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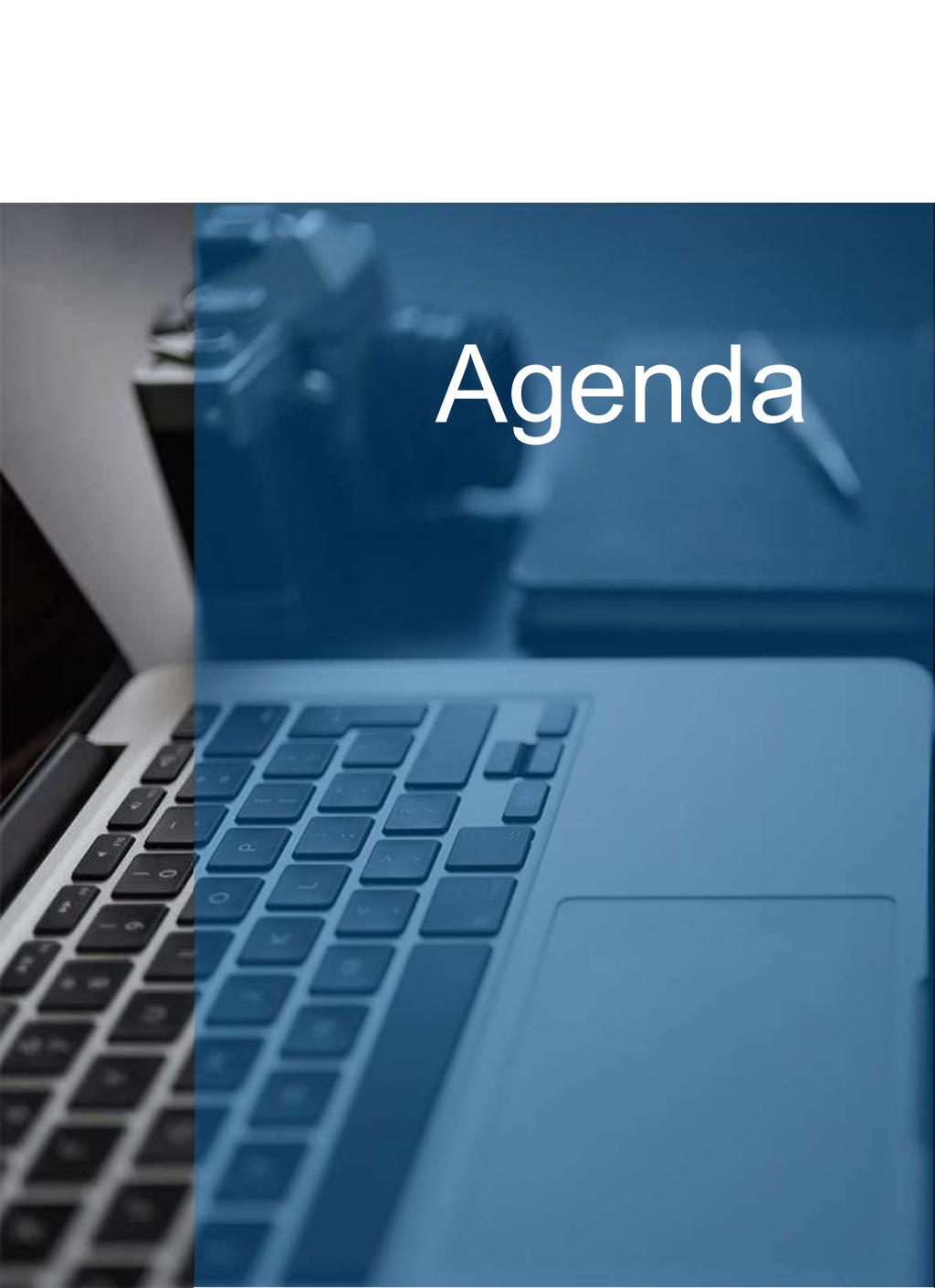
LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Chan Shuk Yan	Student ID number:	1921901
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):	15-20 minutes (Not more than 20 pages of PPT)
Submission deadline:	Dec 20, 2020 - Oral Presentation Dec 20, 2020 - Submission of finalized PowerPoint slides	Return date of provisional marks & written feedback:	14 working days after submission of finalized PowerPoint slides

A black and white photograph of a person's hands typing on a MacBook Pro laptop. The laptop is resting on a dark, textured surface. A blue rectangular overlay box is positioned on the left side of the image, containing the title text in white. The person's legs, wearing light-colored jeans, are visible in the lower left corner.

