

**ADVANCES IN THE TECHNOLOGY  
OF MANAGING PEOPLE  
CONTEMPORARY ISSUES IN BUSINESS**

SERIES EDITOR: EMMA PARRY  
THE CHANGING  
CONTEXT OF  
MANAGING  
PEOPLE

EDITED BY  
PAMELA ANN GORDON  
JULIE A. OVERBEY



# **ADVANCES IN THE TECHNOLOGY OF MANAGING PEOPLE**

# THE CHANGING CONTEXT OF MANAGING PEOPLE

Edited by Professor Emma Parry, Cranfield School of Management, Swindon, UK

The past two decades have represented a time of unprecedented social, technological, and economic change that has required a transformation in human resource management (HRM). Shifts in demographics, continued increases of women in the workforce, and greater mobility across national borders have led to higher diversity in the workplace. Advances in technology, including social media, have enabled new ways of doing business through faster communications and vast amounts of data made available to all. Mobile technology with its ubiquitous connectivity has led to renewed concerns over work–life balance and extreme jobs. These and many other changes have seen evolving attitudes toward work and careers, leading to different expectations of the workplace and mean that existing ways of managing people may no longer be effective. This series examines in depth the changing context to identify its impact on the HRM and the workforce.

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# **ADVANCES IN THE TECHNOLOGY OF MANAGING PEOPLE: CONTEMPORARY ISSUES IN BUSINESS**

EDITED BY

**PAMELA A. GORDON, PHD**

*University of Phoenix, USA*

**JULIE A. OVERBEY, PHD**

*University of Phoenix, USA*



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INVESTOR IN PEOPLE

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# Foreword

*The world is changing* is a phrase that is overused and underappreciated. As an IT Sales Executive with over 25 years' experience, it gives me great honor to share my insights and enthusiasm for *Advances in the Technology of Managing People: Contemporary Issues in Business*. I have firsthand experience on how technology positively impacts an organization's ability to compete in an ever-changing digital world. Today's IT professional must be vigilant to current marketplace trends, embrace the virtual workplace while developing flexible, tactical, and strategic plans that address the organization's overall short- and long-term business goals. All of these protect secure company assets, intellectual property, personal data, customer and patient information that are stored virtually everywhere. Data are warehoused and traverse diverse types of storage and platforms, such as in public and private clouds, virtual servers, tablets, smartphones, and wearables.

In my experience in providing IT and IT Security solutions to thousands of clients, the role of IT has evolved to be a strategic component and critical success factor in business planning for today and for the future. Providing secure, emerging, and advanced solutions to the world's largest financial institutions, media companies, prominent educational institutions, global and national healthcare organizations, and manufacturing companies has provided keen insight to the challenges companies face in a global, digital world.

We live in a connected world where the lines between personal and business tools are blurred. Employees, students, patients, executives, clients, and vendor partners choose organizations based on a seamless user experience, maintaining and demonstrating a secure environment, while providing exemplary service. In the past, these roles and responsibilities would be siloed. In a fully connected and often virtual workplace, we must consider all aspects of the user/employee experience. The following chapters will address the many current, relevant topics that all organizations face today, while providing a path to the future. How we collaborate on a cross-functional level will determine our success in employee and client retention, position us for the future, and keep IT relevant to the business. Companies continue to struggle with attracting and maintaining talent while implementing online tools and education to preserve intellectual capital.

Whether you are responsible in full or in part in developing, maintaining, or executing a strategy for your organization, the content in this book will provide you with basic and advance guidance, thought-provoking strategies, practical applications and tools via case studies that are adaptable to any environment. Ensuring key stakeholders are educated and involved will assist in bridging the

gap between technical and non-technical decisions that will positively impact the success of an organization. Gaining knowledge of and understanding how to apply emerging technologies such as the Internet of Things, The Cloud, Machine Learning, and the Artificial Intelligence will help you create and maintain an agile workplace. Professionals with a current knowledge of emerging, accelerating, and disruptive technologies and how to apply them in a meaningful, common-sense approach are a valuable part in staying relevant. The following chapters will provide a keen insight into this modern-day challenge.

I sincerely hope that you enjoy the following pages and apply these tools and techniques to enhance your workplace, as I have.

Media A. Landry,  
Global IT and Security Sales Executive

# List of Contributors

Bridget Arena, *Grand Canyon University, USA*

Christa Banton, *University of Phoenix, USA*

Cynthia L. Banton, *University of Phoenix, USA*

Carol Belle-Hallsworth, *University of Phoenix, USA*

Kevin Bottomley, *University of Phoenix, USA*

Torres L. Brown, *University of Phoenix, USA*

Anna Copeland Wheatley, *University of Phoenix, USA*

Luciana Crawford-Starks, *University of Phoenix, USA*

David J. Fogarty, *Colombia University, USA*

David E. Frost, *University of Phoenix, USA*

Pamela Ann Gordon, *University of Phoenix, USA*

Lillie M. Hibbler-Britt, *University of Phoenix, USA*

Bryan M. Howell, *University of Phoenix, USA*

Karen K. Johnson, *University of Phoenix, USA*

LauraAnn Migliore, *University of Phoenix, USA*

Julie A. Overbey, *University of Phoenix, USA*

Susan A. Peterson, *University of California San Diego, USA*

Michael A. Piel, *IceBridge Research Institute, Colombia*

Karen Putnam, *University of Phoenix, USA*

Mina Richards, *University of Phoenix, USA*

Tatiana Walsh, *College of Business and Information Technology at University of Phoenix, USA*

Irina A. Weisblat, *The Forbes School of Business and Technology at Ashford University, USA*