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This gap is filled admirably by *Managing Acquisitions: Creating Value through Corporate Renewal*, by Philippe C. Haspeslagh and David B. Jemison. In the authors' view, corporate acquisitions are intended to de-velop organizational capabilities, which can be created only through careful management of the acquisition

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process. They focus on the process

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Acquisitions that provide new knowledge to the acquiring firm that
can be used to enhance its competitive position often create value.
For example, the knowledge gained from acquisitions can...

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David King, Hema Krishnan, Marianna Makri, Mario Schijven,
Katsuhiko Shimizu, Hong Zhu DOI:

10.1093/acprof:oso/9780199601462.003.0004 Abstract and
Keywords Mergers and acquisitions have been a popular strategy,
but the research suggests that acquiring firms create little or no
value.

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Based on eight years of research at 20 companies involved in 30 mergers or acquisitions in the United States, Europe and Asia, this book argues that too much attention is paid to takeover strategies and not enough to developing resources after they have been acquired. This book aims to redress this balance by devoting as much space to the issues that arise after an acquisition or takeover as to the measures needed to pull off the initial business coup.

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

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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.

How should you grow your organization? It ' s one of the most challenging questions an executive team faces—and the wrong answer can break your firm. The problem is most firms ' growth strategies emphasize just one type of growth—some focus on organic growth, others on M&A. When these strategies falter, the common response is simply to try harder—but firms falling into this “ implementation trap ” usually end up losing out to a competitor whose approach is more inclusive. So where do you start? By asking

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the right questions, argue INSEAD ' s Laurence Capron and coauthor Will Mitchell, of the Rotman School of Management at the University of Toronto and Duke University ' s Fuqua School of Business. Drawing on decades of research and teaching, Capron and Mitchell find that a firm ' s aptitude for determining the best resource pathways for growth has a defining impact on its success. They ' ve come up with a helpful framework, reflecting practices of a variety of successful global organizations, to determine which path is best for yours. The resource pathways framework is built around three strategic questions:

- **BUILD:** Are your existing internal resources relevant for developing the new resources that you have targeted for growth?
- **BORROW:** Could you obtain the targeted resources via an effective relationship with a resource partner?
- **BUY:** Do you need broad and deep relationships with your resource

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provider? Written for large multinationals and emerging firms alike, Build, Borrow, or Buy will help solve a perennial question and will guide you through change while priming your organization for optimal growth.

Strategy is often the capstone class in a business education - dealing with the big questions of what companies decide to do - innovate, diversify, acquire or even to employ a range of these strategies. Benefitting from an international author team, the latest edition of this textbook stands out in its global perspective. With an emphasis on value creation, integration of financial considerations alongside coverage of areas that are often missed in competitor texts, such as financial implications for strategy, corporate governance and business ethics. The book also integrates a wide range of in-depth

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case studies, including Siemens AG, Intel, the Volkswagen Group, PerkinElmer and the Tata Group. Supplemented by a wide range of cutting edge online case studies and other internet resources, this text will provide students and their instructors with everything they need to succeed in this tough environment.

In a business climate marked by escalating global competition and industry disruption, successful mergers and acquisitions are increasingly vital to the growth and profitability of many corporations. If history is any guide, 60 to 70 per cent of new mergers will fail – and will destroy shareholder value. To date, analyses of the M&A failure rate tend to focus on individual causes – e.g., culture clashes, valuation methods, or CEO overconfidence – rather than examining the problem holistically. The Value

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Killers is the first book based on a holistic analysis of successful and unsuccessful transactions. Based on research, interviews with top executives, and case studies, this book identifies the key causes of failures and successes and offers prescriptions to increase the odds that future transactions will deliver all the anticipated synergies. The Value Killers offers practical advice in the form of 5 Golden Rules. These rules will help managers and boards to ensure that target companies are properly valued; potential synergies and risks are identified in advance; checks and balances are installed to make sure that the pros and cons of the transaction are rationally and objectively evaluated; mechanisms are created that will trigger termination of bad deals; and obstacles to successful post-merger integrations are assessed (and solutions developed) before the deal closes. Each chapter includes questions for executives considering

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future M&As to allow them to see whether they are on the right track or not.

This book examines the dynamics of the sociocultural processes inherent in mergers and acquisitions, and draws implications for post-merger integration management.

The most up-to-date guide on making the right capital restructuring moves *The Art of Capital Restructuring* provides a fresh look at the current state of mergers, acquisitions, and corporate restructuring around the world. The dynamic nature of M&As requires an evolving understanding of the field, and this book considers several different forms of physical restructuring such as divestitures as well as financial restructuring, which refers to alterations in the capital

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structure of the firm. The Art of Capital Restructuring not only explains the financial aspects of these transactions but also examines legal, regulatory, tax, ethical, social, and behavioral considerations. In addition to this timely information, coverage also includes discussion of basic concepts, motives, strategies, and techniques as well as their application to increasingly complex, real-world situations. Emphasizes best practices that lead to M&A success Contains important and relevant research studies based on recent developments in the field Comprised of contributed chapters from both experienced professionals and academics, offering a variety of perspectives and a rich interplay of ideas Skillfully blending theory with practice, this book will put you in a better position to make the right decisions with regard to capital restructuring in today's dynamic business world.

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An accessible guide to the essential issues of corporate finance While you can find numerous books focused on the topic of corporate finance, few offer the type of information managers need to help them make important decisions day in and day out. Value explores the core of corporate finance without getting bogged down in numbers and is intended to give managers an accessible guide to both the foundations and applications of corporate finance. Filled with in-depth insights from experts at McKinsey & Company, this reliable resource takes a much more qualitative approach to what the authors consider a lost art. Discusses the four foundational principles of corporate finance Effectively applies the theory of value creation to our economy Examines ways to maintain and grow value through mergers, acquisitions, and portfolio management

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Addresses how to ensure your company has the right governance, performance measurement, and internal discussions to encourage value-creating decisions A perfect companion to the Fifth Edition of Valuation, this book will put the various issues associated with corporate finance in perspective.

Mergers and acquisitions require diligent planning and are extremely hard work -- you can ' t get better just by getting bigger! Businesses must run effectively before they are expanded through acquisition. Using a compelling story format featuring a cast of characters, The "Grow or Die" Ultimatum: Creating Value Through Acquisition and Blended, Long-Term Improvement Formulas provides a guide through the steps that optimize your current business before finalizing a new acquisition and covers

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acquisition criteria, including communications, establishing a high performance culture, selecting an mergers and acquisitions broker, strategic planning, project planning, screening the potential acquisitions, the due diligence process, business integration, team building, problem solving techniques, training the trainer, theory of constraints, and the ongoing management and control of the new expanded business entity. All of the techniques introduced in this book can be used in any company and in any industry. These same tools that we use in the preparatory phase while optimizing our current business including Lean, Six Sigma and Theory of Constraints become the catalyst that will maximize business growth, cash flow, and net profits for the expanded business in the long term. They are transferrable and form an integral part of "the glue" that holds the newly acquired company and the core business

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together. This book focuses on a parallel approach that ensures both successful acquisitions are strategic and cultural fits, which meet all synergy goals while at the same time optimizing and growing the current business.

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 expert in M&A management, strategic

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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

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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.

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