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# IV Semester M.B.A. (Day) Degree Examination, October - 2021

## MANAGEMENT

## Strategic HRM

## (CBCS Scheme 2019-20)

## Paper : 4.4.2

**Time : 3 Hours** **Maximum Marks : 70**

### SECTION - A

Answer any **FIVE** questions. Each carries **5** marks. **(5×5=25)**

1. Define SHRM. Write a brief note on today's perspective of SHRM.
2. List the competitive advantages of the organizations through strategic HR practices.
3. Explain the concept of VUCA Environment.
4. Discuss the barriers to Strategic HRM.
5. Analyze the staffing considerations in Consultancy firms.
6. Explain compensation dimension in line with the Organizational strategies.
7. Explain Portfolio process and its impact on the strategic responses.

### SECTION - B

Answer any **THREE** questions. Each carries **10** marks. **(3×10=30)**

8. Explain how traditional HRM differs from Strategic HRM. Give an insight to the evolution of Strategic HRM
9. Examine the role of Strategic HR decisions in Mergers and Acquisitions.
10. Illustrate the importance of strategic HR practices in maximizing the organizational productiveness.
11. Write short notes on - HR score card, HR Bundle Approach.

**[P.T.O.**

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## SECTION - C

**Compulsory Question.** **(1×15=15)**

**12. Aetna: Investing in Diversity.**

Raymond Marcos, chief diversity officer at Aetna, is preparing to make a presentation to the company's board of directors at its mid-December meeting. In a deteriorating economic environment that seems to be global in its reach, the board is looking to cut expenses in any way possible. To do that, it is reviewing every major company business initiative. Diversity is one such initiative, and the board wants to understand the business case for it. It also wants to see a clear plan to measure outcomes, including systems and data. Raymond knows that some of the board members are relatively new, that almost all of them are independent directors from outside the company and that they may not have a deep understanding of the historical roots of Aetna's diversity efforts or the objectives of those efforts. At the same time, he is eager to showcase the company's diversity initiatives and their results, both direct and indirect.

Aetna's diversity strategy is closely related to its broader HR strategy, as reflected in the overall statement of that strategy: "HR will be accountable for the advancement of a diverse, high-performing workforce to sustain industry leadership."

Aetna employees live by a set of core values, known as the Aetna Way, which put the people who use the company's services at the core of everything it does. While business results are important, Aetna's senior managers believe that how the company achieves those result - how it makes a difference for the people it serves - is every bit as important.

**Questions:**

i. How diversity inclusion is related to the HR strategy in Aetna?
ii. Analyze the theoretical concepts in this case.
iii. Evaluate how Aetna value system and diversity strategy is linked.