



University of Wales

Trinity Saint David

LEVEL 7 ASSESSMENT SPECIFICATION

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                      |                                                                 |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------|
| Student name:                   | Lawrence Qin                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Student ID number:                                   | 2031014                                                         |
| Programme:                      | MBA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                      |                                                                 |
| Module:                         | Human Resources Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                      |                                                                 |
| Module code:                    | HKBM7007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Contribution to Overall Module Assessment (%):       | 50%                                                             |
| Lecturer:                       | Dr Leo Ho                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Internal Verifier:                                   | Dr Terence Li                                                   |
| Assignment Title:               | Assignment 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Word count (or equivalent):                          | Individual Presentation 15                                      |
| Submission deadline:            | Dec 5, 2021 - Oral Presentation<br>Dec 5, 2021 - Submission of finalized PowerPoint slides                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Return date of provisional marks & written feedback: | 14 working days after submission of finalized PowerPoint slides |
| Submission method:              | All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)<br><b>Late submission of the assessment will result in a late penalty mark.</b> Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates. |                                                      |                                                                 |
| Academic honesty / referencing: | Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.                                                                                                                                                                                                                             |                                                      |                                                                 |

# IBM HRM Digital Transformation with AI

## Agendas

### 01 Background

Introduction of contemporary business environment complexities that HRM operates in, and of company background and HR challenges it faces

### 03 Functional HR Challenges

Highlight HR functional challenges in recruitment and Learning & Training, and AI adoptions at IBM in addressing these burning issues

### 05 Findings & Learnings

Analyze findings and summarize lessons learnt, especially for HR leaders

### 07 Q&A

Questions are welcome

### 02 Digital Change Driver

AI at a glance and HR adoption

### 04 AI Adoption in HR

In-depth analysis of how AI adoption in HR affects the organization and its HR performance

### 06 Recommendations

Provide measurable and time-bound recommendations justified to improve further

### 08 Reference

Academic and bibliography

# 01 Background

## Business Environment Evolutions

01



**HR Role**

Business Processor  
Transformation

Source: Wong (2020)

02



**Industry Changes**

Inward: changes to HR  
  
Outward: changes to  
employees  
  
Across: changes to  
organization at large

Source: Larkin (2017); Wong (2020)

03



**Employee Turnover**

Employee turnover rate  
  
**USD 600 billions** in  
turnover and recruiting

Source: Nelms (2019)

04



**Data Processing**

Recruitment is a lengthy and  
complex process  
  
Time is at essence

Source: Wong (2020)

