The Management University of Africa

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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

HCO 502: HUMAN RESOURCE INFORMATION SYSTEM

DATE: 29TH JULY 2026

DURATION: 2 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:

THE MODERNIZATION DILEMMA AT RIFT VALLEY ENGINEERING (RVE)

Rift Valley Engineering (RVE) is a rapidly growing enterprise currently expanding its operational base. Historically, RVE's Human Resource department functioned purely via paper records and detached spreadsheets, which left data highly unorganized and prone to entry errors. The company currently faces a high turnover rate and a lack of clear tracking regarding workforce characteristics.

The HR Manager is overwhelmed by a mountain of "raw facts"—such as exit interview notes, uncollated hiring projections, and unindexed employee folders—but lacks the actionable "processed data output" necessary to make strategic decisions. Additionally, the talent acquisition team is struggling with a massive backlog of unqualified applications for their specialized technical positions.

At the executive level, the board wants to implement strict workforce equality benchmarks, optimize the professional development fund, and transition the firm's back offices into an integrated infrastructure. RVE is at a crossroads: should they maintain basic transactional tracking within a generic software setup, or invest in an enterprise-wide information framework like SAP or Oracle Financials to handle their human capital operations?

Required:

a) Identify examples of raw facts currently causing operational challenges and explain how they can be turned into meaningful processed output. **(5 marks)**

b) Explain how RVE can utilize Internet-based employee applications to address their talent acquisition bottleneck and eliminate unqualified

candidates early in the process?

(5 marks)

c) Discuss the specific variables HR must track (such as race, age, sex, disability, and veteran status) and explain why tracking this data is beneficial for RVE's public compliance and outreach. **(5 marks)**

d) Explain how tracking data on RVE's training expenses can help the HR manager demonstrate the Return on Investment (ROI) for employee development.

(5 marks)

e) Discuss how RVE can apply workforce analytics to transform their HR department into a "decision science," referencing specific calculations like turnover cost, time to fill jobs, and health-care cost per employee **(5 marks)**

QUESTION TWO

a) Explain the characteristics of the "Third Generation" of computerized HRIS platforms and how it goes beyond being a mere data repository for HR managers.

(5 marks)

b) Detail the specific policies, rules, and computational information that are typically programmed into the Pension Administration and Compensation and Benefits Administration subsystems. **(5 marks)**

c) Explain why modern knowledge economy initiatives have caused HRIS systems to separate from traditional, rigid ERP infrastructures to become stand-alone platforms. **(5 marks)**

QUESTION THREE

a) While moving from manual processes to information technology offers major advantages, it introduces certain operational vulnerabilities. Discuss the primary drawbacks and risks associated with adopting technology in HR operations.

(5 Marks)

b) Analyze the strategic role of Electronic Human Resource Management (E-HRM) in the modern knowledge economy, and briefly outline the primary organizational objectives it fulfills.

(5 marks)

c) Contrast the type of data resident within the Employee Administration subsystem with the data managed inside the Time and Attendance subsystem of an HRIS. **(5 Marks)**

QUESTION FOUR

a) Explain how an organization can utilize the Employment Equity and Health and Safety subsystems of an HRIS to meet regulatory or statutory obligations.

(5 marks)

b) Discuss how data inputs like skills, competencies, and development interests are leveraged by an HRIS to assist managers in executing career planning and succession mapping. **(5 marks)**

c) Discuss the three main goals of Information Security within a Human Resource Information System. **(5 marks)**