

Human Resource Management

MBA

Master of Business Administration
University of Wales Trinity Saint David

Instructor - Dr Alice Te

Day 2 – November 10, 2024

Human Resource Management

Seven key topics

HRM: Globalization, Strategic Roles

Culture, Law, Ethics, AI

Staff Planning and Recruitment

Training and Development

Performance Management

Compensation and Benefits

Employee Relations



Human Resource Management

Course Components

8-day classes

Nov 2, **10**, 16, 23, 30

Dec 7, 14, 22, 2024

Essay (50%)

Submitted by

Jan 6, 2025

Individual Presentation

(50%)

on Dec 22, 2024



Outline of the eight days (1)

Day one: Nov 2

- Introduction
- What is expected from this module
- HRM: Globalization, Strategic Roles

Day two: Nov 10

- Culture, law, ethics, AI
- Research Ethics Process

Outline of the eight days (2)

- 
- Day three: Nov 16** Staff Planning and Recruitment
- Day four: Nov 23** Training and Development
- Day five: Nov 30** Performance Management
- Day six: Dec 7** Compensation and Benefits
- Day seven: Dec 14** Employee Relations
- Day eight: Dec 22** Your Individual Presentations

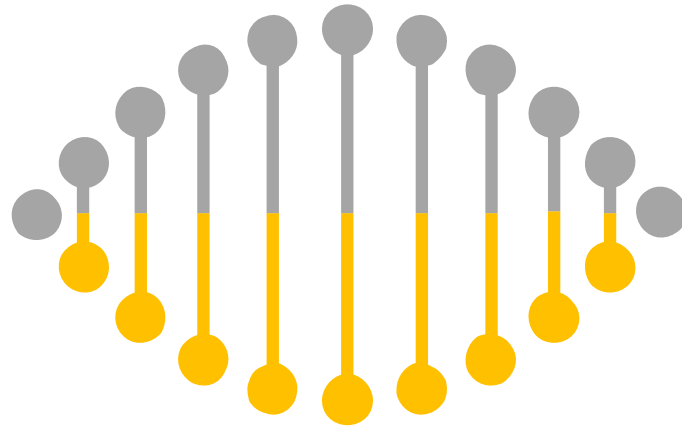
Day 2

Culture, law, ethics, AI



What we will cover today

1. Culture diversity
2. Law and ethics
3. Risk and Governance
4. AI and Human Resource Management
5. Research Ethics Process



Culture diversity

Advance – Local + Global Diversity Management

- **Managing diversity**
 - Provide strong leadership
 - Assess the situation
 - Provide diversity training and education
 - Change culture and management systems
 - Evaluate the diversity management program
- **Boosting workforce diversity**
 - Adopt strong company policies advocating the benefits of a culturally, racially, and sexually diverse workforce
 - Take concrete steps to foster diversity at work

IHRM - Cultures

Definition



“Culture is the characteristic way of behaving and believing that a group* of people have developed over time and share”

Briscoe, Schuler, Claus (2009)

*** Group : any shape, form, size, categorizations, age, race, gender, religion, associations.. ...**

IHRM - Cultures

- Individual / Organizational / Country

- Variances in people's values, beliefs, and behavior patterns > forms people's culture > company > city > nation > regional....
- **NO Right or Wrong** – a matter of 'FIT' – Fittest
- Cross-cultural competencies – Core competency for international managers (IHRM)

Culture with High Level Cross-Cultural **Adaptability** Competencies

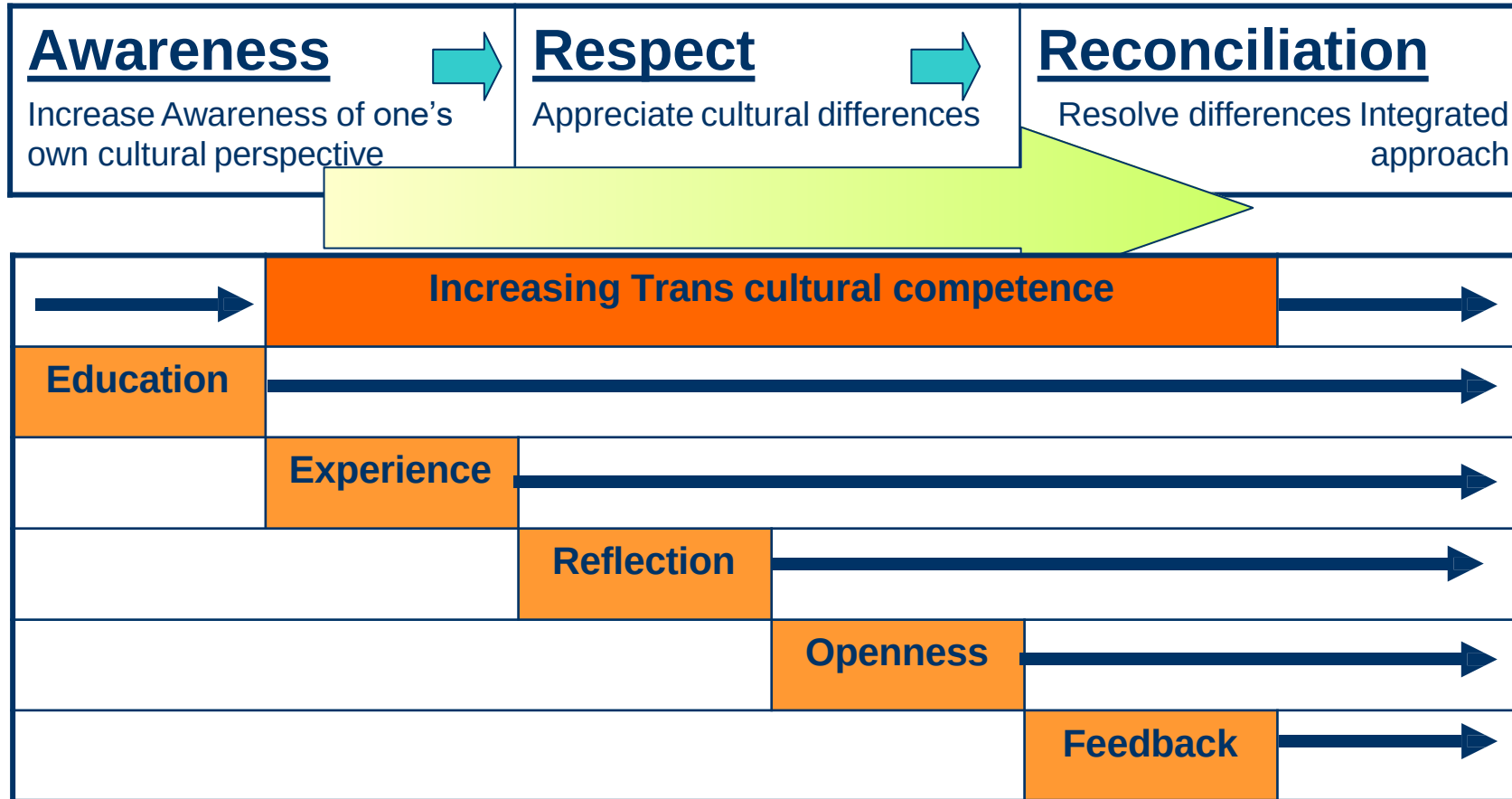
Ranking (1 Highest. 10 Lowest)

No.	Sample List of Countries	Your Ranging (1 to 10) No repeated ranking	Other countries of same ranking
1	Hong Kong		
2	Thailand		
3	Switzerland		
4	Malaysia		
5	China		
6	South Africa		
7	India		
8	North Korea		
9	Poland		
10	Russia		

- What factors ? their characteristics ? Why High or Low ?

HRM - Cultures (Layers) ARR

- Development of Cross Cultural Competency



Source: Briscoe D. R.

IHRM - Factors / Orientations of Cultures

(Source – Hofstede, Trompenaars, GLOBE (Global Leadership & Organizational Behavior Effectiveness))

Acceptance of Power Distance	Boss	Subordinates
Decision	Individualism	Collectivism
Social values (Gender)	Masculinity	Femininity
Handle ambiguity	Uncertainty Avoidance	Tolerance
Rules/Relationship	Universalism	Particularism
Emotional Express	Neutral	Emotional
Involvement of People	Diffuse	Specific
Basis for according status to other people	Achievement	Ascription
Future Orientation	Institutional collectivism	In-group collectivism
Assertiveness	Performance Orientation	Humane Orientation

IHRM - Factors / Orientations of Cultures

National Cultural Clusters

Cluster Group	Countries
Anglo	Aus, Canada, Ireland, NZ, South Africa, UK, USA
Arab	Abu-Dhabi, Bahrain, Kuwait, Oman, Saudi, UAE
Far Eastern	HongKong , China, Indonesia, Malaysia,. Philippines, Singapore, Vietnam, Taiwan, Thailand
Germanic	Austria, Germany, Swiss
Latin American	Argentina, Chile, Columbia, Mexico, Peru, Venezuela
Latin European	Belgium, France, Italy, Portugal, Spain
Near Eastern	Greece, Iran, Turkey
Nordic	Denmark, Finland, Norway, Sweden
Independent	Brazil, India, Israel, Japan, South Korea

IHRM – Nation - Cultural Biz Behavior

- Context – High Vs Low

High Context	Low Context
Long lasting relationships (relationship focus)	Relationships are short in duration (Deal focus)
Implicit Communication	Explicit communication
Loyal to people of authority	Authority is diffused
Spoken agreement	Written Agreements
Outsider do not gain entry easily	Outsiders are encouraged to join inner circle
Formal cultures	Informal cultures
Fluid time	Rigid Time
Reserved Cultures	Expressive Cultures
Countries : ??	Countries : ??