05

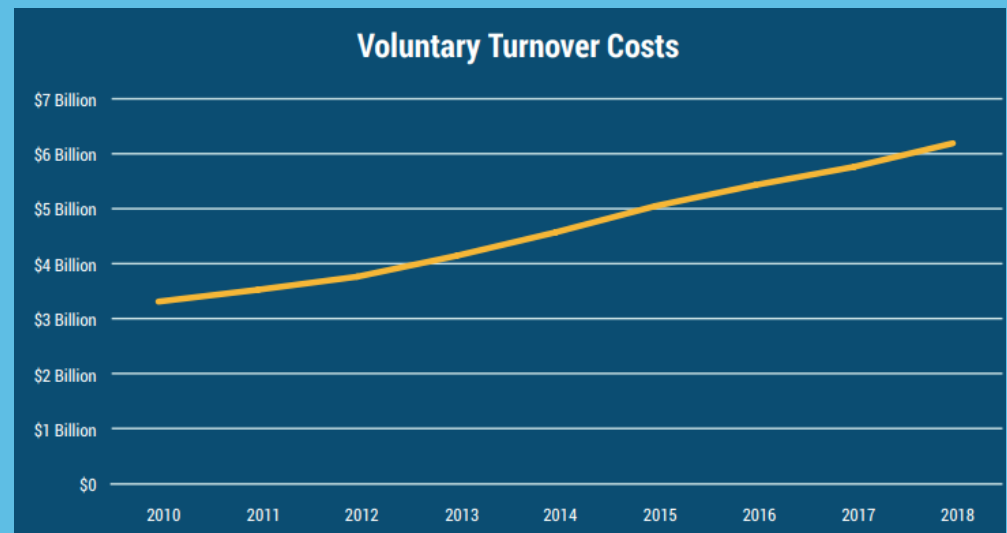
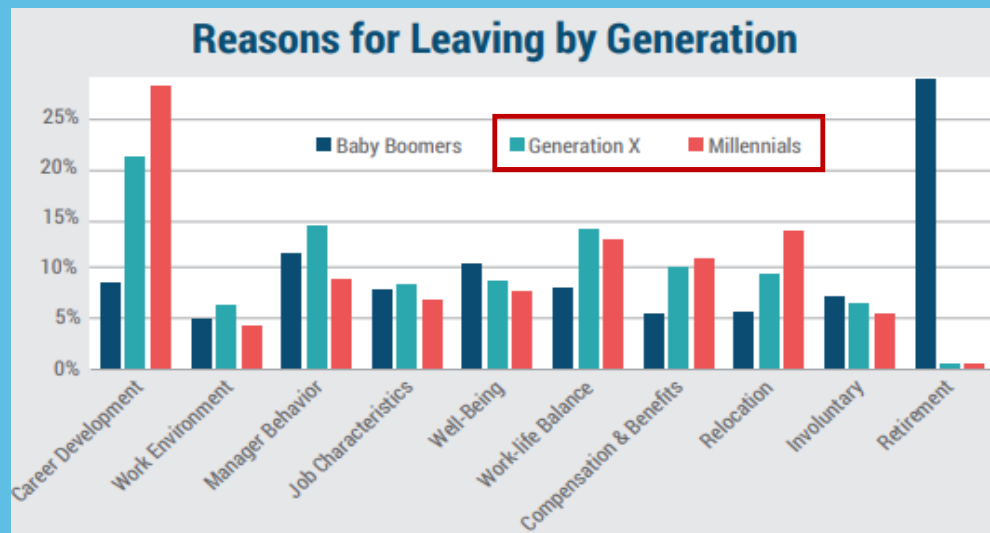


**Data Customization**

Employee engagement  
  
insightful Learning & Training

Source: Larkin (2017)

