

Course Title: HRM-834, Digital Transformation In HR

Credit Hours: 03

Course Description

This course explores how emerging technologies — such as AI, automation, blockchain, Virtual Reality/Augmented Reality, and digital platforms — are transforming human resource management. The course equips students to critically evaluate digital HR tools, understand strategic implementation frameworks, and assess their ethical, operational, and cultural implications in both local and global contexts. By integrating case studies, peer-reviewed research, and industry practices, students will develop the ability to recommend technology solutions that align with organizational strategy and ethics.

Course Learning Outcomes (CLOs)

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

- **CLO 1: *Analyze*** the role of digital technologies (AI, automation, blockchain, immersive tech) in transforming HR functions.
- **CLO 2: *Evaluate*** the use of HR transformation strategies in both the local and global contexts.
- **CLO 3: *Recommend*** suitable digital HR tools and platforms for specific organizational needs based on functionality and usability.
- **CLO 4: *Assess*** ethical, privacy, and governance issues in adopting digital HR.

Balanced Course Outline (18 Weeks)

Week	Topic	Key Readings and Activities	CLO
1	Introduction to Digital HR & Transformation Landscape	Misra white paper (HR Digital Transformation: The Rise of the Digital Workforce, Agents, and Co-Pilots)	CLO1

Week	Topic	Key Readings and Activities	CLO
2	Digital HRM framework, Metaverse & Strategy Alignment	Gupta et al. Ch. 1 Misra white paper (HR Digital Transformation: The Rise of the Digital Workforce, Agents, and Co-Pilots)	CLO1, CLO2
3	AI-Driven Recruitment Strategies Unlocking the Talent Acquisition Potential	Gupta et al. Ch. 2 Ebrahim, S. S., & Rajab, H. A. (2025). The future of HR: The role of AI-powered recruitment in shaping the modern workforce.	CLO1
4	Gamification and Virtual Reality for Effective Employee Training and Development	Gupta et al. Ch. 3	CLO1, CLO3
5	Artificial Intelligence, VR, AR and Metaverse Technologies for Human Resources Management	Gupta et al. Ch. 3 Aydin, O., Karaarslan, E., & Narin, N. G. (2024). Artificial intelligence, VR, AR and metaverse technologies for human resources management.	CLO1, CLO3

Week	Topic	Key Readings and Activities	CLO
		Mettu, N. M., & Katyal, D. M. Strategic HR Innovation in the Metaverse: A Conceptual Framework for Technology-Driven Organizational Transformation.	
6	Introduction to Blockchain. Exploring Blockchain Applications and Challenges in HR Management	Gupta et al. Ch. 4 Salah, D., Ahmed, M. H., & EIDahshan, K. (2020, April). Blockchain applications in human resources management: Opportunities and challenges.	CLO3
7	Blockchain-enabled Smart Contracts in Human Resource Management (HRM), their applications, and implementation challenges	Gupta et al. Ch. 5	CLO1, CLO3
8	Employee Experience & Engagement in Digital Age AI and Employee Engagement	Parasa, S. K. (2024). Impact of AI on employee experience and engagement. Rani, J. N., & Raman, M. S. (2025). Employee Engagement in the Digital Age: Strategies for Building a Motivated Workforce. Malik, A., Budhwar, P., Mohan, H., & NR, S. (2023). Employee	CLO2, CLO3

Week	Topic	Key Readings and Activities	CLO
		experience—the missing link for engaging employees: Insights from an MNE's AI-based HR ecosystem.	
9	Mid Semester Exam		
10	Employee Wellbeing & AI-driven Support Systems	<p>Fabrellas, A. G. (2022). How to ensure employee wellbeing in the digital age? Discussing (new) working time policies as health and safety measures.</p> <p>Sadeghi, S. (2024). Employee Wellbeing in the Age of AI: Perceptions, Concerns, Behaviors, and Outcomes.</p> <p>Sundarajan, A. (2025). Enhancing Workplace Productivity and Wellbeing Using AI Agent.</p>	CLO2, CLO4
11	Ethics, Privacy & Data Governance in Digital HR	<p>Gupta et al. Ch. 7</p> <p>Salgado-Criado, J., & Fernández-Aller, C. (2024). Navigating through ethical dilemmas, human rights and digital governance. In <i>Research Handbook on Human Resource Management and Disruptive Technologies</i></p>	CLO4
12	Global vs Local Digital HR Adoption	Comparative case studies	CLO2

Week	Topic	Key Readings and Activities	CLO
	Trends	Naz, S., & Khan, S. (2018). Evolution dynamics of digital HR system at Pak Elektron Ltd (PEL). <i>Emerald Emerging Markets Case Studies</i> , 8(1), 1-23.	
13	Performance Management in Digital HR Context	Gupta et al. Ch. 10 Nyathani, R. (2023). AI in performance management: Redefining performance appraisals in the digital age.	CLO2, CLO3
14	Artificial intelligence, and compensation: Future trends, Challenges and opportunities	Marler, J. H. (2024). Artificial intelligence, algorithms, and compensation strategy: Challenges and opportunities. <i>Organizational Dynamics</i> , 53(1), 101039. Yoder, J. (2025, February 21). <i>AI trends in compensation for 2025</i> . beqom. https://www.beqom.com/blog/ai-trends-in-compensation	CLO3
15	HR Process Automation: Current State and Future Directions	Gupta et al. Ch. 10 Fettke, P., & Strohmeier, S. (2022). HR robotic process automation. In <i>Handbook of Research on</i>	CLO1, CLO3

