

THE JOURNAL OF APPLIED CORPORATE FINANCE

MERGERS AND ACQUISITIONS

CONSTRUCTING THE ORGANIZATION
AND PEOPLE MODEL

Mark Thomas

THE JOURNAL OF APPLIED CORPORATE FINANCE

Mergers And Acquisitions Confronting The Organisation And People

Peter Hughes



Mergers And Acquisitions Confronting The Organisation And People:

Reaping the Benefits of Mergers and Acquisitions John Coffey, Valerie Garrow, Linda Holbeche, 2012-04-27 Will the early years of the new century continue to witness the huge growth in merger and acquisition activity which marked the end of the last The chances are that they will witness the value of deals carried out by the top five investment banks in the first quarter of 2001 alone 456 2 billion The quest for the golden fleece is alive and well Will the majority of M As continue to fail to achieve their potential value This book is about breaking out of the cycle of grand strategy great prospects poor implementation lost opportunities The authors believe that it is possible for M As to realise their value and more Bringing home the golden fleece involves more than just setting sail in quest for riches It s about understanding the destination end game and working out the most appropriate route This book has been written with the practitioner in mind with the thirteen chapters split into three sections The first section provides an overview of the merger process and outlining the key elements of success Section Two focuses on the nuts bolts of managing the integration process from transition to full integration Illustrated by a detailed case study of Articon Integralis AG the leading supplier of IT Security Solutions and Services in Europe The final section looks at the themes that can make or break mergers creating the culture of the new organisation communications retention and the roles of line managers and HR Each section is supported by checklists that should be helpful whether you are a novice at the merger game or an expert

The Human Side of Mergers and Acquisitions Anthony F. Buono, James L. Bowditch, 2003 This eye opening study based on the authors direct and personal observation of a bank merger has three basic analytical focuses the human issues presented by mergers at both an individual and a cultural level the organizational issues that these human concerns raise and the resulting implications for managing the merger and acquisition process With keen insight the authors delve into a complex web of reactions The intrigues cultural clashes hostilities and tensions that emerged from this friendly merger are mind boggling The dynamics that characterized the dual nature of the merger run the gamut of human responses to a stressful situation trust and betrayal openness and deception hope and despair support and retaliation all driven by nascent opportunities or restricted options This impressive study has many lessons to teach about the role that human resource considerations should play in any large scale organizational change

Retention of Title Susan Singleton, 2010 This briefing ensures that businesses are put in a position where they can recover goods by judicious use of a well drafted retention of title clause and ensure their terms and conditions apply and form part of the contract between the parties Sadly many of the disputes that occurred during the recession have come about because one or other party did not get their commercial deal down in writing at the start They started running a company without a shareholder agreement Or they supplied goods without any terms and conditions in writing Or they had terms but they omitted important legal issues Often saving half an hour of a lawyer s cost in the initial drafting stage means a company has 18 months of High Court litigation This briefing will light the way on how to ensure you retain title to goods

Mergers

and Acquisitions: Confronting the Organisation and People Issues Mark Thomas,1997 **Tax Planning for Businesses and Their Owners** Peter Hughes,2006-11 2006 07 has been a significant year for UK tax legislation seeing in the introduction of a new personal pensions regime the abolition of the nil starting rate for Corporation Tax and the alignment of Inheritance Tax for the various types of trusts This book is aimed at owners and managers of businesses and offers advice on the tax implications of their business decisions It guides owners towards both business choices and personal transactions that will help to secure opportunities for tax reduction In the midst of wide reaching change in tax regulations the author a financial consultant and lecturer uses his experience and expertise to provide a timely advisory text which concentrates specifically on relieving the tax burden *Effective Recruitment* Patricia Leighton,Giles Proctor,2006 The legal rules that apply to recruitment are drawn from virtually all areas of employment law Sourcing the relevant law under each heading is difficult But there is a solution This report pulls together the law relating to recruitment It provides a summary of information you need to know and what to do to stay securely within the law Getting People and Culture Right in Mergers and Acquisitions Richard Bellingham,2010-05 People and culture the two most important ingredients in generating new sources of gain and intellectual property in a merger or acquisition are all too often underleveraged In this book for HR professionals Dr Bellingham focuses on how you can manage these critical components in the change process elevate your strategic importance and personal positioning in the organization and contribute to the lasting success of the business In eight chapters this must read manual will prepare you to handle the critical areas in which HR should play a major role before they come up These include organization design and staffing key talent retention strategic engagement leader transition senior leadership summit team alignment culture alignment and change leadership *Mergers and Acquisitions* Sue Cartwright,Cary L. Cooper,2014-05-15 Mergers and Acquisitions The Human Factor focuses on the influence of human factor in the realization of mergers and acquisitions The book first tackles the importance for managers to understand mergers and acquisitions merger phenomenon and the impact of mergers and acquisitions on organizational performance Discussions focus on traditional approaches to merger and merger failure assessing merger gains growth in merger and acquisition activity and merger motives The text then elaborates on the effect of merger process to employees and organizational culture and its assessment Topics include organizational culture and the individual how to assess organizational culture types and origins of organizational culture transactional differences between mergers and acquisitions and absolute truths about mergers and acquisitions The manuscript examines the implications of cultural type for inter organizational combinations including cultural compatibility cultural dynamics of organizational combinations and the application of the cultural dynamics model to collaborative and organizational marriages The text is a dependable source of data for researchers interested in the factors involved in mergers and acquisitions **Empowering Human Resources in the Merger and Acquisition Process** Mark N. Clemente,David S. Greenspan,1999 A Comprehensive Guide to Mergers

