

AN INSIDER'S
ACCOUNT
OF THE
BAXTER
TRAVENOL-

STRATEGY OF A MEGAMERGER

AMERICAN
HOSPITAL
SUPPLY
COMBINATION
THOMAS G. CODY

Strategy Of A Megamerger

G Psacharopoulos



Strategy Of A Megamerger:

Strategy of a Megamerger Thomas G. Cody, 1992-08-24 This unique book tells the story in human as well as management and economic terms of what happened in the Baxter Travenol American Hospital Supply merger one of the major corporate mergers of the late 1980s The author who was a senior executive at Baxter Travenol when the merger occurred explores the definition of a strategic merger and presents practical data on the requirements to make a strategic merger successful Specifically he analyzes whether the new Baxter is more successful and more valuable than its two predecessor companies would have been on their own what actions were taken or failed to be taken to contribute to that end and what megamergers entail for executives industry and public policymakers Based on extraordinary access to Baxter's top management Cody offers a candid and comprehensive report on what went wrong and what went right and offers some significant lessons to other companies involved in their own merger activities After reviewing briefly the background of the two companies and the health care industry the author relates the events of the merger chronologically through the words and perceptions of the key participants He describes in detail the actual execution of the merger offering an unusual behind the scenes look at the organizational personnel compensation communications and control issues raised by the merger and its aftermath He looks at the real impact of the merger on employees and provides an invaluable case study of executive decision making under pressure Among the issues explored in depth are the conflicts of culture and management style between the two companies the reorganization process the impact of the merger on the changing health care environment and the choice of corporate name and identity Ideal as supplemental reading for courses in management and human resources this book is also an important resource for consultants and executives who seek an in depth balanced account of the corporate merger process in action

Enhancing Inter-Firm Networks & Interorganizational Strategies Anthony F. Buono, 2003-07-01 The focus of this volume is on the myriad dynamics associated with these interorganizational ventures Emphasis is placed on 1 understanding the nature of these different interorganizational forms and 2 ways to enhance their effectiveness creating and sustaining complex problem solving capabilities and collaborative tendencies in a multiorganizational environment While the orientation of many of the initiatives and interventions in this volume reflects a traditional organization development OD focus emphasis is placed on working across organizational interfaces attempting to create the capacity and systemic potential for greater interorganizational learning and performance rather than releasing human potential solely within an organization see e.g. Cummings 1984 Consultants and researchers in this realm thus focus on spanning organizations creating and modifying networks of participants that 1 have a stake in particular interorganizational outcomes and 2 depend on those inter firm relationships and networks to accomplish their goals

Megamergers Kenneth M. Davidson, 2003 This is a reprint of a previously published book It deals with why megamergers happen how they are done who the leading players are and what takeovers mean to business and government

Professional Identities Shirley Ardener, Fiona

Moore, 2007 In both professional and academic fields there is increasing interest in the way in which white collar workers engage with institutions and networks which are complex social constructions Covering a wide variety of countries and types of organization this volume examines the diverse ways in which individuals ethnic gender corporate and professional identities interact This book brings together fields often viewed in isolation ethnographies of groups traditionally studied by anthropologists in new organisational contexts and examinations of the role of identity in corporate life opening up new perspectives on central areas of contemporary human activity It will be of great interest to those concerned with practical management of institutions as well as those of us who find ourselves working within them The ASTD Reference Guide to Professional Human Resource Development Roles and Competencies William J. Rothwell, Henry J. Sredl, 1992

Management and International Review Niels G. Noorderhaven, 2013-06-29 units This can be seen as an indicator of the extent to which the MNC is capable of putting its corporate level resources to work on a global scale Becerra and Santal6 find that about ten percent of the variability of regional units is attributable to corporate effects The more internationalized the MNC is the stronger the corporate effect This suggests that the more internationalized MNCs are also more successful in integrating their international operations whether by employing worldwide home grown advantages or by spreading over the entire organization resources and capabilities developed by a particular subsidiary This integration within the MNC that can be assumed to be responsible for the stronger corporate effect in the more internationalized MNCs in Becerra and Santal6's sample is the focus of Mauri and Sambharya's paper These authors study the effect of global integration on the performance of the MNC operationalizing global integration as the inter area product flows within the multinational They find a non linear relation between global integration and MNC performance At low levels of global integration there is a negative relation with performance which turns positive at intermediate levels but negative again at very high levels of global integration Their explanation is that at very low and very high levels of integration the balance between the costs and benefits of global integration activities is negative *European Energy Industry Business Strategies* Atle

Midttun, 2001-04-20 Since the European Union's deregulation policy for electricity and energy suppliers was implemented new strategic configurations have emerged Traditional restraints of geographical limitations on energy companies have been partly removed the diversity at national regulatory and company level means that the European scene is one of a multiplicity of strategic configurations and developments whilst also being complex and segmented This book highlights the strategic and regulatory challenges of European deregulation with its main focus being on the business strategies within the emerging deregulated electricity markets various regulatory implications which are being raised in this new climate are discussed Some of the central strategic issues facing the electricity industry in its new competitive context are explored and reviewed with classical themes debated as a prelude to the following empirical investigation of actual business strategies pursued by the electricity and energy industries The main section of this work consists of 7 national case studies of business strategies which

also include one North and one South American case These were considered important inclusions as the North American companies are large investors in the European market whilst the European companies invest in the South American market The final chapter is a comparison and summary of the national patterns of market structures business strategies and regulatory styles with a brief look at some challenges to be faced in future

The American Economist, 1991 *Mega Mergers and Acquisitions* B. Kumar, 2012-11-14 A casebook that discusses all the mega mergers and acquisitions in terms of value that have happened in different industry sectors such as pharmacy technology telecommunications media and entertainment electrical and electronics energy finance consumer goods metals and automobile and airlines

The Practice of Behavioral Strategy T. K. Das, 2015-10-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along but were not adequately appreciated or brought together as a coherent sub field or as a distinct perspective of strategy This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship More importantly the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy In particular the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models dealing with all behavioral aspects significant practical problems of strategy formulation implementation and evaluation and emerging areas of inquiry The series will also include comprehensive empirical studies of selected segments of business economic industrial government and non profit activities with potential for wider application of behavioral strategy Through the ongoing release of focused topical titles this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy The Practice of Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy

research The 9 chapters in this volume cover a number of significant topics that speak to the practice perspectives on behavioral strategy covering diverse topics such as M A decision making in the high tech sector scenario thinking business modeling project based organizations fair trade market certification and the movie and insurance industries The chapters include empirical as well as conceptual treatments of the selected topics and collectively present a wide ranging review of the noteworthy research perspectives on the practice of behavioral strategy

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