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Abstract

Today's business world has seen a rapid increase in the amount of acquisition. A lot of research has been conducted in order to examine the success of acquisitions and at the moment there is no widely accepted consensus within the research literature whether they actually enhance performance. More and more often the reason for a failed acquisition have been identified as the management of people and organizational culture especially in the integration stage of the acquisition process. Unfortunately this stage seems also to be the most neglected one as it has been regarded as unimportant for the success of the acquisition in many cases. However, the question of managing of organizational culture during acquisition integration becomes even more important in the future when more and more companies buy first and foremost the knowledge and the skills of the acquired personnel.

The main objective of this research is to study the management of organizational culture in an integration stage of an acquisition process through one case study organization. Based on this objective it will be studied how successful the company has been in managing and implementing the new organizational culture during the acquisition integration stage. Additionally, the research will also look into the various dimensions of emerging organizational culture as well as examine possible differences in these dimensions between the management and employees of the organization. The research is based on a single case study organization and a survey which was used in order to collect quantitative information for the analysis of the research question. The emphasis of the research is on the organizational culture and integration stage of the acquisition process.

As a conclusion it can be stated that organizational culture can and should be managed during acquisition integration to support the best performance of the organization. Examination of the results showed that the case study organization's efforts in managing the culture during integration had been successful and especially dimensions such as organizational values, satisfaction and well-being and managerial work were well integrated. However, some dimensions of the organizational culture were not yet sufficiently integrated based on the feedback. This shows that the management of organizational culture is an extremely demanding task and requires a lot of conscious effort from the company management. The results also showed that the management's views on integration were in many respects more positive than that of the employees. This raises an interesting challenge in terms of integration process within these two personnel groups.

Key words	Organizational culture, acquisition, integration, change, management
Further information	