& Acquisitions Yaakov Weber, Shlomo Y. Tarba, Christina Öberg, 2014 Leverage today's most complete and practical framework for driving superior business value from mergers and acquisitions both domestic and international A Comprehensive Guide to Mergers and Acquisitions Management focuses on critical success factors across every stage of the process including planning screening negotiation due diligence transition management structures post merger integration leadership and trust cultural integration HR practices control monitoring and more Authored by Yaakov Weber an international expert in M investment bankers VCs and other investors who must screen and select acquisitions managers who must execute business combinations consultants in strategy HR culture and other areas and faculty and students in executive education MBA and BA level business programs

Human Resource Development Dr. Ajay Pethe I Prof Amruta Mahalle , Development of human resources is essential for any organisation that would like to be dynamic and growth oriented Unlike other resources human resources have rather unlimited potential capabilities The potential can be used only by creating a climate that can continuously identify bring to surface nurture and use the capabilities of people Human Resource Development HRD system aims at creating such a climate A number of HRD techniques have been developed in recent years to perform the above task based on certain principles This book provides an understanding of the concept of HRD system related mechanisms and the changing boundaries of HRD The purpose of this study Material is to present an introduction to the subjects of Human Resource Development for Commerce and Management Students The book contains the syllabus from basics of the subjects going into the intricacies of the subjects All the concepts have been explained with relevant examples and diagrams to make it interesting for the readers We owe to many websites and their free contents we would like to specially acknowledge contents of website www.wikipedia.com and various authors whose writings formed the basis for this book We acknowledge our thanks to them At the end we would like to say that there is always a room for improvement in whatever we do We would appreciate any suggestions regarding this study material from the readers so that the contents can be made more interesting and meaningful Readers can email their queries and doubts to our authors on tmcnagpur@gmail.com We shall be glad to help you immediately Dr Ajay Pethe I Prof Amruta Mahalle I Dr Mukul Burghate Authors

Global Mergers and Acquisitions Gemine Chattopadhyay, 2025-02-20 Global Mergers and Acquisitions Insights is a comprehensive guide to the economy of mergers and acquisitions We cover everything from introductory definitions to the intricate laws governing global mergers and acquisitions providing essential knowledge for people and students worldwide This book features examples of different mergers and acquisitions detailing the companies involved their occurrence dates causes and outcomes successes or failures These practical insights help readers understand the field better We also discuss the advantages and disadvantages of mergers and acquisitions aiding readers in assessing their benefits Whether you are a business professional or an aspiring entrepreneur this book will be your knowledge weapon We aim to resolve all your queries and provide you with a deep understanding of mergers and acquisitions

Organizational Behavior J. Stewart

Black,David S. Bright,Donald G. Gardner,Eva Hartmann,Jason Lambert,Laura M. Leduc,Joy Leopold,James S. O'Rourke,Jon L. Pierce,Richard M. Steers,Siri Terjesen,Joseph Weiss,2019-06-05 This resource aligns to introductory courses in Organizational Behavior The text presents the theory concepts and applications with particular emphasis on the impact that individuals and groups can have on organizational performance and culture An array of recurring features engages students in entrepreneurial thinking managing change using tools technology and responsible management This is an adaptation of Organizational Behavior by OpenStax You can access the textbook as pdf for free at openstax org Minor editorial changes were made to ensure a better ebook reading experience This is an open educational resources OER textbook for university and college students Textbook content produced by OpenStax is licensed under a Creative Commons Attribution 4 0 International License

