

Index

- Abraham, Rebecca 5
- Abrams, Dominic
discrimination 42
social identity 65, 68
social identity theory 32, 33, 34, 35
- acculturation
cultural integration and 22–3
- aggression *see* anger
- Ajzen, Icek 39
- Allport, Gordon W. 40
- Alvesson, Mats 67
- Anastasio, P. 44
- anger
announcement and 115
dismissal and 136
managerial communication and 120
media releases and public opinion and 121
merger syndrome and 27
positive and negative emotions and 111
rumour and 120–21
social identity theory and 36
- announcement
managerial communication and 112–17
'temperature curve' and 102, 103, 105
- anxiety *see* fear
- apathy *see* helplessness
- Appelbaum, Steven H.
dismissal 135, 140
emotional nature of M&A 161
job satisfaction 162
merger failure 14
merger stages 3, 15, 16
merger syndrome 25, 26, 27, 28, 29
relationships 151, 163
- Ashforth, Blake E. 35, 167
- Ashkanasy, Neal M. 72–3, 166, 167, 174
- Averill, James R. 48, 53
- Bagozzi, Richard, P. 48, 54
- Bar-On, Reuven 166
- Barsade, Sigal G. 59
- Baruch, Yehuda 29, 143
- Bettencourt, B.A. 41
- Bijlsma-Frankema, Katinka 39
- Birch, William J. 18
- bitterness *see* anger
- Bless, Herbert 60, 74, 110
- Bourantas, Dimitris 29, 125, 126
- Bowditch, James L. 6, 20, 28, 39
- Branscombe, Nyla R. 36
- Brewer, Marilyn B. 37, 40, 41
- Brief, Arthur P. 63, 69, 70, 71, 73
- Brooks, Ian 20, 25
- Brown, Rupert
negative emotions 60
post-merger integration 34, 35
social identity 31, 40, 41, 42, 67
social identity theory 33, 36, 37, 38
- Bruckman, John C. 25, 27, 162
- Buckley, Peter J. 2, 3
- Buono, Anthony F.
management challenges 2, 3
merger phenomenon 13, 14, 16
negative emotions 6
social identity theory 39
'tough' 'soft factors' of M&A 18, 19, 20, 21, 22
- Burkitt, Ian 72
- Burrows, Graham 55
- Byrne, Donn 42
- Cacioppo, John T. 50
- Callahan, Jamie L. 60
- Campbell Quick, James 30, 162
- Cartwright, Sue
case study procedure 98
commitment 69
dismissal 92, 135, 140, 142, 143
emotional nature of M&A 60
job satisfaction 162

- M&A strategy implementation 129
 management challenges 3
 merger phenomenon 12, 13, 14, 15, 16
 merger syndrome 27, 28, 29, 30
 relationships 163
 'tough' 'soft factors' of M&A 18, 20, 22, 23
- case study
 case selection 94–8
 collective versus individual emotions 107–8
 different kinds of emotions 108–10
 employees' identification and commitment 145–8
 employees' job satisfaction 148–50
 interview guidelines 88–94
 managerial behaviour *see* managerial behaviour
 managerial communication *see* managerial communication
 organizational change and emotions 101
 performance perception 153–4
 relationships 150–53
 positive and negative emotions 110–11
 procedure 98–100
 'temperature curve' 102–7
- Caspi, Avshalom 40
- change, organizational *see* organizational change
- Channer, Philip 174
- Cibotti, Elaine 86
- Clark, Arthur J. 86
- cognitive appraisal theory
 post-merger integration and 54–9
- Cohen-Charash, Yochi 55, 69, 71
- Collier, Mary Jane 35
- commitment
 effect of emotions in post-merger integration and, M&A outcomes as 68–9
 employee identification and 145–8
 re-capturing emotions in M&A and 161–2
- communication, managerial *see* managerial communication
- compassion
 merger syndrome and 28
- contact theory
 common social identity and, post-merger integration 40–44
- contempt
 social identity theory and 36
- contentment *see* happiness
- Cooper, Cary L.
 case study procedure 98
 commitment 69
 dismissal 92, 135, 140, 142, 143
 emotional nature of M&A 60
 job satisfaction 162
 M&A strategy implementation 129
 management challenges 3
 merger phenomenon 12, 13, 14, 15, 16
 merger syndrome 27, 28, 29, 30
 relationships 163
 'tough' 'soft factors' of M&A 18, 20, 22, 23
- Cooper, Robert K. 166
- Corbin, Juliet M. 86
- Cornelius, Randolph R. 55
- corporate culture *see* organizational culture
- corporeal reaction
 measuring emotions and 81–2
- Covin, Teresa Joyce 27, 71, 174
- Crain, Robert L. 43
- Cropanzano, Russell 71
- cultural integration
 acculturation 22–3
 culture compatibility and 19
 culture fit 22
 defined 17
 organizational culture 19–23
 post-merger stage, in 23–5
see also integration
- culture, organizational *see* organizational culture
- organizational culture
 culture compatibility
 cultural integration and 19
 organizational culture and 21–3
- culture fit
 cultural integration and 22, 23
- Dahler-Larsen, Peter 21, 66, 72, 146, 162
- Damasio, Antonio R. 50–51, 53, 64
- Dannemiller Tyson, Associates 3, 14, 18

