THE OPEN UNIVERSITY OF SRI LANKA

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT

FINAL EXAMINATION – SEMESTER II- SEPTEMBER 2023

MCP2140 / MSP9340 / HRP9340 – HUMAN RESOURCE INFORMATION SYSTEMS

DURATION – THREE (03) HOURS

Date: 24.09.2023 Time:1.30 p.m. – 4.30 p.m.

Instructions

Answer the first question (Compulsory Question) and any THREE (03) questions from others.

Question 1 - Compulsory Question

Vicky Lacroix, an HR Consultant, has just taken up the position as Director of Human Resources in a manufacturing company of approximately 100 employees. She immediately noticed that she and her manager were not on the same page. Indeed, the HR department was not managed the same way as other departments. The manager quantified his objectives and measured their achievement using indicators through different management tools (CRM, accounting, and payroll solutions...). However, for HR management, no effective system was in place. Indeed, before the consultant's arrival, there was no human resources manager and employee records were stored in multiple Excel files, making it challenging to measure HR indicators. Therefore, there was a need to optimize the company's HR management through the use of comprehensive technological tools.

After discussing this issue with her manager, the consultant looked at the various HR software options that could provide the indicators she needed to measure HR data effectively. She needed to select a comprehensive and affordable HRIS (Human Resources Information System) that could fully meet the current and future needs of the organization.

Therefore, she carefully and rationally selected and implemented the HR software "Folks HR". She then measured key HR KPIs: turnover rate, absenteeism rate, job satisfaction rate, etc. She then proceeded to make targeted interventions based on the indicators originally measured. All these factors contributed to time optimization and improvement of the organization's overall productivity. Indeed, a decrease in the turnover rate means less time spent on the recruitment process and more time to optimize employee performance management and business processes. More concretely, the consultant calculated time-savings of 4,000 hours in one year by comparing timesheets from two consecutive years. Production was the same from one year to the next and the product did not change. However, in the second year, employees worked a total of 4,000 fewer hours than in the previous year. In addition to the significant savings in time and money, Folks HR's many features brought a lot of benefits to the company, among other things, with employee database software. This would not have been possible without the affordable and efficient human resource management system.

Source: Adapted from https://folksrh.com/en/case-study-hris

1. Justify the need to optimize the company's HR management through the use of comprehensive technological tools and explain how Vicky Lacroix, carefully and rationally selected and implemented the HR software "Folks HR". (20 Marks)

2. Folks HR's many features brought a lot of benefits to the company. Explain how the HR software has enhanced HR management using examples depicted in the case study (20 Marks)

(40 Marks)

Question 2

Compare and contrast the functionality and benefits of TPS, MIS, DSS, and ESS for each managerial level with examples of its use for each system type. (20 Marks)

Question 3

Explain the Components of Information Security in terms of the CIA Triad using a real-world example from your work environment (20 Marks)

Question 4

The HRIS tool has evolved over time and now the world is emerging towards the use of Artificial Intelligence enabled Human Resource Analytics. Comment on the advantages and ways in which HRM functions can be improved in this context. (20 Marks)

Question 5

"The introduction of a new HRIS will typically encounter strong resistance from the employees. The major obstacle is to get user acceptance of the new HRIS" As a member of the implementation team develop a change management plan with tactics to gain HRIS user acceptance. (20 Marks)

Question 6

Define five major costs and five major benefits in HRIS implementation and explain with examples on how would you arrive at a HRIS implementation decision using a cost benefit analysis. (20 Marks)

(Total Marks 100)

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