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Managing Nonprofit Mergers:
The Challenges Facing Human Service Organizations

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Abstract

An growing number of nonprofit organizations are considering strategic restructuring opportunities in the form of mergers due to the current social services environment of increasing competition and decreasing resources. Mergers can be viewed negatively with the loss of an organization's identity or positively as an opportunity to survive and enhance services. Drawing on the literature from both the for-profit and the nonprofit sectors, this article examines the elements of successful mergers related to the nature of the merger process and the role of the human element in all aspects of the merger process. It concludes with recommendations for managers considering a merger and suggestions for future research.

KEYWORDS: nonprofit mergers, human service agencies, organizational change, leadership, staff involvement

