

Index

- Absorptive capacity mechanism, 34
- Academic database, 20
- Acquirer
 - autonomy preservation approach, 63
 - premature jocularity, 63
- Acquisitions, 2, 157
 - addressing information
 - asymmetries after acquisition announcement, 9–11
 - addressing information
 - asymmetries before acquisition announcement, 7–9
 - of assembly, 60–62
 - decision-making process, 86
 - information asymmetries in, 3–5
 - of mechanic, 55–60
 - process, 3, 52, 61, 81, 156, 170
- Advisors
 - types of, 72–73
 - value of, 72
- All-round communication programs, 43–44, 47
- Alliances, 8, 84–86
- Anti-identity, 56
- Arguments, 117
- Arm's-length ties, 3, 9–10
- Assembly deal, 61
- Association of Business Schools (ABS), 159
 - top-quartile ranked by, 176–177
- Auction process, 72
- Authentic consultation, 127
- Autonomy preservation approach, 52, 60

- Baby boomers, 68
- Benevolence-based trust, 45

- Blueprint mentality, 143
- Board interlocks, 9
- Boolean operators, 158–159
- Boundary spanning mechanism, 34
- Business brokers, 72

- Cardinal Health's acquisition of Cordis, 2
- Case study of entrepreneurial mechatronics company, 53
- Chinese acquirers, 46, 48
 - turnover of key skilled workers at, 44–45
- Chinese CBMAs
 - in Germany, 35
 - integration, 46
- Chinese Cross-Border M&A integration
 - all-round communication programs, 43–44
 - case design, 35–36
 - communication and knowledge transfer, 34
 - competence-based trust, 45–46
 - data collection and analysis, 36
 - employee turnover and knowledge transfer, 34
 - key findings, 36
 - knowledge transfer in CBMAs, 33
 - methods, 35
 - theoretical background, 33
 - trust and knowledge transfer, 34–35
 - turnover of key skilled workers at Chinese acquirers, 44–45
 - two-way knowledge transfer, 42–43
- Chinese knowledge, 47
 - seekers, 47
- Chinese strategic investors, 32–33, 35

- CHIP (semiconductor company), 52
 Circumplex model, 162, 165
 integrating circumplex model of
 emotions, 167–168
 Coevolution, 104
 Collegial ties, 6
 Communication, 32
 and knowledge transfer, 34
 Competence-based trust, 35,
 45–47
 Complementary knowledge
 transferred for overseas
 synergies realization, 43
 Consolidation, 70
 Constructionism, 115–116
 Content analysis, 107
 Contexts, 115
 Cooperative competence mechanism,
 34
 Corporate firms, 132
 Corporate social responsibility (CSR),
 8, 21, 23–24
 Corporate venture capital (CVC), 86
 investments, 84
 investors, 84
 Cross-border M&As, 21
 Cultural integration, 92, 98

 Data collection, 135–136
 Databases, 158
 Deal duration, 22
 Deal execution, 139
 Deal valuation, 21
 Decision-making process, 141
 Demographic group, 68
 Dilemma, 126
 Dilemma of stake, 114
 approaching urgency in merger
 integration as, 115–117
 Diligence, 7
 Divested units, 53
 Divestitures, 64
 processes, 52
 Dominant logic mechanism, 34
 Due diligence process, 21

 EBSCO Discovery Services, 158
 Educational activity ties, 9
 Electric units, 57
 Email networks, 106
 Embedded ties, 5
 Emotions, integrating circumplex
 model of, 167–168
 Employees, 99
 attitudes and behaviors, 96, 107
 frustration, 103
 health, 101
 perceptions, 94
 reactions to merger processes,
 97–98
 turnover and knowledge transfer,
 34
 Environment, social, and governance
 (ESG), 21, 23
 ESG-motivated deals, 27
 Equity-based strategic alliances, 5

 Family ties, 9
 Firms, moderating role of reputation
 of partners affiliated with,
 84–85
 Foreign direct investment (FDI), 32
 Formal embedded ties, 7–8, 10

 Generalizability, 150
 Gioia method, 53
 “Go Slow”, 117
 joke on speed of integration at
 change team meeting, 117
 Grief cycle, 119
 Grieving process, 119
 Gross domestic product (GDP), 68
 Grounded theory approach,
 132, 135
 Group Z (company), 36, 39, 43
 training programs at, 45

 Heavy socialization mechanism, 34
 Human practices policies, 48
 Human resources (HR), 33
 management, 163

