

# MANAGING ORGANIZATION CHANGE

*by* ayat alawfi

---

**Submission date:** 06-Nov-2018 10:21PM (UTC+0400)

**Submission ID:** 1034097936

**File name:** managing\_organization\_change\_draft.docx (48.58K)

**Word count:** 1740

**Character count:** 9453



COLLEGE OF BANKING AND FINANCIAL STUDIES  
DEPARTMENT OF UNDERGRADUATE PROGRAMME  
B.Sc. in Business administration

## **Mergers in the Omani Banking Sector**

Name: Ayat Aziz Mohammed Al-Awfi  
Course: Managing Organization Change  
Professor's name: Dr. Nada Al Moosa  
Date: 7<sup>th</sup> November, 2018

## Table of content

|                                                                                  |     |
|----------------------------------------------------------------------------------|-----|
| Cover page .....                                                                 | 0   |
| The major changes the bank have to do accommodate the mergers taking place:      |     |
| • Combination of the management.....                                             | 2   |
| • Vision and mission development.....                                            | 2   |
| • Reexamining and not the total organizational goal.....                         | 2   |
| • Fitting in of new employees.....                                               | 2-3 |
| • Cultural integration.....                                                      | 3   |
| • Organization management.....                                                   | 3   |
| Role of leadership to minimize resistance and increase stakeholder's engagement: |     |
| • Communicating.....                                                             | 3   |
| • Involvement.....                                                               | 4   |
| • Support and facilitation.....                                                  | 4   |
| • Negotiating and agreeing with the stakeholder.....                             | 4   |
| • Manipulation of the stakeholders.....                                          | 4-5 |
| • The leader can also identify the cause of resistance .....                     | 5   |
| • Planning it.....                                                               | 5   |
| Reference.....                                                                   | 6   |

**The major changes the bank have to do accommodate the mergers taking place** There are many changes  that occur or changes that the bank have to accommodate the mergers taking place.

• **Combination of the management** When mergers occurs when two companies come together which mean even their administration has to come together to make one big top management. This is an advantage at some point where many people or minds are put together to achieve a goal or the success of the organization. Another positive thing is that both companies that come together bring in ideas as well the people they are attached which improves the market of the company. On the other hand there are negatives that are associated with the coming together of companies where by to retain the desire to achieve the common goal may be hard. Another thing it's hard to govern a big group of people where by some feel like they should be in charge of the company as they too own it or a part of the company (BOLOGNA, & PRASAD, 2016 p. 15).

• **Vision and mission development** When a merger occurs the vision and mission is likely to develop. New ideas are likely  to come in as well as a more clear and realistic vision and mission as well. On the other hand there are cases where a merger occurs but the companies involved doesn't have a clear vision of what they want to undertake leading to them having problems in the company. The top in the rank may start having fear of losing their position, the name of the new company instead of concentrating on the wellbeing of the company. Staffs as well may start fearing losing their position in the rank.

• **Reexamining and not the total organizational goal** Another major problem that is likely to occur is where the goals of the organization are overthrow by the individual goals. When this scenario occurs the merged entity is likely to result to disaster as the main reason for merging was to achieve the organizational goals. Therefore before companies merge they should be ready to put aside their individual goals for the sake of the new merged entity formed goals. The organization goals should be reexamined again and again to ensure its focus is not for the individual companies that have come together (OXFORD BUSINESS GROUP., 2016, p. 20).

• **Fitting in of new employees** Once the merging occur there has to be changes in the career path of the employees. This means that the focus of the employees is likely to change from achieving the organizational goal to individual goals. Other issues may also arise among the employees like conflict or problems trying to cope with their new colleagues as well as the new

system. On the other hand the new fit employees are likely to have challenges adjusting to the new environment or fit in. This may lead to poor performance of the employees (Oman 2018, p.3).

• **Cultural integration**  8 Culture involves beliefs, behavior and values that govern or affect the operations of a company. When merging occur the culture of each company is likely to change to accommodate the new behavior, beliefs as well values that has come in. this means that the company has to leave their way of doing things for example their managerial style, their organizational practice as well as their structure. The culture is very hard to abandon and in most cases the merging unit are not willing to leave behind their culture which make it's hard to form an effective merged unit. Therefore this is one of the major changes the merging unit should be ready to make or look in to clear before the merging takes place. If this is not considered the performance of the employees is likely to be affected as they try to adapt to the new culture and in some cases the employees are unable to adapt and this may even result to cultural shock (BOLOGNA, & PRASAD, 2016 p.34).

• **Organization management** Another change that the merging companies should be ready to make is the organizational structure. The merged unit is likely to have a completely different organizational structure or arrangement as compared to the merging companies. Therefore the merged unit should form a new organizational structure as well as consider the employees to avoid losing them in the process. This is done by ensuring you maintain the employee's positions or levels to prevent them from being  9 dissatisfied. Another issue the merging companies should consider is how the organizational structure they have settled for is going to affect their staff requirement (Oman 2018, p.4).

**Role of leadership to minimize resistance and increase stakeholder's engagement** Leaders of the companies have a great role to ensure that there is no resistance from the stakeholder as well increase or bring in new stakeholders.

