

FINAL %	
---------	--

HRM3703

OCTOBER/NOVEMBER 2016

HR INFORMATION SYSTEM AND TECHNOLOGY

STUDENT NUMBER									

IDENTITY NUMBER									

FOR USE BY EXAMINATION INVIGILATOR
--

Question No	Marks			
	Examiners			
	1	2		
Section A				
①				
Section B				
2				
3				
4				
5				
Total for paper	75			

Subject

Number of paper

Date of examination

Examination centre

WARNING

- 1 A candidate who without authorisation takes into the examination venue any book, document or object which could assist him in the examination, and does not hand over such material to the invigilator before the official commencement of the examination, will be guilty of infringing the University's examination regulations and will be liable to punishment as determined by Council
- 2 Rough work may be done only on the examination question paper and must be labelled as such
- 3 No notes may be made on any part of the body, such as the hands, or on any garment
- 4 This page/paper is the property of the University and under no circumstances may the candidate retain it or take it out of the examination venue

NB PLEASE COMPLETE THE ATTENDANCE REGISTER ON THE BACK PAGE, TEAR OFF AND HAND TO THE INVIGILATOR

HRM3703

October/November 2016

HR INFORMATION SYSTEMS AND TECHNOLOGY

Duration 2 Hours

75 Marks

EXAMINERS

FIRST	MRS S WARNICH
SECOND	MR CV GUMEDE
EXTERNAL	MR MA BUYS

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue

This paper consists of 32 pages plus a cover page

You may not consult notes of any kind, or any person, except the invigilator, during the course of the examination session
--

INSTRUCTIONS

- (1) Answer Question 1 in Section A and any two (2) of the four (4) remaining questions in Section B of the paper
 - (2) Write legibly
 - (3) Encircle the numbers of the questions you choose in Section B of the paper on the cover of your examination paper
 - (4) This examination paper is only available in English
-

[TURN OVER]

SECTION A**THIS QUESTION IS COMPULSORY AND ALL STUDENTS SHOULD ANSWER THIS.****Question 1****Read the case study below and then answer the questions that follow. Read it carefully as you will also have to use this information in some of the other questions in this examination paper.**

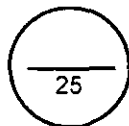
Michael is employed at Anrebwa Enterprises. He joined the organisation 7 years ago and has since been promoted to the HR manager position. He initially started as an HR officer. The organisation is a national organisation with its head office in Johannesburg and regional offices in Cape Town, Durban and Bloemfontein. It employs 550 staff members, 290 of whom are based in Gauteng. As the organisation expanded over the years, it implemented more advanced systems and procedures to streamline its operations.

In terms of HR, the organisation has until recently been mainly using paper-based records supported by MS Excel spreadsheets to keep a database of information. It embarked on sourcing an electronic integrated system (to replace the existing record-keeping system), which it implemented two months ago. The system helps the organisation to keep employee personal records and manage payroll and performance. The system seems to be fully functional and the directors are excited about the new possibilities for the organisation owing to this significant change. The system will assist in integrating and centralising the corporate data that it will be able to share across various functional boundaries.

Not all the employees are equally excited, and some of them do have concerns. Michael receives an e-mail from one of the managers, who expresses the concern that her subordinates feel uncomfortable with their information being available on the systems that employees can now access via the company intranet.

Additional information about the organisation will be shared in the questions that follow.

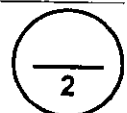
Now answer the questions 1.1 to 1.4 that follow

Questions (Compulsory)

← Students should kindly not write in this space

Use the information in the case study above to answer the questions for question 1

- 1.1 With reference to the case study above, identify **which type of system Anrebwa Enterprises decided to use**. Provide an example of such a system that is used in South Africa. Use the information that you have learnt in the first learning unit to answer this question. (2)



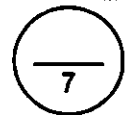
[TURN OVER]

- 12 The decision that Anrebwa Enterprises made regarding the choice of system was not taken lightly and they had to consider several aspects. One such aspect is cost. If you were part of the CBA team that had to make the decision, which guidelines would you have considered to ensure that the team makes the best decision for Anrebwa Enterprises in terms of investing in the system? Include at least 5 considerations or guidelines by naming and discussing each one. (10)

Two main categories

[illegible][illegible]

Joan



- 1 4 As seen in the scenario above, some of the employees at Anrebwa Enterprises are concerned about the safety of their own information stored on the system. Is this concern a valid concern? If you were Michael how would you respond to such concerns from employees? Use relevant information and legislation to support your answer. Include an explanation of the purpose of the specific legislation in your answer (6)

[TURN OVER]

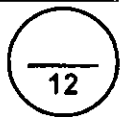
ANSWER ANY TWO (2) OF THE FOLLOWING FOUR (4) QUESTIONS.

