

Mergers And Acquisitions Managing Culture And Human Resources Stanford Business Books Hardcover

Taking a fresh and much-needed perspective on the management of international acquisitions, this book focuses on socio-cultural integration, and in particular the importance of emotions and values. The authors build on the human-centric and typically Nordic approach to mergers and acquisitions by presenting rich empirical cases of cross-border acquisitions conducted by leading Nordic multinationals. This book goes beyond merely stating that successful human integration leads to sociocultural convergence and presents how this can actually be accomplished. The authors offer theoretical approaches and practical solutions which have the potential of improving employee motivation and well-being, and in doing so, ultimately enhancing the chances of successful acquisition outcomes. Providing concrete examples of successful practices for managing socio-cultural integration and facilitating employee commitment, this book will appeal to both scholarly and practitioner audiences. This is a reprint of a previously published work. It deals with the effects on the persons--employees and managers at all organizational levels --who are caught up in mergers.

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Proven strategies and tactics to manage the integration of acquired and/or merged companies. *Mergers & Acquisitions Integration Handbook* is a comprehensive resource to help companies create a scalable postmerger or acquisition integration process and framework that accelerates operating and business benefit goal realization. Includes tools, templates, forms, examples and checklists to provide a no-nonsense “handbook” style approach to managing an effective integration. Helps integration managers quickly get up to speed on various integration challenges, including guidance on developing detailed operational and functional integration plans to support flawless execution. Reveals how to avoid integration failure by establishing an in-house integration management office to handle integration projects. Includes a sample integration playbook that can be used to create a core competency within companies to support ongoing integration activity. Botched integration is the number one reason mergers fail. *Mergers & Acquisitions Integration Handbook* shows you how to develop, execute and implement merger integrations and business strategies to realize your organization's mergers and acquisitions goals.

In providing an insightful overview of a wide range of global human resource issues facing MNCs, this pathbreaking Handbook highlights emergent topics and new research findings that could shape the field of future IHRM research. Theoretical discussion of the variables and processes that affect IHRM policies and practices is provided by renowned contributors with widely differing academic backgrounds,

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paradigmatic orientations, and theoretical and methodological approaches. Bachelor Thesis from the year 2012 in the subject Business economics - Personnel and Organisation, grade: 1,7, European University of Applied Sciences Hamburg, course: Integration, language: English, abstract: Merger and acquisition activities have become an integral part of today's businesses world. They are considered as strategic component to gain market share 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 an 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 5. The toolkit meets all these requirements and proves that "managing culture clashes in M&A's" is possible.

Navigate cross border M&A for a flawless integration execution Cross Border Mergers

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and Acquisitions is a practical toolbox for corporate strategy and development professionals dealing with the many challenges involved in cross border M&A. With a detailed discussion of key market specifics and broadly-applicable critical insight, this book demystifies the cross border M&A process and provides a host of practical tools that ease strategic implementation. A geographical overview explains the trends in major M&A markets including Australia, Brazil, China, Russia, the U.K., and the U.S., and industry-specific guidance covers Financial Services, Aerospace and Defense, Health Care, Tech, Manufacturing, and more. Leading experts relate lessons learned while managing actual PMI (post merger integration) processes, and the discussion of cultural impacts and specific situational needs provides deep insight into the type of leadership a flawless integration requires. Corporate restructuring and internationalization efforts are increasingly relying on cross border mergers and acquisitions. Strategies, motives, and consequences are a complex navigational minefield, but this insightful guide provides solid, actionable guidance for leading a successful integration. Understand the region-specific details that make an impact Overcome common challenges and manage complex deals Gain practical insight and valuable tools for leading integration Learn the most current best practices for PMI® processes Cross border M&A is complex, with myriad challenges and obstacles inherent to the situation. Successful integration and a smooth transition are critical, and there's little wiggle room—it's a situation where you have only one chance to get it right.

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Cross Border Mergers and Acquisitions is an essential guide to the process, with key tools for execution.

Ease the M&A process with a more effective integration plan The Complete Guide to Mergers and Acquisitions is the ultimate handbook for planning and managing post-merger integration. Packed full of "how to" guidance, tools, templates and resources that have been put to the test on numerous due diligence and integration efforts around the world, The Complete Guide to Mergers and Acquisitions has been the go-to guide for firms seeking to maximize the value of their deals since the release of the first edition in 1999. Poor integration management virtually ensures that a merger or acquisition will fail to meet financial and strategic goals. The Complete Guide to Mergers and Acquisitions provides the information that enables firms to quickly and prudently capture projected cost and revenue synergies, and to move the combined organization forward. The book addresses strategic deal considerations, due diligence, integration management, people dynamics and cultural integration, common integration mistakes, communications strategies, and provides actionable steps toward creating measurable, positive results throughout the integration process. The updated third edition contains new information and tools to help firms in any industry manage deals of all sizes, including: Results of The State of M&A Integration Effectiveness Survey, 2014 A new chapter on the M&A process deal stages, with an expanded Deal Flow Model Findings of substantial M&A research from various studies in multiple industries and