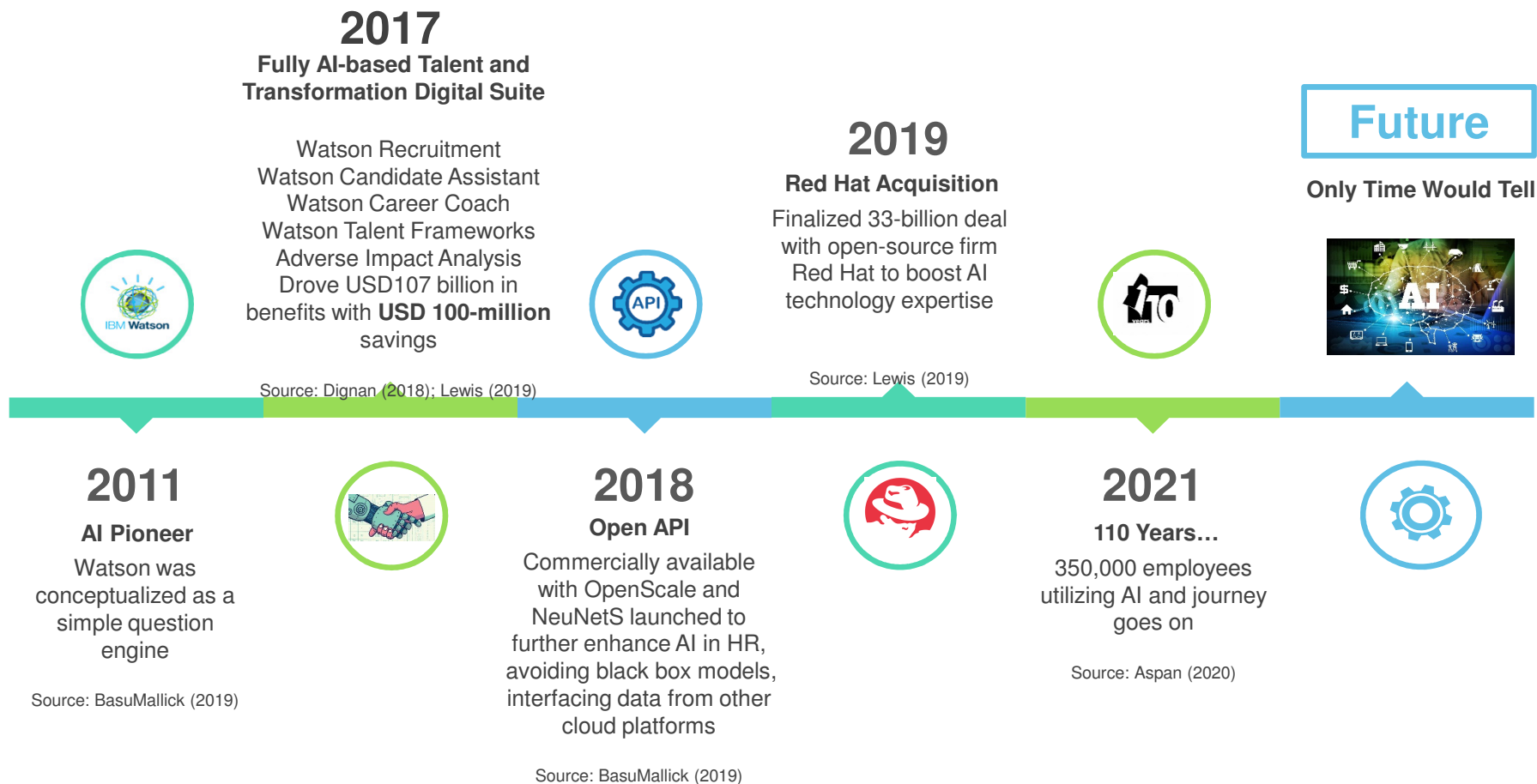
## US Employee Turnover KPIs



Source: 2019 Retention Report (Nelms, 2019)

# 01 Background

## IBM Watson Evolution



# 02 Digital Change Driver

## Artificial Intelligence

### English Definition

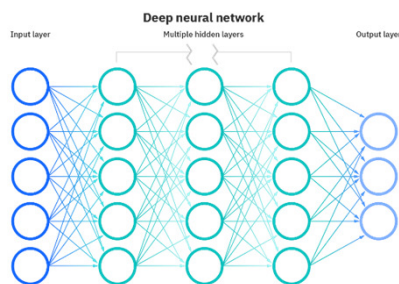
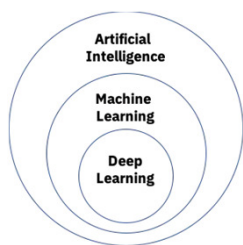


- 1: an area of computer science that deals with giving machines the ability to seem like they have human intelligence
- 2: the power of a machine to copy intelligent human behavior.

### IBM Definition



- 1: an umbrella term that encompasses areas such as machine learning and cognitive computing.
- 2: a branch of computer science that deals with the simulation of intelligent behavior in computers.



