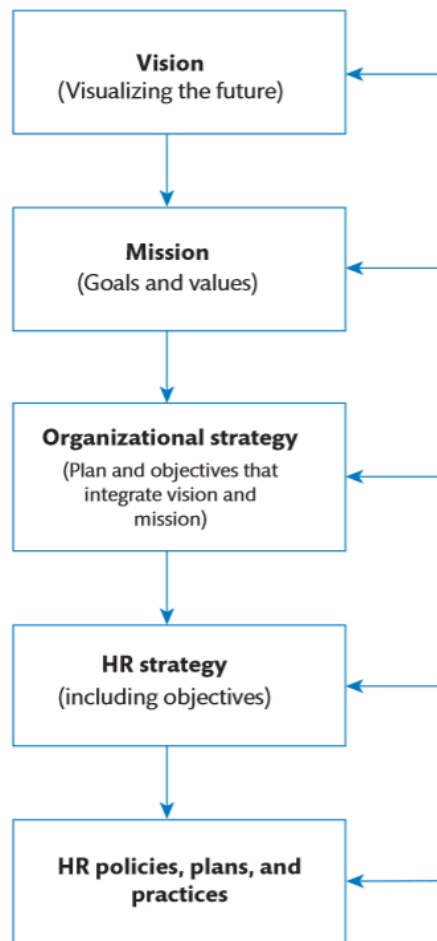
2.3.1 The Context of SHRM

Under the global trend, including the rapid development of different information and communication technologies, increased competition in worldwide markets, changing organizational structures and the emergence of new business models, HR professionals are gradually aware of delivering a wide range of HR interventions that add value to an organization (Cappelli, Singh, Singh & Useem, 2010). Hence, scholars have examined changes of the nature of workforce, the nature of work and orientations to work in order better understand the global labor market (Truss, Mankin, & Kelliher, 2012). They hope figure out useful clues for managing people.

2.3.2 The Strategic Management and Strategy

Nowadays, it is common that the organizations' strategic goals are summarized through presenting vision and mission (Ogbari, Egberipou, Ajagbe, Oke, & Ologbo, 2016). The vision is an aspirational statement about what the organization's strategic direction. In turn, the mission statement is an articulation of the strategic goals and organizational values that underpin the vision (Truss, Mankin, & Kelliher, 2012). In order to attain to the strategic goals of organizations, there is a necessary need for accumulating and deploying their own resources in a right way. During the period of this process, Strategy - a new concept comes to management area. According to figure 2, the theory of Mankin (2009) presents that the beginning stage of Strategy is the vision and mission, also there is a relationship between human resource and organizational strategy. It is evident that these factors are not only vertical thinking, but also interacting each other.

Figure 2 - Linear strategic process



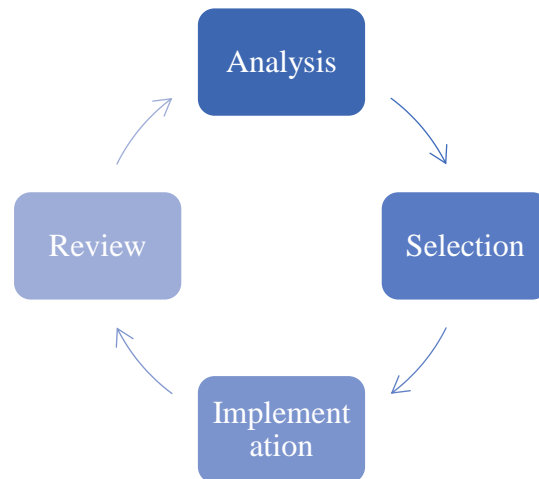
3

Koch makes an extension for the definition of Strategy, which is responding to the changing conditions posed by the external environment and internal capabilities (Koch, 2011). However, the changing external environment and internal capabilities would be a big challenge for organization due to the unpredictability. So, it needs strategic management and how should managers react and implement strategy?

There are four phases of strategic management, which are analysis, selection, implementation and review (Truss, Mankin & Kelliher, 2012). To some extent, the concept of Strategic management can be summarized in the process of implementing the suitably strategic goals into action by considering the relative factors.

³ Mankin, D.P. (2009). *Human resource development*. Oxford: Oxford University Press.

Figure 3 - Four phases of strategic management



There are two different directions of strategies representing different researching ways. One is Business Strategy, which is also called as corporate strategy. The other one is Competitive Strategy that illustrates how companies compete in markets (Grant, 2010). In this case, author specifically focus on corporate strategy level to lay a foundation of the concept of Strategic Human Resource Management. The four phases of Strategic Management are illustrated as follow:

- **Analysis:** Factors from external environment and internal organizations should be taken into account to offer consideration to managers in order to make decision on suitable strategy. External factors contain: government administration, political trends, economic forecast, labor market and so on. As to the internal factors, business stage, performance, employees, financial performance should be concerned (Truss, Mankin, & Kelliher, 2012).
- **Selection:** Managers need to make choices of optional strategies from several options.
- **Implementation:** The strategy chosen before is deployed in this process. It is quite usual that the intended strategies fail at the phase of implementation, and are replaced by new strategies as soon as possible. Morgan (2007) points out the impossibility of planning for every possible contingency.
- **Review:** It is the most overlooked part in four phases. Many organizations only get back to the beginning phase after failing at the implementation phase without any reviewing and feedback. Actually, the summary of the outputs the review plays an important role in the next analysis phase. It is argued that the outputs of the review phase become inputs for analysis phase

(Morgan et al, 2007).