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organizations, supporting the concepts presented throughout the book New and revised tools and templates for due diligence, integration, and results measurement and reporting New case examples of recent transactions Highlighted 'Key Principles' throughout each chapter A summary of key points at the end of each chapter Discussion questions addressing the key themes of each chapter A 'rapid assessment' diagnostic regarding the key elements of each chapter, which can be completed for any organization A revised chapter on taking your M&A game to the next level – essential requirements for building M&A capabilities into a consistently successful enterprise competency Merger and acquisition activity across the globe continues to grow, and is also playing a major role in the development of expanding markets. A well-managed integration effort is essential to success, and failure means a tremendous waste in terms of time and money, as well as the rapid destruction of shareholder value. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, Third Edition is an invaluable resource to guide firms in managing M&A integration and maximize the value of their deals. While acquisitions and expansion strategies are understood as exciting in the business world, contraction activities are received less enthusiastically. Nevertheless, portfolio restructuring constitutes a strategic tool to increase the strategic focus of firms and achieve economies of scale and an efficient control of multiple business units. This restructuring thus has distinct implications for companies and units. The Handbook of

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Research on Corporate Restructuring and Globalization provides emerging research on the theoretical infrastructure for portfolio restructuring in a single piece of work and explores important topics in the field including the implications on foreign and domestic units and the degree to which increasing globalization influences restructuring practices. Featuring coverage on a broad range of topics such as emerging markets, risk assessment, and global business, this book is ideally designed for corporate managers, government officials, scholars, researchers, and students.

Bachelor Thesis from the year 2018 in the subject Business economics - Business Management, Corporate Governance, grade: 1,3, Berlin School of Economics and Law, language: English, abstract: What are the critical success factors in CBM&A activities? What are the obstacles to and facilitators of a successful cultural integration in CBM&A activities? Which actions need to be taken to successfully manage cultural integration processes during CBM&A activities? This thesis will aim to answer these three research questions. Consequently, the research conducted aims to create an elaborate understanding for one of the most cited reasons of CBM&A failure, cultural integration, and to answer the research questions by developing a concrete action plan. This shall be approached by firstly outlining a brief overview of M&A theory before addressing special aspects of CBM&As in chapter 2. The second chapter will be concluded by explaining the complexity of culture and establishing a selection of empirically proven approaches on assessing culture. Subsequently, chapter 3 will focus on the decision

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factors which determine integration approaches before cultural integration models will be more narrowly outlined. Chapter 3 will then highlight the critical factors influencing cultural integration in more detail and start elaborating on how the evolving problems related to cultural integration can be encountered. In chapter 4, the research approach and methods will be explained in detail before the fifth chapter will highlight the key findings of the empirical analysis. Chapter 5 will then discuss the research findings and develop an action plan to show managerial implications on how to successfully manage cultural integration. Lastly, chapter 6 will summarize the findings of this thesis and illustrate the limitations of the research, before outlining starting points for future research.

Two veteran merger and acquisition mavens take readers behind the scenes to examine successful and poorly managed corporate mergers to show what's required to achieve the best strategic, organizational, and cultural fit between any two companies. They outline steps to take before, during, and after

If 75 percent of all mergers fail, what makes the other 25 percent succeed? Mergers, acquisitions, and alliances are more vital today than ever before in driving business success. This indispensable guide offers proven strategies and sound solutions to the multitude of integration issues that inevitably arise, and shows how to create a combined business that meets its strategic and financial objectives, competes better, and offers personal and organizational enhancements. Dubbed "merger mavens" by

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Fortune magazine, the authors report lessons learned from their experience in over 100 combinations. Executives, managers, and employees alike—in all industries and sectors—will find useful examples, strategies, and tools here. Praise for *Joining Forces* "This book will help both M&A veterans and those new to the game. The authors provide great insights into the human, cultural, organizational, and strategic factors that matter in M&A success."—Richard Kovacevich, chairman and CEO emeritus, Wells Fargo & Co. "Don't commit to the merger or acquisition without them! I have personally witnessed how hard it is on everyone—employees, shareholders, communities, and especially executives—to work through an improperly managed merger. I have known Marks and Mirvis for almost twenty-five years and the only mistake our organization made was that we did not consult them soon enough. Their new book reflects unequalled experience and intellect. Don't merge, acquire, or be acquired without it!"—Michael R. Losey, CEO (emeritus), Society for Human Resources Management (SHRM) "Joining Forces is a terrific resource for managers who want to understand the human dynamics of mergers and acquisitions, and a must-read for those who have to lead their companies through one. It is based on the latest research and provides practical insights and advice from authors who know M&A inside out." —Edward E. Lawler III, Distinguished Professor of Business, Marshall School of Business, University of Southern California

