



**JINDAL GLOBAL
BUSINESS SCHOOL**
INDIA'S FIRST MULTI-DISCIPLINARY GLOBAL BUSINESS SCHOOL



O.P. Jindal Global University
A Private University Promoting Public Service
NAAC Accreditation - 'A' Grade

Jindal Global Business School
Course Outline

Course Title	Digital HRM
Core or Elective	Elective
Program and Batch	BBA, 4 th Year
Semester & Academic Year	Fall Semester, 2026
Credits	3
Discipline/Area	OB/HRM
Provide details, if this course is a Prerequisite for any course/specialization	NA
Name of the Faculty Member/Course Instructor	Dr. Gunjan M. Sharma
Contact Details of the Faculty Member	gmsharma@jgu.edu.in +91 8930101113
Contact Details of Support Staff	
Faculty Member's Open Office Day/s & Time	Thursday & Friday (2:30-3:30 PM)

Introduction to the Course

There are more options than ever before to improve processes, measure performance, and take the employee experience to the next level. Digitalizing HR will change everything about the way we work, including the nature of our work, career structures, knowledge, workers, workers' expectations, and the skills needed to do one's job. Employees want an experience, not just a career, and they want to be engaged in their work and their company¹. This course will help students understand how digital transformation has affected HR and how digitalization of HR can help HR find new ways to achieve business goals with more simplicity and global relevance.

¹ https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/pages/translating_the_hr_digital_revolution_to_everyday_work.aspx

Course Learning Objectives (CLOs)

Upon successful completion of this course, students will learn and understand the following:

- Understand Digital HRM
- Understand Employee Experience in Digital Era
- Understand Future of work and workforce trends
- Understand best practices in Digital HRM

PROGRAMME COMPETENCY GOALS

BBA Programme Competency Goals (PCGs)		BBA Programme Learning Objectives (PLOs)	
		Students will be able to	
1	Responsible Global Citizenship: Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	1. Understand local business issues	
		2. Understand global business issues	
		3. Demonstrate sensitivity towards ethical issues	
		4. Demonstrate sensitivity towards social issues	
2	Effective communication: Ability to effectively exchange ideas and information	5. Present their ideas with clarity	
		6. Write in a coherent manner	
		7. Use technology for communication	
3	Critical Thinking: Ability to identify, analyze business problems and propose effective solutions	8. Identify main issues of business problems	
		9. Examine information from different sources	
		10. Draw inferences from analysis	
4	Teamwork: Ability to work and contribute effectively in group -settings	11. Understand the factors to work effectively in groups	
		12. Contribute effectively in groups	

PLO-PCG Assessments Mapping Matrix

Program Learning Objectives (PLOs)	Program Competency Goals (PCGs)	Course Assessment Item
This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
PLO8	PCG 3	A1: Quiz
PLO8, PLO9	PCG 3	A2: Case Study Analysis
PLO8, PLO9	PCG 3	A3: Mid-Term
PLO8, PLO9, PLO10	PCG 3	A4: Presentation

Teaching Method

The participants would learn through a mix of interactive discussions, case studies, hands on exercise, group assignments, and experience sharing. Industry examples would be emphasized throughout the course.

Evaluation Schema

The course grade will be determined on the basis of:

Assessment Task	Weightage	Nature	Week of Assessment	PLOs to be Assessed
A1: Quiz	15	Group/Individual	Week 4-5	PLO8
A2: Case Study Analysis	20	Individual	Week 6-7	PLO8, PLO9
A3: Presentation	25	Individual	Week 13	PLO8, PLO9, PLO10
A4: End Term	30	Individual/Take Home	End of Semester	PLO8, PLO9, PLO10

**The Schema remains same for both online and/or offline mode of teaching.

Description of Assessments:

The assessment structure is designed to evaluate students through a balanced mix of conceptual understanding, analytical ability, and practical application. **A1: Quiz** focuses on testing foundational knowledge and clarity of key concepts in a time-bound format. **A2: Case Study Analysis** assesses students' ability to apply theoretical frameworks to real-world business situations, encouraging critical thinking and problem-solving. Finally, **A3: Presentation** develops

communication, teamwork, and research skills, requiring students to synthesize insights and present them effectively. **A4- End term examination-** End term examination will be of 50 marks and 3 hours to be conducted during end-term week. This will be an invigilated exam held on the JGU campus according to the mode decided by CoE.

Text Book / Course Package / Other Readings

There is no single text book for this course. However, Digital HR: A Critical Management approach to the Digitilization of Organizations by Amelia Manuti and Pasquale Davide de Palma may be referred occasionally. The course will heavily rely on various industry reports, white papers and opinion pieces that will also be shared and discussed during the course.