2.3.3 The Concept of Competitive Advantage

No matter how companies do for low-cost, differentiation, innovating new product or price promotions through settle diversified strategies, what companies want is to compete with competitors successfully, survive and develop in their own industries. The ultimate conclusion of their wish is to achieve competitive advantage, which is defined as building a relatively consistent pattern of returns for shareholders (Porter, 1985). Because a company with competitive advantage would attract more customers so that the returns for the shareholders would be higher.

The achievement of competitive advantage relies on organizational capabilities. These capabilities are intangible assets and represent something an organization does well relative to its competitors (Ulrich & Brockbank, 2005). Organizational capabilities can also be described as an organization's core competence. Referred to Truss et al (2012), core competence is associated with the concept of human capital. Employees that have firm-specific skills are considered to be invaluable treasure that have great potential to gain competitive advantage and sustain it in a long run. Hence, employees should be really selective to train and deploy in the organization.

2.3.4 The Resource-based View (RBV)

When organizations begin to underline the competitive advantage, the view of resource emerges to explain how to sustain competitive advantage rather than achieve it instantaneously.

Resources have four attributes, and only those that meet these four criteria can be classified as 'resources' from a resource-based view perspective (Barney, 1995; Boxall & Purcell, 2008).

The four attributes are as follow:

- **Valuable:** In this sense, resources with value could help a company gain opportunities and avoid some threats potential. However, this value usually cannot persist perpetual so that constant re-evaluation of the alignment between value and resources is quite important.
- **Rare:** If a type of resource is owned by many companies, even if is quite valuable, those companies still have large possibility to create value on customers in the same way. So, resources should be rare for companies' competitors. It is argued that resources that are readily

available may be important to a firm's survival but can only contribute to sustained competitive advantage if they are rare.

- **Imperfect imitability:** Resources must be hard for other companies to replicate.
- **Non-substitutable:** Resources must be impossibly replaced by substitutes to help other companies create a similar value.

Referred to Barney (1995), where resources meet all four of these conditions, then they can be a source of sustained competitive advantage, provided the organization is able to exploit them. Hence, the resource-based view of the firm is based on the premise that firms can achieve sustained competitive advantage if they secure and effectively deploy resources that are not available to, or imitable by, their competitors (Peteraf, 1993). In other words, if a useful strategy cannot be employed by any competitors easily, and other companies are difficult to copy the advantages of this strategy, the company itself is considered to achieve sustained competitive advantage.

It seems that internal resources are considered heavily in RBV due to the four attributes. Commentators have noted that internal resources are the core of RBV. Wright et al (2001: 702) argue that growing acceptance of internal resources as sources of competitive advantage brings legitimacy to HR's assertion that people are strategically important to firm success. But still, we should treat RBV critically due to the insufficient consideration of external environment in RBV so that the impact and predictive ability of RBV are questioned.

To conclude, the resource-based view proposes that a company is made up by its own resources. Besides, all competitors are different in resources they control rather than homogeneous conditions. These resource-based differences lead to the differences of organizational performance. If a company's resources contain the four attributes that we mentioned above, and the company are capable to exploit these resources, it obtains a sustainable competitive advantage (Barney, 1991). It is further explained that certain firm-specific intangible sources of advantage (such as organizational history, culture, learning, and other human dimensions of organizations) can be particularly important to sustaining competitive advantage precisely because they are valuable, rare and extremely difficult to imitate and substitute (Carmeli and Schaubroeck, 2005). Consequently, lots of theoretical and

empirical work has focused on human resources and human resource management practices as essential sources of competitive advantage (Buller and McEvoy, 2012).

2.3.5 Human Resource and Human Resource Management

According to the RBV, the human resource makes contributions to sustained competitive advantage through developing staffs' skills that are specific to companies. A prominent perspective that potentially explains the strategic importance of human resources is the resource-based view of the firm (Buller and McEvoy, 2012). The firm with unique competences for deploying its human resources can succeed in achieving competitive advantage over its competitors, which means this firm is given a sustained superior performance. Conversely, if the HR practices of a company reduce the enlistment of new competencies or wipe out their existing skill ironically help their competitors to gain productivity and more profits (Chopra, 2017). Hence, it is important to manage human resource in a reasonable and active way thereby gaining competitive advantage.

Human resource management ensures skilled workforce to be managed and employed at the right place in organizations when required. Besides, it is one of the main factors in forming organization's competitive advantages. It is based on employees' motivational level, increased by involving them in making managerial decisions, improving their professional competencies and by increasing their loyalty to managerial authority (Wilton, 2016). Company's manpower should be considered as a human capital, namely – as an economic category related to costs, revenues and company development (Anisimov, Obukhova, Aleksakhina, Zhaglovskaya, & Kudra, 2017). Consequently, the financial losses of firms would be generated, if human resource management and strategies are in a poor quality.