Double your odds of leading successful, sustainable change Leaders aren't short on

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access to change management advice, but the jury has long been out as to which approach is the best one to follow. With the publication of *Beyond Performance 2.0*, the verdict is well and truly in. By applying the approach detailed by authors, Scott Keller and Bill Schaninger, the evidence shows that leaders can more than double their odds of success—from thirty percent to almost eighty. Whereas the first edition of *Beyond Performance* introduced the authors' "Five Frames of Performance and Health" approach to change management, the fully revised and updated *Beyond Performance 2.0* has been transformed into a truly practical "how to" guide for leaders. Every aspect of how to lead change at scale is covered in a step-by-step manner, always accompanied by practical tools and real-life examples. Keller and Schaninger's work is distinguished in many ways, one of which is the rigor behind the recommendations. The underpinning research is the most comprehensive of its kind—based on over 5 million data points drawn from 2,000 companies globally over a 15-year period. This data is overlaid with the authors' combined more than 40 years of experience in helping companies successfully achieve large-scale change. As senior partners in McKinsey & Company, consistently named the world's most prestigious management consulting firm, Keller and Schaninger also draw on the shared experience of their colleagues from offices in over 60 countries with unrivaled access to CEOs and senior teams. *Beyond Performance 2.0* also dares to go against the grain—eschewing the notion of copying best practices and instead guiding leaders to make choices specific to their

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unique context and organization. It does this with meticulously balance of focus on short- and long-term considerations, and on fully addressing the hard technical and oft cultural elements of making change happen. Further, the approach doesn't just focus on delivering change; it builds an organization's muscle to continuously change, making it healthier so that it can act with increased speed and agility to stay perpetually ahead of its competition. Leaders looking for a proven approach to leading large-scale change from a trusted source have found what they are looking for in *Beyond Performance 2.0*.

International human resource management (IHRM) is a key area of research in the sphere of international business and management. Described as a field in its infancy in the 1980s, IHRM has quickly advanced through adolescence and into maturity. Today, it is a vibrant and diverse discipline which boasts a large and active body of researchers across the globe. This volume examines cutting-edge themes, with the input of contributions from both established and emerging scholars. The *Routledge Companion to International Human Resource Management* gives a state-of-the-art overview of the key themes, topics and debates in the discipline, with valuable insights into directions for future research. Drawing on a large and respected international contributor base and with its focus on mature and emerging markets, this book is an essential resource for researchers, students and IHRM professionals alike.

The growth in mergers and acquisitions (M&A) activity around the world masks a high

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rate of failure. M&A can provide companies with many benefits, but in the optimism and excitement of the deal many of the challenges are often overlooked. This comprehensive collection, bringing together an international team of contributors, moves beyond the theory to focus on the practical elements of mergers and acquisitions. This hands-on, step-by-step volume provides strategies, frameworks, guidelines, and ample examples for managing and optimizing M&A performance, including: ways to analyze different types of synergy; 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.

Leverage today's most complete and practical framework for driving superior business value from mergers and acquisitions -- both domestic and international. A Comprehensive Guide to Mergers and Acquisitions Management focuses on critical success factors across every stage of the process, including planning, screening, negotiation, due diligence, transition management structures, post-merger integration, leadership and trust, cultural integration, HR practices, control, monitoring, and more. Authored by Yaakov Weber, an international

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expert in M&A management, strategic alliances, and strategic management, this book's uniquely interdisciplinary approach fully addresses both operational and cultural requirements, supporting participants in every role. Replete with recent examples and cases, it pays special attention to crucial strategic and behavioral linkages between pre- and post-merger stages, explaining why they are so important and how they can be managed to create maximum value. Throughout, Weber provides practical tools, tables, and figures that can help M&A implementers ensure best performance and achieve success where others have failed. As just one example, he provides proven instruments for analyzing cultural differences and the potential for synergy, and translating that potential into reality. For multiple audiences, including board members and top executives who must evaluate the strategic and financial issues associated with M&A; investment bankers, VCs, and other investors who must screen and select acquisitions; managers who must execute business combinations; consultants in strategy, HR, culture, and other areas; and faculty and students in executive education, MBA, and BA-level business programs.

The new edition of Readings and Cases in International Human Resource Management examines the interactions between people, cultures, and human resource systems in a wide variety of regions throughout the world. Taking

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account of recent developments in the international human resources management (IHRM) field, the sixth edition will enable students to meet the international challenges they will face in the workforce, and sensitize them to the complexity of human resource issues in the era of globalization. Features include: New readings and case studies that account for recent changes in the field, positioned alongside "tried and true" material. An increased focus on cross-cultural diversity and tools to bridge "social distance" between team members. Supplemental material and teaching notes, available for download, to enhance instructors' abilities to use the readings and cases with their students. With well-known contributors and field experts, this is the ideal accompaniment for any class in international human resource management, organizational studies, or international business.