• **Communicating** as well as educating the stakeholders The leaders of the companies that merging is going to take place should take the initiative of informing their stakeholders about the process that is going to occur. This makes sure the stakeholder are aware of what is happening as well as knowing the advantages and disadvantages that are associated with the

process. For example the stakeholder are like to find new employees as opposed to the ones they are used to. Educating them also creates a room for a new stakeholders as their current stakeholders are likely to spread the gospel to their friends (BOLOGNA, & PRASAD, 2016 p.34).

- **Involvement** as well as participation The leaders involved should consider the idea of involving the stakeholders as well as their participation in the process of merging. This ensure the room for resistance is minimal and hence they are likely to endorse the merging. The stakeholder are also likely to bring in new ideas as well new stakeholders to the merged unit due to associated unit and the trust they have in the merged unit.

- **Support and facilitation** The leader should be willing to support their stakeholder which reduces the risk of them being resistance. The support helps to reduce the fear that is associated with merging and this acts as a head-off to potential resistance. This includes giving your stakeholders dividends as well as gifts. Through this the stakeholders are motivated and on another it likely to increase the number of stakeholders. Facilitation is also a strategy associated with support where by the behaviors of the stakeholders is tuned to a certain direction. This ensures that the stakeholders are on the same page with process that is taking place or going to take place (Oman 2018, p.4).

- **Negotiating and agreeing with the stakeholder** The leaders can also employ the idea of talking to their stakeholder about them the importance of the merging as well the advantages associated with it. This is done by putting the idea in to the stakeholders head and ensuring they get it. This gives room for the stakeholders to decide on what they want, whether they are willing to continue with the new unit or quit. They later inform the leaders on their new decision and agree on the way forward. This method is mostly used in cases where the stakeholder involved is among the major stakeholders hence in one way or another holds the decision of whether to merge or not. Room for independent decision can also act as tool to attract new stakeholders as they know they can leave at their will or make their own decisions concerning their stakeholder ship in the merged unit (BOLOGNA, & PRASAD, 2016 p.34).

- **Manipulation of the stakeholders** This is done by selecting the stakeholders who are likely to resist to be part and perusal of the process of merging. They can be given high rank in the leadership of planning the process to ensure that their likelihood of resistance is minimal. The

position of the stakeholder also cannot impose any change to the process or cannot influence the merging process. This move also attracts new stakeholders who are willing to be made leaders or who think once they become stakeholders they become leaders in the organization. This way the stakeholder is left with no choice but to accept the change with no resistance (Oman 2014, p.3).

- **The leader can identify the cause of resistance**  11 The leaders can also deploy their role of leadership by getting in to the roots of the cause of resistance of the stakeholders. The resistance can be associated with things such as lack of awareness or information about the change that has occurred, it can also be associated with fear of failure of the merged unit or information on the poor performance of merged units. With the leaders information about the root of the resistance they are able to address the issue accordingly and the trust of the stakeholders is achieved.

- **Planning it**  12 This is where the leaders of the companies are ready to address the issue of resistance as it is likely occur. This ensures that the leaders have put in place measures of how to approach that resistance that is likely to occur due to change. It also ensure the issue is addressed even before the stakeholder has withdrawn from the company itself (BANK AL-MARKAZĪ AL-'UMĀNĪ., 2017 p. 43).

## References:

Ananthakrishnan, prasad.(1,march,2010).*Oman: Banking sector resilience*. [Available online] <https://www.imf.org/en/Publications/WP/Issues/2016/12/31/Oman-Banking-Sector-Resilience-23699>. Last accessed 5/11/2018.

BANK AL-MARKAZI AL-OMANI.(2017) *Annual report - Central Bank of Oman*. [Available online] <https://www.cbo.gov.om>. [Last accessed 30/10/2018.

[Washington,

D.C.],international monetary fund .[Available online]: [http://public.eblib.com/choice/publicfullrecord.aspx? p=1586825](http://public.eblib.com/choice/publicfullrecord.aspx?p=1586825). [last accessed 2/11/2018].

oxford business group. (2018). *Cover of The Report: Oman 2018*. Available: <https://oxfordbusinessgroup.com/>. Last accessed 3/11/2018.

westminster. ( 8 March 2013). *Oxford Business Group and the Investment and Trading Society*. Available: <http://blog.westminster.ac.uk/wbs/2013/03/08/oxford-business-group-and-the-investment-and-trading-society/>. Last accessed 6/11/2018.

# MANAGING ORGANIZATION CHANGE

---

## GRADEMARK REPORT

---

FINAL GRADE

/0

GENERAL COMMENTS

### Instructor

some very valid and great points here!

the paper needs the following to be strengthen"d

an introduction paragraph

reasons for mergers taking place; relate this to changes in the region and the country

clearly show the role of leaders in stakeholder engagemnt

---

PAGE 1

---

PAGE 2



### Comment 1

Causes of resistance



### Comment 2

Planning for change

---

PAGE 3



### Comment 3

You need to start with an introduction; this is not an introduction



### Comment 4

you need to start with reasons for mergers that require a change strategy in place



### Comment 5

excellent point!

excellent point.



### **Comment 6**

not sure what yu mean by this title?



### **Comment 7**

not necessarily; they should be looked into the possibility of integration or not

PAGE 4

---



### **Comment 8**

excellent point



### **Comment 9**

how is this possible to ensure and guarantee?

PAGE 5

---



### **Comment 10**

this is a risk, need to be very careful

PAGE 6

---



### **Comment 11**

it is more on the "should end"not "can



### **Comment 12**

"this should be a top priority

PAGE 7

---