

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SIXTH TRIMESTER (Batch 2017-19)

END TERM EXAMINATIONS, MARCH 2019

Set-I

Course Name	Human Resource Information System	Course Code	HR601
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS:

- Do not write anything on question paper except your roll number.
- Be precise and objective in your answers.

- “Failing to plan is planning to fail”. In light of the statement, discuss the implications in an unplanned HRIS. How SDLC process can play a pivotal role in the development of an effective HRIS? Explain with suitable examples. **(08 Marks)**
- Explain how HR Shared Services & Self Service Portals leverage HRIS. Evaluate the role of HR shared services on the basis of their merits and demerits for subscribing to these services in managing HR functions with relevant examples. **(08 Marks)**
- Using HRIS dashboard, create dummy transactions in HRIS for the following HR processes while using proper transaction formats, data fields, masters, and validation details. **(08 Marks)**
  - Leave Transaction
  - Training Transaction
- Your company has recently introduced inbuilt ESS in HRIS. Payroll and HR records are now integrated into one database. Although access to confidential HR information is restricted, some semi-private information such as the employee’s name, address and telephone numbers can be accessed online by all supervisors. Employees can also alter their own personal and official records. An employee in the Sales Department is extremely upset; she has been receiving indecent phone calls and blames the newly introduced ESS for that. She alleges that the caller must be someone from the company because her number is enlisted.  
  
Given the above scenario, suggest a framework for access and data modification by HR & Non-HR employees in the following two categories with relevant examples. **(08 Marks)**
  - Restricted
  - Unrestricted

## IT Tools for HR – Nokia

5. Nokia is moving towards human resource information systems (HRIS) using sophisticated information technology tools. The evolutionary approach comprises an HR intranet, expert platforms for HR processes, shared services & e-learning centres.

Nokia, with three divisions for networks, mobile and ventures in deploying its own voice, web and network technologies, has become a virtual, matrix organization with around 1,00,000 employees and a 24-hour global reach. Sales are generated from over 140 countries, R&D is represented in 20 countries and there are manufacturing facilities in 15. Operationally, the business is run through webs of interconnecting networks established for technical purposes, from production to customer segments and support functions like HR.

Nokia is using IT tools for HR in multi-faceted ways. The 'model' being built is an internally designed HR intranet called the HR Jazz café, with features such as 'Ask HR' for employee communications, expert platforms for each process, a shared services facility to administer HR transactions, and e-learning centres. Broadly speaking for internal customers – employees, team leaders, line managers and senior management – HR automation is emerging as a mix of self-service, shared services and strategic partnering under the umbrella of an HRIS organization. Historically, HR processes have differed immensely across business divisions and territories. For instance, in any country where Nokia had significant presence, it was not uncommon to have five separate payroll systems, provided by different vendors. Process rationalization and technological innovation is now helping to build one centralized HR information system and a helpline through the shared services unit.

As another example down the line, so to speak, an HR manager in India will not have the time to chase sources of HR information or amendments to policies and regulation from traditional systems. So, access to one web address will have to provide these requirements, plus a discussion page for feedback or queries. Increasingly then, globalization and effective working are emerging as drivers of HR change.

Nokia has automated HR for all core HR processes – compensation/benefits, performance management, learning and development, workforce planning and employee relationships. As such, the company is evolving towards a total solutions model which will take some years to realize until the successful operational stage. For example, a recent innovation is to improve the twice-a-year, paper based performance management and review process with an electronic version in 2018, which is currently being trialed. It will comprise elements such as web-enabled appraisal, skill evaluations, career mapping, personal development paths and learning opportunities. The idea is to support more functional aspects of performance management by technology, but not lose sight of the importance of personal interaction and face-to-face feedback in reviews.

Recruitment is emerging as HRIS strength at Nokia. By accessing the corporate website, people can file their CV and complete applications online. They are clearly guided on how to do this, supported by dedicated careers portal, a helpline or by e-mailing HR direct. Personal details go straight into global recruitment database which Nokia hiring managers scan. There is also an automatic matching system between CV details and current openings anywhere in the world. This enables HR to eliminate shortlisting process as the manager is sent an e-mail every time a potential candidate with the skills he or she requires comes onto the database. 'Human angle' of assessing the applicant's interpersonal skills is left to HR while technical abilities are evaluated by the manager concerned.

### Questions for analysis:

- Draw a diagram and reflect how Nokia's integrated HRIS model works for various HR verticals.
- Evaluate its current HRIS model in use and suggest how Nokia can further improve on it from HR users' point of view.

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