Inhaltsangabe:Abstract: There is a wide body of evidence that suggests that the management of human and cultural factors in post-M&A implementation is important and, where it is badly managed, helps to explain why up to two thirds of M&A deals are not deemed to be successful. This master dissertation discusses, investigates, and reports on research of essentials which make an integration process in mergers and acquisitions successful. The focus of the project is on the consideration of human resource management and cultural integration

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concerning the pre as well as post-M&A phase. Indeed, integration starts already in the pre-M&A phase with an intensive human capital and cultural due diligence. Thoroughly selected key employees and a highly skilled communication program might be fundamental keeping on the right track. The discussion about cultural integration includes cultural fit, cultural change and managing across national cultures in mergers and acquisitions. Furthermore, a comparison of international human resource management practices in mergers and acquisitions provides some interesting issues in that field. The factors discussed are based on a wide range of literature corroborated by some empirical findings published by international business consultants and scientists. Ultimately, the absolutely core message of this research is the issue that a comprehensive and sophisticated pre and post-M&A integration management leads to a successful transaction.

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The eagerly-awaited Third Edition of the hugely successful International Human Resource Management succeeds in maintaining the academic rigour and critical focus that have established its reputation as the most authoritative and cutting-edge text in the field. Positioning itself firmly within the 'globalized' environment, it provides wide-ranging and truly international coverage driven by the expertise of a writing team comprised of internationally renowned experts. New to the Third Edition: - Completely revised and restructured to better match international HRM courses. - New chapters include: social responsibility, sustainability and diversity, comparative HRM and approaches to IHRM. - 'Country-focus' boxed feature comparing and contrasting issues in different countries. - Further international examples and case studies. - Each chapter ends with stimulating discussion questions and self-assessment questions to encourage students to test their knowledge. - A companion website with instructors' manual and free full-text

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journal articles and additional case material for students. `The Third Edition of International Human Resource Management is a comprehensive guide for today's IHRM researchers, students, and practitioners. It covers not only traditional IHRM topics such as expatriate selection and the implications of cultural differences, but also advances our understanding of topics that have gained importance recently such as strategic IHRM and international total rewards programs. As a text, it has the advantage of including chapters covering each of the major topics in IHRM carefully chosen and orchestrated by an excellent editing team and written by leading specialists in each topic. The inclusion of discussion questions for students and instructor materials makes it a student-friendly instructional resource' - Mark F. Peterson Professor of Management and International Business at Florida Atlantic University

"This is the book for people who never get past page two of a management book--it is as close as the genre comes to being a compulsive page turner. Its main thesis is built on at least three big ideas that are individually persuasive and cumulatively compelling. They naturally fit into an alignment tool that is applied to the range of day-to-day and exceptional challenges all enterprises face, including the Holy Grail of transformational change." --Donald Macrae, general counsel and chief knowledge officer, Department for Environment, Food and Rural

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Affairs, England "Having been in the business of cultural transformation and alignment for many years, I've carefully looked for a thoughtful strategy and an intentional approach to bringing about healthy and thriving cultures. Can Two Rights Make a Wrong? is simply the best--it is the most thoughtful and practical work I've seen in this growing and critical area. This is a must buy!" --Dr. Ron Jenson, Future Achievement International, international author, speaker, and consulting and executive coach "Can Two Rights Make a Wrong? is a superb account of how to manage the 'soft side' of mergers and acquisitions, but it has great value for managing many other new business practices as well, such as Open Innovation. It provides a powerful, practical method to identify conflicts, develop alignment, and achieve effective coordination between two parties that would be tremendously helpful in a variety of collaborative contexts, such as alliances, research partnerships, or joint ventures. Moulton Reger and her colleagues at IBM should be congratulated for a thoughtful, insightful book." --Henry Chesbrough, professor at University of California Berkeley's Haas School of Business, author of Open Innovation "Numbers are neat and clean. Human beings are often messy and complex. If everyone in your organization knew what to do and when, how, where, and--most importantly--why to do it, how would your organizational culture be defined? The authors of Can Two Rights Make a

