

Table of Contents

Overview of the Book.....	1
International Mergers and Acquisitions: The Issues and Challenges.....	5
<i>Sue Cartwright</i>	
1 Introduction	5
2 The Cultural Lens	8
3 Research Implications: The Way Forward.....	12
4 Summary.....	14
References	14
Different Approaches to the Understanding of Culture in Mergers and Acquisitions	17
<i>Martine Cardel Gertsen, Anne-Marie Söderberg, and Jens Erik Torp</i>	
1 An Increased Focus on Culture	17
2 Different Concepts of Culture.....	21
2.1 The Classic Concept of Culture.....	21
2.1.1 Malekzadeh and Nahavandi: Preferred Types of Adaptation Process	23
2.1.2 Cartwright and Cooper's Model of Cultural Fit.....	24
2.1.3 Forstmann's Methodology for Preliminary Culture Analysis	28
2.1.4 Larsson: Culture Clashes and Synergy.....	29
2.2 The Social Constructivist Concept of Culture	32
2.2.1 Kleppesø: Constructing Social Identity.....	32
3 Concluding Remarks.....	35
References	37

Cultural Awareness and National versus Corporate Barriers to Acculturation	39
<i>Rikard Larsson and Anette Risberg</i>	
1 Cultural Clashes and Acculturation in M&A Research	41
2 Cross-cultural Aspects of International M&A	43
3 Methodology	45
4 Results	47
5 Discussion: Cultural Awareness and Communication	49
6 Conclusions	52
Notes	53
References	53
 Managing Cultural Differences in Cross-cultural Mergers and Acquisitions	 57
<i>Stephan Forstmann</i>	
1 Introduction	57
2 Assumptions	58
3 Measuring Cultural Differences in (International) M&A — Introduction	59
4 Implications of Cultural Differences in International M&A	60
5 Evaluating Cultural Differences	64
5.1 Introduction	64
5.2 Results of the Empirical Study	66
5.2.1 Determination of Cultural Differences	66
5.2.2 Relationship between Cultural Differences and Problems of Integration	70
5.3 Conclusions of the Empirical Study	72
6 Managing Cultural Differences	73
7 Summary and Conclusions	78
Notes	79
References	81
 A Cross-national Assessment of Acculturative Stress in Recent European Mergers	 85
<i>Philippe Very, Michael Lubatkin, and Roland Calori</i>	
1 Determinants of Acculturative Stress and Attraction	86
1.1 Nations and National Culture	86
1.2 Organizational Culture, Social Movements, and Procedural Justice	90

2	Performance Implications of Acculturation Stress	92
3	Methodology	93
3.1	Data.....	93
3.2	Measures.....	94
3.3	Other Influences on Performance.....	95
3.4	Interrater Reliability	97
4	Results	97
5	Discussion and Conclusion	103
	Appendix.....	105
	Notes.....	106
	References	108

Leadership and Culture in Transnational Strategic Alliances 111
Ali R. Malekzadeh and Afsaneh Nahavandi

1	Strategic Leadership and Organizational Culture	112
1.1	National Culture as a Central Determinant of Strategic Leadership Type	115
2	Strategic Motives and Implementation in Transnational Alliances....	118
2.1	Merger Motives.....	118
2.2	Implementation of Transnational Mergers	119
3	The Acculturation Continuum: A Dynamic Process	121
3.1	Acculturation Options in Transnational Alliances	121
3.2	The Dynamic Acculturation Continuum.....	122
4	Conclusion and Future Directions.....	124
	References	125

Hungarian Culture and Management Issues within
 Foreign-owned Hungarian Production Companies 129
Susan Berry Baca

1	Introduction	129
2	Cultural Theory and Enterprise Transitions	132
2.1	Meanings of "Culture"	132
2.2	Applicability.....	133
2.3	"Organizational Culture" versus "National Culture"	136
3	Method for Identifying Possible "Cultural Dysjunctures"	138
4	Company Issues from Empirical Research.....	140
5	Establishing Degrees of "Cultural Loading"	142
6	Summary.....	145
	References	145

A Quest for Social Identity — The Pragmatics of Communication in Mergers and Acquisitions	147
<i>Stein Kleppestø</i>	
1 Introduction	147
2 A Quest for Identity	149
3 Communication: The Creation of Identities	151
4 Conversations: Two Studies	154
4.1 Swedish Ordnance	154
4.2 Brooks	158
5 Discussion and Comparison	161
Notes	165
References	165
 Foreign Acquisitions in Denmark: Cultural and Communicative Dimensions	 167
<i>Martine Cardel Gertsen and Anne-Marie Søderberg</i>	
1 Foreign Acquisitions in Denmark	167
2 Approaches to Cultural Analysis	169
3 National Differences: Empirical Findings	171
4 Organizational Differences: Empirical Findings	179
5 The Integration Process as a Communication Process	184
6 Perspectives: Developing Communicative and Intercultural Competence	191
Notes	194
References	195
 List of Contributors	 197
 Index	 199