Session Plan

Session Details		PLOs Covered
Session 1 - 4	Digital Transformation and Role of HR	PLO8, PLO9, PLO10
Objective of the session	Introduce the concept of Digital Transformation and its impact on HR functions; orient students to course structure.	
Subtopics to be covered	<ul style="list-style-type: none"> Digital transformation basics Impact on HR functions Strategic role of HR Course overview & expectations 	
Readings	https://www.digitalhrtech.com/guide-hr-digital-transformation-hr-transformation/ https://hrcollaborative.net/2020/01/hr-role-digital-transformation/ https://www.ibm.com/case-studies/state-bank-of-india/	
Case Title	NA	
Pedagogy	Lecture/ class discussion	
Session 5-6	HR Analytics and Data-Driven Decision Making	PLO8, PLO9, PLO10
Objective of the session	Introduce HR analytics tools and data-driven HR decision-making.	
Subtopics to be covered	<ul style="list-style-type: none"> HR analytics basics Types of HR analytics Data-driven decision making HR metrics & dashboards 	
Readings	Davenport, T. et al. (2010), <i>Competing on Talent Analytics</i>	

	https://www.peopleanalyticsworld.com/basics-of-hr-analytics	
Case Title and Number	"Google's Project Oxygen"	
Pedagogy	Lecture/ case discussion	
Session 7-8	AI in HRM (Quiz)	PLO8, PLO9, PLO10
Objective of the session	Explore applications of AI in recruitment, performance, and engagement.	
Subtopics to be covered	<ul style="list-style-type: none"> • AI in recruitment • AI in performance management • AI in employee engagement • Benefits & challenges of AI 	
Readings	https://hbr.org/2021/04/how-ai-is-changing-hr Jarrahi, M. H. (2018), AI and Future of Work	
Case Title and Number	"IBM Watson in HR"	
Pedagogy	Lecture + Video + Discussion	
Session 9 - 12	Digital Recruitment and Employer Branding (Case Study analysis)	PLO8, PLO9, PLO10
Objective of the session	Understand e-recruitment tools and digital employer branding strategies.	
Subtopics to be covered	<ul style="list-style-type: none"> • E-recruitment tools • Online hiring platforms • Digital employer branding • Social media recruitment 	
Readings	https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/digital-recruiting.aspx https://www.forbes.com/sites/bernardmarr/2018/12/14/the-amazing-ways-how-unilever-uses-artificial-intelligence-to-recruit-train-thousands-of-employees/	
Case Title and Number	NA	
Pedagogy	In-Class Discussion/ Case discussion	
Session 13 - 16	Mid-Term Week and Guest Lecture by Aniruddh Gawade, HR	PLO8, PLO9, PLO10

	Consulting Partner at Wells Fargo	
Objective of the session	Exposure to industry best practices	
Subtopics to be covered	NA	
Readings	NA	
Case Title and Number	NA	
Pedagogy	Guest Lecture	
Session 17 - 20	Learning and Development in Digital Organizations (Presentations)	
Objective of the session	Analyze digital learning platforms and continuous learning models.	
Subtopics to be covered	<ul style="list-style-type: none"> • Digital learning platforms • E-learning tools & LMS • Continuous learning models • Upskilling & reskilling 	
Readings	https://hbr.org/2019/07/building-a-learning-organization	
Case Title and Number		
Pedagogy	Lecture	
Session 21 - 24	Employee Experience and Engagement (Presentations)	
Objective of the session	Examine digital tools for enhancing employee experience	
Subtopics to be covered	<ul style="list-style-type: none"> • Employee experience tools • Engagement platforms • Feedback & survey tools • Collaboration tools 	
Readings	https://www.gartner.com/en/human-resources/insights/employee-experience	
Case Title and Number	"Adobe's Check-In System"	
Pedagogy	Group Discussion + Activity	
Session 25 - 28	Ethics and Challenges in Digital HR /Recap and Reflections/Guest Lecture by Aditi Jha, HR - The World Bank	PLO8, PLO9, PLO10
Objective of the session	Discuss ethical concerns in AI and digital HR practices.	
Subtopics to be covered	<ul style="list-style-type: none"> • Ethical issues in digital HR • Data privacy & security 	

covered	<ul style="list-style-type: none"> • Bias in AI systems • Recap & reflections 	
Readings	https://hbr.org/2019/04/ethical-ai-in-hr	
Case Title and Number	"Amazon AI Recruitment Bias Case"	
Pedagogy	Case Discussion	
Session 29 - 30	Reading and Revision Week	PLO8, PLO9, PLO10
Objective of the session	Course revision and doubt clearing	
Subtopics to be covered	NA	
Readings	NA	
Case Title and Number	NA	
Pedagogy	NA	

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at <https://jgu.edu.in/disability-support-committee/>

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to disabilitysupportcommittee@jgu.edu.in

Disclaimer: This course outline including assessments, mode, nature and weightage of assessments, sessions, sequence of sessions and/or readings may be revised during the semester if such need arises.