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Wrong? have introduced new ways to proactively address culture and, most importantly, tie it to bottom-line benefits." --James H. Amos, Jr., chairman emeritus, MBE/The UPS Store "This book is a must read for leaders hoping to change their organization's culture as well as those attempting to merge firms with uniquely different cultures. Moulton Reger's insights are grounded in theory and real-world experience. In this unique book, culture change is a complex concept broken down into bite-sized pieces and presented in a way that any leadership team can embrace at its own pace." --Merrill J. Oster, author of Vision Driven Leadership, founder Oster Communications, Inc. "Here at last is a business book that takes culture seriously and isn't intimidated by it. The method described can be used with practically any type of business problem in any industry, and the book does an excellent job of drawing on research and theory while keeping the focus practical. The three elements of Outcome Narratives, Right vs. Right, and Business Practices are significant ideas in their own right--each is a unique insight. All three ideas have been around in various guises for several years, but have not been as well crystallized or as focused on complex business problems as they are in this book. The authors' achievement is extraordinary and goes a long way toward making the juicy idea of culture something to be built on and worked with." --Peter Vaill, professor, Antioch

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University "The Achilles heel for any major organizational change is that organization's culture. In every change, consultants talk about culture, but few provide specific sequential steps designed to actually do anything about it. This book provides such steps, and provides them in ways that makes sense. 'Makes sense' is the key because the steps provided can be easily adapted to virtually any organization, large or small." --George Falldine, Air Force civil servant, Air Force Materiel Command "Sara Moulton Reger is one of the premier organizational design consultants in the country, and this book reflects her in-depth knowledge of and experience with the subject matter. This book is essential reading for those striving to achieve greater results from ongoing change initiatives. Can Two Rights Make a Wrong? contains a broad range of concepts, examples, and specific steps culled from Moulton Reger's direct experience. Such a complete presentation of strategic and tactical advice makes Can Two Rights Make a Wrong? a mandatory addition to every manager's bookshelf." --Steven Bragg, CPA, author of twenty-eight business books, CFO of Premier Data Services "This is a serious book that gives intelligent guidance to anyone who leads an organization and takes creating and managing culture seriously. The section on Outcome Narratives is the best 'how to' on casting a unifying vision that I have seen. If you're a leader and take your role in creating

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and managing corporate culture seriously, then you should read this book."

--Regi Campbell, principal, Seedsower Investments, author of About my Father's Business "I don't read most 'culture change' books--waste of time. This book is different. Can Two Rights Make a Wrong? combines both soft and hard approaches, with a continuous focus on how-to and results. Buy it. But, more importantly, read it."

--Jack Grayson, founder and chairman, American Productivity and Quality Center (APQC) "We used Right vs. Right to help integrate an important acquisition--one that brought many differences we needed to carefully leverage to achieve IBM's business objectives. I found it to be a powerful technique for quickly reconciling strategic views of the business model and different operating preferences. Now, a few months later, we have the business results--and employee satisfaction--to prove Right vs. Right works."

--Jim Corgel, general manager, Small and Medium Business Services, IBM "Leaders wouldn't think about doing a major project without a plan and a project manager, but how many consider the cultural implications? This book fills a key void because it clarifies the topic of culture so that it is easier to understand, and includes examples for applying the framework to many types of situations, including business-to-business alliances and crossgeography teams." --Cindy Berger, vice president, American Express "There is no question that the biggest

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hurdle to achieving a successful merger is culture. Market opportunities may be staggering and synergies may seem perfect, but, without a cultural match, odds are the merged company will struggle. Can Two Rights Make a Wrong? can help you avoid the problems. Even if you are not contemplating a merger, Moulton Reger's deep insight provides an excellent management primer and interesting historical perspective. A worthwhile read." --John R. Patrick, author of Net Attitude, president of Attitude LLC "This is an excellent book that provides a pragmatic approach to identifying and alleviating cultural issues created when two groups of people must work together. Effectively blending business cultures is a key requirement for successful outsourcing, and most companies lack the tools necessary to do this. Companies looking to reduce outsourcing risk should follow IBM's Tangible Culture approach." --Lance Travis, vice president, Outsourcing Strategies, AMR Research "This book will help leaders and cultural-change practitioners take a practical, well-architected approach to creating the culture they need to support their strategies. Thanks, IBM, for sharing what you have learned from your own transformation." --Valerie Norton, vice president, Talent Management and Organizational Effectiveness, Merck & Co., Inc. "Based on IBM's own experience with organizational transformation and mergers, this book belongs on the reading list of any executive contemplating major changes

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to their business." -- Peter Richerson, professor, University of California Davis -- "Finally, a book that goes beyond just declaring 'it's the culture change' and gets to a real recount of why and how to move on that need. This is a practical approach for senior leaders in large corporations and government to address the most pressing issues in modern business life!" --Kenneth I. Percell, executive director, Warner Robins Air Logistic Center "I like the way the authors move the idea of organization culture from intangible (values) to tangible and practical. They offer that culture can be viewed and changed by examining and discussing what people do. Using the techniques described in Can Two Rights Make a Wrong? will demystify culture clash." --Lynda Aiman-Smith, Ph.D., North Carolina State University "A must read for leaders charged with planning and executing major change initiatives involving a single organization or multiple organizations. The book is original, thoughtful, thorough, and pragmatic. The elements of Can Two Rights Make a Wrong? and their interrelationships that work to drive successful change are particularly beneficial. The authors demonstrate a hands-on grasp of this important subject and the related literature. The material is presented in a concise, easy-to-understand format, with lots of tables, charts, and illustrations to help guide the reader." --Stephen W. Brown, Edward M. Carson chair in services marketing, professor and executive director, Center for Services