← Students should kindly not write in this space

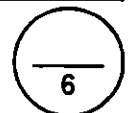
- 21 Briefly discuss the link between talent management and Human Resource Information Systems (HRIS) Can Anrebwa Enterprises in question 1 benefit from this if their system makes provision for it? (12)

[illegible]

[TURN OVER]

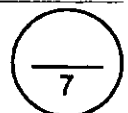


2 2 Discuss the differences between e-HRM and HRIS Remember to define each concept first (6)



[TURN OVER]

- 2 3 Michael works at Anrebwa Enterprises (see question 1) and he is analysing the recruitment data that the organisation captures on the HRIS. His main concern is that the data should be correct, in other words he focuses on **what** they capture. Tintswalo, on the other hand, is looking at the HRIS and specifically the recruitment process and she sees the **potential** of using the system to receive CVs from applicants, creating a pool of suitable candidates, managing the interview information etcetera. Discuss the two perspectives of Michael and Tintswalo. Indicate which perspective each of them have and indicate which employee's perspective is the correct one. (7)



[TURN OVER]

Question 3

25

← Students should kindly not write in this space

- 3.1 People in HR responsible for the implementation of an HRIS should understand basic terminology so that they are able to communicate properly with specialists, vendors and the implementation team. This will also help them to clearly communicate the exact needs that the system must meet. **In terms of an HRIS and databases, provide a definition of each of the terms below**

Project creep (2 marks)

RFP (2 marks)

Technical feasibility of a system (1 mark)

Cost-benefit analysis (1 mark)

BYOD (2 marks)

[TURN OVER]

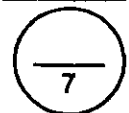
Foreign keys (2 marks)

Entity and Attribute (2 marks)

12

- 3.2 Refer to the scenario in question 1 again. In light of the new systems used by Anrebwa Enterprises and the fact that the number of staff have increased over the last few years, Michael contemplates making use of web-recruitment for certain vacant positions. They are in the process of designing their website but he wants to ensure that the website is effective and properly designed. As this is not his field of expertise he contacts you for advice. (1) Prepare an e-mail where you discuss at least four attributes that a good recruitment website should possess. (2) Also advise Michael on what "message" a realistic recruitment message should convey. (7)

[TURN OVER]



[TURN OVER]

3 3 You have been tasked to explain to a group of HR practitioners what they can expect and should look out for when being involved in the project management of the implementation of an HRIS. Your manager requests that you specifically address the following important concepts

- Controlling project creep
- Software implementation
- Configuring the project management team

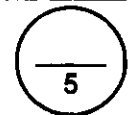
(6)

$$\frac{\quad}{6}$$

25

4 1 Refer again to the scenario in question 1. During initial negotiations about the HRIS, Michael indicated that the organisation had several needs. They want to enable staff members to perform some transactions on the systems themselves without the input of HR. Firstly, indicate the type of system that would enable them to do this. Secondly, discuss how Michael will be able to use the HRIS system for performance management should their system have this capability?

(5)



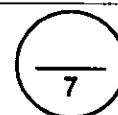
- 4 2 Assume that the organisation in the scenario in question 1 sells products. Sales representatives visit customers to showcase their products. Sharon is one of the sales representatives and due to the fact that she has to see several customers per day, she decided to rather start using her own tablet for this purpose than the laptop that Anrebwa Enterprises provided. She shows customers brochures and demonstration videos about the products. Indicate if this would be acceptable and under which conditions. Should Anrebwa Enterprises take action to accommodate this, if so how? (6)

[illegible]

6

- 4 3 Discuss the importance of HRIS information security and privacy in today's technology-intensive and information-driven economy. Refer specifically to unauthorised access to information, data accuracy, stigmatisation, the use of social networks and privacy protection policies (7)

[TURN OVER]

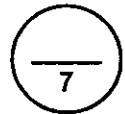
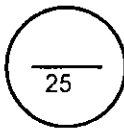


[TURN OVER]

(7)

1

[TURN OVER]

**Question 5**

← Students should kindly not write in this space

- 5.1 Refer to the scenario question 1. It is 7 years later and Sumaiyah also joined the organisation. Their systems have evolved and she wants to use HR metrics and workforce analytics to assist the organisation. They have seen a drastic decline in sales figures and a number of key staff members have also resigned. Use this information to provide examples and explain HR metrics and workforce analytics in the context of Anrebwa Enterprises (5)



- 5.2 Discuss e-learning as part of the systems-model to training and development (1) Refer specifically to training methods, mobile learning and social networking technology (2) Discuss the difference between synchronous and asynchronous communication in the e-learning environment (12)

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

[TURN OVER]

5.3 Critically discuss the statement below

"Effective change communication can make the difference between success and failure of an HRIS implementation project"

Provide at least two reasons why change leaders do not always properly communicate (8)

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

8

Total for paper = [75]

CHECKLIST	✓
Did you complete Question 1 AND 2 other questions?	
Did you complete all your personal particulars on the cover of the examination paper?	
Did you indicate the numbers of the questions you chose on the cover of the examination paper?	

[illegible]

[TURN OVER]

[illegible]