Source: IBM (2020)

## AI in HR



To address persistent business & resource challenges in HR



To attract and predict future skill sets



To improve employee Journey



To reinvest HR budget wisely

Source: Guenole & Feinzig (2018)

# 03 Functional HR Challenges in an IBM Context

## Traditional Recruitment



Source: Geetha & Bhanu (2018)



## HR Challenges

Traditional vs IBM



### IBM Recruitment

Candidate quality challenges with slow response in hiring process due to application volumes and HR resources available related to HR financials

Poor candidate skill matches based only on keyword searches, with also less transparency to both candidates as well as IBM

Skill shortages and unfilled vacancies were prolonged, compromising job requisition priorities and business needs

## Traditional Learning & Training



Source: Abdullah (2009); Clarke (2004)



### IBM Learning & Training

Poor learning experience with lower enrollment and completion rates

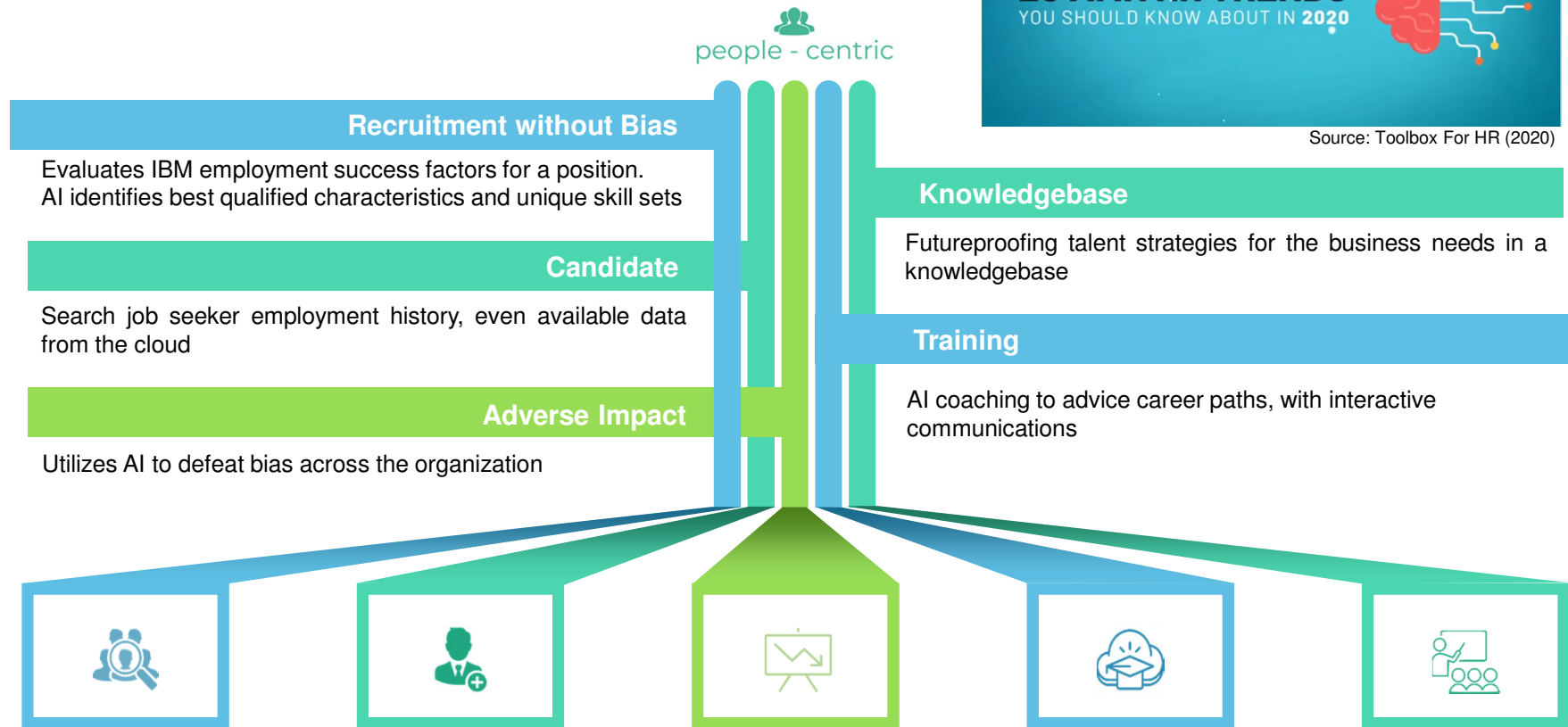
Gaps between current and required skills, misaligned with business strategies

