

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**
**PGDM / PGDM (M) / PGDM (SM)**
**THIRD TRIMESTER (Batch 2024-26)**
**END-TERM EXAMINATION, APRIL 2025**
**MAIN**

Course Name	<b>Advanced Human Resource Management</b>	Course Code	<b>20321</b>
Max. Time	<b>2 hours</b>	Max. Marks	<b>40 MM</b>

**INSTRUCTIONS:**

- All questions are mandatory.
- Answers should be rich in content and precise with relevant examples.

1. Achieving synergy in Mergers and Acquisitions (M&A) is a challenge. Research says that approximately 55 percent of mergers and acquisitions fail because of HR issues, as one of the main reasons. The role of HR in Post M&A integration is crucial. However, the role of HR starts from due diligence to achieving synergy. The Vodafone Idea merger faced significant HR challenges, including employee layoffs, cultural clashes, and integration difficulties. The merger led to a significant reduction in the workforce, with estimates of 5,000 or more employees losing their jobs. This was primarily due to streamlining operations and eliminating duplicate roles. Furthermore, cultural differences between the two companies and issues with communication and skill transfer impacted employee morale and performance. Elaborate and propose a reply.

**(1x10 marks)**

2. Companies today focus their attention on skill acquisitions, and the post-industrial era has caused all organizations to become learning organizations and keep upskilling their people. There is a paradigm shift across the industry by strategizing skill acquisitions with an objective of future business possibilities. SBI through its project Parivartana, initiated acquiring computer skills through both hiring and internal training. The company introduced major changes in hiring process and knowledge for working on computer became mandatory for candidates. In the same manner, SBI identified existing human resources who could be trained in computer skill and through upskilling the new skill was acquired.

HR perspective needs a shift today from acquiring manpower to acquiring skills. Explain using the above context.

**(1x10 marks)**

3. Alternative work arrangements are becoming prevalent in corporate. Several companies have started offering hybrid work arrangements. The biggest challenge for the industry is to manage the human resources. In today's time, people are willing to work remotely and celebrate together. Working at home has an effect on the home ambience of employees, and therefore the employee engagement needs to be redefined in the time of hybrid work and work from home. Tata Group employee engagement is one of the best in industry. The effective employee engagement has cultivated a powerful employer branding and higher retention in the group.

In light of the above facts, propose a brief plan on how to manage employee engagement at work in the current time.

**(1x10 marks)**

4. For CCE's analytics team one of the most important next steps is to share the experience and knowledge gained from developing the analytics function with their colleagues, and build capability across HR.

We are also reviewing the learning and development curriculum for HR to see what skills and competencies we need to build. One of the competencies that we have introduced is HR professionals being data analysts.

For me, it is not only understanding a spreadsheet or how to do a pivot table, it is more understanding what a ratio is, or understanding what their business problems are, or how data can really help them in their quest to find an intervention that is going to add value and shape business outcomes.

### **Barriers**

As with any long journey the analytics team at CCE have faced numerous barriers. The challenges they list are common to most HR professionals attempting to establish a significant new process, but it is the challenge of establishing new capability and embedding fit-for-purpose technologies which has created the greatest challenge at CCE.

In terms of barriers, technology is one. For example having the right data warehouse in place that allows you to extract the data very quickly. From a HR perspective we are well placed, however extracting data from the rest of the business, is a challenge. At CCE HR is trying to branch out and get the data from other parts of the business, which is probably quite unusual. People probably do not expect HR to be that kind of driving force.

CCE recognises a recruitment challenge centred on sourcing the capabilities to develop high-impact HR analytics, which includes hiring individuals with the ability to analyse data, develop insights and the communication know-how to share across the business. One challenge for HR is to sell the profession as suitable for analytical high-potentials to build their broader business acumen: to move away from the traditional view of transactional HR with little or no analytical capability, to a function based around high-quality data and business insights. For CCE this represents a significant opportunity – high-calibre analysts must see HR as a profession in which they're able to build a lasting career.

HR processes at Coca Cola Enterprises used data analytics as one of the important tools for making the reporting and other things better and easier.. Identify the initiatives and explain how Data Analytics reduced workload and duplication of jobs in HR at CCE.

**(1x10 marks)**