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Leadership, W. P. Carey School of Business, Arizona State University "Many have observed that mergers and acquisitions will fail to achieve their goals without proper attention to human and cultural factors, but few have shown us the way to manage these factors in any meaningful way. This book takes up that challenge and delivers a real solution by identifying business practices as the crucial element of 'culture' that can make or break a merger or acquisition, and by providing a hands-on methodology for managing and aligning differences across cultures." --Marietta Baba, dean of the College of Social Science, professor of Anthropology, Michigan State University "Sara Moulton Reger's application of Business Practices, Right-vs. Right, and Outcome Narratives to business transformation spoke directly to my own business experience. I found the book's comprehensive approach very appealing. It brought together the story of a historic merger; a review of traditional approaches to culture transformation in business organizations; the powerful new techniques of Outcome Narratives, Right vs. Right, and Business Practices Alignment; and useful examples of the way to apply these techniques." --Dwight E. Collins, Ph.D., adjunct professor, Presidio School of Management, sustainable business and supply chain optimization consultant, president, Collins Family Foundation "We know unsuccessful mergers and acquisitions are often the result of underestimating the

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people and the cultural issues. Derived from experience, here is practical help in improving your chances of being one of the success stories." --David Hope, human resources director, Norwich Union Insurance "This is state-of-the-art. This practical approach is extremely useful for anyone involved in integrating two large organizations, especially professional organizations. I found the book *Can Two Rights Make a Wrong?* fascinating--excellently describing the preparation and process that is required in integrating culturally different organizations." --Fred WI Lachotzki, professor of business policy, Nyenrode University, coauthor of *Beyond Control: Managing Strategic Alignment through Corporate Dialogue Nowadays*, nearly every business leader recognizes the crucial importance of culture. But, in many organizations, attempts to handle culture issues remain "squishy," unfocused, and unlikely to bring any value or results. Now, IBM's leading experts reveal the way to make culture tangible to everyone involved--and how to effectively deal with a variety of culture challenges. *Can Two Rights Make a Wrong?* leverages the lessons learned during IBM's \$3.5 billion acquisition of PricewaterhouseCoopers Consulting: insight that IBM has crystallized into a powerful methodology for transforming business culture. The authors introduce "Business Practices," an actionable surrogate for "culture" that business people can identify with, gauge, and act upon. Then, one step at a time, you'll learn how

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to apply IBM's practical culture transformation techniques in your unique environment. You'll discover common patterns that lead to culture clashes so you can resolve or, better yet, prevent them. You'll learn to clarify your expectations so people really "get" it--and do it. You'll gain the way to measure culture change progress in terms everyone can understand and buy into. Whether you're involved with M&As, joint ventures, major transformation, internal restructuring, or any other initiative where culture is important, this book can help you take culture from a worrisome risk to a competitive advantage. Business Practices: the unseen hand that propels action Uncover what makes your organization unique Right vs. Right: What to do when good options conflict Understand and manage the source of culture clash Outcome Narratives: Get to the right place, the right way Clarify your desired future, clear the obstacles, measure progress, and deliver results Successful culture change requires the same discipline you bring to the rest of your business. It demands a strong methodology that helps you clarify your goals and expectations, identify and overcome obstacles, measure progress...and get results. This book delivers that methodology. IBM's powerful, proprietary Tangible Culture approach will help you make culture visible and measurable-- so you can replace "feel good" culture work with focused, actionable plans for change. Use IBM's techniques to surface, understand, and

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reconcile differences among groups that must work together, so you can launch alliances more successfully...drive more value from acquisitions...enhance cross-silo and global operations...choose the right strategies...and make real transformation happen. Whatever your goals, culture is central to your success. With this book, you can finally address culture--systemically, proactively, and effectively. Leverage IBM's Breakthrough Methodology for Driving Effective Culture Change Drive real culture change, survive the effort, and reap genuine results Overcome culture challenges and risks Successfully execute on M&As, business alliances, transformation and internal restructuring Use downloadable templates to customize IBM's techniques for your environment Learn what IBM learned from its \$3.5 billion acquisition of PricewaterhouseCoopers Consulting

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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

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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.

Focuses on the studies of the advances in mergers and acquisitions from scholars in different countries, with different research questions, relying on different theoretical perspectives. This title helps scholars think about mergers and acquisitions in different ways.

Offers much-needed advice on how to manage the people that make M&A deals

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successful.

