

**International Human Resource Management
Coursework Assignment (100%)**

Q. Critically analyse some of the HR implications that are likely to arise from a cross-border merger/acquisition of a multinational enterprise (of your choice) as a result of firms from different business systems joining together.

Instructions:

- Choose a multinational firm that has undergone a merger/acquisition (M/A).
- At the start of your essay you should provide background information about your chosen MNE (in a table format). This should include both pre-merger information such as the names and home countries of the two (or more) original firms that merged, date of the merger/acquisition (M/A), reason(s) for the M/A as well as post-merger information such as location of the headquarters (corporate and regional), age of the MNE, size of the MNE, international presence/spread of subsidiaries, industry/sector, products/services offered, key competitors etc.
- This assessment requires engaging with both academic and non-academic materials (see point below).
- In terms of research and background reading you are recommended to take a three-pronged approach: i) read existing IHRM academic literature on the HR implications of cross-border mergers and acquisitions (see reading list below), ii) read academic literature on the different business systems from which the firms (that eventually merged) originated, and iii) gather empirical data on your chosen MNE (see point below).
- When gathering data on your chosen MNE you may draw on alternative (non-academic) sources such as corporate/company websites, consultancy reports, market research reports, newspaper articles (for example, the FT/Bloomberg /Newsweek/ Economist), published interviews with executives and entrepreneurs, and industry reports.
- Please keep your critical analysis focused on HR policies and practices at all times.
- Throughout your essay link your critical analysis and general theoretical arguments to your chosen MNE.
- Please offer higher quality, deeper critical analysis for a few issues (a maximum of 2-4 HR issues are recommended) rather than discussing a lot of issues in not enough detail.
- You can choose to focus on **any** HR issues either inspired by some of the topics covered in our module (for example, international assignments, transfer of practices, training and development, employee voice etc.) or generated from your own reading of IHRM literature on cross-border mergers and acquisitions.
- Please do not exceed the **3000-word** limit (excluding bibliography). This word limit includes MNE information offered at the start of the assignment in table format.

Guidance session: Week 7, 16th of November 2023

Submission date: 14th of December 2023

General reading list on mergers & acquisitions¹:

Alimov, A. (2015). Labor market regulations and cross-border mergers and acquisitions. *Journal of International Business Studies*, 46(8), 984-1009.

Ferreira, M. P., Santos, J. C., de Almeida, M. I. R., & Reis, N. R. (2014). Mergers & acquisitions research: A bibliometric study of top strategy and international business journals, 1980–2010. *Journal of Business Research*, 67(12), 2550-2558².

Reuer, J. J., Shenkar, O., & Ragozzino, R. (2004). Mitigating risk in international mergers and acquisitions: the role of contingent payouts. *Journal of International Business Studies*, 35(1), 19-32.

Stahl, G. K., & Voigt, A. (2008). Do cultural differences matter in mergers and acquisitions? A tentative model and examination. *Organization science*, 19(1), 160-176.

Uddin, M., & Boateng, A. (2011). Explaining the trends in the UK cross-border mergers & acquisitions: An analysis of macro-economic factors. *International Business Review*, 20(5), 547-556.

Reading list for HR implications and mergers & acquisitions:

Aguilera, R. V., & Dencker, J. C. (2004). The role of human resource management in cross-border mergers and acquisitions. *The International Journal of Human Resource Management*, 15(8), 1355-1370.

Antila, E. M. (2006). The role of HR managers in international mergers and acquisitions: a multiple case study. *The International Journal of Human Resource Management*, 17(6), 999-1020.

Brueller, N. N., Carmeli, A., & Markman, G. D. (2018). Linking merger and acquisition strategies to postmerger integration: A configurational perspective of human resource management. *Journal of Management*, 44(5), 1793-1818.

Bryson, J. (2003). Managing HRM risk in a merger. *Employee relations*, Vol. 25 No. 1, pp. 14-30.

Liu, Y. et al (2021). Talent management and the HR function in cross-cultural mergers and acquisitions: The role and impact of bi-cultural identity. *Human Resource Management Review*, 31(3), 100744.

¹ These reading lists are only intended to serve as a starting point. Please do not limit yourself to just citing these sources in your assignment.

² This paper is specifically useful for its reference list which identifies a number of key works published on M/A in the last two decades.

Rodríguez-Sánchez, J. L., Ortiz-de-Urbina-Criado, M., & Mora-Valentín, E. M. (2019). Thinking about people in mergers and acquisitions processes. *International Journal of Manpower*, Vol. 40 No. 4, pp. 643-657.

Sarala, R. M., Vaara, E., & Junni, P. (2019). Beyond merger syndrome and cultural differences: New avenues for research on the “human side” of global mergers and acquisitions (M&As). *Journal of World Business*, 54(4), 307-321.

Tarba, S. Y., Cooke, F. L., Weber, Y., Ahlstrom, D., Cooper, C. L., & Collings, D. G. (2020). Mergers and acquisitions in the global context: The role of human resource management. *Journal of World Business*, 55(2), 101048.

Tian, A. Y., Ahammad, M. F., Tarba, S. Y., Pereira, V., Arslan, A., & Khan, Z. (2021). Investigating employee and organizational performance in a cross-border acquisition—A case of withdrawal behavior. *Human Resource Management*, 60(5), 753-769.

Zhou, A. J., Fey, C., & Yildiz, H. E. (2020). Fostering integration through HRM practices: An empirical examination of absorptive capacity and knowledge transfer in cross-border M&As. *Journal of World Business*, 55(2), 100947.