



LEVEL 7 ASSESSMENT SPECIFICATION

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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.) Late submission of the assessment will result in a late penalty mark. 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.		

Artificial Intelligence in Human Resources Management

Assessment 1

HKMB7007 - Human Resources Management

Present by Ericson Hon Yin LAM on 05Dec2021

Introduction

- Digital transformation has had tremendous effects on business functions & process.
- HRM has been no exception.
- Developments in AI have created new approaches in contemporary HRM.
- **AI - A sophisticated form of technology that equips computers with the ability to process & learn from data & initiate actions autonomously based on data analysis (O'Connor, 2020).**
- AI - Streamlines functions - Leading to efficiency & time saving
- AI in 2 HR functions - **Recruitment and Selection, & Training and Development at IBM Corporation.**
- Impacts & challenges of applying AI in each function will be discussed.
- Recommendations will be made.

Recruitment & Selection

- Recruitment & Selection is an indispensable process
 - Defines organisational success at IBM.
- **AI in recruitment & selections leads to smart & informed decisions from many applicants (Oswal et al., 2020).**
- AI elements in HR
 - **Augmentation, Machine Vision, Natural Language Processing, & Automation (Hemalatha et al., 2021).**
- Used in repetitive tasks
 - **Screening applicants' information, interview scheduling, engagement & re-engagement (Free, 2018).**
- “Text-based meeting” & “Mechanised arranging arrangements”
 - Minimising repetitiveness - managers focus on the most important tasks.
- IBM is at the forefront of using AI in HRM
 - **Aims at enhancing application experience & achieving an efficient & effective recruitment process (Genole & Feizig, 2018).**

Screening Applicants' Information

- Tons of job applications are usually received - yet only few are needed.
- Causes a time consuming challenge for recruiters to go through all applications.
- With AI it's no longer the case anymore.
- Complex information sorting & screening algorithms can go through resumes & CVs to locate desired keywords.
- **Applicants have different profiles - AI can sieve through them to find the right candidates (Saved & Brishti, n.d.).**
- **"Applicant Tracking System" - AI used in screening applications, ranking applicants automatically, & key word searches (Jobscan, 2012).**
- **AI at IBM - screening application work samples & social media interactions - identify the most suitable candidate (Bharadwaj, 2018).**

Interview Scheduling

- Traditional recruitment requires physical meeting for an interview.
- COVID-19 has necessitated minimisation of physical interactions
 - AI is connecting recruiters & applicants in the virtual world.
- Creates flexibility.
- Video-based integration systems - “HireVue”
- **“HireVue” - interpretation & analysis of body language, tone, & facial expressions of applications (Johnansson and Herranen, 2019).**
- **“HireVue” - making comparisons with organisation’s best employees & making suggestions for decision making (HireVue, n.d.).**
- **IBM - AI in HRM to analyse the job candidates’ facial expressions & sentences (Manson, 2019).**

Engagement

- Engagement between recruiter & candidate is important.
- Effective communication is impeded due to a large number of applicants - Leads to delayed response - or No response at all.
- Could have a negative impact on organisation's reputation - it's a negative experience with the brand.
- "Affective Computing" - AI solution for sentiment analysis.
- Keeps engagement optimum.
- Digital Assistants - Chatbots keep engagement high.
- IBM enhances application experience by adopting
 - **Watson Candidate Assistant - creates Real-Time interactions for a personalised application process (Guenole & Feinxig, 2018).**

Benefits of AI in Recruitment & Selection

- **SAVES TIME** - Elimination of repetitive tasks - Gained time diverted to high-value task
 - e.g. Engaging employees, mentoring & motivation (Carantit, 2020).
- **ENHANCED TALENT ACQUISITION** - Only the best candidates who meet the desired criteria are considered - since AI does the scrutiny & makes recommendations.
- **INFORMED DECISION-MAKING** - Recruiters make decisions based on rankings & recommendations.
- **ELIMINATION of BIASNESS** - Favouritism & nepotism in recruitment are eliminated (Kshetri, 2021).

Challenges in Implementation

Despite the benefits, there also are challenges in implementing AI in recruitment & selection.

- Privacy Concerns
 - **Information privacy - uncertain usage of information provided by applicants (Johansson and Herranen, 2019).**
- Unconscious Bias
 - **It's highly thought & believed that AI could replace human recruiters in the course of operations in recruitment & selection (Johansson and Herranen, 2019).**

Recommendations

AI in recruitment & selection needs to be approached with care & consideration.

- I recommend that to achieve better results at IBM:
 - **TRANSPARENCY is MAINTAINED** - Clearly state that collected information will only be used for the intended purposes.
 - **AVOIDANCE of UNCONSCIOUS BIAS** - Well-explainable & approved AI technology to avoid any unconscious bias in the process of implementation.

Training & Development

- **Training & development equips employees with technical knowledge - A platform for engagement - Morale improvement (Rodrigues & Walters, 2017).**
- **T&D fills the gap between present & expected performance (Elnaga & Imran, 2013).**
- T&D goes on & on.
- **AI in T&D - Planning, organisation, & coordination of suitable training programs (Aldulaimi, 2020).**
- Focused on individual performance to create customised T&D programs.
- **Individual talent can be identified & nurtured (Premnath and Chilly, 2019).**
- **Organisations strive to integrate T&D & routine work (Zhidkov, 2020).**
- AI can create this integration to achieve holistic career development.
- AI in T&D - **Convenient training - using e-learning resources (George and Thomas, 2019).**
- **IBM uses its “Watson” AI to boost employees’ talent by identifying, growing, & managing individual skills (Lewis, 2019).**

Benefits of AI in Training & Development

- **Time Saving**
 - Makes T&D faster & efficient - saves lots of time that can be diverted to other activities.
- **Promotion of Employee Engagement**
 - Interactive AI interfaces aid in employee engagement - T&D programs are based on individual performance - Everyone strives to be part of the process.
- **Automation**
 - AI T&D doesn't require extensive human input at development stage unlike traditional T&D.
- **Positive Results are Yielded**
 - **Desired employee productivity levels - Positive contribution to the organisation's development agenda (Jia et al., 2018).**
 - **IBM has managed to save a staggering USD 1 Billion by using AI in managing its employees (Aspan, 2020).**

Challenges in Implementation

- Limited Technological Knowledge
 - Employees need to be technology savvy - Failure to which the whole process is impeded.
- The Need for Human Monitoring
 - Automated training programs still need human input - To ascertain relevance.
- Un-parallel Career Development
 - AI-automated programs could result in un-parallel career development since some programs may be less efficient in meeting the particular need.

RECOMMENDATIONS

- **Initial Training**
 - Resources should be set aside for training on technology use
- **Constant Re-Assessment & Analysis of Training Programs**
 - Developed programs need to be checked for relevance

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