
MANAGING MERGERS ACQUISITIONS & Strategic Alliances

INTEGRATING PEOPLE AND CULTURES



Sue Cartwright & Cary L Cooper

Managing Mergers Acquisitions And Strategic Alliances Integrating People And Cultures

**Helén Anderson, Virpi Havila, Fredrik
Nilsson**



Managing Mergers Acquisitions And Strategic Alliances Integrating People And Cultures:

Managing Mergers Acquisitions and Strategic Alliances Sue Cartwright, Cary L. Cooper, 2012-05-23 Mergers acquisitions and alliances continue to be almost an everyday feature of the contemporary business scene yet at least half prove to be unsuccessful The authors show the contribution that psychology can make to our understanding of the merger phenomena how it affects organizational performance and how it affects the managers and employees involved *Mergers Acquisitions and Strategic Alliances* is intended as a guide to successful organizational marriage Great emphasis is placed on the issue of cultural compatibility as it concerns partner selection integration practices and venture outcomes The book also focuses on cross national mergers acquisitions and joint ventures With the increasing economic activity within the European Union and between the unions of other countries there is a need to know more about the corporate and national cultures in these strategic alliances The authors have drawn upon an extensive body of research based on recent cases in a wide cross section of industries across Europe The book is unique in showing the actual effect mergers and acquisitions have on people and consequently on the performance of the new organization It will be particularly relevant for decision makers those who are involved in planning and implementing a large organizational change and those responsible for ensuring successful integration afterwards It would also be extremely useful for postgraduate management students personnel executives and management consultants

HR Know-how in Mergers and Acquisitions Sue Cartwright, Susan Cartwright, Cary L. Cooper, 2000 This practical book offers the HR professional guidance on the people issues involved in the process of mergers and acquisitions Topics include HRM influencing the decision to merge establishing effective communications handling job insecurity pay and benefits the four R s re selection redundancy early retirement and relocation support systems and counselling creating a new corporate culture and establishing new roles and training

Mergers and Acquisitions Mark E. Mendenhall, 2005 This book examines the dynamics of the sociocultural processes inherent in mergers and acquisitions and draws implications for post merger integration management

Strategic Alliances, Mergers and Acquisitions J. M. Ulijn, Geert Duysters, Elise Meijer, 2010-01-01 Organizational flirts and marriages alliances mergers and acquisitions are dramatic examples of how soft cultures can produce hard facts of success or failure Decisions born from human vanity can lead to destruction of human capital The chapters selected by Ulijn Duysters and Meijer illustrate the many facets of organizational family life for the scholar and hopefully for the decision maker who considers another move Geert Hofstede author of *Culture's Consequences* This unique book focuses on the link between different types of culture national corporate professional and the success of strategic alliances mergers and acquisitions Over the past decades we have seen a significant increase in the number of strategic alliances mergers and acquisitions Despite this proliferation many recent studies have reported high failure rates This failure is often attributed to cultural differences between partners which has led to a growing body of literature on the subject To date most of these studies have focused on national and corporate culture whereas this

book also places particular emphasis on the importance of culture at the professional level The authors clearly show that all three levels of culture may have a profound impact upon the ultimate success or failure of alliances mergers and acquisitions Researchers in the field of international business strategic management and strategic alliances mergers and acquisitions will find this book to be of invaluable interest Managers in multinational corporations and international business students should also not be without this important resource **Advances in Mergers and Acquisitions** Sydney Finkelstein, Cary L.