Artificial Intelligence in Human Resources

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ASSIGNMENT 1 OF HKBM7007 HUMAN RESOURCES MANAGEMENT
NOVEMBER 2020



Agenda

01 Introduction & Key change driver AI

Brief introduction of AI and Key change driver of AI

02 Why & How AI is used in HR

Adopts & Embrace AI to affects HR leaders to adopt & allow HR to perform

03 Key learnings from the article

Insights, lessons, observations & arguments

04 Key impacts of AI in workplace

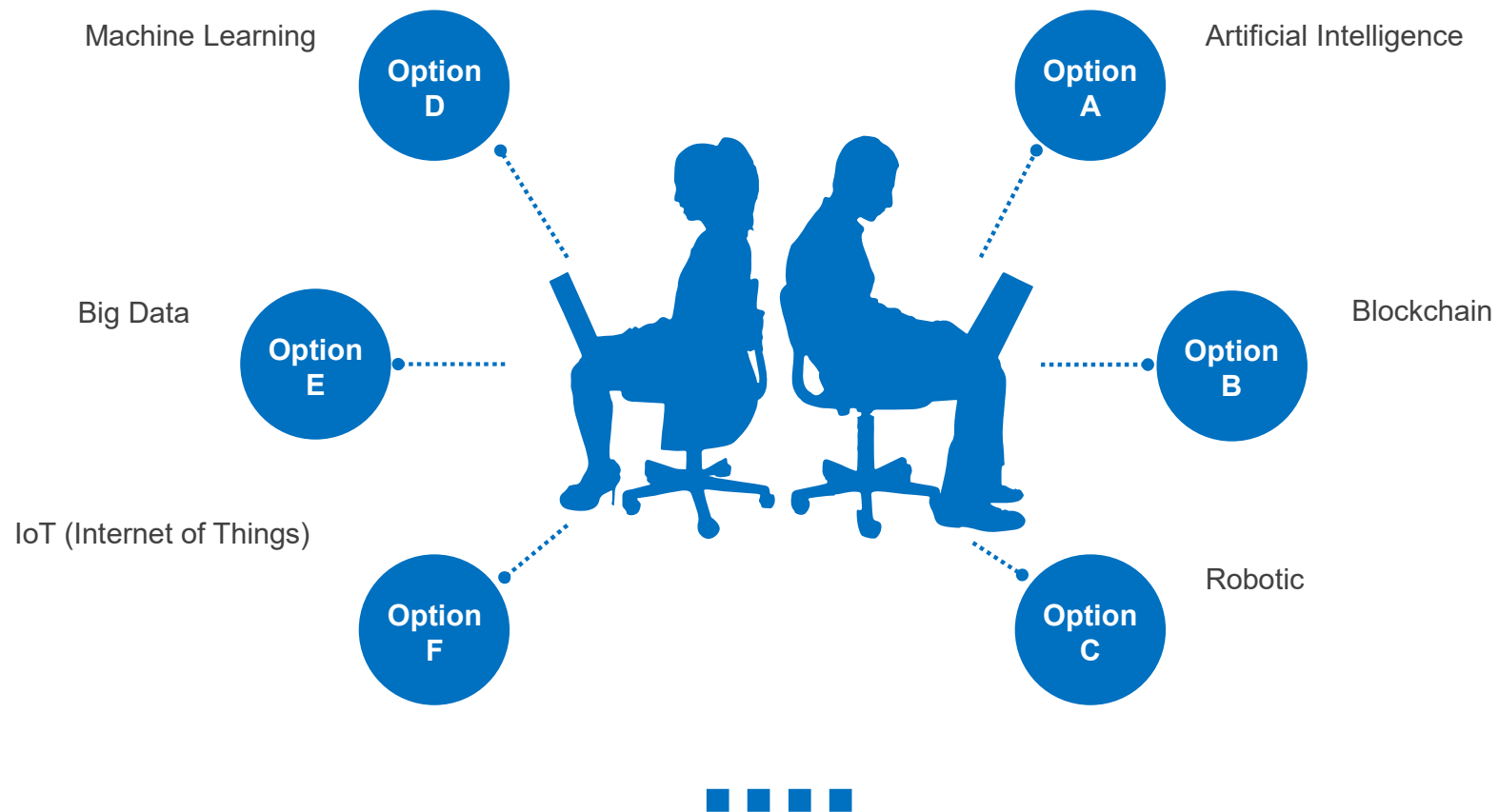
Benefits & Negative impacts

05 Recommendations

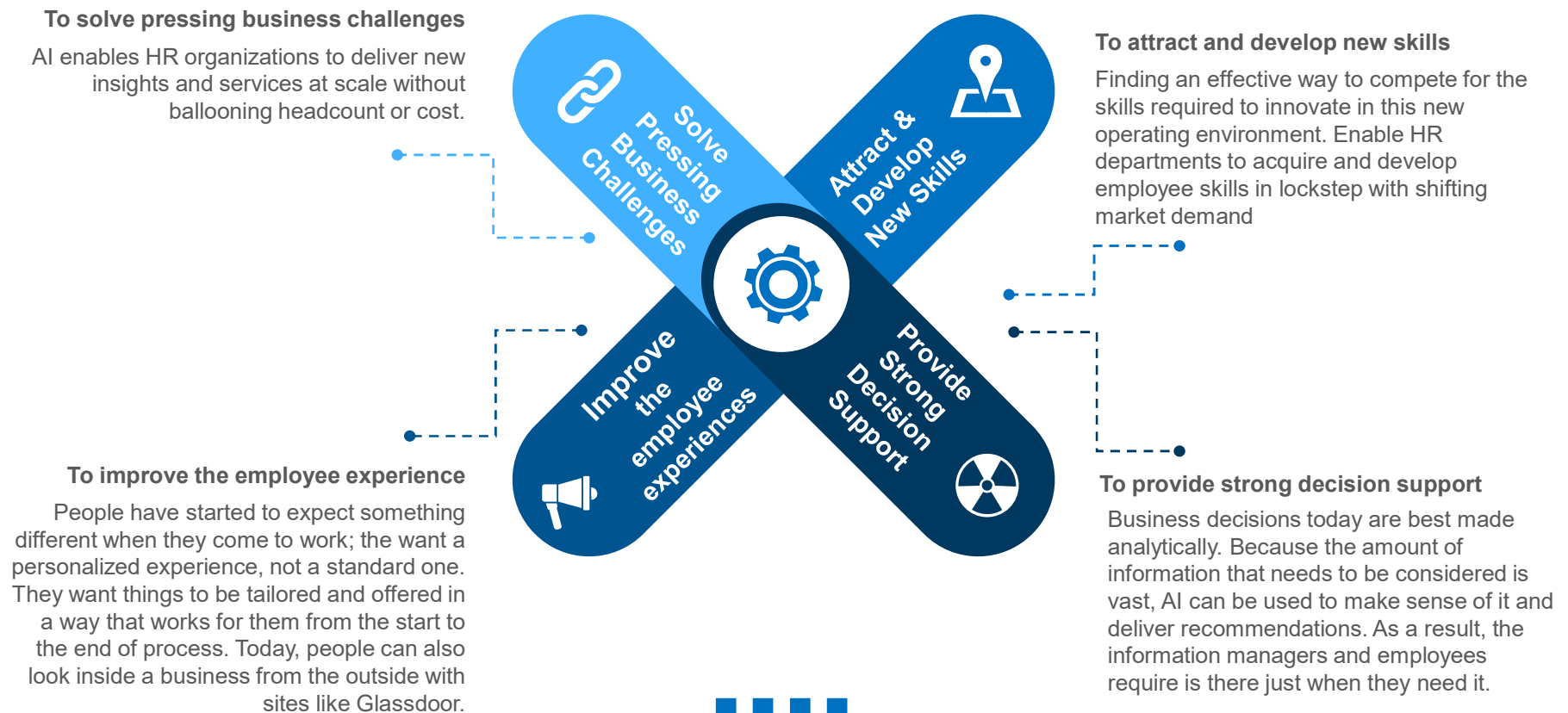
AI creates higher value jobs, diversity and bias.
Build in fairness and ensure transparency.

06 References

Key Change Drivers Digital Transformation



Why AI is being used in HR



How AI can be used in HR

Attract: Enhancing candidate experience

“When we piloted AI for candidate attraction, we saw a big increase in candidates applying for jobs.

Hire: Efficient and effective recruitment
Incorporating AI into the recruiting and sourcing functions to make better decisions that drives more business values.

Attract & Hire



Engage: Enhancing motivation

Two specific uses of AI that support manager effectiveness are manager talent alerts & engagement analysis.

Engage



Retain & Develop

Develop

AI-based skills inference can help organizations to find the “hidden gems” in an organization, the people with skills you didn’t even know existed. At an aggregate level, it is possible to design a heatmap of the skills a business has versus skills that are needed.



Grow

Career development

Career is a powerful way to create more meaningful work experiences for employees and can lead to greater productivity and stronger succession pipelines for business. Career is usually high touch, time intensive and expensive. This has meant that coaching has usually been reserved for people who were either underperforming.



