DECLARATION

I, Hema Bajaj, hereby declare that this dissertation titled ‘HR Integration in Mergers and Acquisitions: A Study of the Process and its Determinants’ is the outcome of my own study undertaken under the guidance of Professor D.K. Srivastava, School of Management and Labour Studies, Tata Institute of Social Sciences, Mumbai. It has not previously formed the basis for the award of any degree, diploma or certificate of this Institute or any other institute or university. I have duly acknowledged all the sources used by me in the preparation of this dissertation.

September 24, 2009

Hema Bajaj