Cooper, 2008-10-06 Mergers and acquisitions are a primary vehicle of growth for companies around the world This book contains topics that range from strategy to organizational integration culture leadership human resource planning and financial analysis **Managing Emotions in Mergers and Acquisitions** Verena Kusstatscher, Cary L. Cooper, 2005-01-01 Just as mergers and acquisitions begin to take off once again this book reminds us that the emotional side of business is often at the heart of success and failure With a terrific mix of case studies and in depth conceptual thinking Managing Emotions in Mergers and Acquisitions addresses the most fundamental of all issues in M As how and why people sometimes disrupt the best merger plans simply because they are well people Sydney Finkelstein Professor of Strategy and Leadership at the Tuck School at Dartmouth College and author of Why Smart Executives Fail This is a very welcome addition to our knowledge on M A process This is an in depth study on emotions how these are effected due to M A activity in two firms and how they influence the process itself It helps us to understand what emotions are How we can deal with them And Why do M As so often fail It offers state of the art knowledge on this complex phenomenon The four cases present in depth and extremely rich insight into how emotions actually work and influence the success failure in M A process In conclusion it is a timely and innovative book which is a must read for anyone interested in mergers and acquisitions Pervez Ghauri University of Manchester UK Research suggests that an increasing number of people experience organisational changes such as mergers and acquisitions as highly emotional life events Indeed given that as the authors prove 70% of all mergers and acquisitions fail to reach their initial goals largely because of neglected people issues it is a must for every manager and M A researcher to understand the emotional side of such change processes This fascinating book explains how managerial behaviour and communication styles influence the emotions of employees and affect their readiness to contribute to a successful post merger integration It combines emotion theories from other disciplines with recent M A findings and offers practical implications through illustrative case studies Academics and practitioners will find the combination of management literature with psychology and sociology literature of great interest **The Handbook of Mergers and Acquisitions** David

Faulkner, Satu Teerikangas, Richard J. Joseph, 2012-06-07 With its inception at the end of the nineteenth century as a means of consolidation and reorganization mergers and acquisitions M A have since become quasi institutionalized as one of the primary strategic options for organizations as they seek to secure their position in an ever more competitive and globalizing market place Despite the optimism surrounding M A as strategic moves research on post merger company performance

suggests that most firms engaging in M A activity do not achieve the sought after performance targets either immediately or in the years following the deal What is it that drives M A activity when research results do not support the performance expectations of these undertakings Alternatively have M A scholars got it all wrong in the way that M A performance is measured Is the topic too complex enduring and multifaceted to study The Handbook argues that the field of M A is in need of a re rooting past research needs to be critically reviewed and fundamental assumptions revisited A key issue preventing efforts in the practice and study of M A from achieving dynamic syntheses has been the disciplinary gulf separating strategy finance and human relations schools The Handbook aims to bridge the hitherto separate disciplines engaged in the study and practice of M A to provide more meaningful results Toward this end the Handbook brings together a set of prominent and emerging scholars and practitioners engaged in the study of M A to provide thought provoking state of the art overviews of M A through four specific lenses strategic financial socio cultural and sectorial approaches By summarizing key findings in current research and exploring ways in which the differing approaches could and should be synthesized it aims to highlight the key issues facing M A practitioners and academics at the dawn of the third millennium

The Management of People in Mergers and Acquisitions Theresa A. Daniel, Gary Metcalf, 2001-05-30 Financials alone don't make an M A deal work Equally important is what's behind them an organization's people How to understand this reality and benefit from it is the thrust of this unusually comprehensive practical readable but conceptually rigorous book Daniel and Metcalf see HR executives as change agents during the delicate maneuverings before a deal is done and then after when it's time to tackle the fine grained problems of integrating disparate corporate cultures and the people who vitalize them They examine the recent and ongoing waves of mergers and acquisitions across industries setting them in the broader context of organizational change With concepts theory and real life examples drawn from their long impressive experience as consultants and executives Daniel and Metcalf provide step by step guidance through the stages common to all corporate combinations They define and explain the roles to be played in the process by HR professionals and executives elsewhere in the organization and show how by interacting productively with each other they will thus maximize the total contribution to the success of any corporate transaction

Handbook of Research on Mergers and Acquisitions Yaakov Weber, 2012 For the last four decades researchers in various disciplines have been trying to explain the enduring paradox of the growing activity and volume of mergers and acquisitions M A versus the high failure rate of M A This book explores how underlying concepts and methodologies contribute towards understanding M A and its performance

