Contents

	Preface	IX
	Acknowledgments	xiii
1	Introduction: The Forgotten Side of Mergers	1
Part I	The Foundations	
2	Culture in Mergers	9
3	Corporate Strategies in Mergers	25
4	Merging of Structures	43
Part II	Acculturation	
5	How to Combine Two Organizations	59
6	Leadership	77
Part III	Four Composite Case Studies	
7	Managing Assimilation	97
8	Managing Integration	113
9	Managing Separation	129
10	Preventing Deculturation	145

	٠	٠	٠	
1/	1	1	1	

Contents

11	Conclusion: Summary and a Look at the Future	163
	Bibliography	173
	Index	177