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# Resizing the Organization

Managing Layoffs,  
Divestitures, and Closings

MAXIMIZING GAIN WHILE MINIMIZING PAIN

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# Resizing The Organization Managing Layoffs Divestitures And Closings

**Yaakov Weber**



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**The SAGE Encyclopedia of Industrial and Organizational Psychology** Steven G. Rogelberg, 2016-09-27 The well received first edition of the Encyclopedia of Industrial and Organizational Psychology 2007 2 vols established itself in the academic library market as a landmark reference that presents a thorough overview of this cross disciplinary field for students researchers and professionals in the areas of psychology business management and human resources Nearly ten years later SAGE presents a thorough revision that both updates current entries and expands the overall coverage adding approximately 200 new articles expanding from two volumes to four Examining key themes and topics from within this dynamic and expanding field of psychology this work offers a truly cross cultural and global perspective

Managing Change Mark Hughes, 2010-08-13 Managing Change A Critical Perspective

explores how and why change occurs in organizations and how the change process can be managed effectively Complete with an appendix featuring twenty popular change management techniques it is an ideal core textbook for change modules on HR and business degree programmes at both undergraduate and postgraduate level It offers a critical perspective challenging the main assumptions and ensuring that the complexity of the subject is understood and appreciated This fully updated 2nd edition of *Managing Change A Critical Perspective* includes new chapters on perspectives power and politics ethics agents and agency HRM and evaluation Its revised structure reflects strategic group and individual change and a revised final chapter evaluates the practice and theory of change management Online supporting resources include annotated weblinks for students an instructor s manual complete with commentary on questions and cases in the book and lecture slides and additional case studies for tutors

**Downsizing** Cary L. Cooper, Alankrita Pandey, James Campbell Quick, 2012-04-19 Downsizing is one of the most frequently used business strategies for reducing costs returning firms to profit or for restructuring businesses following takeovers mergers and acquisitions Downsizing measures are also set to become much more prevalent in the public sector as governments seek to restrict levels of public spending This book is one of the first to provide a thorough study of downsizing from a global perspective It examines the phenomenon in its entirety exploring how it is initiated and what the process of downsizing looks like It also looks at the effects of downsizing at a number of different levels from the individual e g motivational effects effects on health and stress levels to the organizational e g financial outcomes reputational and productivity outcomes Written by an international team of experts the book provides a comprehensive overview of downsizing that examines both the strategic and human implications of this process

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*The Peak Performing Organization* Ronald J. Burke, Cary L. Cooper, 2008-11-26 Building a peak performing organization is not easy or else everybody would be achieving this goal Organizations today are facing heightened challenges in remaining competitive in a more demanding global business environment New technology customer expectation outsourcing low cost competitors and needs for both higher performance and more inno

*Encyclopedia of Industrial and Organizational Psychology* Steven G. Rogelberg, 2007

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the future of the field It provides a broad picture of the leadership field as well as detailed reviews and perspectives within the respective areas Each chapter authored by leading international authorities in the various leadership sub disciplines explores the history and background of leadership in organizations examines important research issues in leadership from both quantitative and qualitative perspectives and forges new directions in leadership research practice and education

**UK's Stock Market Reactions to Layoff Announcements** Jonathan Vu,2012-08 This research aims to examine the relationship between stock market reactions and layoff announcements The scene is set under UK market in 2007 2009 The term layoff announcements in this paper refer to companies announcements of reduction in the workforce both temporarily and permanently The research is carried out by adopting deductive approach which leads to the formations of eight testable hypotheses about general market reactions to layoff announcements and different market reactions to layoff announcements with different characteristics The research method used is event study for comparing the actual shareholder return to a firm given the event of layoff announcement to the share holder return that would have occurred with the assumption that the event did not happen The hypotheses are tested using a sample of 79 layoff announcements by 51 UK listed companies during the period of January 2007 August 2009 Results from this research show sufficient evidence that Market reacts negatively to layoff announcements in general Medium layoffs 5 10% receive the strongest market reactions Market react negative and more strongly towards reactive layoffs compare with positive and weaker market reactions to proactive layoffs Market reacts more favourably to layoff announcements from services to manufacturing and from financial to non financial sectors

