



POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 502: HUMAN RESOURCE INFORMATION SYSTEM

DATE: 31ST MARCH 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory.**
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

TECHNOVATE SOLUTIONS LTD

TechNovate Solutions Ltd, a rapidly scaling fintech headquartered in Nairobi with regional hubs in Uganda, Tanzania, and Rwanda, has surged from 50 to 1,200 employees since 2015 while powering digital payments and mobile banking for over 300 East African financial institutions—yet this growth has fractured its HR backbone, relying on a patchwork of manual processes and legacy systems: payroll outsourced per country to inconsistent vendors, recruitment tracked in Excel spreadsheets, employee records stored in paper files and basic databases, annual paper-based performance reviews, leave managed via email and Excel, training untracked, and biometric time systems disconnected from payroll.

These fragmented workflows spawn critical challenges—data inconsistencies across sources, compliance risks under four nations’ labor laws, delayed decisions from lack of real-time analytics, HR staff buried in 70% administrative tasks, employees frustrated by slow service, gaps in succession planning and career development, integration failures with ERP and finance systems, security vulnerabilities from unsecured spreadsheets, scalability limits blocking growth to 2,500 employees, and no self-service for remote workers. To bridge these gaps, the CEO has approved a \$500,000, 18-month HRIS rollout designed not just to fix current bottlenecks but to future-proof operations: a unified system integrating payroll, recruitment, and time tracking with real-time compliance engines, AI-driven analytics for turnover prediction, self-service portals for remote teams, and scalable architecture to support projected growth—all while reducing admin burden, enhancing employee experience, and embedding security to protect sensitive data across borders.

Required:

(a) As the HR Director at TechNovate, you anticipate resistance to the new HRIS from employees accustomed to manual processes. Identify **three** change management strategies you would implement to ensure smooth adoption, and justify how each addresses specific challenges mentioned in the case study.

(6

Marks)

(b) TechNovate operates in four countries with varying labor laws. Explain **three** key compliance features the new HRIS must include to address regulatory risks, and how they would resolve the compliance challenges outlined in the case study.

(6

Marks)

(c) TechNovate's CEO has approved a \$500,000 budget for an HRIS. Identify **Three** critical selection criteria** for choosing an HRIS vendor, and explain how each aligns with the company's specific needs as described in the case study.

(6

Marks)

(d) TechNovate faces integration challenges with its existing ERP and finance systems. Discuss **Three** integration strategies the company should adopt to ensure the HRIS works effectively with other organizational systems, and how each would mitigate the integration problems mentioned in the case study. **(6 Marks)**

(e) The HRIS implementation is expected to deliver significant benefits to TechNovate. Identify **three** key performance indicators (KPIs) that would measure the success of the HRIS, and explain how each aligns with the company's goals as outlined in the case study.

(6 Marks)

QUESTION TWO

- a) Briefly explain Post-implementation stage of HRIS (6 marks)
- b) Explain SIX major information security threats to organizations. (6 marks)
- c) Explore three structural models of HR management and their alignment with HRIS functionality. (3 Marks)

QUESTION THREE

- a) Describe the THREE pros and TWO cons associated with outsourcing most of your organization's HRIS functions to an independent vendor. (5 marks)
- b) Discuss the four main options for an organization to develop or acquire human resource information system (6 marks)
- c) Detail the core functional elements that constitute a Human Resource Information System. (4 Marks)

QUESTION FOUR

- a) Discuss FOUR reasons that led to slow computerization of human resource department (4 Marks)
- b) Outline the systematic approach you would adopt to ensure legal compliance and regulatory adherence throughout your HRIS implementation process. (5 Marks)

- c) Analyze THREE main reasons for HRIS implementations failure and suggest how to these can be prevented from happening.

(6 marks)