



UNIVERSITY EXAMINATIONS: 2013/2014
EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION
(MBA) HUMAN RESOURCE MANAGEMENT
HRM 510 HUMAN RESOURCE INFORMATION SYSTEMS (EVENING)

DATE: APRIL, 2014

TIME: 3 HOURS

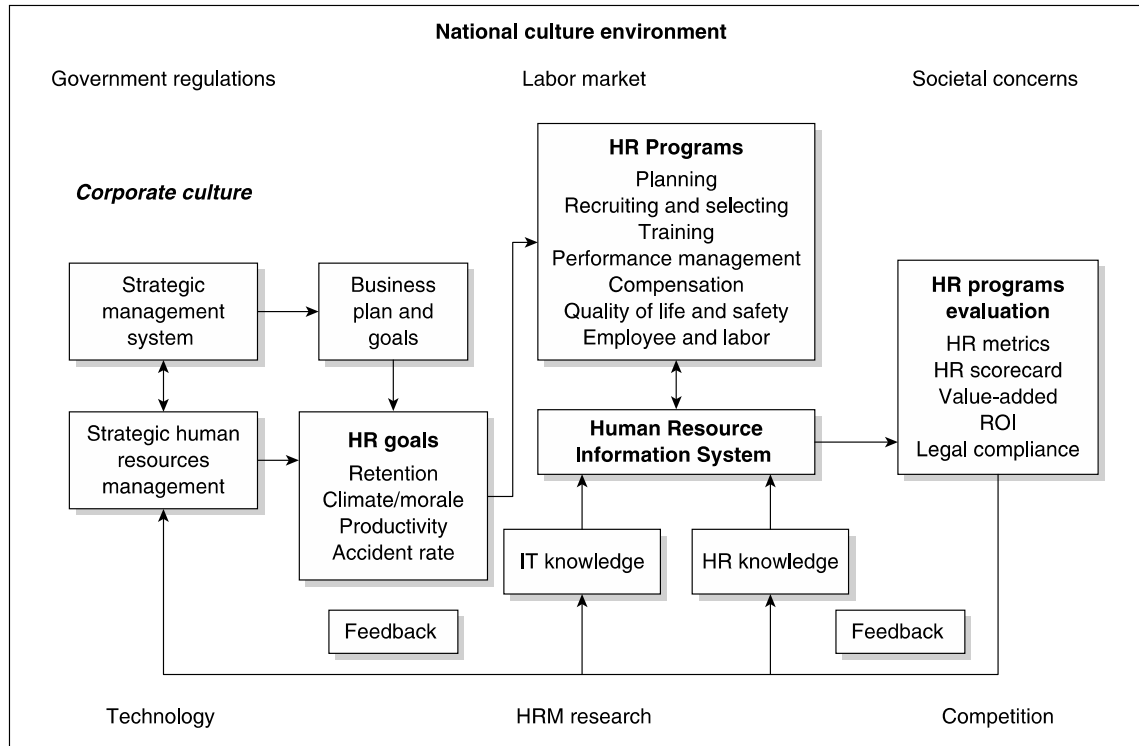
INSTRUCTIONS: Answer Question One and Any Other Three Questions

QUESTION ONE (31 MARKS)

- a) Justify the need for an HRIS. (6 Marks)
- b) What are the factors that changed the primary role of HRM from a caretaker of records to a strategic partner? (10 Marks)
- c) How does technology help deliver transactional, traditional, and transformational HR activities more efficiently and effectively? (15 Marks)

QUESTION TWO (23 MARKS)

Below is a model of an organizational System centered around HRIS (Thite & Kavanagh).



- a) Using this organizational model, explain why and how national culture and organizational culture influence the nature and importance of the HRIS function. (15 Marks)
- b) Explain how an organization that is yet to use technology to automate its HR function can graduate from EDP to MIS and finally to DSS. (8 Marks)

QUESTION THREE (23 MARKS)

- a) Identify the various types of users/customers of an HRIS. (8 Marks)
- b) What are the three broad categories of data that an HRIS manages? (5 Marks)
- c) Outline the key steps involved in the development of a Human Resource Information System (HRIS). (10 Marks)

QUESTION FOUR (23 MARKS)

- a) If a company wants to implement an enterprise application, it had better do its homework. Discuss the implications of this statement. (7 Marks)
- b) Why do you think ERP systems in particular are often cited as examples of failures in IT systems development, implementation, or management? (8 Marks)
- c) Discuss the typical cost distribution of implementing a new ERP system. (8 Marks)

QUESTION FIVE (23 MARKS)

Assessing the functionality of an HRIS application is a part of the planning process.

Discuss and assess the functionality of what an organization like KCA University will require for its HRIS in the future (5 Years). (23 Marks)

QUESTION SIX (23 MARKS)

- a) Suppose you are a manager being asked to develop HRIS application to gain a competitive advantage in an important market for your company. What reservations might you have about doing so? Why? (13 Marks)
- b) How could a business leverage its investment in Information Technology to build strategic IT capabilities that serve as a barrier to new entrants into its market? (10 Marks)