

1. Record Nr.	UNINA9910462670603321
Titolo	Mergers and acquisitions : the critical role of stakeholders // edited by Helen Anderson, Virpi Havila, and Fredrik Nilsson
Pubbl/distr/stampa	New York : , : Routledge, , 2013
ISBN	0-203-11137-0 1-283-84476-1 1-136-27841-9
Descrizione fisica	1 online resource (293 p.)
Collana	Routledge advances in management and business studies ; ; 52
Altri autori (Persone)	AndersonHelen HavilaVirpi NilssonFredrik
Disciplina	338.8/3
Soggetti	Consolidation and merger of corporations Social responsibility of business Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Mergers and Acquisitions; Title Page; Copyright Page; Table of Contents; List of Figures; List of Tables; Acknowledgments; 1 A Stakeholder Approach to Mergers and Acquisitions; PART I Shareholders and Top Managers; 2 The Growing Importance of Corporate Social Responsibility in Mergers and Acquisitions; 3 Top Managers as Stakeholders: Their Motives and Sense-Making in a 'Hostile' Merger and Acquisition Process; PART II Middle Managers and Employees 4 The Arranged Marriage Syndrome: Challenges to Subsidiary Managers during the Integration Process between Two Merging Multinational Companies 5 Internal Legitimacy for Change in Mergers and Acquisitions; 6 The Internal Auditor's Involvement in Acquisitions; 7 When the Integration of Management Control Systems Is at Stake: Experience from the Car Industry; PART III Suppliers and Customers; 8 Managing the Influence of External Competitive Change during Integration; 9 Supplier Relationships at Stake in Mergers and Acquisitions 10 Why Do Customers Dissolve Their Business Relationships with the

Acquired Party Following an Acquisition?PART IV Public Bodies, Other Parties of Public Interest, and Scholars; 11 Mergers in Central Government: Role Ambiguities and Blame-Avoidance; 12 Bank Mergers in Sweden: The Interplay between Bank Owners, Bank Management, and the State, 1910-2009; 13 The Stake of High Failure Rates in Mergers and Acquisitions; EPILOGUE; 14 Reflection on the Critical Role of Stakeholders in Mergers and Acquisitions; List of Contributors; Index

Sommario/riassunto

A merger or acquisition is usually a challenging endeavor with a single ultimate aim: to create value for the owner. However, stakeholder theory shows how such a narrow and one-sided focus is detrimental to value-creation in general - not only for other stakeholders within and outside the organization, but also for the owner. Especially in a merger or an acquisition, it is evident that there are many groups and individuals who have a stake in the success or failure of a business. So far, the overwhelming majority of research in the field of mergers and acquisitions has focused
