

Immersion Course

7th-8th September, 2019



Mr. Abhinav Iyer, head – leadership development COE and L&D, Mahindra & Mahindra Limited, took the immersion course on the topic of “Mergers and Acquisitions” on 7th and 8th of September 2019. He used multiple simulations and activities to make the students understand about M&A.

For the simulation, he divided students into two groups – acquirer (big group) and target (small group). Through multiple activities, the students were familiarized with the integration approach - if organization autonomy should be high or if strategic independence should be high.

Then, the day proceeded to understand various stakeholder profiles (blockers, skeptics, teachers, guides, climbers, sponsors, friends/ connectors) in the integration process.

Through the role play of the town hall meeting between the leadership team of acquirers and the entire target company employees, the HR issues were discussed which included the dilemmas, anxieties and expectations of the target company employees.

Then, the focus turned to the change journey and the HR manager’s priorities along with the key activities of HR managers and the phases – pre combination, combination and post-combination were discussed.

The students discussed various industry practices and case studies related to some of the successful and failed merger and acquisitions.

In the final activity, the students were asked to perform analysis using RTSC (Real Time Strategic Change) methodology and point out the glad, sad and mad aspects of the given topic. There were two principles that were to be followed:

1. No one has monopoly over the truth
2. Every voice is heard and acknowledged.

Merger and Acquisition can be completed successfully, if the combination factors of dissatisfaction with the status quo, vision for change and first action step overpowers resistance to change.