It is important to HRM to frame some strategic goals for the company so that it can gain and sustain competitive edge. The basic directions are as follow (Chopra, 2017):

- To invest in its human resources by introducing and encouraging the learning process through designed schemes in order to increase the capabilities of the employees. These practices should align employees' skill with the organizational needs.
- To ensure that the organization is able to identify what knowledge is required to meet its objectives and satisfy its customer. HRM practices should work in such directions that the

organization is able to develop its intellectual capital.

- To define what kind of behavior the company expects from its employees for its success. Further HRM practices should ensure that the expected behavior is encouraged, valued and rewarded in order to motivate the employees.
- To encourage and inspire its people to engage themselves whole heartedly and conscientiously in the service they give to the organization.
- To drive the commitment of people towards their organization's objectives keeping its values high.
- To achieve these goals, it becomes important for the organization to have an insight into the association between the HRM practices and organizational policy.

In author's view, human resource management mainly focuses on the HR policies and practices rather than taking macro alignment into account. Although the management way is necessary and useful for organizations to some extent, it is kinds of insufficient for organizations to achieve a competitive advantage, in particular the sustained competitive advantage. In order to compete better in intense competitions, organizations should adopt a strategic approach to human resource management.

2.3.6 Strategic Human Resource Management

The focus of SHRM is on the longer-term strategic needs of the organization in terms of its people, rather than day-to-day HR policies and practices (Truss, Mankin & Kelliher, 2012). Strategic human resource management addresses the need to create vertical linkage of HRM attributes with corporate strategy as well as horizontal linkages that integrate practices among HR functions (Werbil and DeMarie, 2005).

There are many concepts of SHRM defined by scholars during decades. One of the best known is by Wright and McMahan (1992: 298) who described it as: 'The pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals.' The newest version is defined as 'The choice, alignment, and integration of an organization's HRM system so that its human capital resources most effectively contribute to strategic business objectives.' (Kaufman, 2015). The definitions also imply the difference between HRM and SHRM. Author summarizes a table of comparison between SHRM and

traditional HRM as below.

Table 1- The comparison between SHRM and traditional HRM

Factor	Traditional HRM	SHRM
Objective	Offering available and skilled employees to organizations	Development of employees, Alignment with corporate strategies
Responsibility of management	HR managers	Line managers
Control	HR policies, disciplines and rules	Adaptable, flexible management based on HR characteristics
Perspective	Short-term view	Short, medium and long-term view
Culture	Bureaucratic, administrative and obedient	Engaging, empowering and communicative
Metrics	Cost leadership	Investment in HR, Value creation
Role of HR department	Deal with existing problem	Motivate and guide employees

2.3.7 The Impact of SHRM

Many studies have suggested that SHRM can make an impact on performances. Truss et al (2012) summarize the impact into four levels, including individual, unit, organizational and financial levels (See table 2).

Table 2-Indicators of SHRM outcomes

Individual	Attitudes, such as commitment or engagement Behavior, such as turnover and levels of absenteeism, or organizational citizenship behavior Performance
Unit	Group or unit performance

Organizational	Organizational performance, productivity, and quality, organizational characteristics, such as agility and flexibility, organizational learning, innovation, and social climate
Financial	Cost control, sustained competitive advantage, shareholder value, return on assets, stock price, and sales

The modern rationale for SHRM is that it is the basis for developing and implementing approaches to people management that enable the organization to meet the needs of all its stakeholders and take into account the changing context in which the firm operates; and thereby strategy drives HR practices that, in turn, drive workplace performance (Armstrong and Brown, , 2019). Kaufmann (2015) wrote that, in particular, SHRM helps organizations discover and implement methods to more effectively use their human capital to create and sustain competitive advantage in an increasingly competitive and globalized marketplace.

However, Opinion in this subject is divided. Some commentators have argued that there is now ample evidence to suggest that effective HR practices will yield significant performance outcomes at both the individual and organizational levels. Most have urged a degree of caution in asserting that there is a clear and causal link between the two, citing problems in terms of the way in which HRM and performance are specified and measured, the methodologies used in research studies, variations between sectors, and uncertainties surrounding the relevant theoretical framework. Yet, intuitively it makes sense that if people are managed effectively, their contribution will be greater, although there is as yet not enough evidence on exactly what ‘effective’ means in this context. Based on this, both HR managers and line managers need to cooperate together, and more research is needed on how line management and HR interact with one another to create a positive organizational performance climate (Truss, Mankin & Kelliher, 2012).

2.3.8 The Issues of SHRM

It is argued that the focus of SHRM by academics as a science-based model where organizations and HRM are studied as if in a laboratory setting with much less priority on experiential contact and practical results, and much greater emphasis on analytic theory

development (Kaufman, 2015). Because of this reason, HR practitioners somehow separate with SHRM research. Hence, the first issue can be generalized as the requirement of making SHRM more practical and relevant to HR practitioners.