Quantitative Multidisciplinary Approaches in Human Capital and Asset Management Russ, Meir,2015-11-05 In the knowledge economy it is widely recognized that the effective engagement and utilization of human capital and the other facets of intellectual capital are critical if not the only means to organizations short term success and long term survival Quantitative Multidisciplinary Approaches in Human Capital and Asset Management provides robust scientific research and multidisciplinary perspectives on the theory behind the governance of human capital and human assets Focusing on insight from the diverse fields of economics finance accounting IT biology and development this timely publication is designed to fit the research needs of researchers practitioners graduate level students and executives seeking methods for managing intellectual capital in the new knowledge economy

Managing Mergers Acquisitions and Strategic Alliances Sue Cartwright,Cary L. Cooper,2012-05-23 Mergers acquisitions and alliances continue to be almost an everyday feature of the contemporary business scene yet at least half prove to be unsuccessful The authors show the contribution that psychology can make to our understanding of the merger phenomena how it affects organizational performance and how it affects the managers and employees involved Mergers Acquisitions and Strategic Alliances is intended as a guide to successful organizational marriage Great emphasis is placed on the issue of cultural compatibility as it concerns partner selection integration practices and venture outcomes The book also focuses on cross national mergers acquisitions and joint ventures With the increasing economic activity within the European Union and between the unions of other countries there is a need to know more about the corporate and national cultures in these strategic alliances The authors have drawn upon an extensive body of research based on recent cases in a wide cross section of industries across Europe The book is unique in showing the actual effect mergers and acquisitions have on people and consequently on the performance of the new organization It will be particularly relevant for decision makers those who are involved in planning and implementing a large organizational change and those responsible for ensuring successful integration afterwards It would also be extremely useful for postgraduate management students personnel executives and management consultants

Maximizing Human Capital in Asia Elizabeth Martin-Chua,2009-09-15 Organizations do not fully appreciate the link

between people and business They are too driven by short term financial pressures resulting in the failure to acknowledge the relationship between leadership people management processes and business growth Last but not least employees true needs are also not satisfied What is the solution As growth is the objective of all parties HR must build an employee value proposition that would achieve this This value proposition has to premise itself on satisfying employees needs that will result in highly engaged employees who in turn will deliver high quality products and services bringing about happy customers This interactive process will maximize the human capital and business growth through a strong employer and product brand In particular to be successful in Asia it is important to synergize East with West in all decision making Three approaches are recommended Global for Local Local for Local and Local for Global The first is having a mindset of a global framework allowing for local customization when necessary The second is encouraging local for local initiatives to capitalize on local advantages The third is sharing best experiences and strengths for global benefit In the case of talent management organizations should strongly encourage diversity and inclusion to take advantage of the strengths of the talents that come from different cultures to maximize the company s human capital from the inside out This is a unique opportunity and should not be missed The Human Factor in Mergers, Acquisitions, and Transformational Change Muhammad

Rafique,2021-10-05 M A failures is an established phenomenon Human factors such as acceptance of and readiness for change at the individual level conflict of interest and cultural incompatibility are the key attributes of the success or failure of a merger or transformational change Balancing theory with practice this book looks at the financial due diligence cultural compatibility and emotional sensitivity at various stages of the M A and offers a practical process model Business leaders change agents coaching and mentoring practitioners will find the rare combination of great interest *Mergers & Acquisitions* Annette Risberg,2013-04-15 Mergers and acquisitions remain one of the most common forms of growth yet they present considerable challenges for the companies and management involved The effects on stakeholders including shareholders managers and employees must be considered as well as the wider implications for the economy the level of competition and employment By drawing on classic research perspectives and placing them alongside more recent alternatives this book provides readers with a focused yet far reaching introduction to the study of M As Each paper is set in context by editorial commentaries and reflects the important organizational and behavioural aspects which have often been ignored in the past By providing this in depth understanding of the mergers and acquisitions process the reader understands not only how and why mergers and acquisitions occur but also the broader implications for organizations The book is structured clearly into sections concerned with the issues that arise before during and after the mergers and acquisitions process including motives and planning partner selection integration employee experiences and communication A unique collection of selected readings and contextualising commentary this volume will greatly appeal to MBA and graduate students as well as experienced practitioners **Developments in Work and Organizational Psychology** Manfusa

Shams,Paul Jackson,2005-12-01 Aims to present analyses of some major developments in work and organisational psychology with a focus on international business and management This book deals with such topics as globalization international business negotiations cross cultural communication entry strategies doing business in different regions and future trends

Mergers and Acquisitions G. Richard Young,2003 The issues of morale retaining trained personnel and the rearrangement of employee benefits and pensions are also examined

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