**Socio-Economic Intervention in Organizations** Anthony F. Buono,Henri Savall,2007-04-01 The volume begins with a chapter by Henri Savall founder and director of the ISEOR Institute and creator of the SEAM methodology that presents an overview of the development of the socio economic approach to management and its guiding frameworks and methodology The chapter s detailed explanation of the underlying thinking tools and techniques of socio economic management serves as the primer for the remainder of the volume The book is then divided into three sections The first part presents illustrations of SEAM interventions in different types of organizations including industrial and service companies and not for profit organizations including cultural institutions and sports clubs The next section looks at cross cultural applications and assessments of SEAM experiments in Africa Asia Mexico and the United States with a concluding chapter on intervening in multinational corporations in general The volume concludes with a section that examines different issues and challenges in SEAM intervention ranging from the impact on and role of middle managers in the SEAM process intervening in small organizations SEAM s facilitative role in operationalizing and institutionalizing information technology conceptualizing and implementing organizational change facilitating merger and acquisition integration and the application of socio economic management in sales and marketing The book also contains a combined glossary and chapter index that provides a definition of key terms and concepts in the SEAM methodology and where they appear in the volume These key

terms are highlighted in bold italics throughout the volume illustrating their application in different contexts *HR Analytics in an Era of Rapid Automation* Yadav, Radha, Sinha, Mudita, Kureethara, Joseph Varghese, 2023-08-01 Human Resources HR departments often have significant data sets related to employees and positions within their organizations but optimizing use of this data can present challenges As the business world rapidly transforms due to technological advancements experts within the HR domain must learn to effectively use data to improve workforce performance and assist with strategic decisions A comprehensive understanding of HR analytics and its multiple levels ranging from descriptive to perspective can emphasize how the data can support track and monitor employee performance culture turnover rate and absenteeism *HR Analytics in an Era of Rapid Automation* is a valuable guide for academics researchers and practitioners interested in the latest developments in HR analytics It covers relevant theories and conceptual models based on quantitative and qualitative findings and emphasizes the importance of utilizing HR analytics for sustainable decision making With a focus on recruitment analytics talent acquisition employee performance analytics and more this book provides practical solutions to the challenges facing HR professionals in the rapidly changing business world By highlighting the value of people and HR analytics for business success this book offers several solutions for the analysis of challenges facing HR professionals today

*Advances in Mergers and Acquisitions* Cary L. Cooper, Sydney Finkelstein, 2019-06-17 The chapters published in this volume provide cutting edge ideas by leading scholars and help to inform mergers and acquisitions research around the world **Joining Forces** Mitchell Lee Marks, Philip H. Mirvis, 2010-07-30 If 75 percent of all mergers fail what makes the other 25 percent succeed Mergers acquisitions and alliances are more vital today than ever before in driving business success This indispensable guide offers proven strategies and sound solutions to the multitude of integration issues that inevitably arise and shows how to create a combined business that meets its strategic and financial objectives competes better and offers personal and organizational enhancements Dubbed merger mavens by Fortune magazine the authors report lessons learned from their experience in over 100 combinations Executives managers and employees alike in all industries and sectors will find useful examples strategies and tools here Praise for *Joining Forces* This book will help both M A veterans and those new to the game The authors provide great insights into the human cultural organizational and strategic factors that matter in M A success Richard Kovacevich chairman and CEO emeritus Wells Fargo Co Don't commit to the merger or acquisition without them I have personally witnessed how hard it is on everyone employees shareholders communities and especially executives to work through an improperly managed merger I have known Marks and Mirvis for almost twenty five years and the only mistake our organization made was that we did not consult them soon enough Their new book reflects unequalled experience and intellect Don't merge acquire or be acquired without it Michael R Losey CEO emeritus Society for Human Resources Management SHRM *Joining Forces* is a terrific resource for managers who want to understand the human dynamics of mergers and acquisitions and a must read for those who have to lead their companies

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*Handbook of Research on Mergers and Acquisitions* Yaakov Weber, 2012 For the last four decades researchers in various disciplines have been trying to explain the enduring paradox of the growing activity and volume of mergers and acquisitions M A versus the high failure rate of M A This book explores how underlying concepts and methodologies contributes towards understanding M A and its performance

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