The second issue is the alignment problem. It is critical to align HR strategy with the business strategy (Harrison and Bazzi, 2017). However, the alignment is not easy to implement due to the complex reality. According to Lefter, Marincas & Puia (2007), Strategic Human Resource Management must take into account several external aspects:

- Predictions about the economic progress of the industry in which the company operates and customers

- Position competitors (technology they use, sale price, market share)
- Policy selling short, medium and long
- The uncertain evolution of sales
- Investment Policy and technologies to be implemented in future
- Production policy that will take the company into the future
- Consequences of certain factors that contribute to the emergence of new

The third issue is raised by Kaye (1999) who asked the question ‘Does SHRM benefit employees as well as their organizations?’ He observed that virtually all SHRM research takes the managerial/organizational perspective with an emphasis on the consequences for organizational performance. This, he wrote, suggests that SHRM may be improving the bottom line of companies, but may also be hurting employees – especially when workers are viewed as commodities. As mentioned above, SHRM emphasizes on the outcomes of organizational performance. Employees as the important resources might be fully taken advantage of so that the wellbeing of employees is difficult to guarantee as what was promised at the beginning. Hence, it is suggested that we need to take a wider, more contextual, more multi-layered approach founded on the long-term needs of all relevant stakeholders (Beer, Boselie & Brewster, 2015).

2.3.9 The Future of SHRM

Author believes that above issues will be improved or solved after the better development of SHRM. There is general agreement that HR strategies and the role of the HR function will

in the future continue to be closely linked to what happens in business more generally (Truss, Mankin & Kelliher, 2012). However, there are still some other voices holding a different view. According to Delery and Roumpi (2017), the field of SHRM is going in circles as it is evolving. Since Barney and Wright have observed the link between HRM practices and organizational performance partially made up by human resource in 1988, contemporary researchers still try to explain the 'black box' between HRM practices and firm performances in order to confirm human capital resources are at least partially the link between HRM practices and firm performance. Delery and Roumpi (2017) argue that this brings the field full circle to the basic quest of specifying the HRM practices and their combinations that are associated with higher levels of organizational effectiveness. We would like to see how is SHRM going in the future.

3. Methodology

After amounts of secondary research, such as reading research paper, surfing on the official websites, journal articles and other available annual reports, author initially chose three excellent companies as her options, which were Lenovo, HUAWEI and Samsung. Making the comparison between each two companies, author decided HUAWEI as the target company. The main reasons are in three aspects. The lack of relevant information about managing people in Lenovo's website and annual reports. It is clear that Lenovo pay much attention on the business part rather than its internal development. As to Samsung, although the number of employees is the biggest one compared with other two companies, but Samsung does ordinary HRM to its staffs without firm-specific highlight. Conversely, no matter the annual report or the information on the website, HUAWEI seems to emphasize on its staffs with bunds of creative management approaches. So, in the first contest, HUAWEI wins due to the much more useful secondary information than the other options. Besides, what HUAWEI has done for its employees is full of creative and legendary, and those approaches are quite adaptable to educating topic. Finally, the HUAWEI headquarter is located at Shenzhen where is the hometown of author. Author is able to interview some people who work in HUAWEI and prepare to collect comprehensive data as the foundation of the case.

The semi-structured interview is adopted as the method to collect internal information of HUAWEI's employees. Author decides on the general topic in employees' working satisfaction. The topic includes several dimensions, such as average working hour, office atmosphere, working state and the satisfaction of wellbeing, disciplines, etc. Four staffs (two of them are from Portuguese subsidiary, the other two are from headquarter) are interviewed, who are working at the General business support department, Logistic department, IT service and Retails separately. Surrounding by relaxing and private environment, interviewees and interviewer make a communication followed the main topic naturally. The results of interview explain the difference of welfare between headquarters and subsidiaries. Also, we can better know about the well-being of expatriates with detailed description. Furthermore, we can consciously discover how do employees fit into organization from them answers. These results enrich The Management of Employee part of case. There are a number of advantages to adopt

semi-structured interview as the method for data collection. For instance, the low non-response rate enables the amount of data increasing as much as possible. The interviewer can directly evaluate the validity of answers and interviewees' attitudes through observing respondents' tone, facial expression and behavior. These are the reasons for collecting data by semi-structured method.

After that, it is also important to better understand the general company structure of HUAWEI in order to complete the whole case, such as essence business, business volume, culture, etc. This relevant information is obtained from HUAWEI annual report, news and journals, which are categorized as secondary resources.

In conclusion, in terms of the qualitative method employed as the foundation method, the case is well built up with amounts of data. Author is able to do primary research through semi-structured interview and secondary research in order to collect useful information of HUAWEI.

4. Lecture Plan

Phase 1- Giving the objective of our class is the content of Strategic Human Resource Management. In the beginning, to ask students does anyone know the concept of SHRM and let them guess the meaning of SHRM is a method to attract students' attention on our course. Then, professor begins to explain the whole story of SHRM. This phase should cost no more than 10 minutes.

Phase 2- Firstly, professor summarizes the background of the SHRM in order to help students understand the environment at that time. Then, professor should explain the concept of Strategy, Competitive Advantage and RBV, which are the cornerstones for understanding the concept of SHRM. After that, the concept of SHRM will be explained by gradual order. Finally, what is the impact of SHRM cannot be neglected because students should know the meaning and the importance of SHRM. Based on the above education, students are likely to have a general idea for SHRM, although the impression is still kind of literal. The second phase should cost around 40-50 minutes.

