



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY ORDINARY EXAMINATION FOR: MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT BHR 5101: HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEMS

SERIES: APRIL 2025

TIME: 3HOURS

DATE: 9 May 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Answer question one (Compulsory) and any **THREE** questions.

Do not write on the question paper.

Section A

Question ONE (Compulsory)

Shifting to a Data-Driven Organization with HRIS: The Case of XYZ

XYZ Corporation is a leading multinational organization with over 25 years of operational history. With a workforce of over 10,000 employees spread across different regions globally, the company has experienced growth in diverse sectors, including manufacturing, retail, and technology. Despite its success, the company's HR operations have been largely paper-based and rely on outdated HR software, making it increasingly difficult to manage critical HR functions such as payroll, performance evaluations, recruitment, training, and employee records.

XYZ Corporation is also struggling with issues like inefficiency in HR processes, lack of integration between systems, inconsistent data, and difficulty in generating accurate reports. As a result, HR staff spend significant amounts of time on administrative tasks, and the company is facing challenges in making informed HR decisions, especially in areas such as employee retention, recruitment planning, and performance management.

After a comprehensive internal review and consultation with external advisors, the senior management team has decided to implement a cloud-based Human Resource Information System (HRIS) to address these challenges. The goal of this system is to streamline HR processes, improve efficiency, provide a unified platform for HR functions, enhance data accuracy, enable real-time reporting, and facilitate compliance with legal requirements.

While the implementation of an HRIS has the potential to provide numerous benefits, XYZ Corporation is concerned about the high initial costs, complexity of system integration, employee resistance to adopting a new system, and ensuring the security and privacy of sensitive employee data. The company is also aware that effective change management and strategic planning are crucial to the success of the HRIS implementation.

Required

- a) Evaluate the key challenges XYZ Corporation faces with its current HR practices and justify the need for an HRIS. Discuss the potential benefits an HRIS can bring in addressing these challenges. (10 marks)
- b) Outline the key steps and timeline for implementing HRIS at XYZ Corporation, and identify the roles and responsibilities of key stakeholders involved in the process. (10 marks)
- c) Propose a change management strategy to minimize employee resistance to the new HRIS, focusing on communication and involvement. How can the company ensure employee buy-in? (10 marks)
- d) Discuss the data security and privacy concerns XYZ Corporation must address during HRIS implementation, and suggest measures to ensure data protection and compliance. (10 marks)

SECTION B:

Answer any **THREE** questions from this section.

Question TWO

- a) Critically assess the five evolutionary stages of Human Resource Technology. How has the progression through these stages shaped the strategic role of HRIS in contemporary organizations? (10 marks)
- b) Analyze the five core elements of Data Management within Human Resource Information Systems. Discuss how these elements contribute to data integrity, decision-making and overall system efficiency. (10 marks)

Question THREE

- a) Identify and discuss the different types of customers or users of Human Resource Information Systems. For each type, explain their distinct needs and how HRIS caters to these requirements in terms of functionality and user experience. (10 marks)
- b) Outline and critically assess the steps involved in the implementation of a Human Resource Information System. What challenges might organizations face during implementation, and how can they be mitigated? (10 marks)

Question FOUR

- a) Examine the key factors contributing to the successful implementation of Human Resource Information Systems. Provide an in-depth analysis of five critical success factors and their relevance to HRIS adoption in large-scale organizations. (10 marks)
- b) Provide a comprehensive discussion of the five essential components/resources of information systems. Explain how these resources integrate to ensure the successful deployment and operation of a Human Resource Information System. (10 marks)

Question FIVE

- a) Classify and critically discuss the various types of information systems within an organization. How does each classification relate to the overall information architecture, and what are their implications for HRIS integration? (10 marks)
- b) Resistance to change is a common phenomenon when implementing new systems in organizations. Identify and analyze five common symptoms of resistance to change, and propose strategies to manage and overcome this resistance during the HRIS implementation process. (10 marks)