- Incentivization, 134, 140–141
- Individual agency, 103
- Informal social ties, 9
- Informal ties, 6
- Information asymmetries, 2, 6, 11, 78
 - in acquisitions, 3–5
 - addressing information
 - asymmetries after acquisition announcement, 9–11
 - addressing information asymmetries before acquisition announcement, 7–9
 - contextual conditions affecting, 4–5
 - problem of, 80
 - social ties as tools to address, 5–6
 - typology of social ties-based solutions to, 6
- Information economics
 - literature, 80
 - theory, 78
- Information symmetries, 78
- Informativities, 9
- Integration, 4
 - plans, 9
 - process, 116, 127
- Integrative work approach, 138, 143, 146
 - holistic responsibilities, 143–144
 - market research, 144
 - relationship management, 144
- Intensive communication
 - policies, 44
- Intensive communication programs, 44, 48
- Inter-firm relationships, 79, 84
- Inter-organizational arrangements, 8
- Internal rate of return (IRR), 139
- Internal stakeholders, 118
- International acquisitions, 5
- Inter-organizational relationships
 - choice of target firm, 81–82
 - conditions affecting value of signals, 82–85
 - directions for future research, 85–86
 - of firms, 81
 - M&A performance and potential to draw on signaling theory, 85
 - matter, 78–80
 - moderating role of being start-up firm, 83–84
 - moderating role of reputation of partners affiliated with firms, 84–85
 - signaling theory, 80–81
- Investment bankers, 73
- Investment hypothesis, 144
- Investment professionals, 141
- Johnson & Johnson (J&J), 2
- Joint ventures (JV), 33
 - dominant transfer of product-related knowledge through, 42
- Journal Impact Factor (Journal IF), 159
- Knowledge sharing, 46
- Knowledge transfer
 - in CBMAs, 33
 - communication and, 34
 - employee turnover and, 34
 - process, 33, 46–47
 - trust and, 34–35
- Leader–member–exchange (LMX), 103
- Leisure activity ties, 9
- Light-touch integration approach, 33
- Linguistic inquiry and word count (LIWC), 107
- Longitudinal network analysis
 - techniques, 105
- Lower–Middle Market M&A
 - in practice, 74–75
 - process, leadership, and statistics, 70–72
 - research background, 68–69
 - seller motivation, 69–70

- types of advisors, 72–73
- value of advisor, 72
- Machine-learning technique, 25
- Macro focus group interview, 119
- Managing directors (MDs), 36
- Mapping agenda for future research, 125–127
- Market failure, 2, 11
- Mechanic
 - acquisition, 55–60
 - deal, 61
 - interviewees, 56
 - management, 56
 - unit, 55
- Merger appropriateness, 95
- Merger context, 127
- Merger implementation process, 99
- Merger integration
 - approaching urgency in merger integration as “dilemma of stake”, 115–117
 - contextualizing urgency in, 122
 - external context, 123
 - internal context and forms of integration, 122–123
 - political imperatives, 124–125
 - public sector processes, 123–124 and speed, 114
- Merger process, 99, 116
- Mergers and acquisitions (M&A), 20, 64, 81, 92, 104, 131
 - advisors, 73
 - directions for future studies, 27–28
 - failure 134
 - literature, 156
 - methodology of literature review, 20–21
 - performance and potential to draw on signaling theory, 85
 - performance determinants, 133
 - positioning M&A research for success, 169–170
 - post-M&A phase, 20
 - pre-M&A phase, 20
 - process, 68, 149
 - research, 78
 - scholars, 133
 - sustainability in post-M&A Phase, 24–26
 - sustainability in pre-M&A phase, 21–24
 - transactions, 68
- Method of payment, 22–23
- Methodological approach, 157
- Micro-foundations (MF), 156
 - change acceptance, 165–166
 - change disengagement, 163–165
 - change proactivity, 166–167
 - change resistance, 165
 - findings, 161
 - integrating circumplex model of emotions, 167–168
 - knowledge depth and breadth, 170
 - methodology, 158–161
 - need to explore positive emotions, 168–169
 - positioning M&A research for success, 169–170
- Money-on-money multiple (MoM), 139
- Multi-phased approach, 158–159, 165–166
- Multi-phased search approach, 158
- Multinational companies, 53
- National Center for the Middle Market, 70
- “Need for Speed”, 119–122
- Network mechanisms of contagion and convergence, 99
- Network patterning, 104
- New Zealand public sector, 116
- Operational systems, 116
- Organizational attachment, 100
- Organizational citizenship behavior (OCB), 102
- Organizational climate and norms, 103

- Organizational collegial ties, 6
- Organizational commitment, 100
- Organizational failure, 2
 - sources, 3
- Organizational identification, 100
- Organizational learning literature, 79
- Organizational phenomena, 28
- Organizational set-up, 140
 - decision-making, 141
 - incentivization, 140–141
 - interdependencies, 141
- Organizational silence, 98
- Organizational turmoil, 104
- Organizations, 100
- Original to Mechanic, 58–59
- Original unit, 55