Phase 3- The case of HUAWEI should be taken use of after understanding the knowledge of SHRM. Students will be divided into groups with maximum 6 people per group. Students must answer the questions below the case through group discussion after reading the case. The reading and discussion time should take no more than 30 minutes. Then, professor encourages each group to give their answers with the analyzing process one by one. If there is any controversy of answers in different groups, the whole class should be involved in the analyzation and figure out the agreed answers. The time spent on phase 3 cannot exceed 1 hour and a half.

Phase 4- At last, to sum up the questions' answers is necessary. Meanwhile, professor needs to add the unanswered points and give final conclusion of the case and our course. The total time of phase 4 should be around 15 minutes in maximum.

5. Lecture Issues

After reading the case, students should answer the questions below:

- Q1. How is HUAWEI managing people toward its strategic objectives?
- Q2. In your opinion, what are HUAWEI's innovations in its HRM?
- Q3. What does HUAWEI do in motivating employees' engagement?
- Q4. Based on the questions you answered above, what do you think about the impact of Strategic human resource management?

6. Resolution of issues

Q1. How is HUAWEI managing people toward its strategic objectives?

Firstly, we should figure out the meaning of strategic objectives. Strategic objectives are long-term organizational goals that help to convert a mission statement from a broad vision into more specific plans and projects. They set the major benchmarks for success and are designed to be measurable, specific and realistic translations of the mission statement that can be used by management to guide decision-making.

The vision of HUAWEI is to bring digital to every person, home and organization for a fully connected, intelligent world. And it is specified into the mission:

- Provide ubiquitous connectivity to give everyone equal access to connections;
- Provide pervasive intelligence to drive businesses forward;
- Build digital platforms to help all industries and organizations become more agile, efficient, and vibrant;
- Deliver a personalized experience to all, respecting the unique character of everyone, and enabling the full potential of every person to be realized.

Based on the vision and mission of HUAWEI, we can analyze and generalize that the general strategic objectives of HUAWEI are to succeed in ICT industry and bring value to customers worldwide. ICT industry is an industry that related companies have to be innovated continuously to satisfy not only current customers' needs but also future needs in case of outdated. The mission of HUAWEI emphasizes on the technological innovation and development, which explains the implication of its objectives. HUAWEI pays great attention on research and development that more than 8,000 employees were involved in R&D, accounting for 45% of the total workforce in 2018. HUAWEI clearly knows the key factor of its own business is the innovative ability so that the development of R&D department should be underlined by the corporate. The recruitment emphasizes on R&D, helping for products' development and innovation, which aligns with the strategic objectives of HUAWEI.

Besides, the settlement of practice bases and iLearningX platform is used for training employees so as to staffs can be improved and make creative contribution on innovation through

continuously training. The better understand of how things work in the field, how they create value for customers, what services and solutions HUAWEI has, and what HUAWEI culture of customer-centricity is all about, the better potential of employees can be motivated. Hence, staffs would like to make effort to deliver valuable value to customers, which is parts of strategic objectives want.

The “Contribution and Share” bonus system encourages internal staffs to work harder rather than work over time. Because this system only rewards employees who provide customers with more value. The reward on efficiency and effect avoids the useless over-time work. Employees then concentrate on creating value, which is aligned with organizational objectives. This plan not only controls wealth gaps and allows employees to earn more, but also allocates more influence and authority to those who show strong skills. The number top-performing employees is growing fast.

Organizational culture is regarded as underlying value, psychological emotion and internal environment in organizations. It affects the way staffs interact with groups and corporates. HUAWEI organizational culture is known as wolf culture, containing three typical characteristics, which are keen sense of smell, resistant to coldness and taking actions in teams. In terms of wolf culture atmosphere, employees of HUAWEI become sensitive to the market information and could response promptly to any changes. The fearlessness of difficulties and eagerness of making progress are insisted by each member of HUAWEI, no matter how complicated the hardship is. Team cooperation is always underlined that people in HUAWEI are encouraged to develop and share personal opinions with each other. Taking wolf culture as organizational culture is a significant way to boost employees complying with strategic goals.

Huawei adopts different approaches for different groups of talent within the company, and cultivate a fertile environment where everyone can leverage their strengths, maximize contribution in the roles that suit them most, and receive the greatest possible rewards in return. In other words, the achievement of individual success could be helpful for corporate success.

It is clear that the localized employment rate of HUAWEI has been around 70 percent in three years. Hiring local staffs is a win-win approach for HUAWEI. On one hand, the cost of expatriates and cultural clash between employees can be reduced. On the other hand, the

subsidiaries can better join in the local society due to the process of managing local employees. All of these are beneficial to the worldwide business of HUAWEI.

Overall, students should clear out the strategic objectives of HUAWEI as the first step of analysis. Then, underlining the people management practices showed in the case is also an important step. Aiming for its strategic objectives, students should select the appropriate practices that align with them and give reasonable explanations. This is the solving clue of the first question.

Q2. In your opinion, what are HUAWEI's innovations in its HRM?

