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Shyamasundar Tripathy

Ravenshaw University, Cuttack, shyamasundar.tripathy@gmail.com

Sanjay Kumar Satapathy

Ravenshaw University, Cuttack, sanjay.kumar@gmail.com

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Efficacy of Coaching-Mentoring for Communications and Leadership: To Overcome HR Challenges in Mergers and Acquisitions

Shyamasundar Tripathy & Dr. Sanjay Kumar Satapathy

School of Commerce & Management, Ravenshaw University, Cuttack-753003

Abstract - To establish coaching and mentoring needs in mergers and acquisitions (M&A) and how it affects organizations variables: transform, communications, management, customs and anxiety. This paper compiles scholarly narrative with meticulous orientation to the most frequent trouble organization encounter throughout M&A execution. Coaching and mentoring are essential for booming M&A execution and implementation are acknowledged: management, communication and faith, managerial customs, and stress. This paper provide organization insight on to get ready for M&A to plan a coaching and mentoring method in order to reach the likely post M&A gain and opportunity with a time bound method. It is essential that coaching and mentoring help to make better communication and leadership for overcoming challenges in M&A.

Keywords - *Coaching, Mentoring, Communication, Leadership, Competitive Advantages, Behavioural Variables, Merger and Acquisition*

Paper type - *Literature review.*

INTRODUCTION

The continuously altering international trade surroundings require organisation to plan for aggressive return with ingenious and new trade strategy. It is basically significant for their stretched sustainability. A optimistic alliance is between coaching- mentoring and organisational output. The indicator, as like as coaching and mentoring practices, tend to result in idol performers which help to more output, which could be translated to organisational output.. It can be said that coaching and mentoring improved the organisation performance honestly or not directly. It has been established the relationship between coaching-mentoring and employees outcomes.

Coaching and mentoring has contributed significantly for better communication and leadership development. Modern literatures has largely give insight that organisation output is absolutely driven by human resource policy (Noe et al., 2003; Youndt et al., 2004).It has been found that the role of Hr is more important for better communication and leadership during M&A. the role of human resource is more important for the organisational perormance by Hsu et al. (2007). It had found in a study (Schmidt, 2003 the role of human resource is more essential to M&A .. this paper give a insight of coaching- mentoring of employees for better communication and leadership during M&A. the study is based on quantitative and qualitative research to analyses role of coaching and mentoring during M&A.

In the modern era competition force are help to develop different strategies to overcome different challenges .M&A is a way to overcome challenges in the modern business .taking into account the recognition of M&A has been validate; several key questions appear to be considered:

- To define the role of M&A in the management?
- What should be the communication process during M&A?
- To establish effectiveness of leadership in M&A ?
- Role of organisational culture and it importance in M&A.?
- What are the factor , which are develop stress among employee's during M&A?

Different related literature help to answer above questions answer. It has been found that the role of communication and leadership is one of the essential parts during M&A. to make in more effective the role of coaching and mentoring take a vital role to make proper communication and to overcome leadership challenges during M&A.

OBJECTIVE OF STUDY

These are following objective of study

1. To study the need of coaching –mentoring for better communication among employee during Merger and Acquisitions.
2. To analyse impact of coaching- mentoring for leadership development during Merger and Acquisitions
3. To understand efficacy of coaching-mentoring on HR during Merger and Acquisitions

REVIEW METHODOLOGY

Keywords search are engaged to recognize articles in recent times published in specific management databases such as researchgate.net and proquest. preliminary key word search are perform using terms such as Coaching, Mentoring, Communication, Leadership, Competitive Advantages, Behavioural Variables, Merger and Acquisition . These searches resulted in adequate number of related articles in the researchgate.net and proquest after following review methodology as per Table-1, finally 25 articles are selected to go for intensive review.

Table-1

1	Selection of database (researchgate.net and proquest)
2	Collection of article by keyword (Coaching, Mentoring, Communication, Leadership, Merger and Acquisition)
3	Eliminating the repeated article
4	Shorting the final article (based on year wise, journal wise, approach wise)

5	Classifying the paper based on author perspective
6	Segregating papers based on approaches and focus
7	Identification of research issue
8	Development of research

Table-2

Database	Keywords	No. of Articles Reviewed
Selection of database (researchgate.net and Proquest)	<i>Coaching, Mentoring, Communication, Leadership, Competitive Advantages, Behavioural Variables, Merger and Acquisition</i>	25

LITERATURE REVIEW

Different study made for different aspect of M&A, include how ownership change productivity (Lichtenberg and Siegel, 1987), management change and worker turnover A on employees performance (Chawla and Kelloway, 2004) among others it provide insight to different problem and their solution during M&A?

It has quite in habituated that in most case the M&A is failure (Kwoka, 2002). Their are different aspect of post M&A . Which some time gives some positive impacts (Feldman and Murata, 1991)?

It has been found the role of Human capital is so essential during M&A (Covin et al., 1997). Human resources is essential aspect to increase aggressive gain in the market and it is essential for management to design sound coaching-mentoring methods to M&A for attain this reasonable benefit (Appelbaum et al., 2000a). it is essential to control

the human resource to increase productivity, less absenteeism ,less yield, nationality and fulfilment?