Serve

Personalized learning

Essential components:

- Open learning platform
Integrates employee and learning data from various sources, bringing all relevant content together for access from any device – allowing learning to happen anywhere and at any time.
- Employee-specific experience: Provides personalized learning recommendations tailored to job role, business group, skill set, and personal learning history.

Application of AI in HR

Benefits and Outcome metrics

Outcome:

- Match between current & required skills mix, skill gap closure
- Course enrollments & completion rates

Personalized learning

- Accelerated employee skill acquisition
- Better alignment of employee skills with business strategy
- Enhanced learning experience

Outcome:

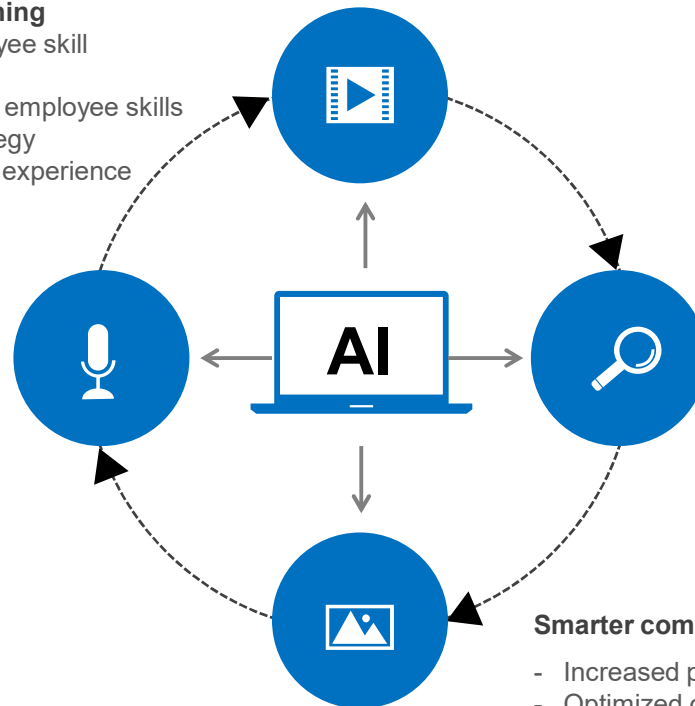
- Number of internal job applications & moves
- Employee retention
- Engagement or experience survey scores

Career development

- Employee driven career management
- Employee clarity on opportunities

Enhanced motivation

- Better manager support to their employees
- Improved employee experience



Outcome:

- Skill shortages & Unfilled vacancies
- Average time to fill open positions

Efficient and effective recruitment

- Better prioritization of job requisitions
- Accelerated time-to-hire
- Accurate assessment of diverse candidates
- Identification of the most qualified candidates

Enhanced candidate experience

- More informative pre-hire communication
- Better match of job seekers to role

Outcome:

- Compensation satisfaction survey scores
- Overpaid or underpaid worker count

Smarter compensation planning

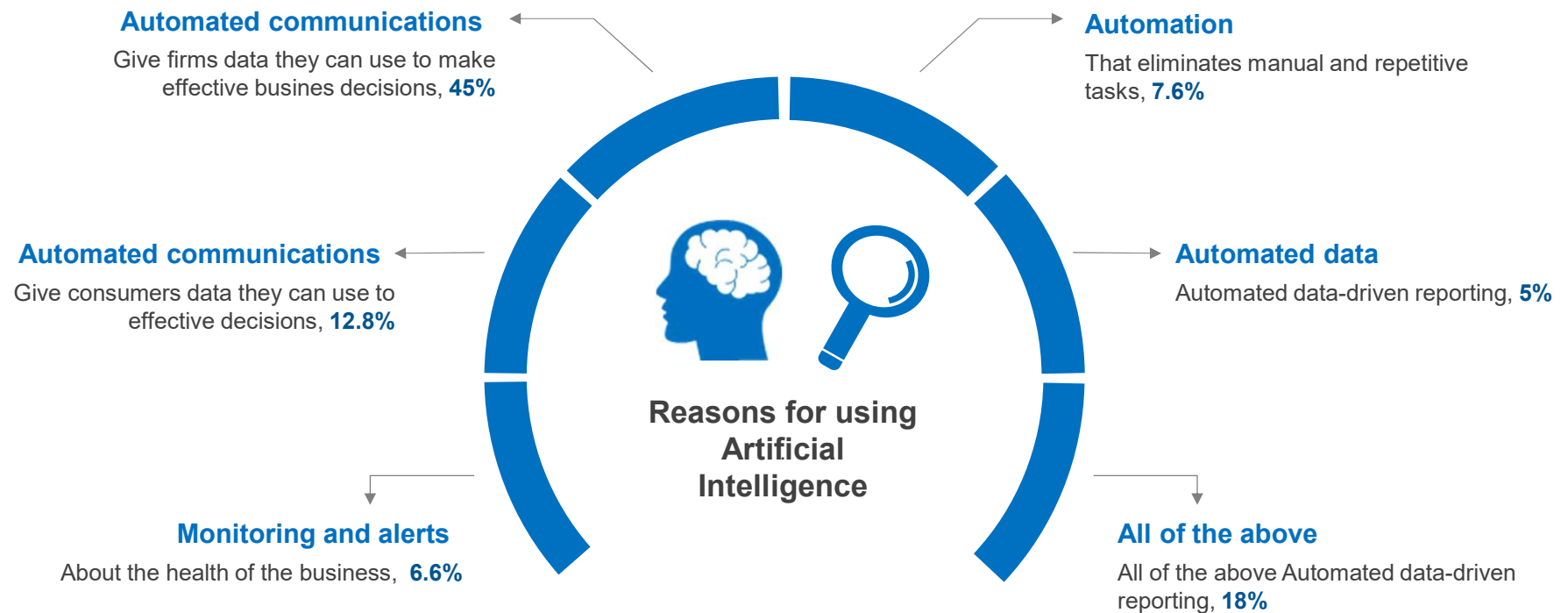
- Increased pay transparency for employees
- Optimized compensation budgets aligned with business strategy

