

WORKING PAPER REGARDING THE VITALITY OF WORK SYSTEM IMPROVEMENT DURING THE POST MERGER INTEGRATION OF RESOURCES

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Abstract:

Organizations seek mergers and acquisitions for many reasons. The primary reason for large mergers and acquisitions is the potential benefit that can accrue to the stockholders of both companies. Synergy is often cited as a rationale for mergers.

In facing these new challenges, most of the organizations learned from experience that not only the material, informational and financial resources need to be optimized but also the human resources must be continuously improved. And the best way of making human capital provide gainful results was found to be throughout educating it. So the basis of developing academic spin-offs are found once again in the need of putting valuable information in well cognitive developed person's hands. Therefore distributing the most precious know-how must cover the specialized labor force.

In the context of the smoothing the capital flow movement at global level sizes we are witnessing at the transformation of dimensions, forms of organization and management of firms and corporations, and the shift towards a new dimension of development strategies and policies for conducting business, having as that central pillar the intellectual capital.

Keywords: post merger integration of resources, intellectual capital, work system improvement, synergy, gainful results.

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INTRODUCTION

Corporations seeking to implement growth strategies have a number of tactical options from which to choose. Mergers or acquisitions, joint ventures, and internal product or business development are ways of implementing growth strategies.

The human capital development strategies focuses on their dimensions in terms of strategic and operational needs of the national economy and ensuring efficient use of these resources. They will help formulate strategies for economic development through the establishment of future human capital requirements, by identifying ways to top use of this capital, where human capital will be available to support the implementation of plans for economic development. But it must be shown that there are stringent limits on the use of human capital, such as shortages of qualified personnel, difficulties in recruitment of labor, low labor productivity, lower flexibility and adaptability to climate or insufficient discourages cooperation and committed staff [1].

The modern society is characterized by a series of phenomena and by the apparition of certain processes which emphasize the fact that we find ourselves in a period of major changes that define the transition towards the necessity of knowledge.

1. POST MERGER WORK SYSTEM IMPROVEMENT

In this context, promoting lifelong learning in the development of activities from different domains arouses interest. Regarding the sector of post merger integration, we consider that the most important aspects refer to: the human and collective dimensions in the globalization era, the exigencies of the modern world concerning the satisfaction of needs, the role of information access, in the context of the new exigencies of the modern world regarding the consumption and the role of the human resources in the coordinates of the new managerial concept, economic intelligence – the core of synergetic forces, the relation between the process of learning and the development of contemporary sciences.

Therefore, human capital represent the amount of all knowledge skills, skills and competences acquired by the consumer directly to educational services, put forward the production capacity of the economy, whose main feature are sustainable development and maintaining quality of life for human factors. From this perspective, human capital is indeed subject to depreciation. For this reason a decision for sizing the investment in human capital is rigorously analyzed, along with putting into balance the perspectives offered by various alternatives, and bringing into the equation the financial and non-financial efforts and the possible resulted effects [2].

Mergers and acquisitions are two frequently used methods for implementing diversifications strategies. A merger takes place when two companies combine their operations, creating in effect, a third company. An acquisition is a situation in which one company buys, and controls another company.

Horizontal mergers or acquisitions are the combining of two or more organizations that are direct competitors.

Concentric mergers or acquisitions are the combining of two or more organizations that have similar products or services in terms of technology, product line, distribution channels, or customer base.

Vertical mergers or acquisitions are the combining of two or more organizations to extend an organization into either supplying products or services required in producing its present products or services or into distributing or selling its own product and services.

Conglomerate mergers or acquisitions involve the combining of two or more organizations that are producing products or services that are significantly different from each other.

Organizations seek mergers and acquisitions for many reasons. The primary reason for large mergers and acquisitions is the potential benefit that can accrue to the stockholders of both companies. Synergy is often cited as a rationale for mergers.

The interdependence between economic growth and human capital quality, determined the implementation of policies that support the return of "brains" in the country of origin, while ensuring the favorable conditions for their development in the workplace, in the purpose of promoting the maintenance and improvement of life quality for them.

In facing these new challenges, most of the organizations learned from experience that not only the material, informational and financial resources need to be optimized but also the human resources must be continuously improved. And the best way of making human capital provide gainful results was found to be throughout educating it. So the basis of developing academic spin-offs are found once again in the need of putting valuable information in well cognitive developed person's hands. Therefore distributing the most precious know-how must cover the specialized labor force.

From this point of view new business development, particularly in the context of high-tech or knowledge-intensive, is found by the organizations being a complex process in which many agents, organizations and other stakeholders are involved. Thus universities are expected to support further development of markets for innovation dissemination, and evaluation of their transfer to industry [3].

Therefore, many contradictions and the economic unit through which they developed led to the emergence of global problems requiring global solutions. In other words, because social problems were not resolved on a fair and effective cooperation at national level, with equal participation in rights of all stakeholders, they turned into real social crisis.

Therefore we should focus on ensuring optimal efficiency of staff training system by obtaining a report that rates the optimum allocated resources – results report and developing policies to promote increased labor mobility, as occupational type (between jobs) and the geographic type (between regions and countries), because this phenomenon contributes to social and economic progress to greater employment and work in a balanced and sustainable development.

2. PERPETUAL DEVELOPMENT OF HUMAN CAPITAL WITHIN THE NEW ECONOMY

Given that knowledge management is in the approaches, methods, techniques of companies focused on production and use of knowledge, which provides superior recovery compared to the previous period, with multiple facets of knowledge, developing a knowledge-based society is an essential condition in the evolution of economic and financial states [4].