Trainers' charisma and teaching methodology not always suitable for classes from different business backgrounds

Schedules are challenging to meet trainees' busy work commitments

# 04 AI Adoption in HR

## IBM AI-Based HRM 1: Scope and Adoption



Source: Aspan (2020); Dignan (2018); Guenole & Feinzig (2018)

# 04 AI Adoption in HR

## IBM AI-Based HRM 2: Organizational Adoption

*"Throughout the employee journey, it's about driving the right experience, measured by NPS, and driving the right business results, measured through ROI."*

*— Anshul Sheopuri, Vice President, Data, AI and Offering Strategy, IBM*



ROI emphasized in Business case and change management of all AI projects

HR works as a business partner and supervises ROI with USD 107M savings in 2017 alone

**Change  
Management &  
Governance**



Senior management sponsors initiatives

MVP (minimum viable product) agreed to start simple before mass production

**Senior  
Management  
Sponsorship**



A brand-new educational academy helps businesses plan with IBM's expert resources

AI technology training for managers at all levels and from all departments with potential value opportunities in relevant business workflows

**IBM AI Skills  
Academy**



Always-on Open learning platform

IBM personal AI advisor guides career planning to employees

AI-based learning enhances learning results

**Learning &  
Training**



Managers are empowered to confidently override AI

AI creates confidence for hiring managers, safeguarding an improved relationship with HR

**Empower People**

Source: Ahmed (2018); IBM (2018)

# 04 AI Adoption in HR

## IBM AI-Based HRM 3: HR and its Leadership Adoption

**Tom Stachura, Vice President Talent Solutions & People Analytics, IBM**  
AI allows IBM to utilize personnel intelligence and deliver the right **accelerator** in the moment of needs and personalization at **scale**

**Joanna Daly, Vice President Talent, IBM**  
AI **attracts** candidates' attention and bridges business with relevant and useful insights

**Amber Grewal, Vice President Global Talent Acquisition, IBM**  
AI augments HR teams in smart **recruiting** and better values for the business



**Sadat Shami, Director Talent Development, Engagement & Social Analytics, IBM**  
AI **engages** organization and employees to identify **internal potentials** for promotion

**Gordon Fuller, Vice President and Chief Learning Officer, IBM**  
With AI for **training**, managers have important feedback on **how effective** our training is directly from the system

**Richard McColl, Vice President, Talent Technology Practice Leader, IBM**  
AI omnipresent coaching tools make empathetic recommendations for those who embrace performance enhancement through learning



**1 Billion**

Saved 1 billion USD since 2011 from AI adoption in HR



**10,000 Jobs**

AI handles application sorting and matches daily



**300 Millions**

USD 300 millions saving in hiring and HR productivity



**30 %**

30% overall reductions in HR expenses, especially lower-level data verification



**36% vs 12%**

Application conversion rate increased with the right matches



**98 %**

IBM Your Learning visited by 98% employees every quarter



**60 Hours**

Each employee completes 60-hour training per year, with reference to most interested channels by peer