How an organization adopts and embrace artificial Intelligence ?

Adopting AI technology throughout the world is presently outpacing the rate at which workers accept and embrace Artificial Intelligence as a disruptor. it also offers a unique opportunity to help workers prepare for the changing corporate landscape.

- McKinsey Global Institute published a paper that says that the technology of Artificial Intelligence is set to create around 4 trillion dollars in yearly revenue.
- Gartner proposes that 25% of the organization's customer service operation will be using customer assistance.
- Gautam (2019), leading firms plan to adopt and practice Artificial Intelligence in the workplace. From the survey, 76% of the interviewees suggested that AI is paramount for their organization to succeed, 64% have faith that AI will lead to growth and development of the organizations, and 62% commented that ethical standards are pivotal. From the respondents, 84% suggested that they are planning to train their workers on Artificial Intelligence.
- Ambati et al. (2020), different factors influence the adoption of Artificial Intelligence in an organization. The factors include relative advantage, competitive pressure, organization size, resources, government regulatory problems, and top management.

Reasons for using Artificial Intelligence





AI is essential to HR for various reasons



AI has made the functions of the HR department in recruitment easier.

- Meaningful applications, which has resulted in enhancing rates for application completion.
- AI has an essential function in the candidate discovery. It has allowed the HR department to store the database of past applicants.
- Through AI, it is possible to analyze the existing applicants and thus identify the ones that will be best for the new position to open up in an organization.
- AI has enabled effective leadership by the HR leaders as communication within organizations has been made easier.
- AI could be used by the HR leaders to improve internal mobility and workers' intention.
- AI could be beneficial to the HR department as it assists in carrying out administrative tasks.



Recruiting tasks where AI offers the most value



58%	Sourcing candidates
56%	Screening candidates
55%	Nurturing candidates
42%	Scheduling candidates
24%	Engaging candidates
6%	Interviewing candidates

 Source: LinkedIn Global Recruiting Trends 2019



Key learning from the articles

The articles describe the application & adoption of AI by Organizations and HR leaders.

1. According to Davenport and Ronanki,

3 ways: engaging with clients and staff, automating business processes, and obtaining understanding through analyzing data.

