Digital HR and the Future of Work

Name of the Faculty:	Debolina Dutta
Designation/Affiliation:	Professor of Practice
Teaching Area: (such as Finance & Accounting; Marketing; Production & Operations Management; Strategy)	OB & HR
This course may be offered to:	GNAM Week Master's level
Total Credits (No. of hours):	3 Credits, 20 Hours
Specify the Year and Month:	October 2023
Course Type:	GNAM week
Grading Norms	Qualitative

Course Summary

Globalization, organizational restructuring, the changing nature of jobs, and talent shortages have made technology adoption in workforce management a vital issue for organizations. Digital transformation is creating new business models, changing value streams and increasing agility in all people processes. With technology changing the ways of working, existing paradigms of HR management are being questioned. The course helps future managers and leaders to acquaint themselves with some emerging practices of workforce management. Further, future leaders to need examine long term trends in the global talent ecosystem, which are likely to impact organizational sustainability. While the course brings in perspectives from the Indian context, it enables students to develop an understanding of workforce management shifts appropriate for different economies.

Learning Objectives / Outcomes

The course is designed with the following specific objectives and learning outcomes:

a. Examine the emerging trends in digital workforce management.
b. Critically evaluate the relevant digital roadmap for different organization contexts.
c. Develop an "agile talent management" outlook for adapting with rapid technology changes that are morphing ways of working and talent demographics.

Pedagogy

The course sessions are designed as a combination of lectures, case discussions, video documentary, field visits, guest talks and panel discussions. Students will also learn emerging trends in technology enabled workforce management in an emerging and high-growth country. The learning will be enriched through interaction with industry Thought Leaders, peers and experts, engaging in classroom discussions related to the class sessions and through their project assignments.

Course Evaluation & Grading

Course evaluation components: Individual assessment must be at least 50%

Session-wise plan

Day	TOPIC	Morning	9-10:15	10.30-11.45	12-1.15	2-15-3.30	3.45- 5.0	Evening
SUN			Arrival Day					
MON	Emerging Trends in Recruitment		Inauguration, and Introduction to program	**Guest Session**: Use of AI in Recruitment, Bot based VideoInterviewing	How, Where, When and Why use AI based recruitment: Managing the risks and challenges presented by AI based recruitment	New age technologies and mechanisms for passive talent acquisition and fit assessment **Case - Dotin** Reading:Cappelli. P (2020) 4 Things to Consider before your start using AI in Personnel Decisions, Harvard Business Review, Nov 2020.		Campus walk followed by welcome Dinner @MDC at 7.30 pm
TUES	Hyper-Personalization for Talent Management	Yoga + breakfast	**Case: entomo-** Enabling People Experience for the Digital World of Work Reading: Younger, Jon, and Norm Smallwood. Agile talent: How to source and manage outside experts. Harvard Business Review Press, 2016.			**Field Visit** to Redbus office - experience AI based competency assessment, Metaverse training and induction		
WED	Technology in Employee Engagement	Nature Walk	**Case:Amber by inFeedo**: The CEO's virtual assistant revolutionizing employee engagement Reading: Przegalinska et.al (2019) In Bot We trust: A New Methodology of Chatbot Performance Measures. Business Horizons. 62, 785-797		Employee Mental health and wellness using AI based platforms	**CASE : worxogo**: Nudging for High Performance Reading: Suh, B. (2019). Can AI Nudge Us to Make Better Choices?, Harvard Business Review;1.Costa, E., & Halpern, D. (2019). The behavioral science of online harm and manipulation and what to do about it. The		Cultural Evening
THUR	Technology's Macro Influence on Workforce	Yoga + breakfast	**Documentary in Class**: The Future of Work -	demographic data, plan for industrywise, skill wise labor availability (quantum of permanent, contingent, gig workforce)		Guest lecture -Digitizing and personalizing Reward & Recognition :by Reward Platform Company xoxorewards		Free time for Project Work
FRI	Society, economy and People	Yoga + breakfast	**Panel Discussion** : Talent and Employement challenges in High Growth Economies (Speakers from Teamlease, IT Service Industry and Manufacturing/Retail Industry)			Student Presentations & Certificate Presentations		Departure

Profile of Faculty:

With 28 years of work experience, Dr. Debolina has worked as CHRO for 6 years in 2 multi-national firms. Her last assignment was as CHRO was with Schneider-Luminous as VP-HR, Admin, and CSR. She was also a member of the Board of IIM Indore from 2017- 2022 and is on the board of an NGO, SSISM which is focused on rural education. She has had in-depth experience across all facets of HR functions across multiple locations, cultures, and organizations (MNC, private sector, and entrepreneurial start-up). Her industry experience spans heavy engineering and electrical switchgear, IT software services, alcobev, and apparel retail.

As an ACC-level ICF certified executive coach, with multiple certifications in the facilitation of behavioral training and certified in psychometric tools, she has facilitated coaching and training sessions for mid-management and leadership level executives. Debolina has substantial experience in dealing with large international stakeholders in organization growth initiatives, change management, mergers &acquisition, and working in multi-cultural environments.

Debolina has completed her Fellow Program in Management (Industry) from IIM, Indore, PG from IIM, Bangalore, and BTech from College of Engineering, Pune. Apart from her substantial industry experience, Debolina has also published several case studies with Harvard Business Review and academic research articles over the last few years with top journals.

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