

DSEH001 – Digital Transformation in Human Resource Systems

Masters of Commerce
Semester I
DSE – OB & HR
DSEH001- Digital Transformation in Human Resource Systems

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSE- DSEH001	Digital Transformation in Human Resource Systems	3	1	0	4	NIL

Objective: This course explores how digital technologies are reshaping Human Resource Management across functions such as recruitment, learning, performance, engagement, and analytics. It situates digital HR within the broader transformation of work and organizations in the era of Industry 4.0, artificial intelligence, and hybrid work models.

Learning Outcomes: By the end of the course, students will be able to:

- Analyse the concepts and drivers of digital transformation in HR.
- Analyze digital platforms and tools used across HRM domains.
- Evaluate the implications of people analytics, AI, and algorithmic decision-making.
- Design interventions or readiness frameworks for digital HR adoption in organizations.
- Reflect critically on the ethics, fairness, and strategic alignment of digital HR practices.

Contents:

Unit I (12 hours)

Understanding digital transformation in HRM, Drivers of transformation, Industry 4.0 and the evolving role of HR. Digital HR maturity models and strategic alignment. Ethical and cultural implications of technology adoption in HR. Data literacy, statistical thinking, business intelligence fundamentals.

Unit II (11 hours)

Human Resource Information Systems (HRIS), e- recruitment and applicant tracking systems, digital onboarding tools, performance management apps, learning

management systems (LMS), employee engagement apps, chatbots, and mobile HR interfaces. Integration challenges and user adoption.

Unit III (11 hours)

People analytics and data-driven HR; Algorithmic decision-making in recruitment, appraisal, and promotion. Fairness, transparency, and bias in AI tools. Metrics and KPIs in digital HR. Building a data-driven culture in HR teams. Dashboard design, storytelling with data, and ethical concerns.

Unit IV (11 hours)

Future of work and digital HR strategy; gig economy, hybrid work models, flexible employment, Designing digital HR strategies for resilience and agility, HR professionals as digital change agents.

Tutorial Exercise: Students will conduct a digital HR audit (real or hypothetical) of an organization to evaluate its digital maturity, identify gaps, and propose a roadmap or intervention. Presentations will be peer-reviewed in class.

Suggested Readings:

- Caldwell, R. (2022). *HR Analytics and Digital HRM*. Routledge.
- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital*. Harvard Business Review Press.
- Levy, S. (2018). *People Analytics: How social sensing technology will transform business and what it tells us about the future of work*. Harvard Business Review Press
- Manuti, A, de Palma, Pasquale D. (2023). *Digital HR- A Critical Management Approach to the Digitalization of Organizations in the New Normal*, Palgrave Macmillan
- Schwab, K. (2016). *The fourth industrial revolution*. World Economic Forum.
- Bondarouk, T., Parry, E., & Furtmueller, E. (2017). Electronic HRM: Four decades of research on adoption and consequences. *The International Journal of Human Resource Management*, 28(1), 98–131.
- Scully-Russ, E. (2019). Industry 4.0 and HRD: The people dimension of digital transformation. *Human Resource Development International*, 22(1), 5–13.