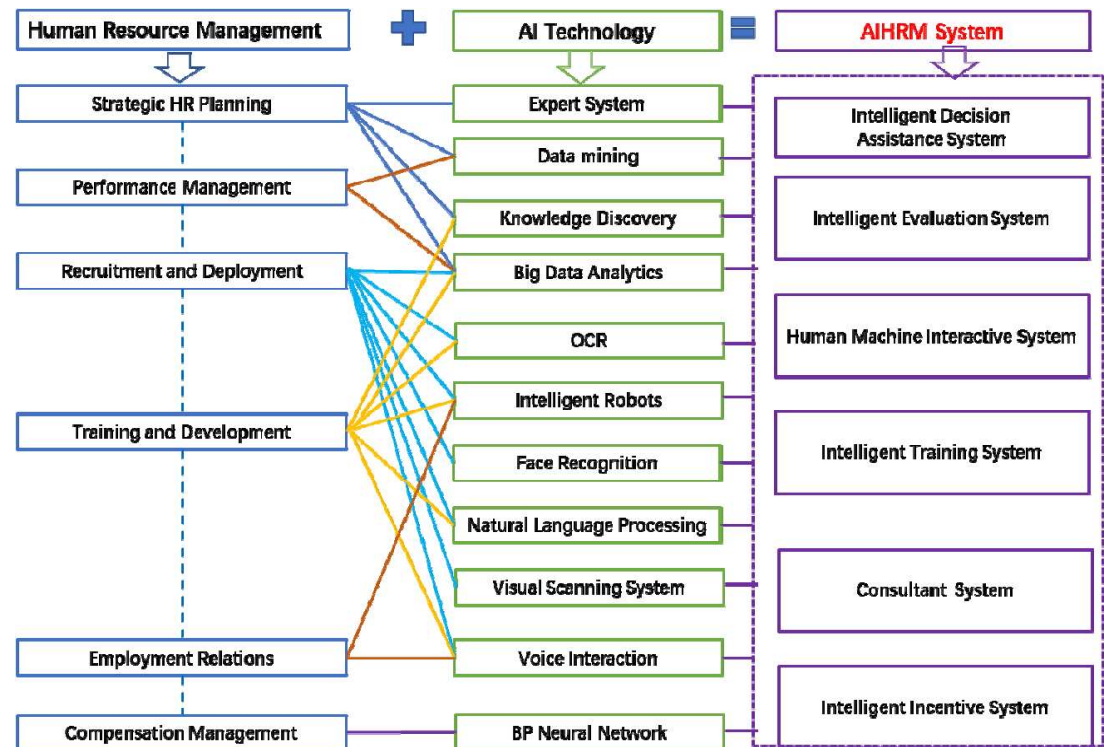
2. Benefits is that AI is an essential HR department.

It improves efficacy in their roles. It does so by being adopted in the recruitment process, talent retention, employee development, and employee engagement (Christopher, 2019).

Gautam (2019) claims that AI is replacing the role of HR in the organization. It suggests that with the adoption and use of digital transformation, the number of people employed in the organization will be reduced as firms will depend on digital technology to execute their strategy.

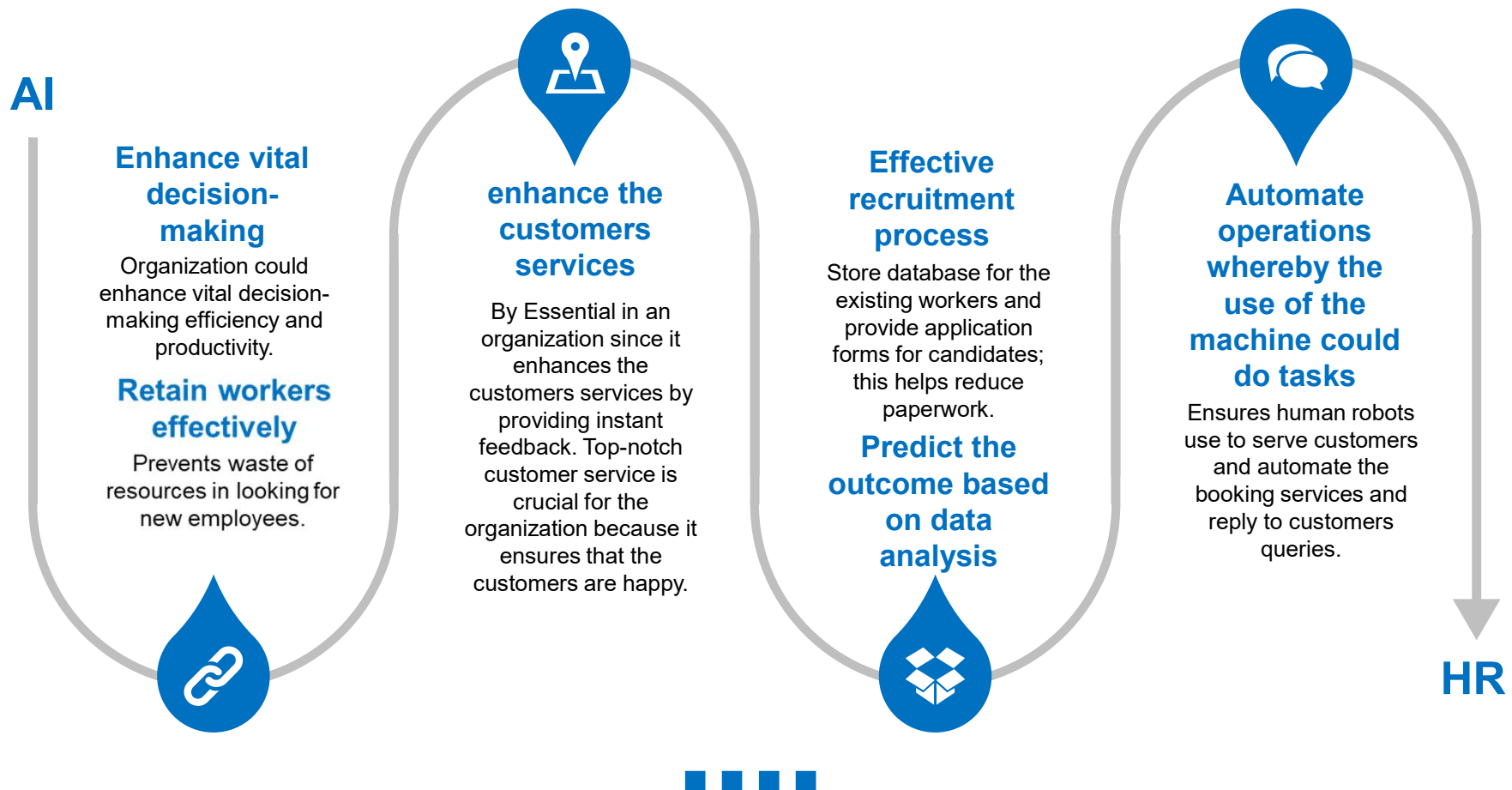
3. AI performs an essential role in shaping future works

