Dylan Lopez
WRT 205
Prof. Oakes
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Annotation: Applying artificial intelligence: implications for recruitment (Upadhyay &
Khandelwal, 2018)

In "Applying artificial intelligence: implications for recruitment," Ashwani Kumar Upadhyay
and Komal Khandelwal provide an overview of the ways artificial intelligence (AI) is being used
in the hiring process and discuss the advantages for firms as well as job candidates. The authors
are associate professors in strategic management at universities in India and have recently co-
authored a book, *AI Revolution in HRM: The New Scorecard*, which provides an in-depth look at
this rapidly evolving field. In their article, they highlight the many advantages of AI for HR,
including helping recruiters process enormous volumes of data, screening social media to make
sure a candidate's values align with the organization, and matching personality types to certain
positions. AI saves time on routine processes and allows HR staff to focus on high value work.
The authors are clear that AI is good at identifying talent but many activities such as rapport-
building and salary negotiation still need to be done by humans. The authors also highlight
benefits for candidates, such as quicker rejections so job hunters can move on and functions that
can direct candidates to other positions that might be a better fit. The authors also point out that
AI can be intelligently programmed to avoid unconscious bias, and that AI technology, like other
technologies, will get better over time.

This article will be useful to my project because it concisely describes the allure of AI for HR in
practical terms. I am building a case to support the idea of slowing down AI implementation in
HR and imposing legal restrictions because diversity and inclusion efforts will be harmed, so I
need a source or two that advocate for implementation of AI and that discuss the benefits.
Human resource departments are overwhelmed with data to review, candidates to screen, and
endless routine interactions and tasks. In some ways, firms are racing against each other to find
the right employees, so the firms with the better technology and faster processes may win. This
does not mean that AI is or will be perfect in the near term, especially when it comes to issues
like diversity and inclusion. However, the authors make a solid argument for implementing these
systems and express optimism about the future. In this way, they provide a good counterpoint to
my argument.

Upadhyay, A. K., & Khandelwal, K. (2018). *Applying artificial intelligence: implications for
recruitment*. Strategic HR Review, Vol. 17, No. 5: 255-258. DOI:10.1108/SHR-07-2018-
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