



LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	WU Hon Kwong	Student ID number:	1812210
Programme:	MBA		
Module:	Human Resource Management		
Module code:	SBMA7101	Contribution to Overall Module Assessment (%):	50%
Lecturer:	Dr Leo Ho	Internal Verifier:	
Assignment Title:	The Impacts of Digital Transformation to Human Resource Management – Artificial Intelligence (AI)	Word count (or equivalent):	1,500 words and 5-6 PPT
Submission deadline:	14 April 2019 (presentation) 22 April 2019 (Submission deadline)	Return date of provisional marks & written feedback:	6 May 2019
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.) Alternative submission method (if applicable): 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.		

1. Introduction

With the era of technologies such as machine learning, robotics, artificial intelligence, the field of technology is changing to align itself with the technologies. Artificial technologies refer to technology that has the capability to do tasks that require some level of human intelligence. The technology is characterized by three features high-speed computation, advanced algorithms which differ from ordinary software as well as a vast amount of quality of data. AI technologies offer accuracy and stability in the everyday process by combining quality data and fast computation.

In the HR field, AI technologies play crucial functions in recruitment and training, talent acquisition, payroll, reporting, and access to policies and procedures. With the significant role of technology in business operations, there is a growing need for organizations to align their HR functions with the right technologies. AI technologies offer HR functions with approaches that will improve the overall employee experience. The report aims at providing an in-depth and critical analysis of the role of AI technologies in human resource management by providing insights, implications, and challenges of the technologies. Lastly, the report will provide recommendations based on the research findings.

2. Adoption of AI in Human Resource Management

Understanding the role and impact of AI, technologies entail looking at different HR functions and how they are affected by the technologies.

a) Recruitment

AI streamlines monotonous and high-volume tasks involved in the recruitment process. Streamlining the process resumes a massive applicant tool to identify candidates within a limited time which is a challenge for every HR managers. AI soft wares scan provide an evaluation as well as reject nearly 75% of resumes that do not

qualify. Additionally, intelligent screening which is a core component of AI screens resumes assisting in providing insights in employee experience and skills, evaluate their job performance, and turnover probability and lastly, provide a short list of the strongest candidates (Merlin & Jayam, 2018).

b) Training

An organization requires abilities and capabilities to remain competitive. AI software provides more personalized learning based on learning styles. The technology also accumulates data about employee engagement and failures and offers a new test to attempt and tackle an issue facing the employee (Reilly, 2018). The program also measures the involvement of an employee and compares their outcomes with that of a control program to determine whether training programs result in some learning among employees (Reilly, 2018).

c) Performance management

Organizations in their daily operations are faced with the challenges of determining whether their staff performance contributes to the overall success of the organization. AI software evaluates the performance of each employee by checking with their efforts are in align with the objectives of the company (Merlin & Jayam, 2018). The technology also makes it possible to reward employees quickly and identify challenges faced by employees particularly those working in teams

d) Retention

Employee retention is one of the critical challenges facing organizations. AI breaks down and foresees the need and requirements of every employee. The software establishes individual affinities and determines employees that ought to get a raise and those that disappointed with the work-life balance (Merlin & Jayam, 2018).

3. Insights and arguments on AI in Human Resource Management

Automation and AI are changing the functions of Human resource in organization. With growing need to incorporate data-driven decision making to promote organizational performance, adoption of various systems has been critical. Based on past and result studies a positive correlation has been established between data-driven decision making and the overall output and productivity of businesses. However, there has been growing debate to distinguish duties that can be performed by the machine learning particularly in human resource. One of the significant argument presents in the various articles is the role of AI technologies in Human resource management. Strohmeier and Piazza (2015) highlight that the fitting combination of machine learning and AI techniques take into account all aspects of human resource tasks. However, according to Frey and Osborne (2013), not all the tasks can be fully computerized necessitating the need to define of human role in HRM. According to Sweta (2018), AI is critical in understanding the cognitive science and behavior modeling. AI assist HR in effectively analyzing past, present and future events. One of the strengths possessed by AI is to process a huge amount of data following different HR statistical models in employee decision-based making models (Sweta, 2018). In the Artificial intelligence and Human Resource management, highlights the benefits the advantages of Artificial Intelligence that have been derived in different sectors such as agriculture and the banking sector (Merlin and Jayam, 2018). The example outlines the AI in extensive automation its overall economic growth particularly in the creation of job opportunities. Strohmeier and Piazza (2015) argue that use of a data-driven system such as AI technologies by HR managers is resulting to the more productive workforce as the system primarily in resolving cumbersome manual - analysis and time-consuming tasks.

4. Implications of AI technologies on Human resource management

4.2 Positive impacts

The implication of AI on Human resource has yielded both positive and negative results for organizations. The core areas that have benefited from AI in firms are policymaking and transactional work. AI significantly affects work which is mainly involved with repetitive, rule-based and where high-accuracy is needed. Robotic process automation reduce costs, speed up the activities and ensure they are error-free (Reilly, 2018). As data becomes the lifeblood organization, HR managers can be able to make better and informed decision making. AI results in the more checking process ensure accuracy and efficiency; however, it's crucial that human oversight is needed in spite of the system (Reilly, 2018). Policymaking in an organization primarily relies on data, AI ensures that speed and accuracy in finding patterns in data.