The technology allows the firms to deliver more personalized training as per the needs of the learners (Cascio and Grahah, 2016).



Source: (Christopher, 2019)Cascio and Grahah, 2016

Key impacts of applying AI in the workplace



Negative impacts



Disruption

Digital transformation, and therefore, it has resulted in disruption in the organization.



Cost of implement

Expensive to implement, and therefore, companies find it resource-consuming to complement the AI.



Threatened employment

Many roles within an organization are done by machines rather than human beings. It has led to an individual being fired & organizations using devices to provide goods and services.



AI being a digital change needs to be managed, HR leaders face change management issues. Managing AI is not easy in an organization and needs proper maintenance.

AI involves changing how people have been operating, and thus workers would resist the change.

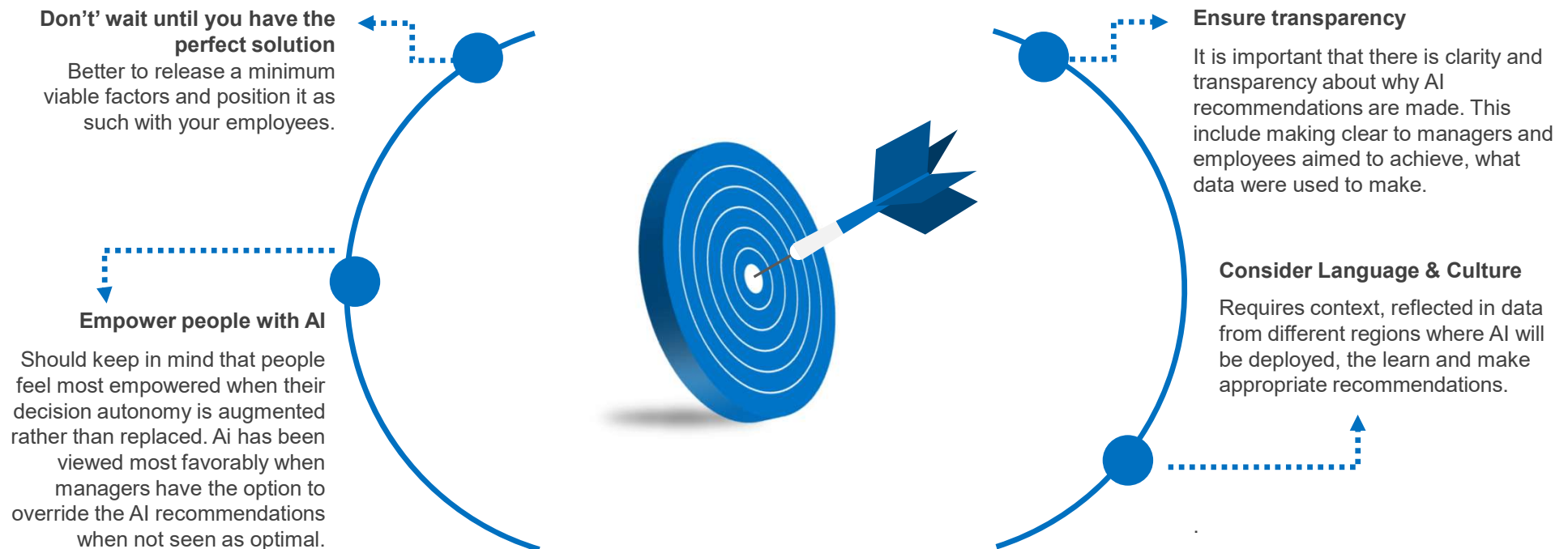
Technology keeps changing and features of AI. HR leaders are responsible for the training programs to enable the workers to be able to carry out duties & services.

