

Title: business relations

Name:

Course:

Date:

The process of merging organizations is fraught with numerous challenges arising from the huge changes arise from the amalgamation of organizations whose culture may radically differ. Employees who may have felt that their organization represented their future may feel that they face an uncertain future in the face of dissolution of a company upon which their plans for the future had been made. These concerns are particularly pronounced if prior information on the goals of the mergers had not been provided. Even if the necessary information had been provided by management staff, staff may tend to believe gossip from fellow employees who they deem more trusting. As such effective communication during a merger is extremely difficult to achieve.

The expectation that a merger will effect changes on one's life can cause one to have feelings of frustration, disorientation and stress. An employee who may have felt that an organization embodied his goals may fear that a merger presents an uncertain future for him as well as his family. This is especially the case where the merger puts into effect a multitude of changes that make it difficult for employees to feel a similarity between the new organization and the pre-merger organization that they had grown accustomed to. As a result, the employees may find it hard to associate with the new organization. This may lead to low morale or outright resistance from staff who may feel that the new organization's goals conflict with their own objectives. The management should therefore strive to convey the necessity of the merger to such employees to increase support for the merger. The new organization should be presented as necessary for the achievement of goals that are in line with their personal goals.

The changes arising from such mergers may be difficult to achieve as they may call for a complete overhaul of an organization's culture. The management of organizations that intend to implement change should ensure that it is the top leadership that drives the changes. This is

important as the management is responsible for setting the pace and directing such changes. A clear communication process should be set up. Such a process should clearly spell expected changes from the merger. It should also provide information on progress made to all stakeholders in the change process. It is important that such a process be a two way model in order to enhance a sense of participatory ownership of the merging process. This way, employees will be likely to view themselves as belonging to the new organization.

Research by Giessner and colleagues (2006) has shown that the level of expectation of change arising from a merger differs amongst the merging partners. The staff members from the higher status organization are more likely to expect the lower status organization to get assimilated into its mode of operations. They therefore expect minimal changes from mergers with such organizations. The opposite was shown to be true for the lower status organizations. Putting such expectations into mind, we can expect that members of Bushwhacker Mining Pty. Ltd and Coongan River Ltd (CRL) are likely to be surprised, if not shocked by the intended changes arising from the merger of their organizations. These unexpected changes may come across as an obstacle to the attainment of personal objectives e.g continued employment. This is especially true for the company that will experience the biggest changes, in this case CRL. Bob Cowdrey should therefore use an efficient way of communicating the goals of the merger to his organization's employees. This will be done in order to separate false expectations from the reality. He should be keen to present the goals of the merger as being in line with his company's core values. Employees' personal goals should also be considered in order to eliminate any feelings of uncertainties that they may harbor. These uncertainties should also be closely monitored through the entire merging process in order to effectively address them as they emerge. This can be achieved by relentlessly stressing on the necessity of the merger.

The management of Bushwhacker Mining Pty. Ltd is likely to view the merger as an obstacle to their goals both from a personal as well as organizational perspective. This is because they are highly unlikely to expect that CRL would take up their organization's culture. It is therefore of absolute importance that Bob Cowdrey informs them of his plan for the merger. All organizational changes that will be occasioned by the transformation should be made clear to the parties involved. Bob Cowdrey should also lay out all the strategic goals of the new organization in a manner that will integrate the core values of both organizations. He should also involve them in implementing his plan in order to help them identify with the new organization. The new organization should be portrayed as a positive step for both companies. This can be achieved by focusing on a key set of principles and priorities that are true to both organizations' goals during all processes of the merger.

This way, he can successfully implement his strategic goals on his organization's merger with Bushwhacker Mining Pty. Ltd.

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