- Darwin, Charles 52
 Dasborough, Marie T. 72–3
 Davy, Jeannette A. 3, 14, 18, 28
 Dawes, Jillian 20, 25
 De Sousa, Ronald 51
 degradation *see* depression
 Denzin, Norman K. 86, 166
 depression
 merger syndrome and 27, 28
 Desforges, D.M. 41
 Deshpande, Rohit 21, 33
 Dickmann, Michael 25, 27, 28, 162
 Diehl, M. 42
 Diener, Ed 84
 disappointment
 merger syndrome and 28
 discrimination *see* stereotyping
 disgust *see* contempt
 dismissal
 managerial behaviour and 134–9
 farewell party 140–42
 support for the dismissed 139–40
 voluntarily leaving company
 142–4
 see also employees; personnel
 distrust
 announcement and 113
 dismissal and 136, 143
 managerial communication and 118
 merger syndrome and 27, 28
 Dixon, Diane 161
 Doherty, R. William 5
 Doosje, Bertjan 24, 36, 68
 doubt *see* distrust
 Dovidio, John F. 38, 41
 Duncombe, Nicola 86
- Edvardsson, Bo 86
 Eicken, Sabine 14, 61
 Ekman, Paul 53, 82
 Ellemers, Naomi 24, 68
 Ellsworth, Phoebe C. 84, 85
 Elster, Jon 5, 50
 emotion theories
 post-merger integration and 52–9
 emotions
 case study *see* case study
 critical questions 2
 M&A, in *see* M&A
 managers' need to learn about 1
 measuring 81–5
 methods and techniques 85–8
 merger syndrome and 27–8
 post-merger integration, in *see* post-
 merger integration
 social identity theory and 36–9
 study implications for the future
 166–8
 study implications for management
 169–74
 study limitations 164–6
 study objectives 6–7, 79–80, 157
 study organization 7–8
 employees
 emotions of, managerial
 communication and 122–3
 identification and commitment,
 M&A outcomes 145–8
 information difference and 158
 job satisfaction, M&A outcomes
 148–50
 relationships, M&A outcomes
 150–53
 'temperature curve' and 104–5, 106
 see also dismissal; personnel
 Empson, Laura 39, 62, 161
 esteem
 merger syndrome and 27
 study implications for management
 and 172–3
 exhaustion
 merger syndrome and 28
- Fairburn, James 14
 FAZ 3, 14
 fear
 announcement and 113
 dismissal and 135, 136
 M&A literature, in 62
 merger syndrome and 27
 rumour and 120–21
 social identity theory and 36, 37–8,
 39
 Festinger, Leon 33
 Fetterman, David M. 86, 166
 Fiedler, Klaus 60, 74, 110
 Fierman, Jaclyn 18
 Fineman, Stephen 5, 49, 50, 54, 60,
 167
 Finkelstein, Sydney 14