4.3 Negative impacts

It is important to highlight that a number of shortcomings are be associated by the use of AI including change management. Change management as result of automation has resulted to the decrease of human resource in the organization (Loewenberger and Newton, 2013). Technology has created opportunities for business to grow, however, resulted in physical disconnection due to lack of social support structure increasing in depression and anxiety among employees in organization (Smith, 2018). As organization aim at increasing productivity and performance through the use of automation, employees are stuck with the use of technological devices to meet tasks and objectives of firms rather than building relationship and working together with the rest of their colleagues. Additionally, environmental factors and cultural norms in the workplace are significantly influenced by technological design with some intentional and others not hence the use of technology has led to development of harmful habits resulting to characteristics such as addiction.

5. Challenges of AI technologies

As organizations adopt a data-driven system in HR with the aim of remaining competitive, it's important to highlight a number of challenges for implementing the systems in the workplace.

Use of new the technologies requires skills needed to ensure efficiency of the technologies. One of the key challenges that continue face organization is acquiring and retaining digital competence needed to oversee the success of system such as AI and automation (Poole and Folger, 2017). Capital is no longer a challenge for organization, however, firms require talented employees to ensure they remain competitive in amidst of technological advancement. Moreover, leveraging digital technology continues to be a challenge for companies due to the rapid pace of technological innovation as technical terms have found it difficult to keep up with changes. Organizations have to constantly invest in new systems which are posing challenges to experts and financial constraints to businesses.

One of the primary challenges facing employees in the use of AI and other technologies is maintaining a balance between work and their personal life.

Digitization provides employees with opportunity to work from home resulting to a misbalance associated with over dependence on technology. The rise of portable computers and smartphones, employees are spending most of their personal time on the gadgets to finish job assignments and little or no time on social relationship with friends or family.

Organizations are facing financial constraints associated with the adoption of new technologies and their implementation. Financing the purchase of new equipment and hiring skill continues to result to financial burden to organizations as excessive funding is required to see systems up and running (Folger, 2017). Incorporation of automation requires extensive training and facilitates to ensure the system are up and

running accordingly. The initial cost required to AI and other system is costly particularly for small business and the maintenance required to ensure system function accordingly.

According to Sweta (2018), the corporate environment is dynamic, complex and full of uncertainties. The digital era offers human resource many numerous various opportunities. In spite of the benefits, the HR manager has to address the limitations that come with AI technologies. The technology in place, workers must be given periodic training and development in digital skills. Additionally, there are various aspects of human behavior, signals, and languages that can only be understood by people.

Ethical design remains a challenge in use of AI in HR precisely with the phrase “robots are not humans” lack of emotional response from use of machines has ignited debate and the overall decision making made by HR based on information provides by the use of AI (Reilly, 2018). Other ethical issues that have risen from the use of AI include equality, transparency, and confidentiality. The system's algorithms were risky and racists mainly because they are designed based on the employee experience rather than the ideal (Reilly, 2018).

Conclusion

Digital transformation in the working environment necessitates the need for technologies that contribute to improved human resource functions. AI primary plays a crucial role in HR where huge amount of data need to be analyzed to assist in informed decision making. Organization adapting the use of AI can attribute its impact on various services such as recruitment, training, development, and learning. AI has gained influence in various aspects of the organization such as in the area of policy making and transactional work involved in human resource management.

However, AI possesses a number of challenges to business ethical issues such as racism associated with the use of the systems. The overall impact of automation and AI on the economic system remains key issue precisely because it does not directly contribute to revenue generation which is achieved through wages. Reforms needed to be made to ensure HR managers still play their role while AI processes as required.

6. Recommendations

With the competitive environment, an organization needs to adopt technological innovation process that increases productivity and employee satisfaction. Multiple strategies can be put in place to ensure the AI, and other technologies contribute to effectiveness and efficiency in the HR system.

- i) Periodical training, learning and development programs should be carried out at all levels of the organization to ensure all employees gain digital skills needed to oversee the success of artificial intelligence.
- ii) Coordinated a blended workforce: HR should have a dedicated team focused at exploring new vendor solutions and others as well as ensuring AI solutions improve different HR functions such as recruitment, training, learning, and service delivery.
- iii) Facilitate high levels of automation: HR precisely should ensure its employees have automation by implementing technology systems that provide employees with vast experience and provide managers with approaches to maximize employee performance and engagement.

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Student Self Evaluation Form

Student name:	WU Hon Kwong	Student number:	1812210
Programme:	MBA	Year of programme	One
Assignment Title:	The Impacts of Digital Transformation to Human Resource Management – Artificial Intelligence (AI)		

This section repeats in brief the common assessment criteria detailed on previous pages. The *extent* to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

Common Assessment Criteria Applied	Level of Achievement						
	REFER			PASS		DISTINCTION	
	FAIL	FAIL	MARGINAL FAIL	SATISFACTORY	GOOD to VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Engagement with literature	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐
2. Knowledge and Understanding	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐
3. Cognitive and intellectual skills	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐
4. Practical Skills	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐
5. Transferable Skills for Life and Professional Practice	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
	☐	☐	☐	☐	☒	☐	☐

PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL The professor has explained very detail and provided a lot of practice opportunities before starting this assignment. Therefore, I believe this assignment is prepared well.	PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP This assignment would be prepared more precise if I could have more time for doing the research areas. Due to the limitation of time, I have tried my utmost effort to complete this assignment.		
Student's Name	WU Hon Kwong	Date	20 April, 2019
Student's Signature			