This book focuses on the dialectics between spatio-organisational gaps and local contexts that characterise cross-border investments. "Interspatial" investments – be it mergers & acquisitions (M&A) or greenfield investments – are usually characterised by what is referred to as "otherness", i.e. organisational and cultural distances of the firms involved in relation to their regional contexts. At the same time, economic, political and socio-cultural linkages are decisive for attracting cross-border investments to regions and for providing firms with conditions supportive of their market success. As a consequence of being locked into complex structures of proximities, cross-border investments are situated in contested terrain. This terrain triggers learning processes in both regional actors and investors, which can result in the convergence of mindsets and organisational issues. This book is unique in that it combines interspace (defined as the distance between the new owner and the cross-border venture), place (the target region), interpretation (perception and understanding of the investment by the actors involved) and context (institutions, actor networks and interaction), thus offering better understanding of recent processes of globalisation. Crossing disciplinary boundaries by integrating economic geography and management studies, the volume adopts an innovative and spatially informed perspective on foreign direct investments (FDI). This perspective will be of great value to scholars, students and practitioners. The volume is inventive in its approach in that it offers fresh readings from interdisciplinary theoretical

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approaches and combines these with valuable empirical insights from developed as well as Emerging Economies.

This book tackles the strategic, financial and procedural aspects of planning and executing mergers, acquisitions and strategic alliances. It also explores the similarities and differences between these various types of transaction and illustrates each with case studies, to help students from final year undergraduate to MBA.

In Business Development, Mergers & Acquisitions (M&A) have become an increasingly attractive growth opportunity among companies over a long period of time. Nowadays, there is hardly a day where current developments of ongoing M&A transactions or speculations about presumed M&A deals cannot be followed in the daily press. It is proved that a huge number of M&A did not deliver on their promises. The majority of failed M&A are a result of mismanagement during the Post Merger Integration (PMI) when processes have to be adjusted, personnel need to be teamed up and corporate cultures have to be reconciled. This study deals predominantly with aspects of synergy management whereby the main focus is on synergy tracking as a support function of the synergy management. An emphasis is on the analysis of realization efforts that need to be done by the management during the PMI. To provide a solution and ease the aforementioned issues of synergy realization, a synergy tracking tool, which serves as an effective support instrument during the PMI is developed.

Helps scholars think about mergers and acquisitions in new ways, building our

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knowledge base on this critical topic. This book focuses on all three characteristics that make up this research field - studies from scholars in different countries, with different research questions, and relying on different theoretical perspectives.

Provides readers with a powerful tool to ensure success when entering into a strategic alliance on both national and international scales. Extensive case studies illustrate the advantages and pitfalls involved in alliances. Contains guidelines which enable companies to assess if an alliance is right for their business and what criteria to use when selecting a partner.

Finally! A comprehensive volume on the management of corporate acquisitions that summarizes contemporary research, and that moves what we know about acquisition management a step further. The book encompasses innovative works from several countries, related to a variety of issues; managerial motives, the role of acquisitions in competitive strategy, as well as organizational and political processes. Unlike several other works on acquisitions, this book emphasizes the most critical issue faced by managers today; how to manage successfully already acquired companies and operations. Both researchers, managers and students of strategy and organization will find this book an important supplement.

Questions for Opening Scenario Analysis; Case 3.1. India Is Sending Jobs Abroad; Case 3.2. Europe: The New Destination for Latino Workers; Recommended Web Site Resources; Notes; 4. The Key Role of International

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HRM in Successful MNC Strategy; How Do MNCs Compete in Emerging Markets?; Introduction; Knowledge Transfer; Global Leadership Training and Development; Strategic Control Needs; Competitive Strategies of Multinational Corporations; Structuring for Optimal Global Performance; Linking Human Resource Management Practices to Competitive Strategy and Organizational Structure.

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 contributes towards understanding M&A and its performance.

CULTURE CLOUT should be required reading for MBA and Executive MBA programs. In his extensive references, empirical studies and personal examples, Stuart candidly discusses the leading causes for M&A underperformance and introduces a powerful tool for improving the results of business combinations. This is excellent work! Alexandra Reed LaJoux, Author and Chief Knowledge Officer, National Association of Corporate Directors Stuart Ferguson has developed a very effective solution for an elusive M&A challenge objectively analyzing the direct and indirect financial impact of cultural differences between