The concept of human resource management is the management and development of employees in an organization, including the process of recruitment and retention, compensation and benefits, training and development, employee engagement and recognition, labor and employee relations. However, HR managers tend to follow the guideline or HR policies to manage employees rigidly rather than flexible reaction with organizational strategies. Hence, the innovation of HRM is regarded as the initiative management of employees that HUAWEI does. According to this clue, we would like to clear out what does HUAWEI do in initiative management of employees.

Employee shareholding scheme is the most creative policy implemented in the internal organization that the founder Mr. Ren Zhengfei only takes nearly 1.14% of stock and the rest stocks are shared by employees. This scheme is not only a reward or compensation for its staffs, but also motivating the participation of employees. Employees actively take responsibility for corporate businesses due to the connection of share dividend. If HUAWEI develops and does business in an upgraded route, the value of corporate stocks will be more valuable. The whole company adopted employee shareholding scheme in the early stage and keep it till now, in terms of the initiative thinking of HRM. Honestly, it is a rare behavior in contemporary industries.

The career promotion in HUAWEI is not as rigid as other companies do. HUAWEI believes the much value you create, the much reward you deserve. In other words, fairness plays an important role in the employee promotion. HUAWEI implements fast-track promotion that outstanding employees who can gain better achievement would be promoted on a higher occupation so as to match the value you create. This type of career development is a huge attraction for internal staffs to activate their enthusiasm.

The graph 2 describes the investment in employee benefit during 2014 and 2018. The tendency of spending was continuously increasing in 5 years and attained 2 billion U.S. dollar in 2018. Good employee benefit can improve the employee productivity and reduce the turnover so that HUAWEI spends amounts of earnings on it. Besides, HUAWEI sets up integrated healthcare platform to protect the worldwide HUAWEI's staffs from accidents. Also, HUAWEI takes good care of its own employees with daily welfare that staffs including interns can obtain enough meal allowance.

Typically, expatriates as the core labor, would receive bundles of preferential treatments when they are sent to foreign subsidiaries. HUAWEI offers not only abroad allowances as well as aids, but also undertakes transportation fee and housing fee. As the direct parents of those expatriates, they are involved in the program that local subsidiaries help expatriates' parents settle down as far as possible, if parents want to stay with expatriates. HUAWEI realizes the importance as well as necessity of employee benefit, which plays an important role in employees' efficiency. Thus, they actively pay attention on employee benefit by providing staffs with various services.

HUAWEI attaches importance to employee relations in terms of its core value in openness, collaboration and shared success. HUAWEI believes in the power of dissolving boundaries and working together to build an ecosystem that thrives on shared success. Also, the fairness is baseline of staffs' work that rewards count on your contribution. If people work together in an open and collaborated atmosphere so as to achieve shared success as a long-term goal, the relationship between employees would not be against each other. However, as we mentioned above, HUAWEI takes fast-track promotion as a channel to encourage staffs work hard to compete colleagues. Hence, the brilliant point of HUAWEI is not simply creating harmonious environment for internal staffs' relationship, but still motivate them doing positive competition between each other. Because excess harmony of the employee relation may result in negative efficiency, which is useless for the development of enterprises.

Some HR regulations in HUAWEI are not as strict as other companies do. Basically, employees can go to work without time limitation if they can achieve their tasks perfectly. Because HUAWEI is a company which pay attention to the value creation so that if you can

accomplish your work efficiently, why don't give employees more flexibility? Meanwhile, except for disclosing thighs and toes, employees can dress up in their preferring ways with a casual wear. The less constraint on staffs, the less pressure on their minds. Then, the innovation can be better motivated during daily work.

In terms of vertical management, the control of whole HUAWEI is not monopolistic due to the Commission of Representatives. The Representatives Commission of HUAWEI in which elected by shareholding employees is the highest decision-making body, making decisions on important company matters, like profit distribution, capital increases, and the elections of members of the Board of Directors and the Supervisory Board. Basically, no matter the board of Directors, Supervisory Board or Representatives Commission, they all tie up with amounts of shareholding employees closely. When employees are empowered to make decision on big deals of HUAWEI, they would like to be more interested in attendance rather than avoidance during the process of management.

It is clear that several innovative practices are implemented on human resource in HUAWEI improving human resource behavior, impacting employees' wellbeing and working environment. We can figure out that the use of these initiative human resource management practices is beneficial for the development of corporate. The alignment of innovative human resource management approaches with HUAWEI's business goals can maximize the effect of HRM.

For students, they have learnt the related knowledge of human resource management already, which means the basic ability of answering this question exists. So, after recalling the concept and functions of HRM, students should think about the meaning as well as requirement of innovation. Does HUAWEI make any contribution on its people management that few of competitors make? This question can be the clue to ask the second case issue, thereby give the answers with reasonable analysis in front of classmates.

Q3. What does HUAWEI do in motivating employees' engagement?

An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values.

IF an employee feels engaged, they usually have the feelings below:

- Feel that their work is meaningful and make a difference.
- Feel valued, trusted and respected.
- Feel secure and self-confident.

