



# Mergers & Acquisitions: Successful in managing integration processes

*Raphael König*

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## **Mergers & Acquisitions: Successful in managing integration processes** Raphael König

MA-Thesis / Master, die am 15.12.2002 erfolgreich an einer Universität in Großbritannien im Fachbereich International Business eingereicht wurde. 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 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. Table of Contents: |Acknowledgement|I |Abstract|II |Table of Contents|III |Illustrations|V |List of Appendices|VI 1.|Introduction|1 2.|Research structure|4 2.1|Aims of research|4 2.2|Usefulness of the study|4 2.3|Research objectives|5 3.|Methodology|6 3.1|Research methods|6 3.2|Data collection and analysis

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