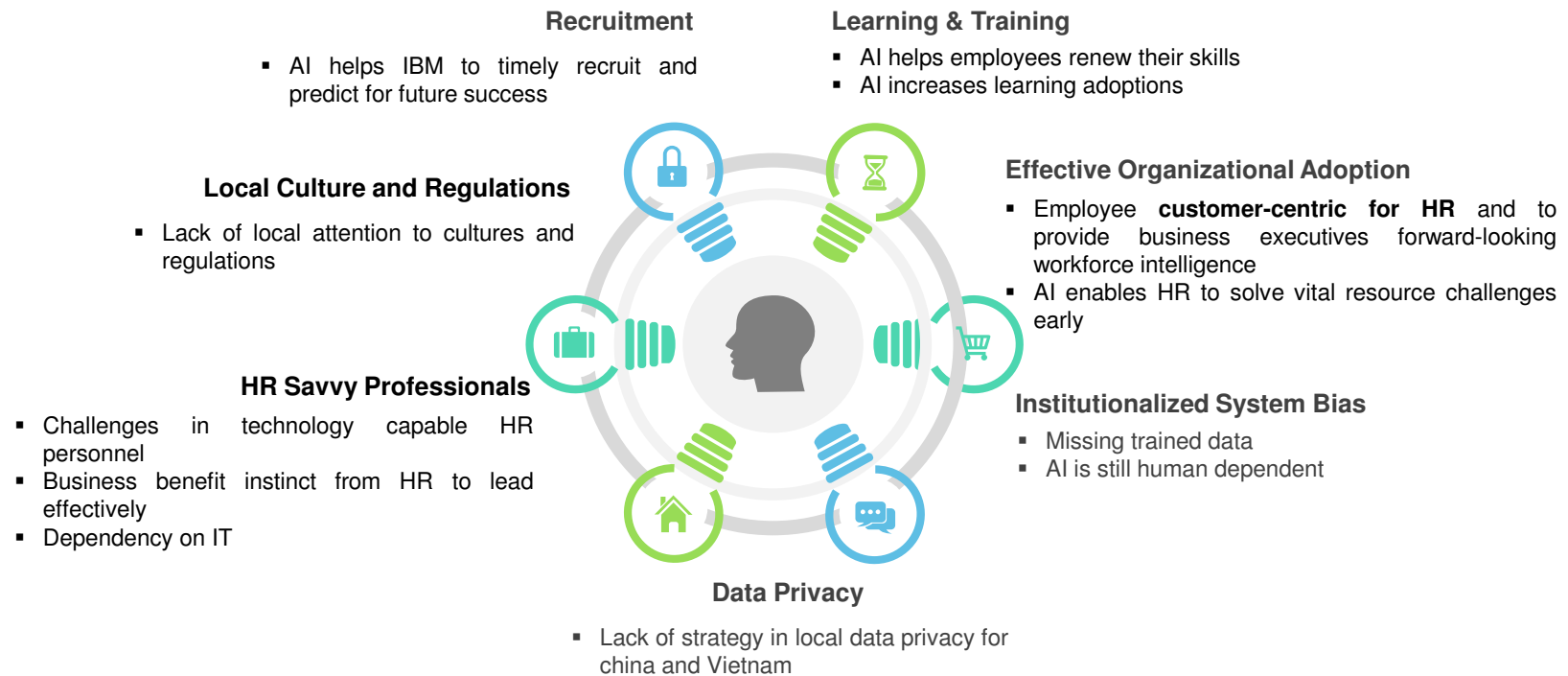
**7x24 = 700**

AI-driven chatbot to answer learning questions all day long to encourage training enrollment, answering 700 questions a day

