

Total No. of Questions : 5]

PE-5859

[6551]-854

M.B.A.

**HRM-614MJ : HR PERSPECTIVES IN MERGER &  
ACQUISITION  
(2024 Pattern) (Semester - III)**

SEAT No. :

LIBRARY

[Total No. of Pages : 2]

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw neat labelled diagram wherever necessary.*

**Q1)** Answer the following (any 5) :

**[5 × 2 = 10]**

- a) Define the term of mergers.
- b) State any 2 HR issues commonly faced during mergers and acquisitions.
- c) Explain the term of "Cultural Integration".
- d) List any two HR competencies required during mergers and acquisitions.
- e) What are the key skills required for managers in pre and post mergers.
- f) State the main phases involved in merger and acquisition process.
- g) What is HR resistance in mergers and acquisitions.
- h) Explain the stress management in the context of Mergers and Acquisitions.

**Q2)** Solve any two :

**[2 × 5 = 10]**

- a) Explain how the role of HR differs in the pre - manager and post-merger phases of Merger and acquisitions.
- b) Explain why attracting and retaining high performers is important during mergers and acquisitions.
- c) Explain why cultural integration is important for the success of mergers & acquisitions, especially in the Indian organization context.

**P.T.O.**

**Q3) Solve any one :**

**[1 × 10 = 10]**

- a) Apply the concepts of integral integration and workforce analytics to propose an HR strategy for managing excess manpower and ensuring cultural continuity after a merger in the Indian corporate concept.
- b) Explain how HR can apply human due diligence practices to ensure a smooth transition during the pre-merger phase to a cross border acquisition. Illustrate your answer with a suitable example.

**Q4) Solve any one :**

**[1 × 10 = 10]**

- a) Examine the major HR challenges related to cultural integration & workforce restructuring during mergers & acquisitions.
- b) Analyze how ineffective HR interventions can impact organizational performance in the post-merger phase.

**Q5) Solve any one :**

**[1 × 10 = 10]**

- a) Critically evaluate how stress management techniques, change management strategies and communication practices can influence the success or failure of an M&A integration.
- b) Propose a detailed communication framework for managing uncertainty among employees during mergers and acquisitions. Assess how this framework reduces ambiguity and enhances trust.

