**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**THIRD TRIMESTER (Batch 2021-23)**

**END TERM EXAMINATION, MAY-2022**

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| Course Name | **Advanced Human Resource Management** | Course Code | **40321** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**Case Scenario 1**

You are the recently hired HR manager at an organization that completed a merger roughly two months ago. While the two organizations are still in the transition period, you have noticed that the number of employees who have been coming to you with workplace concerns and issues has risen dramatically. Most of the complaints surround the culture clash between the two merging companies. Prior to coming on board, you were given the history of these two organizations and the background on the management style of both leaders. It became quite clear that this merger was going to be challenging, given the drastically different cultures of the two organizations. One of the companies was headed by a gentleman known for his casual, fatherly and employee-centric approach to business. This CEO allowed for an informal work environment that included all-staff coffee breaks and casual attire. The other company was run by a gentleman who was known for his thousand-dollar suits and a “take no prisoner” approach to business. This CEO wanted the job done, and he wanted it done yesterday.

*Source:* [*MnA case for AHRM.pdf*](file:///C%3A%5CUsers%5Carindam.saha%5CDesktop%5CAHRM%20%2821-23%29%5CMnA%20case%20for%20AHRM.pdf)

**Q 1.** In addressing this situation, what is the first thing you would do as the HR manager? How would you address the two vastly different approaches to business management? **(10 marks)**

**Q 2**. What can an organization do prior to the merging of two companies to address the issue of culture management? *Your answer should include the role of HR teams of both the organisations in this kind of a Merger situation*. **(10 marks)**

**Case Scenario 2** Review the attached case based article ([*How IBM Is Changing Its HR Game (hbr.org)*](https://hbr.org/2011/08/how-ibm-is-changing-its-hr-gam)*.*

**Q 3.** Illustrate five ways in which IBM is bringing about changes in its HR endeavours, based on your understanding of the case. **(10 marks)**

**Q 4**. How do you see the future of HR in technology oriented firms, such as IBM? In what ways do you think AI based HR processes are changing HR roles in such firms? **(10 marks)**

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