In other words, the more an employee feels part of a corporate, the more likely it is that they are engaged with their work. Chandani et al. (2016) reveal some factors of Employee Engagement that those factors can affect employee engagement. The scholars describe the major factors of employee engagement which were leadership, respectful treatment of employees, effective management of talent, empowerment, pay and benefit, fair treatment, communication, nature of job, health & safety, talent recognition, clarity of company values and policies, company's standard of ethical behavior, organizational politics and personality factors etc. The research also reveals the significant and positive relationship between employee engagement and organizational performance in terms of productivity, sales and job satisfaction.

Scholars Jemima and Jivan (2019) also summarize the main seven factors impacting on employee engagement, which are organizational supportiveness, procedural justice, perceived trust, job characteristics, role efficacy, rewards & recognition and empowerment.

Hence, HRM practices such as work design, training, career development and employee relations are important for generating employee engagement. We turn it back to our case to see how does HUAWEI motivate its employee engagement.

The most evident practices are Employee Shareholding Scheme, Fast-track promotion, Employee benefit and Organizational Culture. Employee Shareholding Scheme can not only reward employee, but also make staffs feel they control parts of the whole enterprise. To some extent, they are empowered to be shareholders of HUAWEI in order to activate their working responsibilities.

When employees obtain fair and valuable career development opportunities in terms of Fast-track promotion, they tend to believe that they have opportunities to develop. Then, they are likely to work harder with high responsibility and good quality to creating new products, such as Mate 20pro and P30 line. This is also the result of high employee engagement.

The above practices for employees that HUAWEI adopts can be seen as the way to motivate and develop employee engagement. No matter the practices of employee shareholding scheme, fast-track promotion, core value of openness, collaboration and shared success, and fair bonus distribution system, excellent employee benefit are all beneficial for the improvement of employee engagement. The corporate with engaged employees can be seen as having better employee loyalty and productivity, which is a positive trend for HUAWEI's future development.

We understand how important of employees' behavior impacting on the corporate success. The employee engagement is kind of new concept summarized by scholars. As we mentioned above, the advantages of engaged and motivated employees are positive towards corporate growth. Especially, the companies that are high related with technological innovation greatly count on the dedication of employees. Hence, as a cutting-edge technology corporate, HUAWEI is committed to improve employee engagement in order to achieve better feedback and development from its own staffs. Employee engagement is also an important considering part of HR strategies, which HUAWEI must make great effort to improve it well based on the routine of organizational goals.

Q4. Based on the questions you answered above, what do you think about the impact of Strategic Human Resource Management?

Basically, HUAWEI makes effort to align with corporate strategic goals through corresponding HR strategies and approaches. As a contemporary technological enterprise who wants to achieve success, they understand the importance of employees so that the great investment in the development of employees is inevitable and voluntary. Unlike other traditional companies, taking cost leadership as their priority. Hence, the main impact of HRM in HUAWEI are emphasizing on the strategic human resource management in order to ensure the alignment with corporate strategic goals and improve the organizational performance as a result.

The organizational culture of HUAWEI is named as wolf-culture, which includes keen sense of smell, resistant to coldness and taking actions in teams. In terms of wolf culture atmosphere, employees of HUAWEI are extremely sensitive to the market information and

could respond promptly to any changes. The fearlessness of difficulties and eagerness of making progress are insisted by every member of HUAWEI, no matter how complicated the hardship is. Team cooperation is always underlined that people in HUAWEI are encouraged to develop and share personal opinions with each other. Compared with other competitors, HUAWEI tries to create an engaging, empowering and communicative environment for the internal staffs. Then, employees would be more dedicated to create value rather than resignation.

In terms of the governance of HUAWEI, the chairman occupation is rotating rather than perpetual. And, the decision making depends on the representative commission which is made up of shareholding employees so that the administration of people management tends to be more democratic. Also, according to the core of wolf-culture and developing objectives of HUAWEI's HRM, the control of HR management is kind of adaptable and flexible based on the employees' characteristics. Thus, the social climate inside organization tends to be open and equal instead of bureaucratic as well as corrupted.

There is no emphasis on the status and disciplines of HR department in HUAWEI. Whether it is the Fast-track promotion, or the spread of core value with "creating value", the HR department role aims to motivate employees to work efficiently. Meanwhile, taking use of internship training system and practice bases is useful for selecting and developing well-performed potential talents for future needs. Nowadays, the HUAWEI achievement in ICT industry is closely connected with the dedication of talent staffs.

The HR decisions that HUAWEI makes are not usually short-term since the Employee Shareholding Scheme has been deployed for employees. Besides, the long-term perspective held by employees achieve accomplishment in 5G network eventually after decades in terms of HUAWEI vision and mission. As a result, the long-term view promotes the whole organization to continuously learn new knowledge and gain experiences that we can see it from the number of patents during these years.

Many companies take employees' work as granted and try to extend the working hours as long as possible. Also, the preference of simply cutting the salary level in terms of seniority and working hours is usually the metrics in their progress of people management. But, HUAWEI does in a different way that they encourage employees to create value efficiently during working

time instead of few value creations with overwork. The HR department counts the amounts of value that each employee creates and transfers it into the component of personnel rewards, which could bring the fairness to hardworking employees. To sum up, the standard of metric in HUAWEI's people management focuses on value creation of employees. This metric is beneficial to upgrade the launch of new products.

