



Strategic Alliances, Mergers and Acquisitions

The Influence of Culture on Successful Cooperation

Edited by **Jan Ulijn**, Open University and Eindhoven University of Technology, the Netherlands, **Geert Duysters**, Eindhoven University of Technology, Tilburg University and UNU-MERIT, the Netherlands and **Elise Meijer**, Eindhoven University of Technology, The Netherlands

'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*

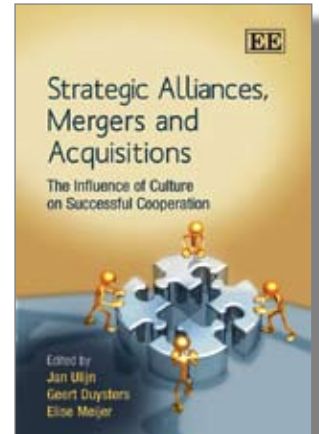
This unique book focuses on the link between different types of culture (national, corporate, professional) and the success of strategic alliances, mergers and acquisitions.

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.

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