



COS

CENTRE FOR ORGANISATIONAL STUDIES

Foundation José M. de Anzizu

CENTRO DE ESTUDIOS SOBRE LAS ORGANIZACIONES

Fundación José M. de Anzizu

NEWSLETTER N.º 3 — March 1990

This Newsletter is concerned only with the publication of our Working Document N.º 1, the result of the I Round Table on Mergers and Acquisitions which took place in Barcelona in June, 1989. Newsletter N.º 4, with more detailed information of our activities during 1990, will be sent within a few months.

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We are pleased to announce the publication of our *Working Document N.º 1* entitled:

MERGERS AND ACQUISITIONS: ORGANISATIONAL AND CULTURAL ISSUES

During the months previous to and following the I Round Table (June 1989) COS, with the collaboration of the chairman, Professor Edgar Schein, has been selecting the best articles concerning the organisational and cultural aspects of mergers and acquisitions. Once permission had been obtained to reprint these articles, they were included in a publication of some 140 pages together with the original articles of PROF. SCHEIN (*Mergers and Acquisitions: Some Critical Issues for CEO's*) and JANE SALK (*The COS Round-table Discussion on Mergers and Acquisitions: A Meeting of Perspectives*), both of which were written following the conclusion of the Round Table.

«*Managing the Successful Acquisition - A People Question*» by JOHN HUNT (1988), and «*Corporate Acquisitions — A Process Perspective*» by JEMISON and SITKIN (1986), are based on recent research of real cases of mergers and acquisitions and give a theoretical overview with some useful models. They also provide a good reading list. «*Acquiring without Smothering*» by MYRON MAGNET (1984), and «*Takeover — A Tale of Loss, Change and Growth*» by DWIGHT HARSHBARGER (1987), both give accounts of real cases which raise practical issues of especial interest for those executives who are planning or are presently in the midst of a merger or acquisition. «*Machiavelli*» and «*Alexander*» from «*Lessons in Leadership from Homer to Hemingway*» by CLEMENS and MAYER (1987), give an interesting historical perspective and provide ideas which might be applicable even today. Finally «*Blending Corporate Families - Management and Organization Development in a Postmerger Environment*» by FULMER and GILKEY (1988), and «*Executive Actions for Managing Human Resources Before and After Acquisition*» by SCHWEIGER, IVANCEVICH and POWER (1987), explore the organisational and human resource implications and describe approaches to managing the integration phase of any merger or acquisition process.

This collection of articles forms the first COS Working Document. We are already preparing a second Round Table for 1990, again on Mergers and Acquisitions. This time however, the approach will be aligned more with real cases and thereby be structured toward a more practical focus. It will take place in Louvain, Belgium, and be chaired by Leopold Vansina. As with the I Round Table, we shall publish a follow-up Working Document.

Our document, published and distributed by Edicions de Gestió 2.000, is available in both English (the original) and Spanish. The price of each is 3.000 pesetas or US \$30.

Those who are on the COS mailing list and therefore receive this Newsletter can obtain the publication directly from our office with a special 20 % discount. It is necessary only to fill out the enclosed form and send it to our address.

We trust that this first publication of COS will be of use to managers, consultants and professors who are interested in the topic. At the same time, we would welcome suggestions and ideas for possible improvements in our future publications.

Barcelona, March 1990