- Fishbein, Martin 39
 Fisher, Anne B. 24
 Fisher, Vadis E. 69
 Fiske, Susan T. 37
 Fleisser, Debbie 42
 Fotinatos-Ventouratos, Ritsa 143
 Fox, Shaul 14
 Fram, Eugene H. 86
 Franks, David D. 48, 50
 Friesen, Wallace V. 82
 Frijda, Nico H. 39, 48, 51, 53, 55, 74
 frustration *see* depression
 Fugate, Mel 5, 60, 61, 161
- Gabler-Verlag 3
 Gaertner, Samuel L. 36, 38, 40, 41, 42, 43
 Gardham, Karen 60
 George, Jennifer M. 73
 Geroski, Paul A. 14
 Gerpott, Torsten J. 2, 13
 Gertsen, Martine Cardel 20
 Ghauri, Pervez N. 2, 3
 Goleman, Daniel 5, 166, 174
 Gradner, W.L. 50
 Greenland, Katy 31, 36, 38, 41, 42
 Gregory, Alan 3
 grief
 merger syndrome and 28
 Grier, Sonya A. 33
 guilt
 dismissal and 136–7
 merger syndrome and 28
 positive and negative emotions and 111
 social identity theory and 36
 Gutknecht, John E. 28, 92, 135, 140
- Halpern, Paul 14
 Hanna, Joseph V. 69
 Hanson, Jeffrey R. 116, 160
 happiness
 merger syndrome and 27
 social identity theory and 36
 Harré, Rom 53
 Harris, Thomas A. 158
 Harrison, Roger 21–2, 23
 Haslam, S. Alexander 44
 Haspelslagh, Philippe C.
 leader personality 174
 M&A strategy implementation 125, 126
 merger phenomenon 16
 post-merger integration 50
 'tough' 'soft factors' of M&A 18, 24
 Havlovic, Stephen J. 61
 helplessness
 dismissal and 136–7
 merger syndrome and 27, 28
 Hernes, Helge 21, 35, 66, 146, 162
 Herriot, Peter 83
 Hersey, Rexford Brammer 63, 73
 Herzberg, Frederick 70
 Hewstone, Miles 31, 34, 40, 41
 high involvement
 merger syndrome and 28
 Hinkle, Steve 33, 34, 35, 36, 42, 67
 Hochschild, Arlie Russell 21, 47, 59, 85
 Hofstede, Geert 20
 Hogg, Michael A.
 social identity 65, 67, 68
 social identity theory 31, 32, 33, 34, 35
 Hollander, Sharon L. 86
 Holtz, Rolf 74
 Hope, Tina 174
 Hörnig, Bodo 25, 39
 House, Robert J. 70
 Howard, Nigel 50
 Hughes, Jeffrey P. 14
 Humphrey, Ronald H. 167, 174
 Hunt, J.W. 14, 15
 Hunt, Shelby D. 6
 Hussey, Michael 86
 Huy, Quy Nguyen 14, 60
- identity
 organizational, organizational culture and 19–21
 case study interview guidelines 92–3
 social *see* social identity
 impotence *see* helplessness
 individual realities
 re-capturing emotions in M&A and 163–4
 information
 differences according to hierarchical layer, re-capturing emotions in M&A and 158–9