IHRM - Country Culture Vs Company Culture

- MNE Companies – likes a country – develop **unique** patterns of values, norms, beliefs, and acceptable behaviors. Mostly, at least **initially from its founders** > corporate personality, will **changes upon internalization...**
- MNE – co's values take **precedence** over country cultures

Country (Origin)	MNE Company (Organization)
Anglo – Informal, Egalitarian	US/UK MNE – gender (+) in senior mgt team, participative management style and compensation practices * informal, Performance oriented, Individualism, Standing Out = Outstanding, Localize / Customized
Far Eastern	Emphasize strong group loyalty and discussion, with deference to senior employees • Formal, Rigid Time, Humane oriented, Collectivism, Standing Out (NOT) outstanding, Centralized / Standardization

IHRM – Examples – Doing Biz with different Cultures

China	India	Russia	France	Arab	Yours ?
• Face, trust mutual connections • Title important • Meeting starts with small talks • Host indicates meetings begin and end • Slow in forming action plan, but stick with decision once made • Reciprocity • Negotiation are often involve intermediate to reduce losing face	• Punctuality • No personal Qs • Title is important • No public displays of affection • Beckon – palm down • No left hand (dirty) • Bargaining (die- hard negotiator)	• Build partnership • Face-to-face • Hide financial info • Require patient • Stress exclusivity • Research company background • Stress mutual gains	• Quick handshake with pressure • Punctuality is extremely important • Small talk OK, but no personal • Never brought up the subject of money during meals • Great importance on neatness and taste	• Never display feelings of Superiority • Do not take credit for joint efforts • No sidestep (disrespect to law or govt) • Connection • Patience	

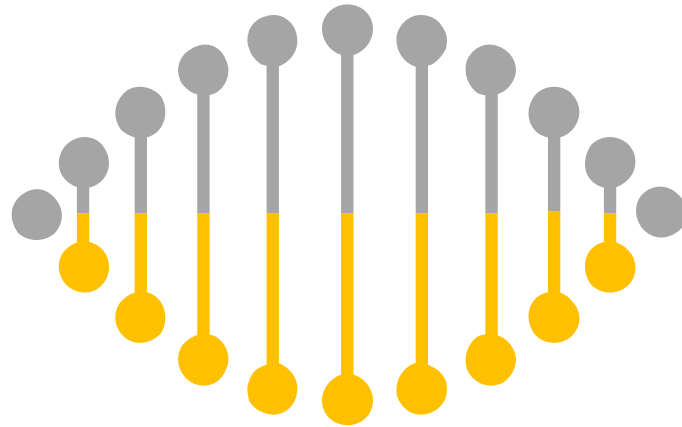
Leadership Secrets from Nvidia's CEO Jensen Huang - a Case Study



<https://www.youtube.com/watch?app=desktop&v=OOeUUD9gPNc>

Discussion

1. What do you think about his leadership?
2. Will it work in other countries or cultures, like China, Hong Kong, Japan or Singapore?
3. Is it culture-related? And why?



Law and ethics

IHRM

Employee Law, Industrial relations, ethics

- **Each topic deserves a big chapter of its own or even a book**
- **Intention – introduction broadly and focus on their impacts to the roles of IHRM in the multinational enterprises**

IHRM

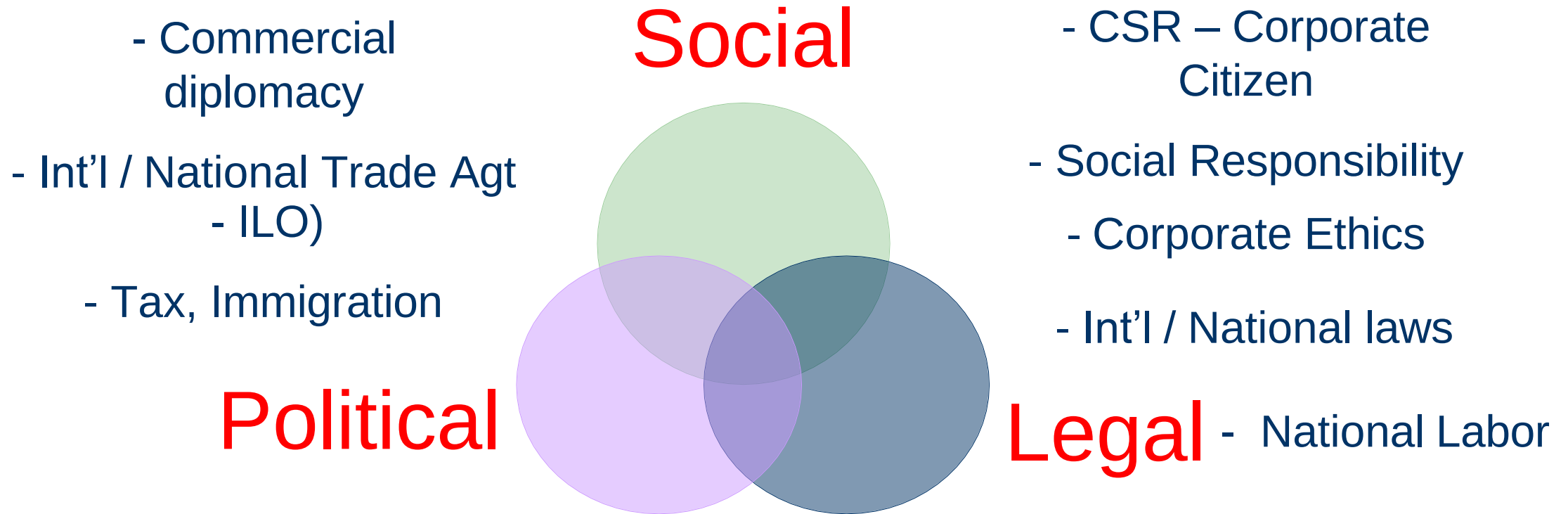
Employee Law, Industrial relations, ethics

- All MNE must **operate legally** wherever they operate anywhere in the **globe**
- All MNE must operate legally in their Parent Country (HQ)
- All MNE must operate **comply** to the locations where they **listed** (NYSE, HKEX, LSX)

Complexity – diversities, variations
Compliance – Impact to global commerce

Impacts to HRM managers of MNE

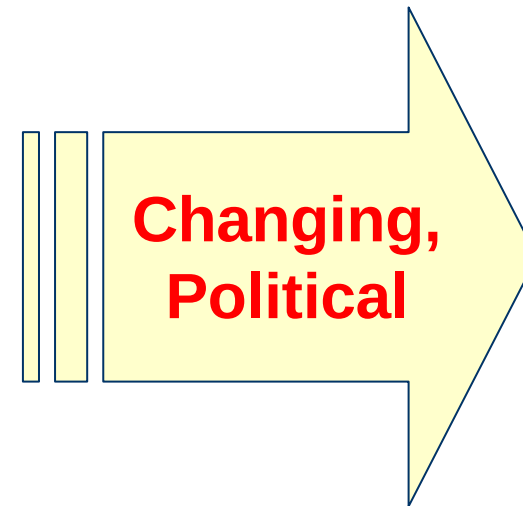
Employee Law, Industrial relations, ethics



IHRM – Key Int'l Organizations

Institutional & Trade & Agreements

- United Nations (UN) & Conference on Trade and Development (UNCTAD)
- International Labor Organization (ILO)
- Organization for Economic Cooperation & Development (OECD)
- World Bank
- International Monetary Fund (IMF)
- World Trade Organization (WTO)
- North American Free Trade Agreement (NAFTA)
- ASEAN (Association of South East Asian Nations)
- Asia Pacific Economic Cooperation (APEC)
- European Union (EU)



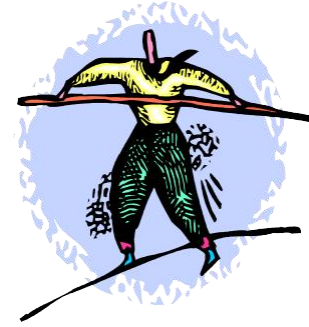
IHRM – ILO - Int'l - Cross Borders – Basic / Common “Law” Standards !

NO TEETH !!

- **Freedom of association**
- **Equal Employment Opportunity, and non-discrimination**
- **Child Labor & Forced (Prison/slave) labor**
- **Occupational Health & Safety**
- **Consult with worker group – upon substantial changes – reduction / plant closure**
- **Grievance & dispute resolution procedures**
- **Use of monitors (int/ext) to audit employment practices**



IHRM – Key EU, US, National directives Affecting MNEs



- **EU – Directive** (Box 4.2 – p 108-109)
 - Social and labor related
 - Anti-trust regulation (Different than USA),
 - GDPR - Data Privacy (within EU) - 2018
- **USA**
 - SOX – Sarbanes Oxley – Finance / Governance / Integrity / Criminal Act
 - FCPA – Foreign Corruption Practice Act (Corruption)
 - ADA – Americans with Disability Act (Labor...)
 - ADEA – Age Discrimination in Employment Act (Recruit.. Labor)
 - FFIEC : Federal Financial Institutions Examination Council (Global bank..)
 - CCPA (Consumer Credit Protection Act) – Liability of MNE
 - Anti-Trust (US – China)
 - Patriot Act (Terrorism) – Immigration Visa...
 - Privacy Act (Data Privacy / Protection)
- **Global – Bi-lateral Tax Treaty (Biz, Employment...) – Double Tax..**

IHRM – Key Topics :

- 1. Culture – National, MNE**
- 2. Employment Law**



Ethics – Business Conduct
Corporate Governance
Corporate Social Responsibility

IHRM – Ethics

The International Framework of Ethics

- **Mission and Value of the MNEs**
 - What right / wrong in biz practices across borders, cultural variance on ethical conducts
- **MNE - Ethical Nature of Biz practices :**
 - Focus - practices outside of country of origin
 - Employment related practices
 - Overseas operation – exploitation – labor, resources
 - CSR – local and overseas...
 - Media – News-worthy - attractiveness (Image)

International Business Ethics (Discussion)