Week	Topic	Key Readings and Activities	CLO
		<i>Artificial Intelligence in Human Resource Management</i>	
16	Project Presentations: Digital HR Platform Recommendations Reports	Student work	CLO3, CLO4
17	Buffer Week		
18	End Semester Exam		

Books

- *Digital HR: Technologies for HR Transformation and Performance Improvement* (Gupta et al., 2025) –
- Strohmeier, S. (Ed.). (2022). *Handbook of research on artificial intelligence in human resource management*. Edward Elgar Publishing.
- Waddill, Deborah. *Digital HR: A guide to technology-enabled human resources*. Kogan Page Publishers, 2018.
- Bondarouk, T., & Meijerink, J. (Eds.). (2024). *Research handbook on human resource management and disruptive technologies*. Edward Elgar Publishing.

Supplementary Readings

- Misra, M. M., David, A., & Syed, M. HR Digital Transformation: The Rise of the Digital Workforce, Agents, and Co-Pilots. (Link [HR Digital Transformation: The Future of Human Resources](#)).
- Aydin et al. (2024). *AI, VR, AR and Metaverse Technologies for HRM* – (Link: [\[2406.15383\] Artificial Intelligence, VR, AR and Metaverse Technologies for Human Resources Management](#))
- Ebrahim, S. S., & Rajab, H. A. (2025). The future of HR: The role of AI-powered recruitment in shaping the modern workforce. Open Access Library

Journal, 12(1), 1-22. (Link: [The Future of HR: The Role of AI-Powered Recruitment in Shaping the Modern Workforce](#))

- Mujtaba, D. F., & Mahapatra, N. R. (2024). Fairness in AI-driven recruitment: Challenges, metrics, methods, and future directions. *arXiv preprint arXiv:2405.19699*. (Link: [\[2405.19699\] Fairness in AI-Driven Recruitment: Challenges, Metrics, Methods, and Future Directions](#))
- Aydin, O., Karaarslan, E., & Narin, N. G. (2024). Artificial intelligence, vr, ar and metaverse technologies for human resources management. *arXiv preprint arXiv:2406.15383*. (Link: [\[2406.15383\] Artificial Intelligence, VR, AR and Metaverse Technologies for Human Resources Management](#))
- Sadeghi (2024). *Employee Wellbeing in the Age of AI* – (Link : [\[2412.04796\] Employee Wellbeing in the Age of AI: Perceptions, Concerns, Behaviors, and Outcomes](#))
- Ravirajan & Sundarajan (2025). *Enhancing Workplace Productivity and Wellbeing Using AI Agents*. (Link [\[2501.02368\] Enhancing Workplace Productivity and Wellbeing Using AI Agent](#))
- Yoder, J. (2025, February 21). *AI trends in compensation for 2025*. beqom. <https://www.beqom.com/blog/ai-trends-in-compensation>
- Salah, D., Ahmed, M. H., & EIDahshan, K. (2020, April). Blockchain applications in human resources management: Opportunities and challenges. In *proceedings of the 24th International Conference on Evaluation and Assessment in Software Engineering* (pp. 383-389).
- Fabrellas, A. G. (2022). How to ensure employees' wellbeing in the digital age?: Discussing (new) working time policies as health and safety measures. *IDP: revista de Internet, derecho y política= revista d'Internet, dret i política*, (35), 7.
- Lee, S. A., Shin, H. H., Lee, M., & Jeong, M. (2025). Feelings matter in the digital age: the role of corporate digital responsibility on employee wellbeing and advocacy behavior. *International Journal of Contemporary Hospitality Management*, 37(7), 2327-2348.
- Sadeghi, S. (2024). *Employee Wellbeing in the Age of AI: Perceptions, Concerns, Behaviors, and Outcomes*. *arXiv preprint arXiv:2412.04796*.
- Salgado-Criado, J., & Fernández-Aller, C. (2024). Navigating through ethical dilemmas, human rights and digital governance. In *Research Handbook on*

Human Resource Management and Disruptive Technologies (pp. 51-73).
Edward Elgar Publishing

- Sposato, M., Dittmar, E. C., & Vargas Portillo, J. P. (2025). New technologies in HR: bridging efficiency and ethical considerations. *International Journal of Organizational Analysis*.
- Naz, S., & Khan, S. (2018). Evolution dynamics of digital HR system at Pak Elektron Ltd (PEL). *Emerald Emerging Markets Case Studies*, 8(1), 1-23.
- Sundarajan, A. (2025). Enhancing Workplace Productivity and Wellbeing Using AI Agent. *arXiv preprint arXiv:2501.02368*.
- Nyathani, R. (2023). AI in performance management: Redefining performance appraisals in the digital age. *Journal of Artificial Intelligence & Cloud Computing. SRC/JAICC-146*, 134, 2-5.
- Marler, J. H. (2024). Artificial intelligence, algorithms, and compensation strategy: Challenges and opportunities. *Organizational Dynamics*, 53(1), 101039.