This paper help to examine role of coaching and mentoring influenced by M&A by analysing different empirical study. This paper also examine the role of coaching and mentoring to develop better communication system and leadership quality during the M&A .

ROLE OF COACHING-MENTORING FOR EFFECTIVE COMMUNICATION DURING M&A

It has been quite inhabitable emotional imbalance occur during M&A (Messmer, 2006). It has been found that the significance of coaching and mentoring for better communication system is more essential during M&A. it is quit natural that employees are resistance to change during M&A. with the help of coaching and mentoring the communication process is more clear. It help to worker to overcome challenges during M&A with better information.

Messmer (2006) stated that employees stress can be reduce during M&A with batter communication system in that process role of coaching and mentoring is more important.

Better coaching and mentoring help to send information clearly on M&A it help to understand different challenges during the transactional changes and the better communication system helps to reduce rumours and miscommunication.

During M&A communication is more vital which help to nourish the employees motivation and give the boot with proper information. Which will be supported with proper coaching and mentoring .

Coaching and mentoring help to overcome stress and ability to adopt new culture in M&A (Appelbaum et al., 2000a).

With better coaching mentoring the employee turnover can be decrees during M&A (Messmer, 2006). People retention is a key issue during M&A which can be achieve with help of Coaching and mentoring (Bert et al., 2003). With the help of better communication and leadership quality and

coaching and mentoring many issue during M&A can be resolved (Bert et al., 2003).

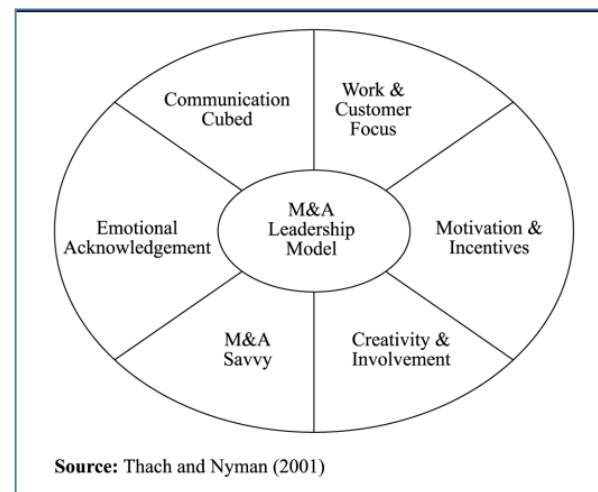
Lazaridis (2003) has been found, Its better communication system is one of the essential element for better M&A. the role of communication and leadership has quite essential during M&A..

THE ROLE OF COACHING-MENTORING FOR LEADERSHIP DEVELOPMENT DURING M&A

It has been quite evidence that the role of leader and it leadership style is having vital for the duration of merger and acquisition. The role of leadership is quit important during every M&A (Thach and Nyman,2001).

Nyman and Thach (2001) has put forward a models. Their model explain different aspect of leadership during M&A,. the first phase that is called as limbo phase of Merger and Acquisition. In this phase lots of information unclear due to lots of formalities (Thach and Nyman, 2001). This phase affects all employees and leaders. In this phase the role of coaching-mentoring has wider impact on leadership development.

During M & A Coaching and mentoring has intensive impact on following six major ability categories



1. Emotional acknowledgment is one of the major issues during M&A. the role of leader is important so he can help employees to overcome stress.

2. During M&A the performance of employee hamper the role of leader is essential to maintain it .
3. Communication system and open door policy is more important during M&A .
4. To motivate employee role of leadership is more important which help to maintain harmonic environment during M&A.
5. Creative and new business idea some help to overcome challenges during M&A.
6. Appropriate knowledge and system help leaders to sustain during M&A

CONCLUSIONS

In conclusion literature shows what are the reason for failure of M&A .Researchers emphasis that human assets are the key to successful merger administration. It has found that lots of factor influence M&A .But the role of communication is vital during M&A. With the help of coaching and mentoring the communication system will be more strengthen during M&A.

To maintain a strong organisational culture the role of coaching and mentoring for employee is very much essential during M&A.

Role of management and leadership is most important aspect for M&A. It is proven that coaching and mentoring has a wider impact on leadership during M&A.

At last, Manager has a wider role during M&A., the manager need to deals with employees professional and emotional issues with the help of coaching and mentoring it can be handle susses fully.

RECOMMENDATIONS FOR FUTURE RESEARCH

This article deals with all practical aspect of M&A with special reference to effectiveness of communication system and leadership during M&A and how coaching and mentoring help to develop better communication and leadership during M&A. there are other managerial area

which are have a wider impact during M&A can be analyse with intensive research. .

Managerial structure and design also a vital issue during M&A. The different administrative approaches are available for M&A and its role analysis can be a prospect for future research. The organisational design, culture and resistance during M&A have wider impact which can be analyse by further research.

Finally, the role of manager and leader has wider impact on employee's motivation during M&A. The manager has to deals with lots of aspect during M&A. they have to prioritise the work and deals with lots of challenge to maintain steady performance. Lastly there is lots of scope available for further research to understand different aspect human resource during its implication of M&A.

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