***What are areas
of CONCERNS?
Relating to
International
Business Ethics***

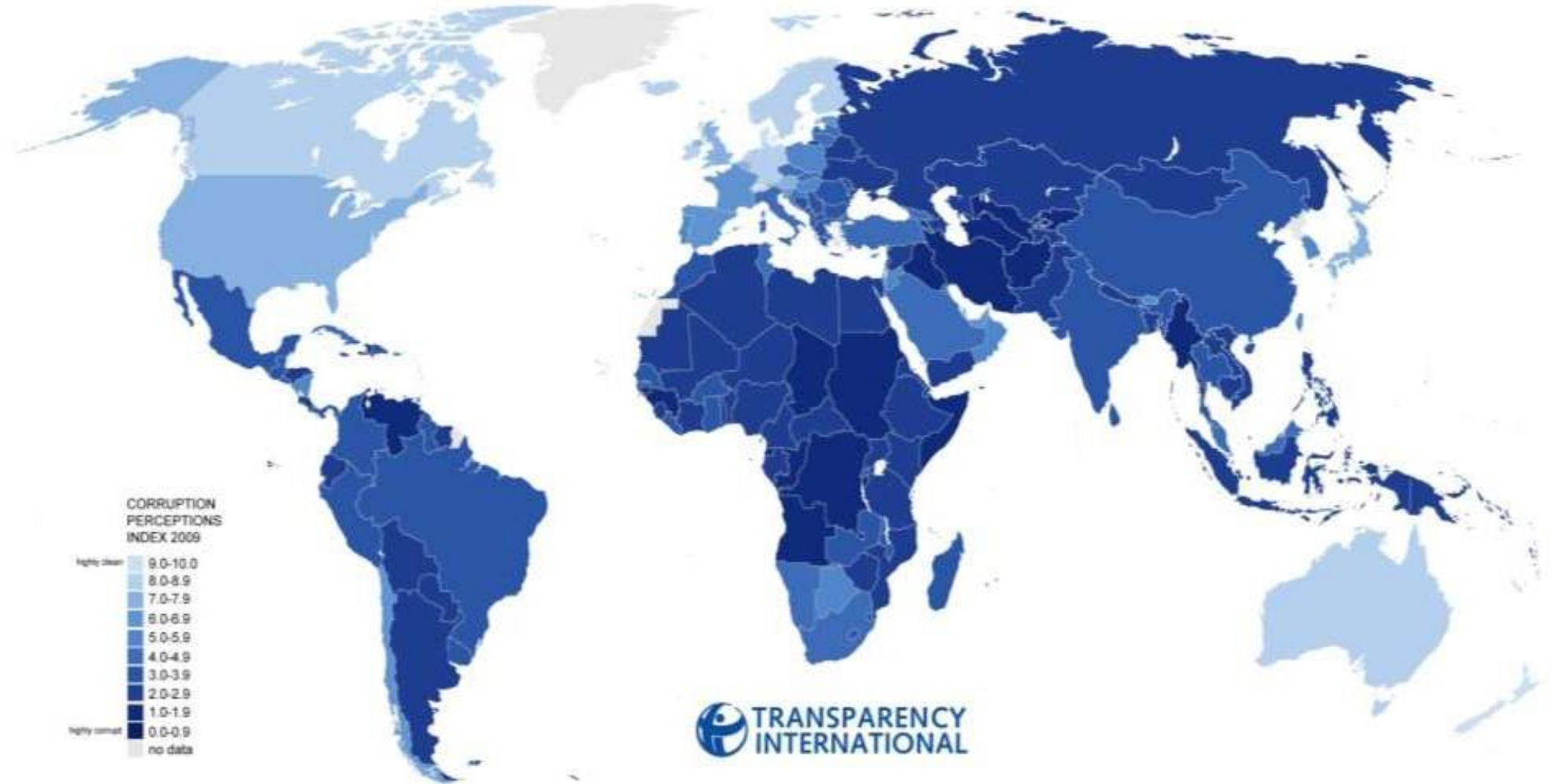
International Business Ethics

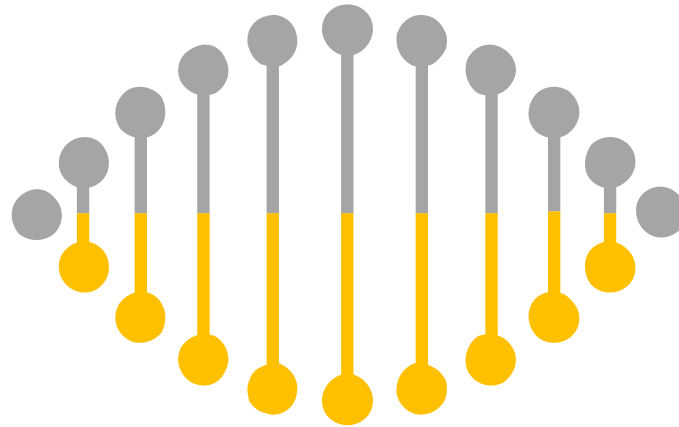


Business Environments that affect Corporate Governance in Asia

- Corruption
- Crony Capitalism
- Family-owned or Family controlled companies
- Government intervention – market activities
- Enforcement / Interpretation of regulations
- Culture - Confucianism, Collectivism
- Low system trust society, high personal trust
- Business and Politics – mixed
- Rent Seeking Mentality – Socially acceptable

Corruption level – Worldwide Darker Color – More Corrupted





Risk and Governance



Major types of risks

- Hazard risk
- Operational risk
- Financial risk
- Strategic risk
- Compliance risk
- Reputational risk

Why Should HR Care about Risk Management

- Examine **HR policies/procedures** to determine **organization risks**
- Provide a **safe work** environment
- Understand and minimize/eliminate risks
- Collaborate with other functional areas
- Monitor compliance with **laws and regulations**
- Communicate policies and procedures
- Provide risk management **training programs**
- Evaluate the effectiveness of programs



HR Roles

- Handling “**people**” risks
 - Staffing
 - Personnel policies
 - Insurance policies (staff compensation, disability, health care, etc.)
- Access issues to **facilities** and technology
- Training
- **Compliance and regulatory**
- Safety
- Risk assessment
- Disaster recovery



Corporate Governance

Definition

- a **set of relationships** between a company's **management**, its **board**, its **shareholders** and other **stakeholders**
- the structure through which **objectives** of the company are set
- the **means** of achieving those objectives and **monitoring** performance are determined.



Corporate Governance

Aims

- **Define relationships** between a company's management, its board, shareholders and other stakeholders.
- Provide a **structure** through which the company's objectives are set, and how they are achieved and monitored.
- Recognize the value of business **ethics** and corporate **awareness of society interests** to reputation and long-term success.



Corporate Governance

Why

- ✓ Better access to external finance
- ✓ Lower costs of capital – interest rates on loans
- ✓ Improved company performance – **sustainability**
- ✓ Higher company valuation and share performance
- ✓ Reduced **risk of corporate crisis and scandals**





Theories of Corporate Governance

Theories of Corporate Governance

1. Agency Theory
2. Stewardship Theory
3. Stakeholder Theory
4. Resource Dependency Theory
5. Transaction Cost Theory
6. Political Theory

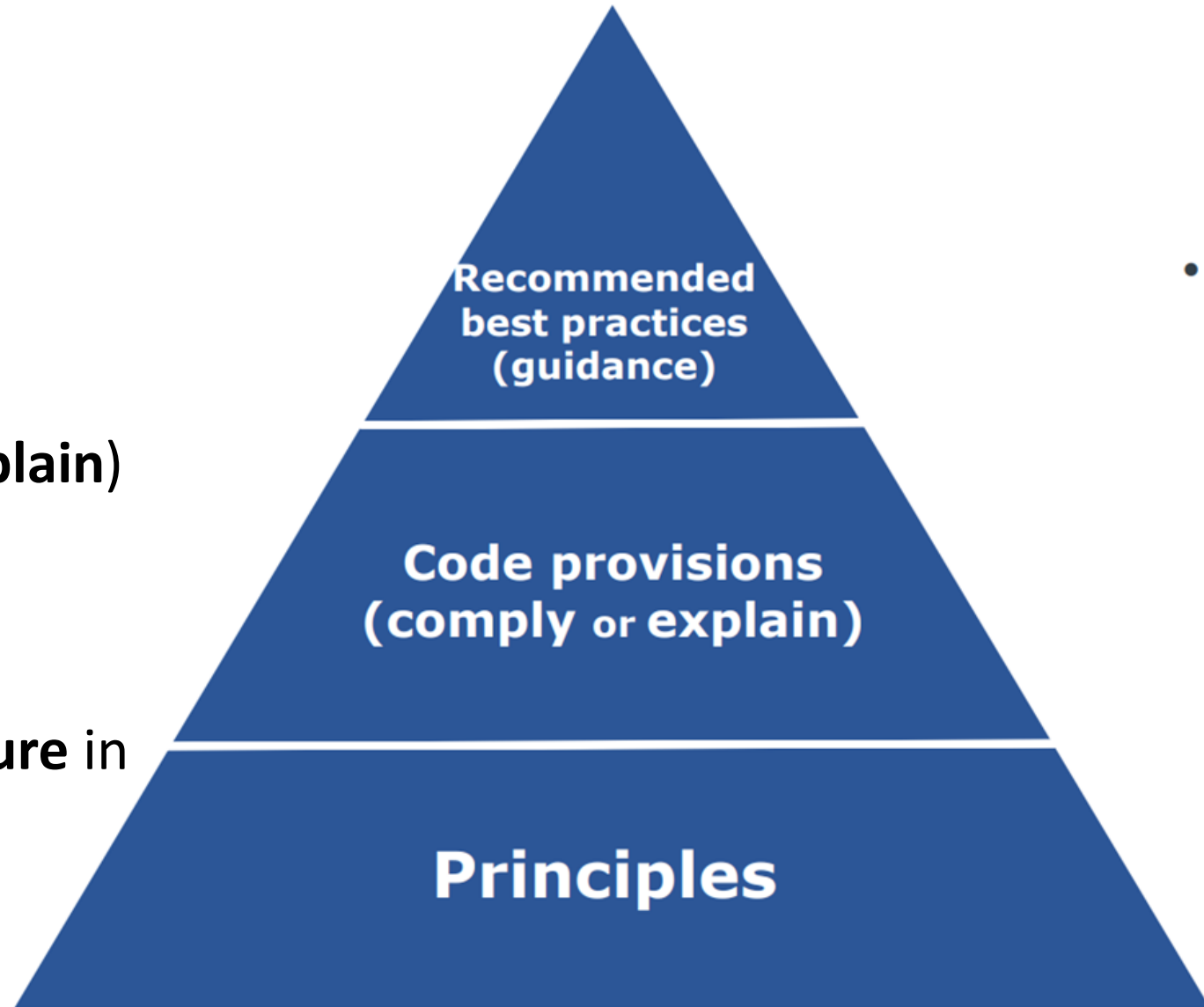
Theories of corporate governance are rooted in **agency theory**, developing further within **stewardship theory** and **stakeholder theory** and evolving at **resource dependence theory**, **transaction cost** theory and **political** theory.

