



**Leading Through Transition: Implications of
Human Resource Management in M&A
transactions, especially in the context of the
Change Management process (Aus der Reihe: e-
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Nadine Ghanawi

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Seminar paper from the year 2011 in the subject Business economics - Personnel and Organisation, grade: 1,3, University of Applied Sciences Essen (FOM Hochschule für Oekonomie und Management, Stuttgart), language: English, abstract:

1. Introduction

2. Mergers & Acquisitions

2.1 Definition and Dimensions

2.2 History

2.3 Phases of the M&A Process

3. Human Resources

3.1 The Traditional HR Role versus "Business Partner" Concept

3.2 The Change Agent in the M&A Process

3.3 Need for HR Actions in the M&A Stage Model

3.3.1 Pre-merger Preparation

3.3.1.1 Assist the Strategic Management

3.3.1.2 Identify Defense Strategies

3.3.1.3 Develop Communication Strategies

3.3.2 Post-merger Integration

3.3.2.1 Cultural Assessment

3.3.2.2 Integration

4. HR Integration in a Multinational M&A Project

4.1 Overview of the Project

4.2 HR Findings

4.3 Developed Integration Methods

5. Conclusion

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