Mergers and Acquisitions Helén Anderson, Virpi Havila, Fredrik Nilsson, 2013 A merger or an acquisition is usually a challenging endeavor which aims to create value for the owner However stakeholder theory shows how such a narrow and one sided focus is detrimental to value creation in general not only for other stakeholders within and outside the organization but also for the owner This book shows how different stakeholders internal and external may play a critical role during a merger or an acquisition process It

builds on empirical examples that illustrate how various stakeholders play active roles throughout the different phases and ultimately affect the outcome and the value formation process of the merger or the acquisition *Mergers and Acquisitions in Practice* Shlomo Y. Tarba, Sir Cary L. Cooper, Riikka M. Sarala, Mohammad F. Ahammad, 2016-12-08 The growth in mergers and acquisitions M understanding and analyzing cultural difference along corporate and national cultural dimensions using measurement tools using negotiation due diligence and planning to analyze the above factors making use of this data during negotiation screening planning agreement and when deciding on post merger integration approaches Students researchers and managers will find this text a vital resource when it comes to understanding this key facet of the international business world **The Routledge Companion to Mergers and Acquisitions** Annette Risberg, David R. King, Olimpia

Meglio, 2015-06-19 Mergers and acquisitions M As are events that attract considerable interest from academics and practitioners and much research has been conducted into their impact on individuals organizations and societies Yet despite all the existing research and the varied theoretical and methodological approaches employed there remains more to learn about M As The Routledge Companion to Mergers and Acquisitions takes a detailed look at this multifaceted subject using a novel framework of four domains substantive issues contextual issues methodological issues and conceptual issues Drawing on the expertise of its international team of contributors the volume surveys the state of the field including emerging and cutting edge areas such as social network analysis and corporate branding This Companion will be a rich resource for students researchers and practitioners involved in the study of M As and organizational and strategic studies more widely

Acquisitions and Corporate Strategy David R. King, 2022-04-19 Corporate restructuring acquisitions alliances and divestment is a visible form of corporate strategy For example firm investments in buying and selling assets exceed the gross domestic product of the majority of nations Most research in this area examines acquisitions but informing practice is limited by examining acquisitions in isolation or using a narrow focus For example a lingering problem is that average acquisition performance is consistently around zero suggesting a need to identify practically relevant relationships In addressing this need research on three fundamental questions is covered 1 How do acquisitions relate to other corporate strategy options 2 What helps to predict acquisition performance and 3 What are persistent acquisition research issues The first question is intended to overcome a research limitation that acquisitions are often examined independent of other corporate strategies including internal development alliances and divestment The second question addresses novel relationships associated with the primary focus of acquisition research in examining what drives acquisition performance The third question reflects on the underlying complexity of the phenomenon that makes it a challenge to identify what drives acquisition performance Overall the intent of presenting ideas on these fundamental questions is to illustrate promising areas for future research This book presents the latest state of knowledge on the topic and will be of interest to researchers academics and advanced students in the fields of strategic management international business and organizational studies **Cultural Perspectives on Higher**

Education Jussi Välimaa, Oili-Helena Ylijoki, 2008-01-26 This book analyses higher education from cultural perspectives and reflects on the uses of intellectual devices developed in the cultural studies of higher education over the last decades It presents fresh perspectives to integrate cultural studies in higher education with wider societal processes and studies the internal life of higher education The book uses cultural perspectives developed in previous studies to understand a variety of processes and reforms taking place

Organizational Justice in Mergers and Acquisitions Nicholas Jackson, 2018-08-13 This book provides a unique account of how perceived justice is influenced by various aspects of an organizational merger and investigates the impact on behavior for those involved in the process Drawing from both psychological and sociological insights the author considers justice from an individual and group perspective in light of the political and strategic implications of mergers and acquisitions Experiences from two empirical cases are used to consider the depth of theoretical analysis provided in terms of practical outcomes for both organizations and employees alike In this pioneering new book the author explores communication employee attitudes trust and commitment and the psychological contract between the employee and the organization emphasizing the importance of developing a new meaning of organizational culture Although primarily aimed at an academic audience this book will also be useful to practitioners as it illuminates the potential pitfalls of overlooking the importance of fair treatment in the workplace

Post-Merger Integration and the Management of Information and Communication Systems Alexis Papathanassis, 2012-12-06 1 0 Introduction In the popular film Wall Street the ruthless investment banker played by Michael Douglas devotes an ode to Greed as part of his speech to the shareholders meeting of a paper company he aims at acquiring The point is ladies and gentlemen that greed for the like of a better word is good Greed is right Greed works Greed clarifies cuts through and captures the essence of evolutionary spirit Even though the aforementioned acquisition deal did eventually fail in today's economy M A activity is surging to levels previously unknown With the exception 1 of the first quarters of 2002 the last decade has been characterised by unprecedented 2 number of transactions It appears that greed is gaining ground amongst top executives and shareholders Inasmuch as greed is an integral part of human nature so is the propensity to grow and develop a part of organisational nature Greiner 1998 p 66 claims that organisational evolution is not merely a self implied process but a contest for survival In other words if organisations are to reach and potentially surpass their average life 3 expectancy range of 20 to 50 years they need to evolve Mergers acquisitions seem to play a primary role in the evolution and thus survival of organisations