Governance Framework

Three layers

1. **Principles** 原則
2. Code provisions (**comply or explain**)
守則規定
3. Recommended best practices
(**guidance**) 最佳實務

Mandatory requirements for **disclosure** in
Corporate Governance Reports

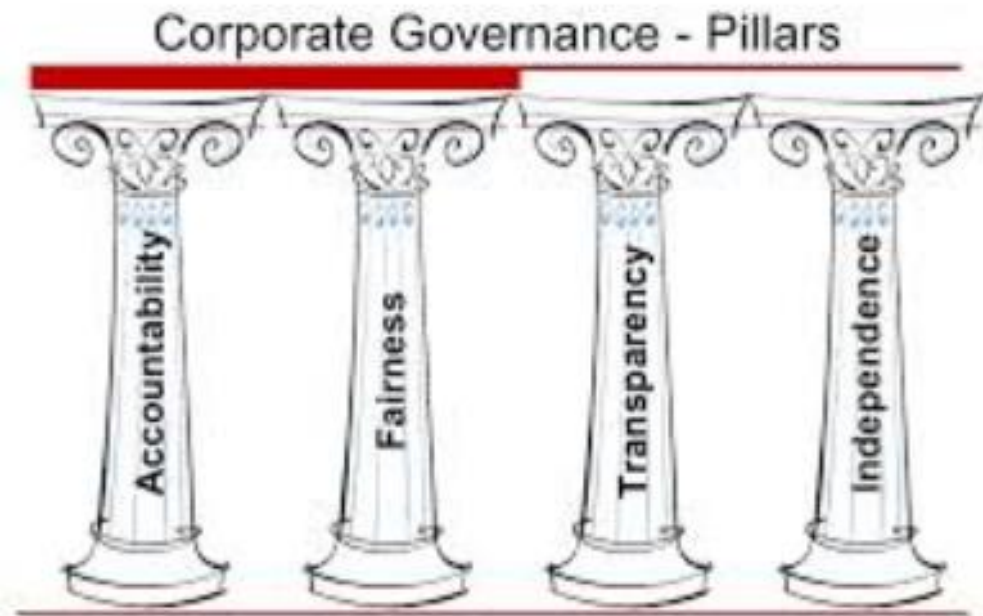


Importance - Corporate Governance

- **Sustainable Competitive** – maintain investor's confidence, transparency of appropriate & trustworthy info – corporate governance
- **Risk Management** - the sensible company takes risks — but not gambles“ - holistic and objective view of risk — eg. financial risk, reputation risk, Health & Safety, Environmental..
- **Benchmarking** – Good Corporate Governance = Good management (all levels of management)
- **Lower cost of operation** – CG > performance – attracts talents and capitals
- Regulation – Law – compliance

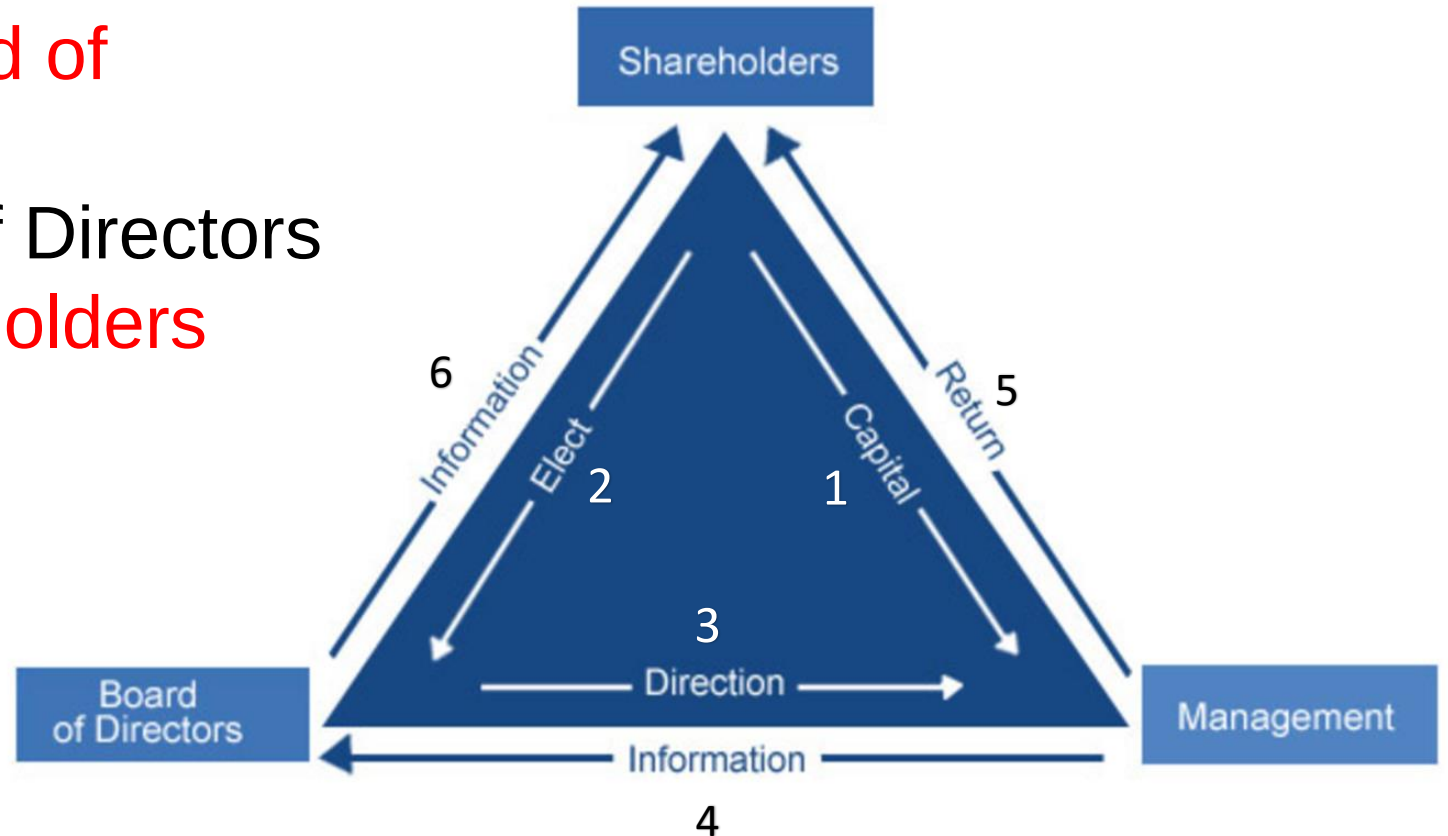
Four Principles of Corporate Governance

1. Accountability 問責
2. Fairness 公平
3. Transparency 透明度
4. Independence 獨立



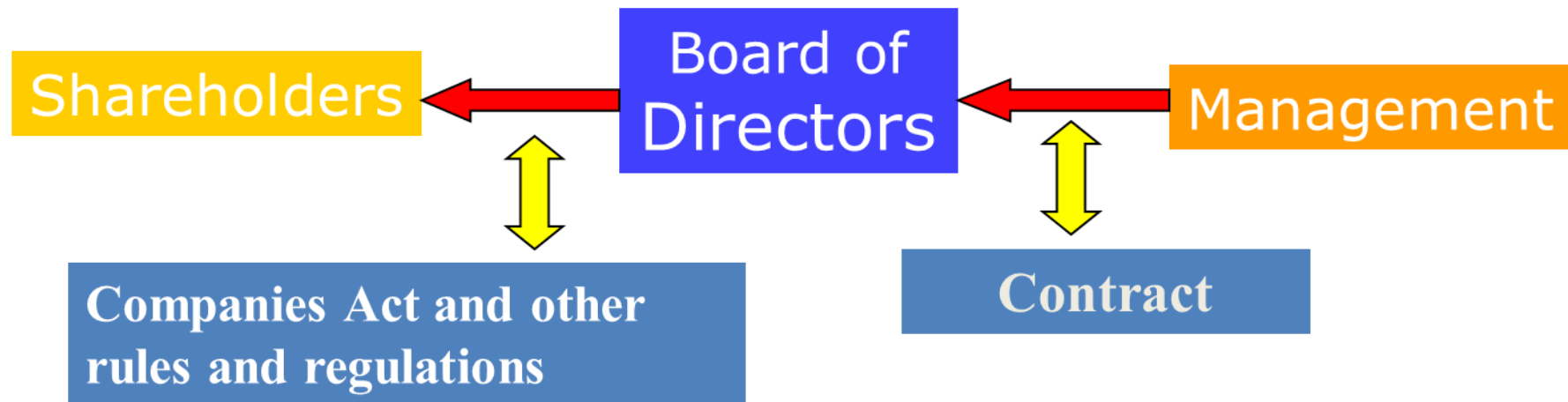
Accountability

- ✓ Ensure that **management** is accountable to the **Board of Directors**
- ✓ Ensure that the Board of Directors is accountable to **shareholders**



Accountability

Managing the Relationship Between
Shareholders, Board and Management



Fairness

- ✓ Protect **shareholders** rights
 - ✓ Treat all shareholders including minorities, equitably
 - ✓ Provide effective redress for violations
- Fairness requires corporations to provide an opportunity for shareholders to **vocalize their grievances** and address any issues concerning a violation of shareholder rights.
 - Shareholders have the right to **accurate and timely financial information** and information about those serving on the board of directors.



