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Appendix A

Interview Guide – Employees

Personal Details

1. Your details
   Name:
   Education:
   Home State:
   Working as:
   Branch/Region:

2. Tell me something about your employment history? When did you join the bank?

3. What were you doing at the time of acquisition? Where were you located?

The Organization before Acquisition

4. Tell me something about the history of your organization?

5. Its mission, vision, objectives etc?

6. What was the organization structure?

7. How do you think the organization was performing before/at the time of acquisition?

8. What do you think was the rationale for acquisition/merger- both from seller and buyer point of view?

9. What were the major activities preceding the acquisition?

The Organization after Acquisition

10. How did you come to know about the acquisition?

11. What do you think were the immediate challenges and advantages of this merger?
12. What were the immediate steps taken by the acquirer and acquired immediately after the acquisition decision was taken and then after announcement.

**Employee Concerns**

13. What was your immediate reaction after you learned about the acquisition?
14. How do you think these concerns were handled?
15. Was different size / performance level cause of anxiety?
16. What was the reaction and attitude of employees from other organization?
17. What were your expectations?

**Role of Leaders**

18. Do you think that leaders of the organization recognized differences in cultures?
19. Were they able to create a shared ideology?
20. What do you think was the role of leaders in managing the merger process?
21. Were people involved in planning and implementing the merger process?

**Culture**

22. How would you describe the culture of your previous organization and the other organization in terms of

   Hierarchy

   Centralization

   Power structure

   Product or Geographic

23. How were the cultures of two organizations merged or what initiatives like culture workshops, intermingling of employees, taken to merge cultures?

**The Integration Process**

24. Which areas were identified first for integration?
25. Was a transition structure in place?
   a. What was its structure?
   b. What were the various levels?
   c. Who were the people involved?
   d. How did it help you?

26. How fast or slow do you think was the pace of integration?

27. What did the new organization structure look like?

28. Were any steps taken to retain people?

29. Were new employees hired?

**Training**

30. Were new processes, systems introduced?

31. Was new technology introduced?

32. Were people trained about its usage?

33. What was the nature of training- classroom or on the job?

**Communication**

34. Was there any communication before the public announcement of acquisition?

35. What was the communication after the merger announcement?

36. During the integration process, how did the management and leaders communicate with you?

37. Was there any forum set, where you could voice your day to day concerns?

38. Were any behavioural guidelines issued to you?

**Compensation and Performance**

39. What was the compensation structure in your previous organization?

40. How different was it from that of the other merging organization?

41. How were the components and amount aligned?

42. What do you think was the criteria for alignment?
43. Which performance appraisal system was used?
44. How different was it from that of the other merging organization?
45. How were the performance systems merged?
46. What was the promotion policy of your previous organization?
47. What is the promotion policy now?

**Employee Relations**

48. Was there a union or association in your previous organization?
49. Was it informed about the acquisition decision beforehand?
50. What role did it play in the merger process?
51. Were settlements signed with new management?
52. What is its role now?

**Customers**

53. How did your customers react to the news?
54. Was there a threat of loosing them? What did you do to retain them?
Appendix B

Interview Guide- Senior and Top Management

Acquisition Strategy

1. Tell me something about your organization?
2. How was the organization performing at the time of merger?
3. What was the business focus?
4. What was the board composition of your organization?
5. What was the composition after the acquisition?
6. What was the shareholding pattern of your bank before the merger?
7. What was the shareholding pattern after the acquisition?
8. What is the rationale for following an inorganic growth strategy? Was the timing appropriate?
9. On what criteria was the acquired/acquirer chosen? How much importance was given to cultural factors/ HR factors?
10. Was there a mention of them in the letter of intent?
11. What were the key issues that were focused upon during due diligence?
12. How was the valuation done?
13. How was the swap ratio decided?
14. What was the shareholding pattern after the acquisition?
15. What do you think were the immediate challenges and advantages of this merger?
16. When did the approval of board and RBI come?
17. What was the date of merger?
18. When or at what stage did the HR department get involved?
19. Were external valuators and HR consultants involved? At what stage? Why?
20. Were there any restrictive covenants introduced by the management, government or RBI regarding HR?

21. What do you think were the immediate HR challenges and advantages of this merger?

22. What were the business related challenges?

The Integration Process

23. Were the histories of the organizations considered while framing the process of merger/integration?

24. What was the integration philosophy/objectives?

25. What were the major areas identified for integration?

26. Was the merger process divided into phases? On what basis?

27. What were the different activities and challenges of each of these phases?

28. How fast or slow do you think was the pace of integration? What was the rationale?

29. When did you complete the integration?

30. Was a transition structure in place?
   a. What was its structure?
   b. What were the various levels?
   c. Who were the people involved?

31. How were the branches merged?

32. Were different landmarks like day of merger and day of RBI approval used to send specific signals or information to employees?

33. What was the customer profile of their bank? How important was it to retain customers? How was smooth and uniform customer service facilitated or ensured?

34. What technology/banking software did both banks use?

35. How different were the banks in terms of automation?

36. Did this raise HR challenges?

37. How were these challenges tackled?
Appendices

38. Were new employees hired?

The People

39. What were the demographic profiles of people from both organizations?
40. What were the major concerns and expectations of employees from both sides?
41. Were any behavioral guidelines issued to them?

Communication

42. How was communication used to facilitate acquisition/integration?
43. What was the communication philosophy?
44. What were the different media/forums chosen to communicate?
45. Who were the communicators?
46. Did the content and media for communication vary with different stages of merger?

Culture

47. Did you foresee any culture related challenges before the merger?
48. How would you describe the culture of your previous organization and the other organization in terms of

   Hierarchy
   Centralization
   Power structure
   Product or Geographic

49. What was the philosophy behind cultural integration?
50. What strategies/tactics were used to integrate people?

Organization Structure

51. How were the organization structures of the two organizations aligned?
Appendices

52. Was grade equivalence done?
53. Were key employees identified in both organizations?
54. Were key positions offered to employees from both organizations?
55. What was the criterion for choosing incumbents for these positions?
56. Were any steps taken to retain people?
57. What did the new structure look like?
58. Were people from both organizations relocated?
59. Were there any resignations? Why?

Training

60. Were employee trained about the new mission, vision, objectives, processes, strategies, work ethos, culture, products, customers and new technology?

Compensation and Performance

61. What was the reward strategy in both organizations?
62. What changes were introduced in these? What was the philosophy behind these changes?
63. Were salaries and designations lowered/ increased?
64. How were the components and amount aligned?
65. What happened to the service standards, working conditions, ESOPs, PF, pension and other employee benefits?
66. What do you think was the criteria for alignment?
67. Which performance appraisal system was used?
68. How different was it from that of the other merging organization?
69. How were the performance systems merged?
70. What was the promotion strategy in both the organizations?
71. How was promotion policy aligned?
72. Was the view of people considered while making this alignment?
Employee Relations

73. How were existing litigations and agreements with employees handled?
74. Was there a union or association in either of two organizations?
75. Was it informed about the acquisition decision beforehand?
76. What approach did the union/association take?
77. Were industry wide unions/associations involved or did they interfere?
78. What was your employee relations strategy?
79. What role did union/association play in the merger process?
80. Were the unions/association merged?
81. Were settlements signed with new management? What were the underlying principles?
82. What were the major points?
83. What is role of union/association now?

Future

84. What could you have done better?
85. Any lessons learned for the future?