# 05 Findings and Learnings

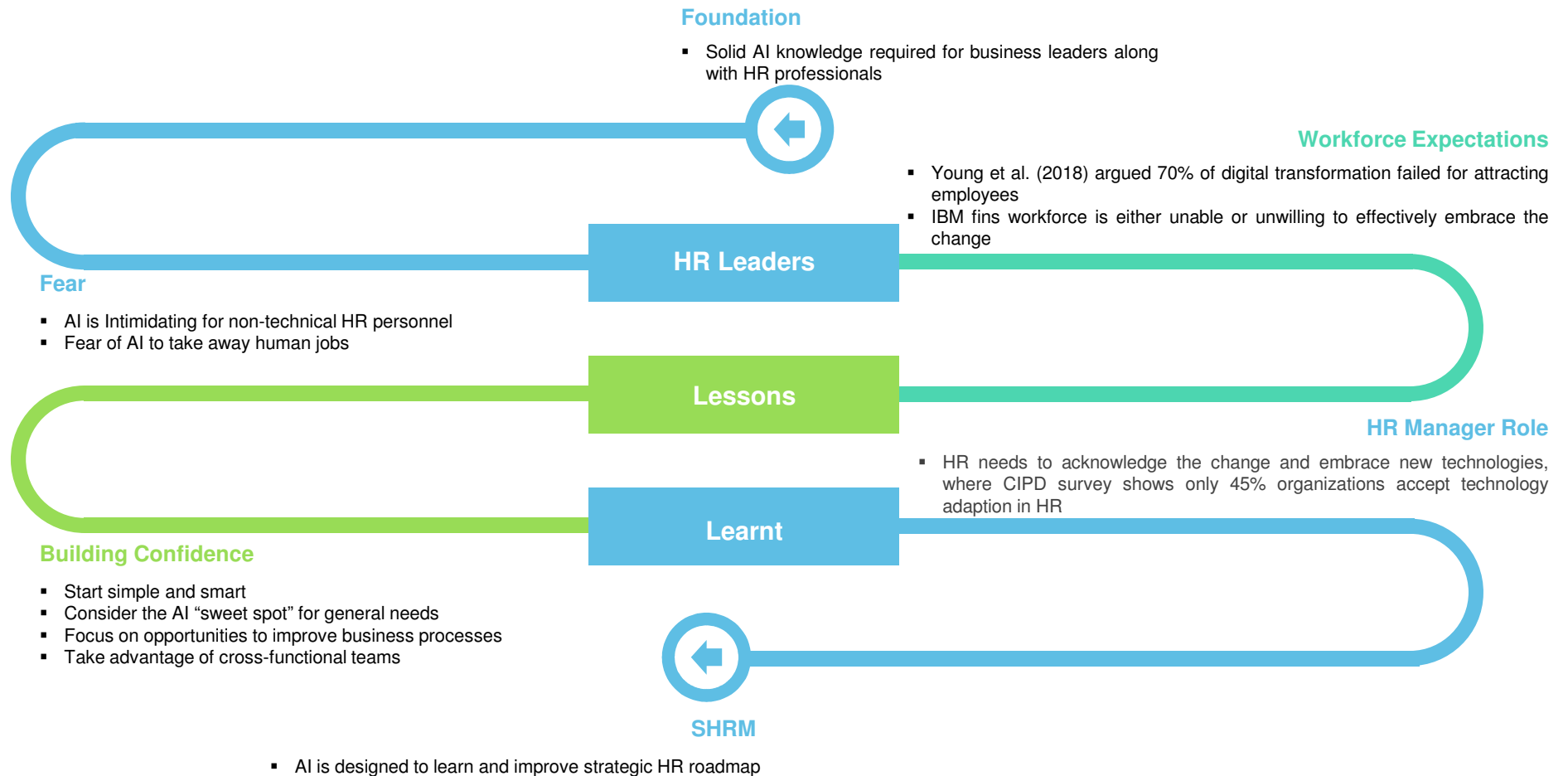
## Impact, Insight, and Observations

In general, an **impeccable** job; nevertheless, only emphasizes **thinking global** but **not** enough **acting local**