It is obvious that the effort of HUAWEI's HR management is not in vain according to the achievement of HUAWEI during these years. Employees are encouraged to be engaged and committed to their own jobs. The long-term teamwork of HUAWEI makes great improvement on cooperation and information sharedness. For the whole company, the innovation of HUAWEI is pretty high that creates cutting-edge network and devices with great numbers of patents. It helps the increase of HUAWEI's productivity and product quality during the decades of development. Due to the sensitive of market from staffs, HUAWEI is agile to react on the changes of market demand. Hence, it is not surprising that HUAWEI can gain high revenue sales and competitive advantage based on its good management of employees.

There is no denying that positive management of employees can highly promote performances. It is argued that Strategic Human Resource Management impacts on performances. The outcomes of performances can be divided into four levels, which are individual level, unit level, organizational level and financial level. On individual level, there is no denying that positively managing approaches can highly improve the employee engagement as we have answered in question 3. Employees are willing to make commitment with positive attitude through their working. On unit level, the cooperation and information sharedness between group members are continuously strengthened, which is beneficial for the group performance. For the organizational level, the organizational performance such as productivity and quality can be improved. Besides, Organizational characteristics such as innovation, social climate, sustained competitive advantage, organizational learning, shareholder value and sales can be formed.

Overall, what we have summarized above can be regarded as the impact of Strategic Human Resource Management that we can have a basic understand of the new concept – SHRM. The conspicuous difference between Human Resource Management and Strategic Human

Resource Management is “Strategic”, which we can figure out from literal concept. According to HUAWEI HRM practices, HUAWEI attaches importance to the corporate strategic goals with corresponding people management. This kind of corresponding response of management can be seen as the alignment. The ultimate target of corporate strategic goals cannot escape from surviving, sustaining or developing the company, which can be generalized in the concept of sustained competitive advantage. Human Resource Management usually mainly focuses on the HR policies and practices rather than taking macro alignment into account. Although the management way is necessary and useful for organizations to some extent, it is kinds of insufficient for organizations to achieve competitive advantage, in particular the sustained competitive advantage. In order to compete better in intense competitions, organizations should adopt a strategic approach to human resource management. In other words, the suitable implementation of SHRM could be one of the best choices to improve the corporate performance.

7. Conclusion

The case aims to help students better understand the concept of SHRM and its impact through analyzing HUAWEI practical case. HUAWEI, an international leading global provider of information and communications technology (ICT) infrastructure and smart devices as the research target. In author's opinion, HUAWEI has its strategic and firm-specific management approaches for employees, which combines with our theme well. And hopefully, students could learn practical thinking from the case thereby apply related knowledge to realistic situation in the future. In terms of researching on the development of HUAWEI, author figures out that HUAWEI attaches importance to its employees. The animated management behavior for staffs would be the best example to show in front of students.

In the case, we begin from the basic introduction of HUAWEI enterprise following the time clue. Then, the businesses and brand philosophy of HUAWEI should not be neglected because people usually know about the company in a general way so that they may have no idea about the meaningfulness of subsequent management practices. How does HUAWEI manage its employees is the core content of the case, including recruitment process, organizational culture and employee benefit, etc. Author takes a deep look on its annual reports and official website in order to extract the related information of employees' management practices.

Then, making a semi-structured interview with four internal employees is still necessary to obtain more detailed information. The four interviewees are divided into two groups according to the different subsidiaries to make sure the information as comprehensive as possible. One is from headquarter of Shenzhen, the other comes from Lisbon subsidiaries. The interviewer can directly evaluate the validity of answers and interviewees' attitudes through observing respondents' tone, facial expression and behavior. These are the reasons for collecting data by semi-structured method.

On the basis of these channels, the content of employee management can be replenished. At last, the recent issues are most related happenings that greatly impact on HUAWEI, which make students get to know the realistic situation of the company. The forecast of future development and potential challenges are the expansion of case so that students can hold a comprehensive understanding for the corporate.

There are four questions according to the case. Students are expected to know the priority of strategic objectives in SHRM that the SHRM should align with the companies' strategic objectives after answering the first question. They are likely to sum up the strategic objectives firstly and find out the corresponding managing approaches that HR departments implements. According to the second question, students are required to figure out the HRM innovation from the case, which helps they know the managing behavior of HUAWEI is kind of different from usual HRM. This question encourages students to think about the characteristics of this new managing way-SHRM.

The rest of questions are designed to guide students to be conscious of the impact of SHRM. It begins on the specific level of employees that the engaged employees can be motivated by suitable HR practices. After that, students are expected to analyze the overall case for summarizing the comprehensive impact of SHRM. If students would like to know why we learn about SHRM and try to implement it into our practical situation, they have to understand the impact of SHRM. Then, targeted approaches can be implemented according to the corresponding effect.

In strategic human resource management, human resources department plays a key role and has a strong influence in strategic decisions at the organizational level. To face competition from others, organizations should move to a strategic approach to human resource management. In order to achieve sustained competitive advantage of organizations, the implementation of SHRM practices is necessary.

In conclusion, the case applying to SHRM course guides students to practically analyze the real company in teamwork. The analyzing results are going to make a deep impression on students because of individual participation, compared with simply superficial teaching. The author believes that students will definitely have a better understanding of related knowledge of SHRM.

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