Mergers in Higher Education Leon Cremonini, Saeed Paivandi, K.M. Joshi, 2019-05-23 The merger is broadly understood as a fusion of two or more units into one The merger in higher education has received much attention by policy makers as well as individual institutions in many countries as a means to bring higher education reforms The merger of higher education institutions is a visible phenomenon in the recent past but each merger provides a distinctive instance of major strategic change Besides this each merger also shows a distinct set of circumstances actors and characteristics The aims of the mergers have been varied

across the nations that include a reduction in fragmentation of institutions economies of scale enhanced efficiency enhanced quality etc Along with disapproval a great amount of literature surrounding the benefits of the merger has emerged over the period of time In spite of ample literature on mergers of higher education institutions there does not appear to be a clear set of financial efficiency or quality parameters to assess the success The majority of the discussions have been narratives In the available literature the mergers have been classified based on their participants stakeholders nature the strategy that drives them their motivation and or the resultant degree of absorption This book discusses the merger experiences and case study of different countries in terms of policies and practices Each country chapter in the above context narrates that in planning the mergers what have been the philosophical economic political legal and cultural implications How the factors such as institutional history geographical distance provincial tradition state regulations the presence of collective bargaining and pertinent financial matters shaped the process as well as the outcome of the mergers The idea of merger and its implementation including process at both government and institutional level have been discussed The outcome assessment also forms the part of the discussion

Managing Culture Clashes in M&A's Anna Laeser,2014-02-01 Merger and acquisition activities have become an integral part of today s business world They are considered as strategic component to gain market shares and extend product portfolios Still these transactions have a huge impact on an organization This paper looks specifically at the M A impact on company culture Based on an analysis of identified key elements which drive a M A process a cultural integration toolkit will be developed to solve identified cultural problems Secondary data serves as source data for an inductive approach Cultural problems and key drivers will be identified based on systematic research The implantation of these key drivers in existing integration models will be further studied Findings prove that not all of the identified key drivers are implemented in the models Therefore existing models solve the identified cultural problems semi efficient This leaves the need for a basic integration tool which implements all key drivers serves as guideline through an M A process and provides specific instruments for realization of single steps This paper develops such a basic integration toolkit in chapter five The toolkit meets all these requirements and proves that managing culture clashes in M A s is possible

International Human Resource Management Anne-Wil Harzing,Joris Van Ruysseveldt,2004 Chapters on the role of internationalization link between strategy structure and Human resource management mergers and acquisitions

Done Deal M. Beth Page,2005 When is the Deal Done The greatest barrier to successful integration is cultural incompatibility Undervaluing or ignoring the human dynamics related to an M A transaction can prompt the departure of key talent that were among the assets that made the acquisition attractive to the buyer in the first place The importance of an organization s culture particularly as a risk factor in M A integration cannot be underestimated Harvard researchers report that firms that managed their culture realized a nearly seven fold increase in revenue compared with only 166% for firms that did not manage culture You will discover how using transition teams an integration manager and a comprehensive employee

communications strategy rank among the best practices the 5C Integration Model for strengthening your M A Integration the 5C Self Assessment workbook for your M A planning the importance of the human dimension to overall M A success

Unveiling the Magic of Words: A Report on "**Managing Mergers Acquisitions And Strategic Alliances Integrating People And Cultures**"

In a world defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is truly awe-inspiring. Enter the realm of "**Managing Mergers Acquisitions And Strategic Alliances Integrating People And Cultures**," a mesmerizing literary masterpiece penned by a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve to the book's central themes, examine its distinctive writing style, and assess its profound effect on the souls of its readers.

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Managing Mergers Acquisitions And Strategic Alliances Integrating People And Cultures Introduction

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