# 05 Findings and Learnings

## HR Leaders Lesson Learnt



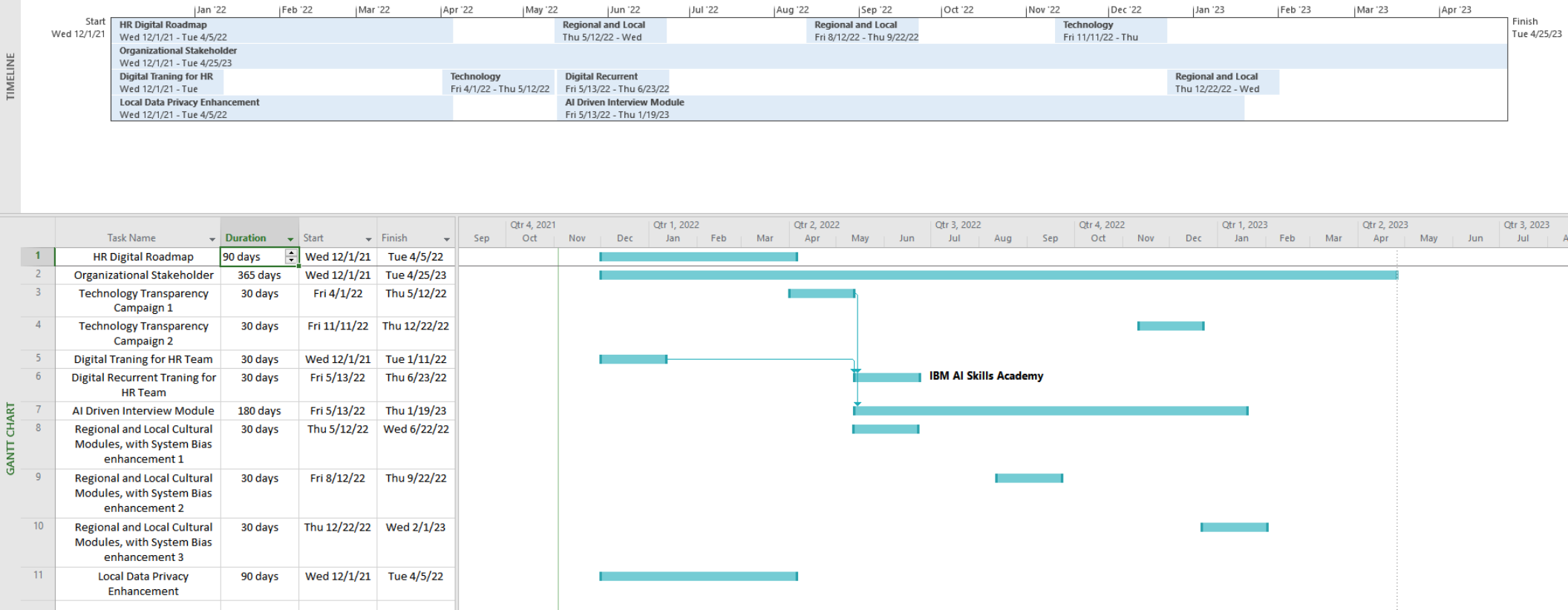
# 06 Recommendations

## with Implementation

| 01                                                                                                                                                                                            | 02                                                                                    | 03                                                                                                                                                                                                                                                                                                             | 04                                                                                                                     | 05                                                                                    | 06                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technology Transparency                                                                                                                                                                       | HR Digital Roadmap                                                                    | Be an Organization Stakeholder                                                                                                                                                                                                                                                                                 | Digital Savvy HR Professionals                                                                                         | AI Driven Interview                                                                   | Act Local Reducing Bias                                                                                                                                                                                                |
| <p>Create and provide technology transparency to HR and business</p> <p>Improved organization-wide access and utilization of IBM AI OpenScale dashboard</p> <p>Source: BasuMallick (2019)</p> | <p>Clear digital transformation roadmap helps business to align HR digital vision</p> | <p>Be a business partner, HR should have input and influence in leadership decision making of technologies</p> <p>HR ought to take a strategic approach, using AI analytics to drive leadership conversations, defining digital roadmap</p> <p>Collaborate AI solutions with business for a better success</p> | <p>Flexible agile units with technologically savvy HR personnel to connect business from multi-disciplinary groups</p> | <p>Incubate HireVue alike AI engine to enhance digital talent acquisition process</p> | <p>Being conscious of potential cultural bias</p> <p>Respect local data privacy laws and regulations</p> <p>AI solution deployed along with IBM's ongoing cultural and DEI transformation program (Colletta, 2021)</p> |

# 06 Recommendations

## with Implementation



*In conclusion, the importance and outlook of HR's role in digital transformation would always intensify. A digitally intelligent HR function, driven by data insights, will always help the organization get the most from its people and technology, forming a customer centric digital experience in employee journey!*



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