- insecurity *see* doubt
- integration
 activities 129–32
 approaches to M&A strategy
 implementation 125–7
 merger, levels of 17
 personnel, of 17–19
see also cultural integration; post-merger integration
- irritation *see* anger
- Irrmann, Olivier 20, 21, 34, 35, 44, 65
- Ivancevich, John M. 3, 4, 14
- Izard, Carroll E. 53, 82
- Jackson, Susan 3
- James, William 52
- Jansen, S.A.
 dismissal 136
 management challenges 3
 merger phenomenon 13, 14, 15, 16, 17
 ‘tough’ ‘soft factors’ of M&A 24
- jealousy
 dismissal and 136–7
 merger syndrome and 28
 social identity theory and 36
- Jemison, David B.
 leader personality 174
 M&A strategy implementation 125, 126
 merger phenomenon 16
 post-merger integration 50
 ‘tough’ ‘soft factors’ of M&A 18, 24
- job satisfaction
 case study interview guidelines 93
 effect of emotions in post-merger integration and 69–71
 employee, M&A outcomes 148–50
 re-capturing emotions in M&A and 162
- Johnson, Lesley 86
- Johnson, Robert E. 47
- Johnston, Lucy 31, 34
- joy *see* happiness
- Katzell, Raymond A. 70
- Kelly, Janice R. 59
- Keys, J. Bernard 28, 92, 135, 140
- Kiefer, Tina 5, 14, 60, 101, 161
- King, Nathan 70
- Kirkcaldy, B.D. 143, 162
- Kleppesø, S. 31, 34, 39, 43
- Kluger, Avraham 14
- Krackhardt, David 116, 160
- Kramer, R.M. 21, 35, 66, 146, 162
- Kraut, Robert E. 47
- Krell, Gertraude 5, 60
- Kunin, Theodore 70
- Lange, Carl Georg 52
- Langer, Ellen J. 43
- Latack, Janina C. 61
- Lazarus, Richard S.
 individual emotions 108
 job satisfaction 69, 71
 post-merger integration 51, 55, 59
 social identity theory 39
- leader personality
 study implications for management and 173–4
- LeDoux, Joseph E. 47, 50, 53, 64
- Leitner/Poma*
 case selection 94
 company demographics 96–7
 M&A outcomes 147–8, 150–51
 managerial behaviour 125–6, 127, 128, 131, 133–4, 138
 managerial communication 113–14
- Leventhal, Howard 83
- Lewis, Kristi M. 166
- Leyens, Jacques-Philippe 111
- Lincoln, Yvonna S. 86, 166
- Lindsay, Dana H. 74
- Locke, Edwin A. 70
- M&A
 cross-sectional versus longitudinal study, re-capturing emotions 157–8
 emotions in 160–61
 emotions in post-merger integration, as cause of 63–4
 history, facts and emotional experiences, case study interview guidelines 90–91
 identification and commitment, recapturing emotions 161–2
 information differences according to hierarchical layer, recapturing emotions 158–9

- job satisfaction, recapturing emotions 162
- literature, post-merger integration in 60–63
- management challenges 2–4
- managerial communication and behaviour, re-capturing emotions 160
- motivation for 13–14
- outcomes *see* M&A outcomes
- performance perception, recapturing emotions 163
- process stages 15–17
- realities, individual, recapturing emotions 163–4
- relationships, recapturing emotions 162–3
- research challenges 4–6
- strategy implementation, managerial behaviour and 125–9
- ‘tough’ ‘soft factors’ of *see* personnel integration
- types of, merger phenomenon and 12–13
- see also* merger
- M&A outcomes
 - effect of emotions in post-merger integration, as 64–5
 - employees’ identification and commitment 65–9, 145–8
 - employees’ job satisfaction 69–71, 148–50
 - performance perception 153–4
 - relationships 72–3, 150–53
 - success perception, post-merger integration and 73–4
- Mackie, Diane 36
- Mael, Fred A. 35
- Mahard, Rita E. 43
- Malekzadeh, Ali R. 12, 20, 22, 23
- management
 - action by, for M&A strategy implementation 128–9
 - behaviour of *see* managerial behaviour
 - communication by *see* managerial communication
 - hierarchical layer, information differences according to 158–9
 - M&A challenges for 2–4
 - need to learn about emotions 1
 - study implications for 169–74
 - see also* middle management; top management
- managerial behaviour
 - case study and 124–5
 - interview guidelines 91–2
 - convincing people by 132–4
 - dismissal and 134–9
 - farewell party 140–42
 - support for the dismissed 139–40
 - voluntarily leaving company 142–4
- integration activities 129–32
- M&A strategy implementation and 125–9
- recapturing emotions in M&A and 160
- study implications for management and 171–2
- managerial communication
 - announcement and 112–17
 - case study interview guidelines 91
 - employees’ emotions and 122–3
 - frequency and intensity of 117–20
 - importance of 112
 - media releases and public opinion 121–2
 - recapturing emotions in M&A and 160
 - rumours 120–21
 - study implications for management and 170
- Mandler, George 53
- Mang, Paul 86
- Marks, Mitchell Lee
 - dismissal 143
 - emotional nature of M&A 60
 - job satisfaction 162
 - leader personality 174
 - M&A strategy implementation 127
 - management challenges 3
 - merger phenomenon 14
 - merger syndrome 25, 26, 27, 28, 29, 30
 - negative emotions 161
 - research challenges 4
 - ‘tough’ ‘soft factors’ of M&A 19
- Marques, José M. 40
- Maxwell, Joseph A. 86, 166