HR leaders face challenges because they need to look for new workers to perform duties and responsibilities.

Data is stored for future use. HR leaders with problems because they depend on the data to carry out daily operations, manage employees & carry out administrative tasks.



Successful AI adoption in HR





Recommendation & Suggestion

Incorporating AI in organization is not easy

It is essential to provide recommendation and suggestion to improve on AI implementation.

It will help to ensure that the technology adopted helps to transform the activities of the workforce.



Data Quality

AI is challenged by the availability of data as it could be of poor quality and inconsistent. To overcome the challenge the organizations should establish a clear tactic from the outset for sourcing the data that will be used by organization's AI.



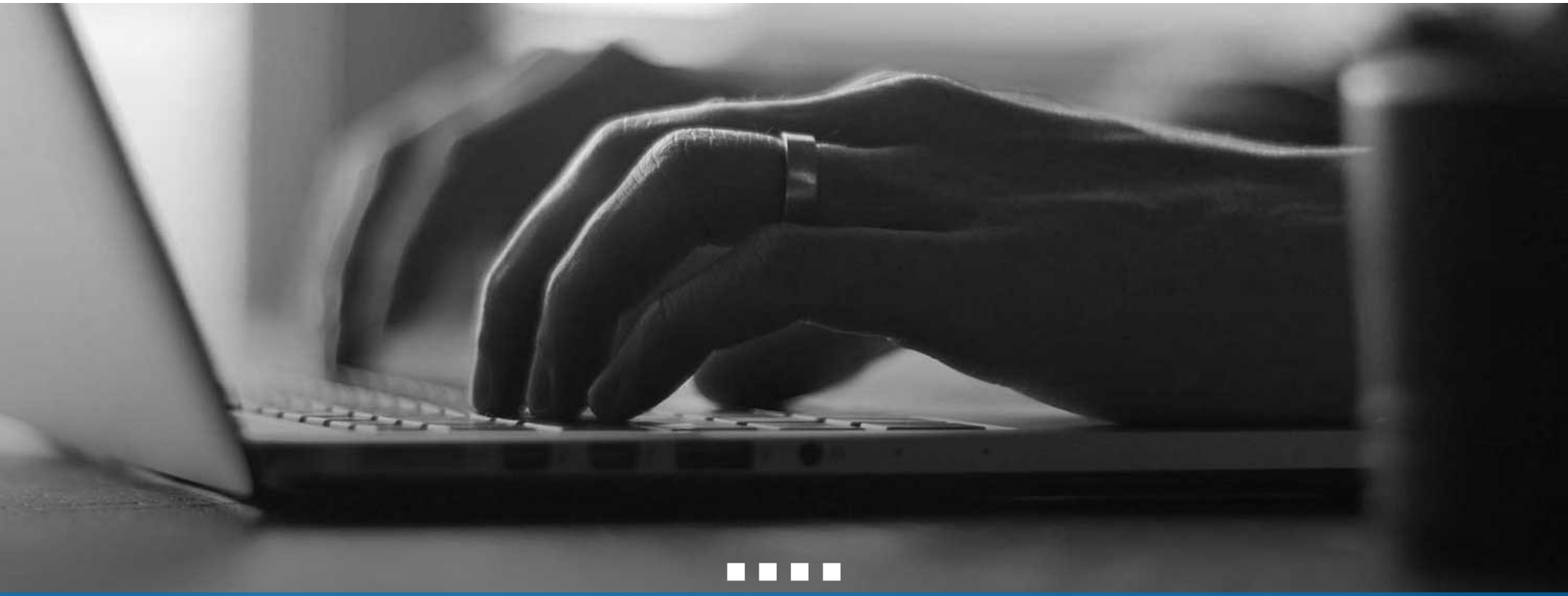
Perceived Expensive

Technology keeps on changing and new feature being included in the design. This provide additional cost of regularly redesigning the AI systems. To mitigate the challenge of the cost, the organizations need to be flexible and procurement department to understand all options & requirement of the AI. It need to be designed properly to handle the risk of constant change of the technology.



Experience skills shortage

HR department should outsource for the service because the data scientists are in supply like in other specialized professionals. Outsourcing for the services will be cheap and also efficient because, employing new staff for the AI would be challenging.



THANK YOU



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