Thus corporate management is acting to reorganize the legal, ownership, operational, or other structures of a company for the purpose of making it more profitable, or better organized for its present needs. Alternate reasons for restructuring include a change of ownership or ownership structure, demerger, or a response to a crisis or major change in the business such as bankruptcy, repositioning, or buyout. Restructuring may also be described as corporate restructuring, debt restructuring and financial restructuring.

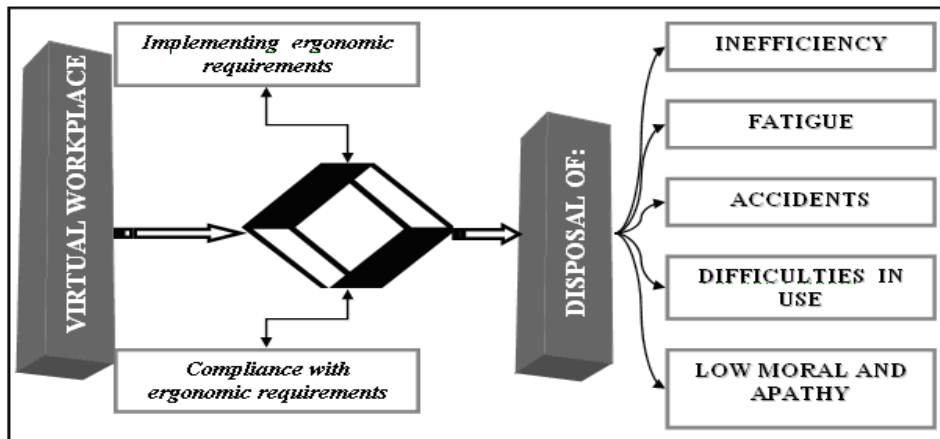


Figure 1: The Improvement of Work System by Eliminating the Undesirable Aspects, [5].

This figure shows the needed changes to be made in order for the work system to better function by eliminating the undesirable aspects of its operations which can be uncontrolled or unacceptable

Benefits of virtual job improvement, it will undoubtedly noticed by reducing, and ultimately, the elimination of:

- **Inefficiency:** when worker's effort produces an inadequate result;
- **Fatigue:** in bad designed positions people get tired very quickly;
- **Accidents, Injuries And Errors:** due to bad designs interfaces or physical or mental stress or excess;
- **Difficulties in use for human operators:** due to combinations that are inappropriate for making the subtasks dialogue / burdensome and unnatural interaction;
- **Low Moral and Apathy:** due to repetitive tasks monotony and lack of rotation on stations.

Taking into account the perpetual development of human capital within this new economy we can say that the use of new technologies is an evolutionary process, which allows improving business processes, provided there is a primordial ongoing review of strategies, techniques and tools to companies who choose the path to this new digital economy. Special role it plays, of course, globalization through the generalization of technological changes creating a substantive dimension of competitiveness between firms. But at the same time, it cannot be obtained sustainable competitive advantages in the long term. Examples from the global market, demonstrates the validity of this concept.

Quality of life may also be intensified by improvements in the built environment. Although scientific and technical progress has determined qualitative changes in the process of work, and increasing efficiency followed a path almost parallel with the improvement of working conditions, paradoxically the full recovery issues of human potential and decreasing effort not only that are very present, but became with the passing of time more complex.

In the context of the smoothing the capital flow movement at global level sizes we are witnessing at the transformation of dimensions, forms of organization and management of firms and corporations, and the shift towards a new dimension of development strategies and policies for conducting business, having as that central pillar the intellectual capital [6].

Thus, in the circumstances of companies development from national to multinational, moral values and rules governing the economic game take birth under the aegis of competitive advantage, for the purpose of survival in a world market based on knowledge. From this perspective, social responsibility and ethical obligations of companies become more complex and dynamic than they have ever been before.

CONCLUSIONS

From this point of view the methods of learning and many others ways to access information offer opportunities to expand mankind horizons. In order to survive in today's changing world, with a global business environment and instantaneous access to information, we must continue to learn how to adapt and maximize our own growth potential. As technology evolves, new knowledge, skills, and abilities are created every day. An undergraduate or advanced degree earned tomorrow will incorporate many new aspects that were not even blips on the radar ten years ago. How then, to further our individual development? We must begin to see learning as more than just a formal education process and embrace continuing education and lifetime learning.

Thus the systematic assimilation of data and information potentially valuable for the individual and the organization represents a positive attitude which must be carefully developed by the human factors [7].

The transition from industrial economy to knowledge-based economy determines the incorporation of certain normative values of local business environments and their translations into a multinational and multicultural environment, based on economic sustainable development criteria more than on the moral correctness, which still show an increased dynamics.

Therefore, modern technique, although it releases human effort and increases efficiency, also broadened the area and variety of applications, by adding many unknown issues in the man-demand relationship. In these circumstances, there is natural and justified concern of modern society for the rational use of human energy, and the ergonomic research gains a special importance through the role of designing conditions for the effective recovery of human potential.

Thus, most corporations, being in the post merger integration stage are managing the interaction of human capital globally, and imposing its ethics needed for the economic progress, and implicitly improving moral practice in the business environment. Integrating local economic markets in the context of promoting intellectual capital as a strategic resource designs the premise that professional ethics begins from the moment that legal rules may not apply.

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