Transparency

- ✓ Ensure **timely, accurate disclosure** on all material matters including the financial situation, performance, ownership and corporate governance
- ✓ Ensure that all of a company's actions can be checked at any given time by **an outside observer**.
- ✓ Make its processes and transactions verifiable, so if a question does come up about a step, the company can provide a clear answer.



Independence

Published by

6th Edition



- ✓ Independent **Directors** and **Advisers** - free from the influence of others
- Hong Kong Institute of Directors publish Guide for Independent Non-Executive Directors (INED)
 - Essential for **listed** companies
 - References for **non-listed** companies & **non-profit** organizations



Guide for Independent Non-Executive Directors

Concise Practice Notes and Advisory Tips

March 2021

Independence

Listed Companies: INEDs are **mandatory** on the boards

- Regulatory stipulations defined by the Stock Exchange of Hong Kong & the Securities and Futures Commission
 - ✓ Must appoint a minimum of 3 INEDs & representing at least one-third of the board's seats
 - ✓ One INED must have appropriate professional qualifications or accounting or related financial management expertise
 - ✓ Independence - material interests in business activities, advisory service, cross-directorship or significant links with other directors, family ties etc.
 - ✓ An INED must have the character, integrity, independence and experience to fulfil the role.
 - ✓ INEDs are expected to take an active role on board committees and are tasked with reviewing special transactions and discharging special duties on an independent board committee.

Independence

Non-listed Companies:

- **no applicable mandatory** requirement for non-listed companies, HKIoD encourages the appointment of INEDs to their boards in order to enhance diversity in perspectives on the board

Non-profit Organisations:

- usually funded by government, public donors or specific membership
- funding sources have **expectations** of the board members of these organisations to practise good corporate governance
- very often, the **board members** of these organisations are **INEDs** in nature or expected to fulfil their duty from an independent perspective

Importance of HR

Human capital is the most critical tool for converting any resources into outputs and outcomes.

- Effective use of Human Capital demands proper definition of strategies and objectives and communicate to all stakeholders.
- There is need for **defining the risks** that may hinder achievement of the objectives and provide for mitigating measures to counter-act on the risks for the purpose to be realized.
- Efforts to **compare practice and regulatory framework** should provide closer monitoring and review of performance of the organization.

Role of HR in Corporate Governance

Four basic areas

- selection of leaders
- designing of benefits and incentives
- structuring of control systems, particularly board of directors
- fixing of dysfunctional corporate structure



Human Resource Governance

Definition

- Governance is defined by *Institute of Internal Auditors* as “**The combination of processes and structures** implemented by the **board** to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives”.
- In summary, this means how the organization is directed and controlled to achieve its objectives.

Human Resource Direction

Services of human resources will be directed by:

- Human Resources Management laws
- Human Resources Management policies
- Human Resources Rules, Regulations and Procedures
- Human Resources Instructions and training
- Human Resources Management plans and targets and many more others





Human Resource Management Control

- The control is the implementation of the provisions in the Direction and the spirit of **correcting divergences** from the direction.
- This is done through the **structures** and related distribution of authority and power as defined in the regulatory framework of the organization.
- Control environment has significant role to play for the organization to realize its maximum potential.

Why is Governance necessary for HRM (1)

- For the Board and management to make **strategic and operational decisions**
- For the Board and management to **oversee risk management and control** of the organization,
- For promoting appropriate **ethics and values** within the organization,
- To ensure effective organizational **performance management and accountability**

Why is Governance necessary for HRM (2)

- To promote **communication** of risks and control information to appropriate areas of the organization,
- To **coordinate** the activities of, and communication of information among the Board, external and internal auditors, other assurance providers and management.

IHRM – Build a truly effective ethics program?



1. **Top Management Commitment**
 - Corp Biz Ethics Values
 - Local Traditions
 - Long term - sustainability
2. **Good & Simple Processes**
3. **Training & Communication**
4. **Focus on Risks**
5. **Throughout Investigation**
6. **Take Appropriate Actions**
7. **An Open Environment**
8. **Corporate Social Responsibility**

IHRM - Corporate Social Responsibility (CSR)

CSR is the continuity commitment by MNE, not only to behave ethically but also to contribute to the economic development of the **communities (countries - their local and overseas operations)** in which they operate and to improve the quality of life of their work forces, their families, as well as society at large.

COST ??

IHRM - Corporate Social Responsibility (CSR)

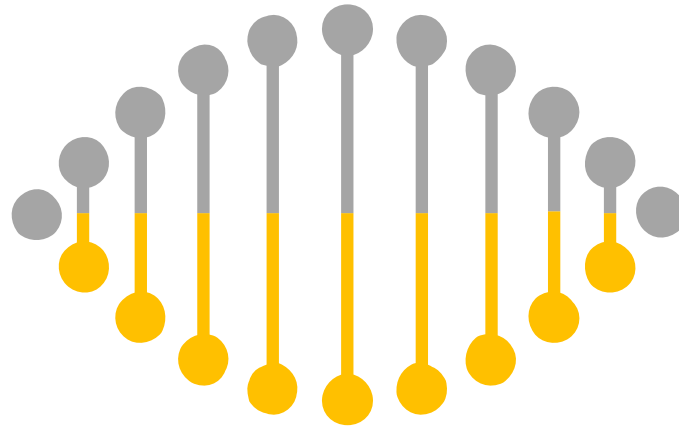
– Key Activities

CSR	Business ethics
	Corp structure and governance
	Human resources
	Labor and Human Rights
	Environmental Management
	Community involvement and economic development
	Accountability
Sustainability	

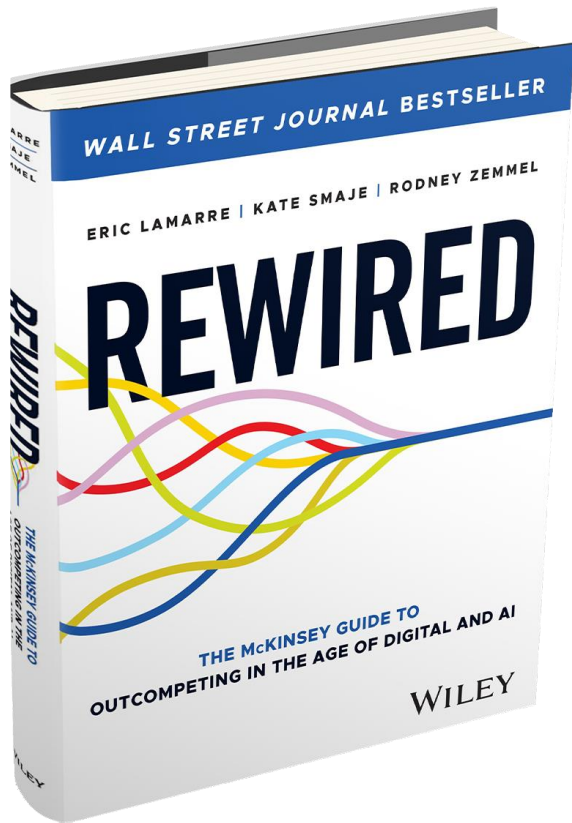
IHRM - Corporate Social Responsibility CSR Program – Key Elements

- **Develop a global CSR policy – integrated to Biz**
- **High Level Management Support**
- **Communicate, Promotion, Marketing (Int / Ext)**
- **Create CSR Culture**
- **Training**
- **Feedback Mechanism**
- **CSR – performance management (appraisal)**
- **Lead by Example**

