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WRT 205
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Annotation: AI Revolution in HRM: The New Scorecard (Upadhyay et al, 2021).

AI Revolution in HRM: The New Scorecard might be too new to be considered a seminal work, but it is definitely one of the first and only books of its kind. The authors are associate professors in strategic management at universities in India, and in this book, they take a comprehensive look at all the ways that AI technology is disrupting HR to help organizations recruit and retain talent and achieve efficiency, performance, and other organizational goals. Organized much like a textbook, *AI Revolution in HRM* is designed to give professors, students, and practitioners an overview of AI applications and case studies from companies all over the world. The content is especially relevant because the authors show how the COVID-19 pandemic accelerated many of the trends that were already underway. Now, with major employment shortages across many industries, there is even more pressure on HR departments to be more aggressive and more efficient at finding and onboarding great talent, especially in an era of remote work where traditional interviews and other ways of determining organizational fit are not possible. Although the authors are proponents of AI, they also discuss many of the ethical and legal issues that have arisen or could arise in the future, especially related to discrimination. The authors understand that AI systems are not perfect now, but they are optimistic about the benefits these systems will provide in the future. The ultimate takeaway from this book is that AI for human resources is here to stay, so we must learn to live with this "new normal" and work to make it even better.

My curiosity about AI in HR started when I took a simple personality test during an online job application. I wondered what aspects of my personality were being screened for a minimum wage job. But now, after reading about this topic for a month, my eyes have really opened wide. This book has everything from definitions of HR and technology terminology to examples of AI in use now and ideas for its use in the future. It will be a great source for examples. An enormous amount of data is being gathered about applicants and employees on the job. Everything can be monitored, recorded, and analyzed using AI, and companies are already using it for much more than screening applicants. Does Employee A spend more time in the restroom than other employees? Did Employee B come directly back to the office after delivering the package to the customer? How much time does Employee C spend on personal social media activity during the day? Employee D handles more customers per hour than Employee E. And so forth. While we were worrying about the government becoming Big Brother, the big technology companies built the tools to allow any organization to be Big Brother watching over their employees. While the authors of *AI Revolution in HRM* mainly focus on the advantages of AI, one can see many darker ethical issues that need to be resolved. This source will allow me to challenge their thinking and show the potential downsides and costs, especially for marginalized individuals and groups.

Upadhyay, A.K., Khandelwal, K. & Iyengar, J. (2021). *AI Revolution in HRM: The New Scorecard*. SAGE Publishing India. https://books.google.com/books?id=NKILEAAAQBAJ&d.