- Paradox, 126
- Perceived M&A performance, 138, 145
 - deal execution, 139–140
 - financial return, 139
 - realized value creation, 139
- Perceived organizational support (POS), 101
- Personal connections, 9
- Personal valence expectations, 94
- Positive emotions, need to explore, 168–169
- Post-acquisition integration process, 32, 34, 52
- Post-merger integration (PMI), 92, 99, 103
 - avenues for social network research in merger outcomes stage, 101–102
 - avenues for social network research in merger processes stage, 99–100
 - avenues for social network research in pre-merger stage, 95–97
 - conditions, 93–94
 - employee reactions to merger processes, 97–98
 - expectations, 94–95
 - future research directions, 102–105
 - merger outcomes, 100–101
 - practical advice on data collection, 106–107
- Post-M&A phase
 - impact of M&As on sustainability, 25–26
 - post-M&A operating performance, 25
 - sustainability orientation in post-M&A, 24
 - sustainability role in, 24
- Pre-merger organization status, 94
- Precis (entrepreneurial mechatronics company), 52
 - case, 62
 - scaling-up Precis, 53
- Pre-M&A phase
 - deal duration, 22
 - deal valuation, 21–22
 - due diligence, 21
 - method of payment, 22–23
 - stock market reactions, 23–24
 - sustainability role in, 21
- Principal-agent theory, 148
- Private equity (PE), 70
 - data analysis, 137
 - data collection, 135–136
 - developing emergent theoretical model, 145–147
 - findings, 137
 - implications for practice, 149–150
 - integrative work approach, 143–144
 - investment, 133–134
 - investors, 139
 - limitations and future research opportunities, 150
 - M&A Performance, 133
 - methods, 135
 - organizational set-up, 140–141
 - perceived M&A performance, 138–140
 - private equity investment, 133–134
 - professional identity, 142–143
 - professionals, 147

- research design 135
 - theoretical background, 133
 - theoretical implications, 148–149
 - transactions, 134
- Proactivity themes, 166
- Process statistics, 68
- Product-related knowledge through
 - JV, dominant transfer of, 42
- Professional identity, 142
 - critical view, 142–143
 - excellence, 142
 - mindset, 143
- Public sector
 - managing mergers in, 123
 - processes, 123–124
- R&D alliances, 86
- Radar, 60
- Relational disconnection, 57, 60
- Relationship management, 146
- Reputation of partners affiliated with
 - firms, moderating role of, 84–85
- Researchers, 106
- Risk mitigation approach, 167
- Scaling–up Precise, 53
 - data collection and analysis, 53–55
- Scholars, 27
- Scopus, 158
- Second-order themes, 137
- Seller's experience, 68
- Selling
 - company industries, 69
 - process, 73
- Sentiment analysis on emails, 107
- Signaling mechanism, 80–82, 85
- Signaling theory, 80–81
 - M&A performance and potential to draw on, 85
- Signals, conditions affecting value of, 82
- Social and governance performance, 22
- Social capital literature, 79
- Social community mechanism, 34
- Social integration, 98
- Social investment, 21
- Social networks, 92, 96
 - analysis, 92
 - avenues for social network research
 - in merger outcomes stage, 101–102
 - avenues for social network research
 - in merger processes stage, 99–100
 - avenues for social network research
 - in pre-merger stage, 95–97
 - integration, 92
 - perspective, 102
 - researchers, 106
 - studies on PMI, 107
- Social performance, 21
- Social ties, 3
 - contextual conditions affecting
 - information asymmetries, 4–5
 - information asymmetries in
 - acquisitions, 3–5
 - managerial considerations, 11–12
 - research implications, 12
 - theoretical background, 3
 - as tools to address information
 - asymmetries, 5–6
 - typology of social ties-based
 - solutions to information
 - asymmetries, 6–11
- Socially responsible investing (SRI), 23
- Special ties, 6
- Speed of integration at change team
 - meeting, joke on, 117
- Stakeholders, 8, 11, 127
- Star module, 62
- Star Project*, 61
- Start-up firm, moderating role of
 - being, 83–84
- Stochastic Actor-Oriented Model (SAOM), 105

- Stock market reactions, 23–24
- Strategic disconnection process, 61
- Strategic management
 - literature, 78
 - perspective of strategic management theories, 78–80
- Sustainability, 20
 - proxy of, 22
 - role in post-M&A Phase, 24–26
 - role in pre-M&A phase, 21–24
- Synergy, 85
- Temporal Exponential Random Graph Model (TERGM), 105
- Thematic analysis, 36
- Thomson Reuters Corporate Responsibility Ratings (TRCRR), 27
- Transitional agreements (TSAs), 63
- Triadic process, 64
 - acquisition of assembly, 60–62
 - acquisition of mechanic, 55–60
 - scaling-up Precip, 53
- Trust and knowledge transfer, 34–35
- Trustworthiness, 34
- Turnover of skilled workers, 44
 - at Chinese knowledge seekers, 47
- Two-way knowledge transfer, 42–43
 - complementary knowledge transferred for overseas synergies realization, 43
 - dominant transfer of product-related knowledge through JV, 42
- Uncertainty, 120
- Urgency, 126
 - approaching urgency in merger integration as “dilemma of stake”, 115–117
 - arguments, 117–125
 - contextualizing urgency in merger integration, 122
 - of integration, 116
 - mapping agenda for future research, 125–127
 - merger integration and speed, 114
- US firms, 23
- US middle market, 68
- Web of Science, 158
- Wu Wei paradigm. *See* Light-touch integration approach