**Fair,
Sustainable (long run)
Green
Transparent
Awareness**



Artificial Intelligence and Human Resource Management

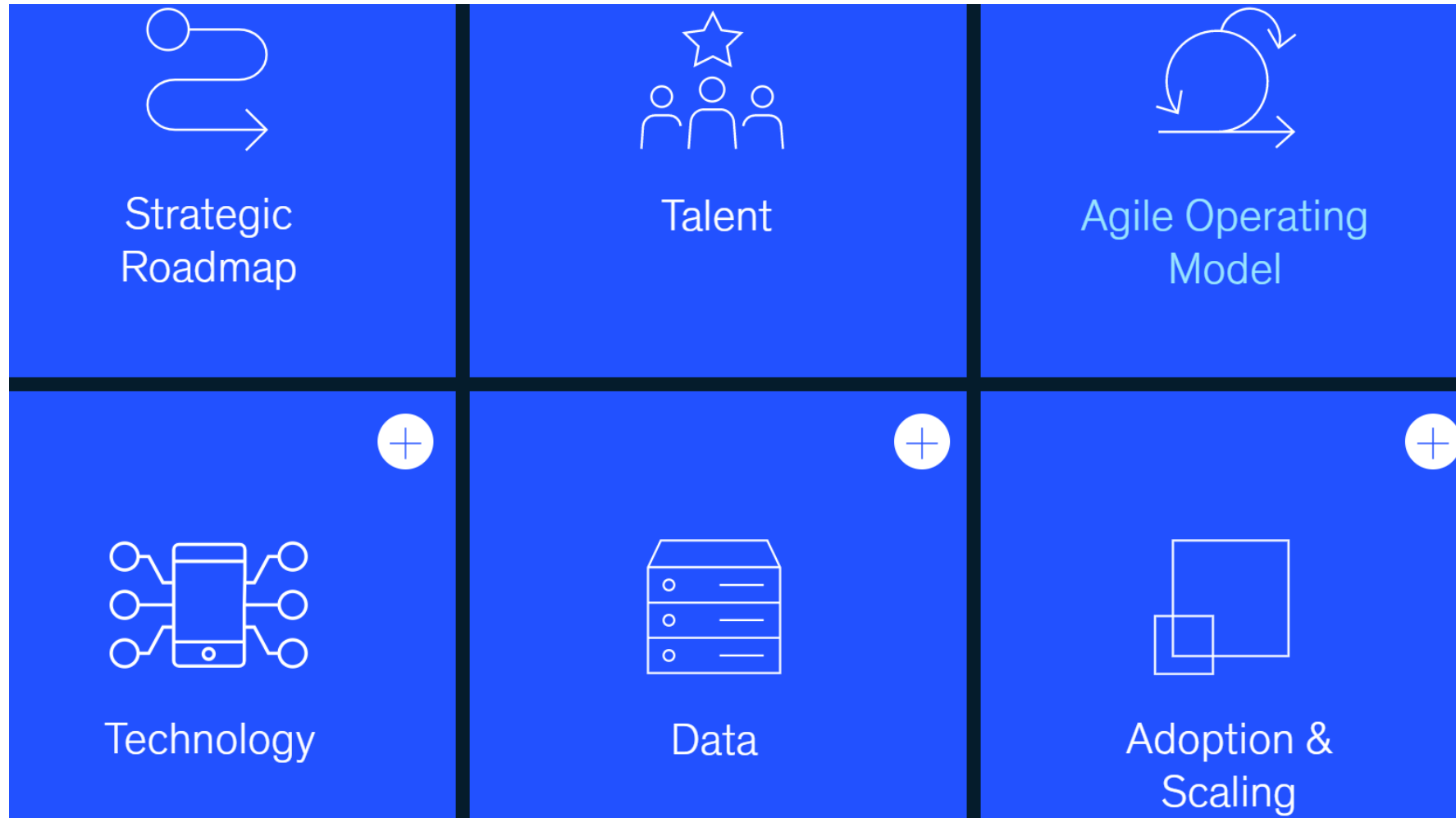


Rewired

The McKinsey guide to outcompeting in the age of digital and AI

Most companies have started a digital and AI transformation, but very few have done the fundamental **organizational rewiring** needed to build the capabilities to drive continuous innovation across the enterprise. After analyzing the results of 200 large-scale digital and AI transformations, McKinsey has found that long-term success comes when the C-suite fundamentally changes their **talent, operating model, technology** and **data capabilities**. For the first time, Rewired translates the hard-won lessons McKinsey has learned helping companies deliver successful digital and AI transformations into a detailed “how to” manual. This playbook, which McKinsey has been developing and using with clients for the past six years, lays out exactly what it takes to build the capabilities to continually create great customer experiences, lower costs, and build value. It contains diagnostic assessments, operating model designs, best practices and detailed implementation methods, all exemplified with real-life case studies and illustrated with 100+ exhibits. Business leaders will be digitally transforming their companies for the rest of their careers. Rewired is the reference manual they need for the journey.

There are **six elements** of successful digital and AI transformations
— businesses need to be good at all of them to capture the full value at stake.



Recipe for capturing value from digital and AI transformations



1. Strategy:

Creating the Transformation Roadmap

- Successful transformations start with the CEO and top leadership reimagining their business in the digital age.
- The resulting decisions are translated into a detailed strategic roadmap that is both rooted in impact and clear about the new capabilities needed to deliver it.
- Leading companies develop transformation roadmaps focused on business domains that are **big enough** to generate meaningful value but **small enough** that it doesn't disrupt large parts of the business.

Recipe for capturing value from digital and AI transformations



2. Building Your Talent Bench

- You can't outsource your way to digital excellence.
- Companies need the capabilities to build and evolve their proprietary digital solutions, and that requires **quality digital and AI talent**.
- Top organizations create a detailed **talent roadmap** to hire the best and create an environment where they thrive.
- This requires understanding what really motivates top talent and adjusting the company's culture and approach to excite them.

Recipe for capturing value from digital and AI transformations



3. Adopting an Agile Operating Model

- Building and scaling digital and AI solutions across hundreds of working teams require companies to be much **faster** and more **flexible** in the way they develop technology, so having an agile operating model is critical.
- Developing that operating model, however, is perhaps the most complex aspect of a transformation because it touches the core of the organization and how people work together.
- It requires determining the right operating model for you, and building up core capabilities in product management and experience design.



Recipe for capturing value from digital and AI transformations

4. Technology for Speed and Distributed Innovation

- The objective for technology is to make it easy for your pods to constantly develop and release digital and AI innovations to customers and users.
- Achieving this requires building a **distributed technology** environment for easy access to data, applications, and software development tools pods need to rapidly innovate and deliver secure, high-quality solutions.



Recipe for capturing value from digital and AI transformations

5. Embedded Data Everywhere

- The ability of the technology solutions to generate value is dependent on the quality, relevance, and availability of data.
- That's why it's critical to architect data thoughtfully for easy consumption, reuse, and scaling.
- The goal is to have the data teams need so they can use it to make better decisions and build better data-enabled solutions.
- The key is to build a set of data products that can be **easily consumed** by any team or application across the organization.



Recipe for capturing value from digital and AI transformations

6. Change Management

The Keys to **Unlock Adoption and Scaling**

- Getting customers or business users to adopt solutions as part of their day-to-day activities, and scaling them across your customer base, markets, or organizational units are often a massive challenge.
- Companies need to address the technical, process, and human issues at a sufficiently granular level, have **clear KPIs** to track progress, and ensure teams are capturing the value.



Specific case analysis

DBS

- Transforming a banking leader into a **technology leader** (Asia-Pacific, Banking)
- In a rapidly changing digital landscape, Singapore-based DBS bank aspired to transform into a truly digital bank with a **clear vision**: “Make banking joyful.”
- DBS created a best-in-class **platform-operating model** with joint leadership between business and technology with a firm focus on customers.
- It also made fundamental shifts in its **culture** and built-up in-house technology capabilities through innovative **recruiting and retention strategies**.

Change Management

Agility and innovation

How a group of NASA renegades transformed mission control.

MIT Sloan Management Review, 2019.

The Reinvention of NASA

Harvard Business Review, 2018.

Discuss strategic agility at NASA over the decades

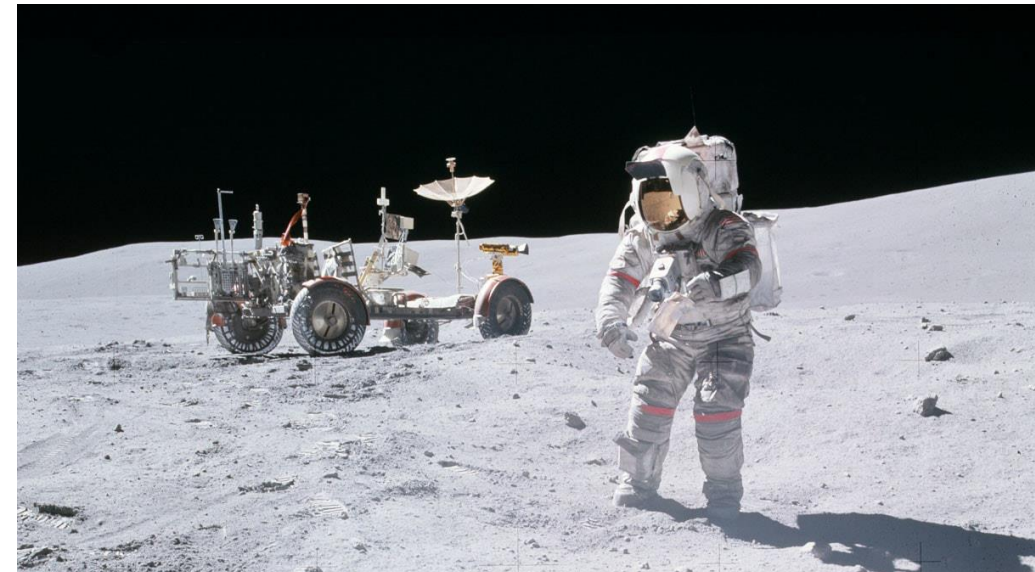
<https://hbr.org/2018/04/the-reinvention-of-nasa>

NASA's new space race strategy: Achieving ambidexterity at NASA, 2015.

Loizos Heracleous

Professor of Strategy, The University of Warwick

Source: <https://www.heracleous.org/>



The Five Principles of Ambidexterity

Ambidexterity is the ability to use both the right and left hand equally well.

1. Strategic use of technology
2. Invest beyond financials
3. Configure culture and processes
4. Harness the power of networks and business systems
5. Develop ambidextrous leadership

AI Applications in Human Resource Management



AI Applications in HRM

Artificial Intelligence could dramatically change the future of HR, perceptions of work, talent, roles and skills...