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merging organizations. Ferguson's straight-forward Quantitative Organization Culture Assessment what he calls QUOCA- succinctly links corporate culture to valuation, cost and time of integration and the management decisions that seriously impact M&A success. Jim Jeffries, CEO, M&A Partners Major studies have shown the success rate of company acquisitions is notoriously low. This book is a comprehensive analysis of the most daunting process in business. Value creation only comes through a successful merger or acquisition. Stuart Ferguson correctly identifies an often overlooked step in the evaluation of the candidate company: Will the employees of the company to be acquired still flourish in the new entity. James R. Utaski, Corporate Vice President Business Development (Ret., Johnson & Johnson) As an M&A practitioner, I am intrigued by Dr. Ferguson's analysis of the cultural and behavioral dynamics of mergers and acquisitions. Stuart is on to something here. There is a need for more effective cultural assessment in pre-transaction planning and for more effective tools and processes for addressing cultural differences and behavioral issues post closing. Jim Dwyer, President, MPI Securities, Inc. Ferguson captures the elusive element of culture in mergers and acquisitions. The combination of sharp thinking and practical tools makes this an invaluable guide for managers who want to succeed at the M&A game. Philip Mirvis, Ph.D., Co-author of Managing

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the Merger and Joining Forces.

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

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extremely useful for postgraduate management students, personnel executives and management consultants.

A celebrated social psychologist offers a radical new perspective on cultural differences that reveals why some countries, cultures, and individuals take rules more seriously and how following the rules influences the way we think and act. In *Rule Makers, Rule Breakers*, Michele Gelfand, “an engaging writer with intellectual range” (The New York Times Book Review), takes us on an epic journey through human cultures, offering a startling new view of the world and ourselves. With a mix of brilliantly conceived studies and surprising on-the-ground discoveries, she shows that much of the diversity in the way we think and act derives from a key difference—how tightly or loosely we adhere to social norms. Just as DNA affects everything from eye color to height, our tight-loose social coding influences much of what we do. Why are clocks in Germany so accurate while those in Brazil are frequently wrong? Why do New Zealand’s women have the highest number of sexual partners? Why are red and blue states really so divided? Why was the Daimler-Chrysler merger ill-fated from the start? Why is the driver of a Jaguar more likely to run a red light than the driver of a plumber’s van? Why does one spouse prize running a tight ship while the other refuses to sweat the small stuff? In search of a common answer, Gelfand spent

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two decades conducting research in more than fifty countries. Across all age groups, family variations, social classes, businesses, states, and nationalities, she has identified a primal pattern that can trigger cooperation or conflict. Her fascinating conclusion: behavior is highly influenced by the perception of threat. “A useful and engaging take on human behavior” (Kirkus Reviews) with an approach that is consistently riveting, *Rule Makers, Ruler Breakers* thrusts many of the puzzling attitudes and actions we observe into sudden and surprising clarity.

Both the framework and the book make notable contributions to both theory and practice. The book will be of value to scholars and organization leaders in understanding the concepts of value creation and organizational effectiveness. It will be an aid to consultants in conceptualizing strategies for organizations and in counselling leaders on how to operationalize the concepts in their organizations. S.R. Mohnot, *Global Business Review* This is a very readable and excellently presented volume. It will interest anyone concerned with organizational effectiveness and the competing values model. *Economic Outlook and Business Review* I recommend this book to anyone wishing to understand and practice leadership. Leadership is often treated in mutually-exclusive categories, such as Theory X vs. Theory Y, managers vs. leaders, transactional vs. transformative,

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initiation vs. consideration, etc. The Competing Values Framework presented in this book transcends these dualities. It features eight competing but complementary values that are critical for managing today's complex and pluralistic organizations. The framework emphasizes the need for balance among the eight leadership roles, and an appreciation of the context, timing, and contingencies when the leadership roles facilitate and inhibit collective endeavors. I have followed the development and testing of the Competing Values Framework over the years. It makes important contributions to both theory and practice. It stimulates positive learning outcomes for students and managers. Andrew H. Van de Ven, University of Minnesota, US Creating value in a firm is an enormously complex endeavor. Yet, despite its complexity, value creation is the objective of every enterprise, every worker, and every leader. The Competing Values Framework can help leaders understand more deeply and act more effectively. In the first book to comprehensively present this framework, the authors discuss its core elements and focus attention on rethinking the notion of value. They emphasize specific tools and techniques leaders can use to institute sustainable change. The Competing Values Framework was developed in response to the need for a broadly applicable model that would foster successful leadership, improve organizational effectiveness, and promote value creation. It

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helps leaders think differently about value creation and shows them how to clarify purpose, integrate practices, and lead people. Named one of the 40 most important frameworks in the history of business, it has been studied and tested in organizations for more than 25 years. Currently used by hundreds of firms around the world, the Competing Values Framework serves as a map, an organizing mechanism, a sense-making device, a source of new ideas, and a learning system. This accessible resource will be of great use to organizational scholars interested in the concepts of value creation, organizational effectiveness, and competing values; to leaders and managers interested in enhancing and creating value in their organizations; and to change agents and consultants who use the Competing Values Framework as part of their intervention strategies or who are looking to help improve organizations. This book examines the dynamics of the sociocultural processes inherent in mergers and acquisitions, and draws implications for post-merger integration management.

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