VPM's
DR VN BRIMS, Thane
Programme: PGDM (2014-16)
Fifth Semester Examination January 2016

Subject	HR ISSUES IN M&A AND DIVERSITY MANAGEMENT		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	12.01.2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

At lot has changed over the last few years, since the Satyam scandal came to light. However, the latest developments could prove to be the final nail in coffin to the whole fiasco. Tech Mahindra which finally merged Satyam with itself a few months ago, has begun the crucial process of integrating various operations, most importantly the HR policies.

Irrespective of size or industry, every organization has a unique working culture. Overtime, as employees adapt to this culture, it gives them a sense of belongingness to the company. And even a slightest change introduced to this culture, could lead to far-reaching consequences if not handle correctly. The Tech Mahindra management is quite aware of this fact, as a result they are treading this path with caution.

According to reports, post the merger Tech Mahindra would have a combined workforce of 84,000, which includes 36,000 from the erstwhile Mahindra Satyam. Integrating, such a large force under a single HR policy is going to be daunting task.

In the past we have witnessed how mergers between Air India and Indian Airlines or Oracle and Sun had resulted in major HR issues for the merged entity. In case of the Oracle and Sun merger many notable employees left the organization.

Q1. How should Tech Mahindra approach such a sensitive issue?

Q2. Explain how you as a Human Resource Manager would go about the Merger?

Q3. What are the HR related issues that you foresee?

Attempt Any FOUR from the Remaining SIX Questions

Q2) *Any two from (a) or (b) or (c)* ————— *(5x2) = 10 Marks*

a) What is a Merger? What are the different types of Mergers? Explain with examples
b) What is the difference between a Merger and an Acquisition?
c) What are the benefits of a Merger?

Q3) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) What is Human Due Diligence?
b) What are the advantages of conducting proper Human Due Diligence?
c) Consequences of improper Human Due Diligence.

Q4) Role of HR in Mergers and Acquisitions.   *10 Marks*

Q5) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) Enumerate the competencies of an HR Leader.
b) What do you mean by HR policies? Explain with the help of examples.
c) Explain the importance of culture management in M&A.

Q6) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) What do you mean by diverse workforce?
b) How do we effectively manage diversity?
c) What are the benefits of having a diverse workforce?

Q7) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

Explain with respect to Mergers and Acquisitions:(Any two)

a) Organizational Vision and Mission.
b) Attracting and Retaining Talent.
c) Modified Structures and Systems.