1. Recruitment

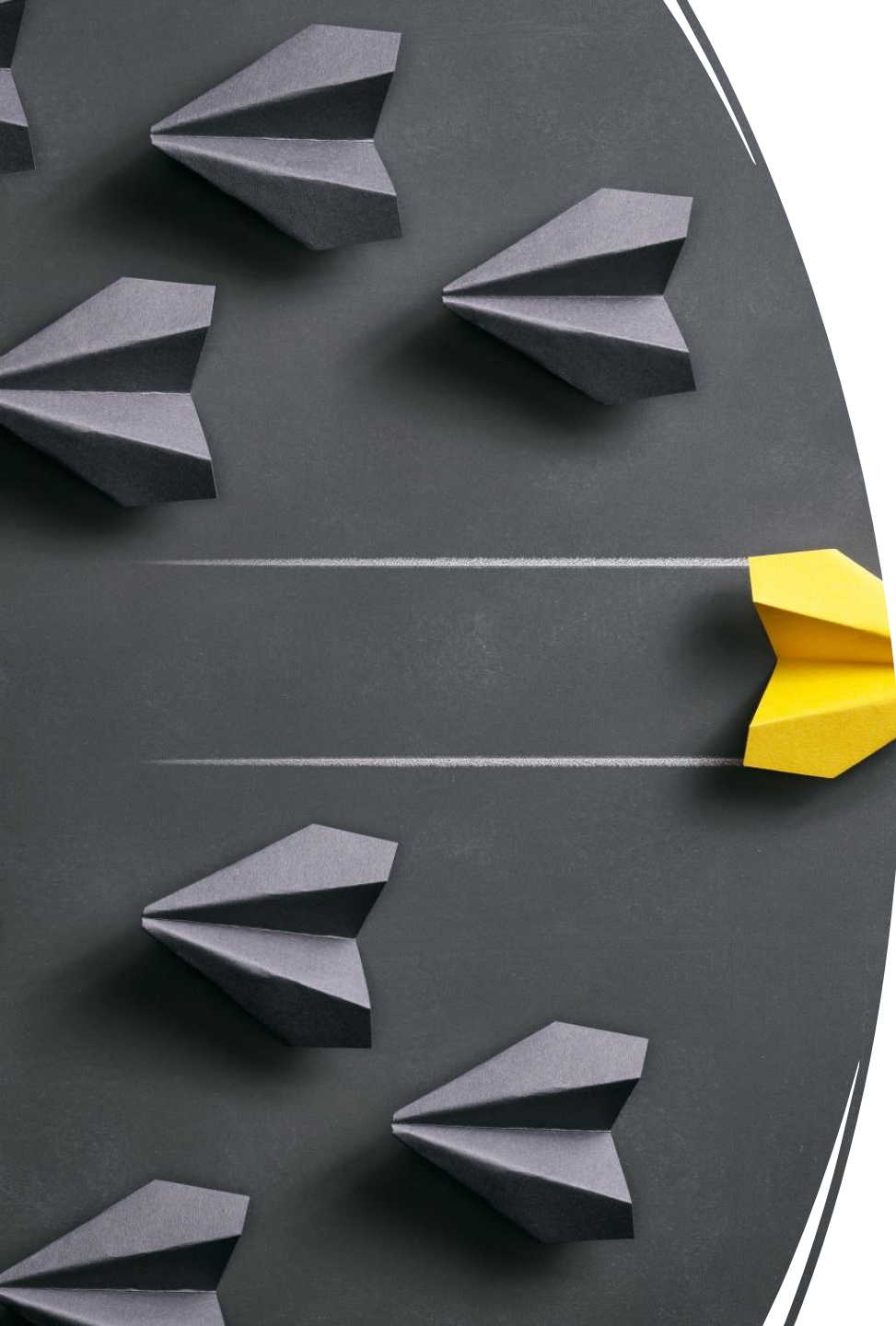
AI based selection

Interviewed by AI robots

AI distributed job ad

Staff induction





AI Applications in HRM

2. AI driven training and development

- AI driven ChatBox, information distribution
- Employee sentiment analysis and engagement monitoring

3. Performance management tracking and analysis

- AI-powered automated performance review and feedback generation
- Predictive analytics to identify high-potential employees

AI Applications in HRM

4. Learning & Development

- Personalized learning paths and recommendations based on AI algorithms
- AI-enabled virtual training and simulation (CBT)
- Skills gap analysis and training needs identification
- HR operations and services

5. AI-driven HR service management and self-service portal

- Automate HR processes and workflows
- Natural language processing for HR queries and support
- Employee Benefits and Workforce Analytics



AI Applications in HRM

6. AI driven employee sentiment analysis and well-being monitoring

- Predictive analytics to identify burnout and churn risks
- Using AI algorithms for workforce planning and optimization



Some sources of references

- Artificial intelligence and a new era of human resources – IBM
<https://www.ibm.com/blog/artificial-intelligence-and-a-new-era-of-human-resources/>
- AI in HR: A Guide to Implementing AI in Your HR Organization
<https://www.gartner.com/en/human-resources/topics/artificial-intelligence-in-hr>
- Eightfold AI's report The Future of Work: Intelligent by Design
https://eightfold.ai/wp-content/uploads/2022_Talent_Survey.pdf
- Ways AI is Changing HR Departments
<https://www.businessnewsdaily.com/how-ai-is-changing-hr>

Why important?

- 76% of HR leaders believe that if their organization does not adopt and implement AI solutions, such as generative AI, in the next 12 to 24 months, they will be lagging in organizational success compared to those that do.
- CHROs must take a structured approach, using this three-step framework, to assess technology trends to be able to make an effective decision on whether to adopt new AI solutions into HR.

<https://www.gartner.com/en/human-resources/topics/artificial-intelligence-in-hr>

- the majority of the 250 HR leaders surveyed said they are already using AI across HR functions like employee records management (78 percent), payroll processing and benefits administration (77 percent), recruitment and hiring (73 percent), performance management (72 percent), and onboarding new employees (69 percent).

https://eightfold.ai/wp-content/uploads/2022_Talent_Survey.pdf

3-Step Approach to Assess AI Adoption in HR



Source: Gartner
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Gartner®

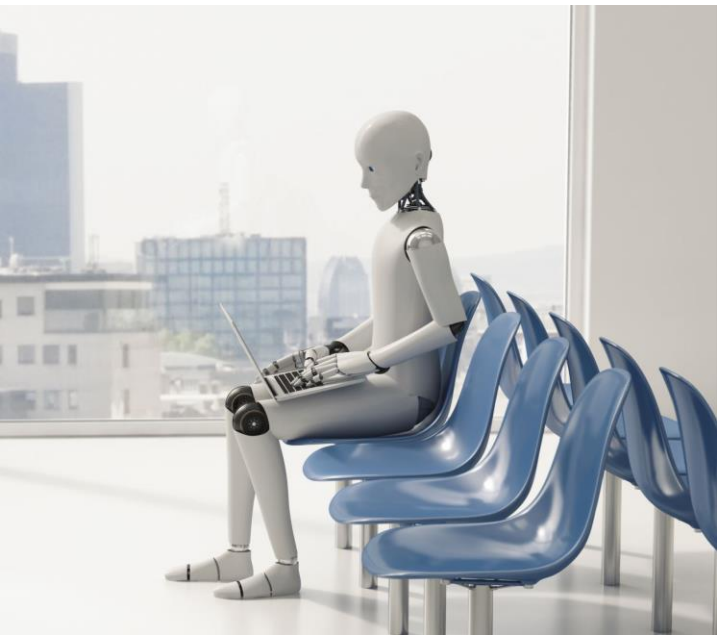
Step One - Distinguish Reality from Myth

Myth one - Tech will replace employees when it performs better than they do in current tasks.

Reality - AI tools are designed to enhance human capabilities and can be useful in delegating tasks. Technology will be pervasive in most employees' activities instead of replacing employees altogether.

Myth two - HR leaders are holding back on AI-powered tool implementation because of concerns.

Reality - Despite data privacy, bias and ethical concerns, AI is being deployed at a rapid pace.



3-Step Approach to Assess AI Adoption in HR

52% of HR leaders participating in a June 2023 Gartner benchmarking session stated they were exploring potential use cases and opportunities when it came to generative AI (a subset of broader AI).

3-Step Approach to Assess AI Adoption in HR (2)

Step Two Establish the potential of AI and its benefits for HR

- The next step will involve HR leaders establishing the true potential benefits of AI and, most importantly, aligning potential use cases to organizational goals.
- Focus on how AI will help alleviate any functional pains and meet your goals by allowing you to perform activities better, faster and cheaper.

3-Step Approach to Assess AI Adoption in HR (3)

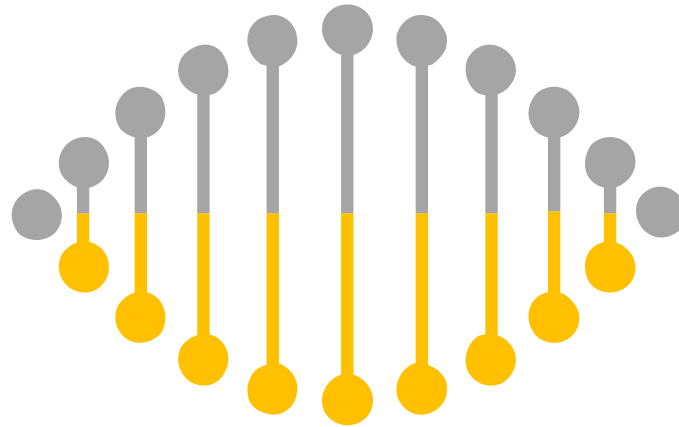
Step Three Assess and score against success criteria

- The final step includes assessing and scoring AI solutions against key success criteria to determine if adoption should go ahead or not.
- Each organization will have different criteria, but some of the key areas HR leaders should take into consideration include governance, workforce readiness, risks and ethics, and the vendor landscape.

The Truth About Tesla's Global Supply Chain!



<https://www.youtube.com/watch?v=TqFD1zHcS3o>



Research ethics process

Research Ethics & Integrity Code of Practice



<https://www.uwtsd.ac.uk/media/uwtsd-website/content-assets/documents/research/REICoP-July-2022.pdf>

The University

The strategic aims and objectives of the University include **actively promoting research**, enterprise and knowledge exchange activity that is underpinned by **high ethical, social and environmental standards**. This Code of Practice provides a framework for ethical research practice and decision making within the University.



5 Key Principles (1)



Honesty in all aspects of research, presentation of research goals, intentions and findings; in reporting on research methods and procedures; in gathering **data**; in using and acknowledging the work of other researchers; and in conveying valid **interpretations** and making justifiable **claims** based on research findings.



Rigour, in line with prevailing disciplinary norms and standards: in performing research and using appropriate **methods**; in adhering to an agreed protocol where appropriate; in drawing interpretations and conclusions from the research; and in communicating the results.



Transparency and open communication in declaring **conflicts of interest**; in reporting of research data collection methods; in analysis and interpretation of data; in making research findings widely available, includes sharing negative results as appropriate; and in presenting the work to other researchers and to general public.

5 Key Principles (2)



Care and respect for all participants in and subjects of research, including **humans**, animals, the **environment** and cultural objects. Those engaged with research must also show care and respect for the stewardship of research and scholarship for future generations



Accountability for the university to create a research environment in which its staff and students are empowered and enabled to own the research process. Those engaged with research must also ensure that **investigators** are held to account when behaviour falls short of the standards set by this Code.

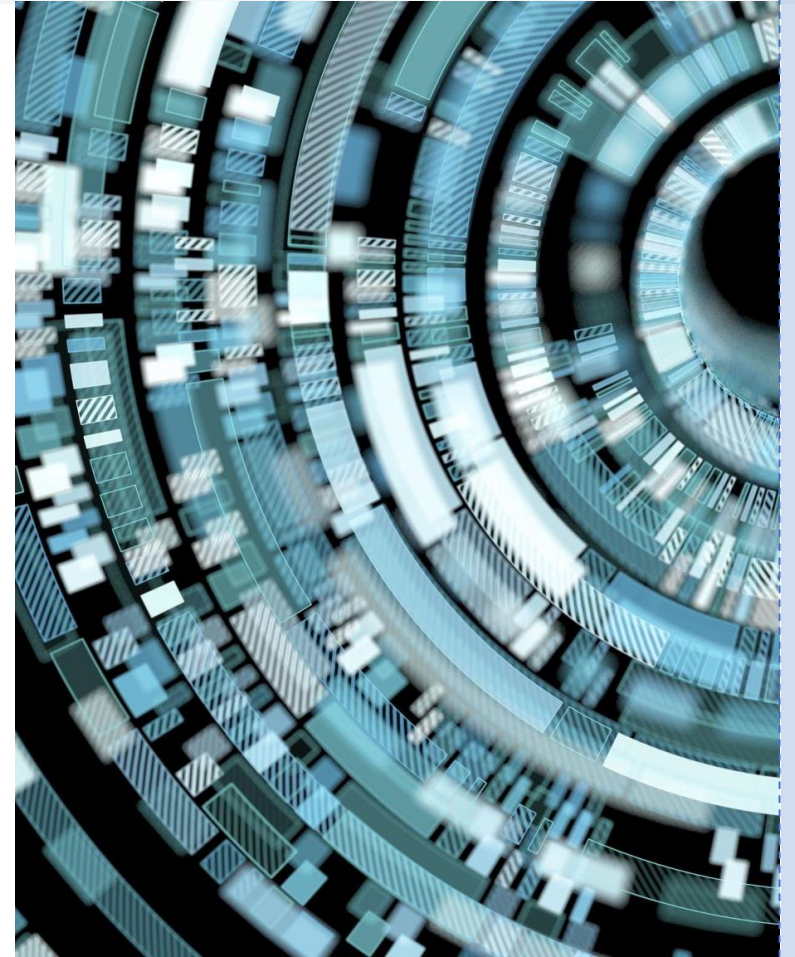
Questions

- Which of these Principles is most important?
And why?
 - ✓ honesty
 - ✓ rigour
 - ✓ transparency
 - ✓ care and respect
 - ✓ accountability
- **Who** should be in charge of checking that the researchers practice the Code of Practice?
- How can we tell if a researcher has Integrity?

More Practical Guides

Emerging Ethical Issues in Research

- Ethical considerations in emerging technologies (e.g., AI, big data)
- Ethical implications of research in sensitive areas (e.g., genetics, artificial intelligence)
- Ethical challenges in interdisciplinary and collaborative research



Dos and don'ts



Dos

Writing and Presenting Research

- **structure** and components of a research paper, including the introduction, literature review, methodology, results, and conclusion sections
- write **academically**, emphasizing clarity, coherence, and logical flow of ideas



Research Project Management



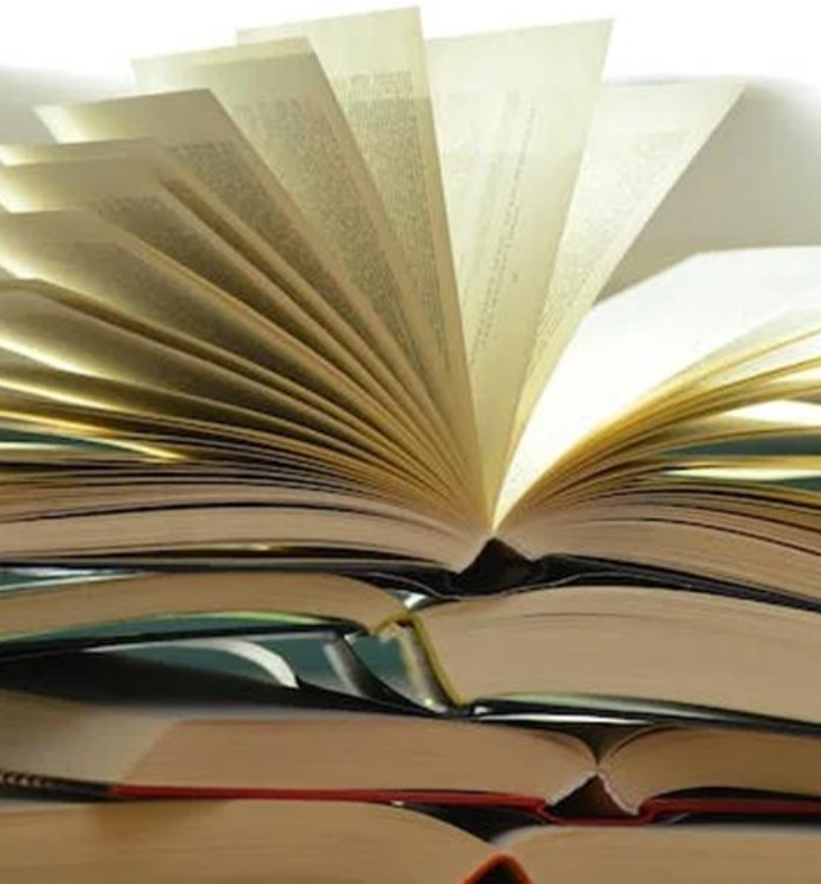
-
- Project management principles, including planning, scheduling, and monitoring research progress
 - Identify and manage potential risks and challenges that may arise during the research process
 - Tools and techniques for project management, such as Gantt charts

Advanced Data Analysis



-
- training on specific statistical software or techniques relevant to the students' research projects, such as SPSS, Nvivo
 - exercises and examples to reinforce understanding and application of advanced data analysis methods
 - interpreting and reporting the results of advanced data analysis techniques
 - vary dependent on YOUR research

Scholarly Writing and Publishing



- ways to select suitable academic journals for **publication** and the importance of considering target audience and journal scope
- manuscript preparation, including formatting, referencing, and following journal-specific submission guidelines
- strategies for responding to reviewer feedback and increasing the chances of publication acceptance

Research Impact and Dissemination



- strategies for communicating and disseminating research findings to various stakeholders, such as industry professionals, policymakers, or the general public
- alternative formats for research dissemination, such as writing industry reports, creating infographics, or engaging in media outreach
- consider the potential impact of your research and how it can contribute to knowledge, practice, or policy

Dos for Research and Professional Conduct:

- ✓ A. Obtain proper research ethics approval for your study
- ✓ B. Conduct thorough literature review to build a strong theoretical foundation
- ✓ C. Clearly define research aims, objectives and research questions
- ✓ D. Use appropriate research methods and techniques
- ✓ E. Ensure the validity and reliability of data collection and analysis
- ✓ F. Maintain confidentiality and privacy of research participants
- ✓ G. Give proper credit to the work of others through accurate citations and references
- ✓ H. Seek collaboration and engage in scholarly discussions with peers and experts
- ✓ I. Continuously update your knowledge and skills through professional development
- ✓ J. Contribute to the advancement of knowledge and the betterment of society

A row of white wooden human figures, with one blue figure standing out in the center. The figures are arranged in a line, and the blue figure is the only one of its color.

Don'ts for Research and Professional Conduct

- ☛ A. Plagiarize or engage in any form of academic misconduct
- ☛ B. Fabricate or manipulate research data or results
- ☛ C. Misrepresent or exaggerate research findings
- ☛ D. Violate ethical guidelines or regulations in research involving human
- ☛ E. Engage in conflicts of interest that compromise research integrity
- ☛ F. Engage in discriminatory practices or biases in research
- ☛ G. Engage in unethical publication practices
- ☛ H. Neglect the importance of data security and protection
- ☛ I. Disregard the ethical implications and social responsibility
- ☛ J. Ignore professional and ethical standards in your interactions with others

Professional Development and Ethical Responsibility

- A. Stay updated with the latest research ethics guidelines and regulations
- B. Engage in ongoing professional development to enhance research skills and knowledge
- C. Foster a culture of research integrity and ethical conduct within your academic and professional communities
- D. Actively contribute to discussions and initiatives related to research ethics and responsible conduct of research
- E. Seek guidance and support from mentors, supervisors, and professional organizations when facing ethical dilemmas





More Practical Tips

I. **Time Management:**

- A. Create a **schedule** and stick to it to ensure consistent progress
- B. Break down larger tasks into **smaller, manageable chunks**
- C. Prioritize tasks based on deadlines and importance
- D. Avoid procrastination by setting **realistic goals** and **deadlines**
- E. Use productivity tools and techniques to stay organized and focused

More Practical Tips

II. Networking and Collaboration:

- A. Attend **conferences**, seminars, and workshops to connect with peers and experts in your field
- B. Join professional **associations** and online communities to expand your network
- C. Seek opportunities for collaboration with other researchers and professionals
- D. Engage in discussions and knowledge-sharing activities to enhance your understanding





More Practical Tips

III. **Effective Communication:**

- A. Develop strong **written** and **oral** communication skills
- B. Clearly **articulate** your research ideas, objectives, and findings
- C. Seek feedback from mentors, colleagues, supervisors and experts to improve your communication
- D. Present your research at conferences and seminars to gain exposure and receive valuable input

More Practical Tips

IV. Research Skills:

- A. Continuously **update** your knowledge of research methodologies and techniques
- B. Develop expertise in **data analysis** and **interpretation**
- C. Stay informed about the latest advancements and **trends** in your field
- D. Seek opportunities to enhance your research skills through workshops and training programs



More Practical Tips

V. Self-Care and Well-being:

- A. Prioritize self-care to maintain **physical** and **mental well-being**
- B. Take breaks and engage in activities that help you relax and recharge
- C. **Seek support** from mentors, peers, and support services when needed
- D. Maintain a healthy **work-life balance** to avoid burnout



Always bear in mind

- Do **choose your supervisor well**
- Don't leave the responsibility for your research to others
- Do get support from other students
- Do summarise your results as you go – **write diary**
- Don't underestimate how long it will take to write up
- Do take every opportunity to practice and learn
- Do get a life **Have fun!**



Recap of what we have covered today

1. Culture diversity
2. Law and ethics
3. Risk and Governance
4. AI and Human Resource Management
5. Research Ethics Process