- Mayring, Philipp 55
 McCollum, Eric E. 60
 McGuire, William J. 33
 McKinsey & Associates 14
 McTigue Bruner, Barbara 29, 162
 media releases
 managerial communication and
 121–2
 merger
 acculturation and 23
 integration, levels of 17
 reasons for 13–14
 reasons for failure 14–15
 see also M&A; post-merger
 integration
 merger phenomenon
 mania or decline 11–12
 types of M&A 12–13
 merger syndrome
 causes 26–7
 characteristics 25
 consequences 28–30
 emotions 27–8
 overview 25–6
 term 25
 Meschi, Pierre-Xavier 24, 25
 Meyer, Wulf-Uwe 48
 middle management
 information difference and 158–9
 ‘temperature curve’ and 104, 105
 see also management
 Miller, Norman 40, 41
 Mirvis, Philip H.
 dismissal 143
 emotional nature of M&A 60
 job satisfaction 162
 leader personality 174
 M&A strategy implementation 127
 merger syndrome 25, 26, 27, 29, 30
 negative emotions 161
 ‘tough’ ‘soft factors’ of M&A 19
 mistrust *see* distrust
 Morgan, Robert M. 68
 Morosini, Piero 34, 39
 Mossholder, Kevin, W. 174
 motivation
 M&A, for 13–14
 N*Vivo Program
 case study procedure 99–100
 Nahavandi, Afsaneh 12, 20, 22, 23
 Napier, Nancy K. 14
 Nehme, Michel G. 36
 Nelson, Adrian 30
 Nesdale, Drew 42
 Nicandrou, Irene I. 29, 125, 126
 Oehlich, Marcus 3, 13, 14
 Öhman, Arne 81
 Olie, René 20, 39
 organizational change
 emotions and 101
 organizational culture
 culture compatibility and 21–3
 organizational identity and 19–23
 case study interview guidelines
 92–3
 Ortmann, Günther 49, 50
 Ostroff, Cheri 73
 Parker, James D.A. 166
 Parkinson, Brian 48, 55
 Parrott, W. Gerrod 53
 Payne, Roy 85
 Penfield, W. 158
 performance perception
 case study interview guidelines 93
 M&A outcomes 153–4
 recapturing emotions in M&A
 and 163
 personality, leader *see* leader
 personality
 personnel
 convincing of, managerial behaviour
 and 132–4
 integration of 17–19
 see also dismissal; employees
 Pescosolido, Anthony T. 59
 Peters, Scott C. 25, 27, 162
 Pettigrew, Andrew M. 20
 Picot, Gerhard 15, 16, 24, 174
 Piirto, Rebecca 86
 Pilegge, Anthony J. 74
 Pinder, Craig C. 5
 Piontkowski, Ursula 43, 44
 pity *see* compassion
 Planes, Virginia Carrero 74
 Plutchik, Robert 53
 Pohlmann, N. 14, 15, 136
 Porter, L.W. 70

- post-merger integration
 common social identity, conditions
 for creation of 40–44
 conceptual framework 75–6
 emotion theories 52–9
 emotions in 46–9
 M&A as cause of emotions in 63–4
 M&A literature, in 60–63
 M&A outcomes as effects of
 emotions in 64–5
 commitment 68–9
 identification 65–8
 job satisfaction 69–71
 relationships 72–3
 success perception 73–4
 rationality and emotions in 49–52
 social identity change, as 31–2
 social identity perspective, from 34–5
 social identity theory 32–4, 36–9
see also integration; merger
- post-merger stage
 cultural integration in 23–5
 described 16–17
see also M&A; merger
- prejudice *see* stereotyping
- pride *see* esteem
- Probst, Tahira M. 61, 68
- public opinion
 managerial communication and
 121–2
- Rafaeli, Anat 14, 60, 101, 167
- rage *see* anger
- rationality
 emotions in post-merger integration
 and 49
 disturbing rationality 49–50
 inextricably knotted with
 rationality 51–2
 serving rationality 50–51
- realities, individual *see* individual
 realities
- Reisenzein, Rainer 55
- related M&A *see* horizontal M&A
- relationships
 case study interview guidelines 93
 effect of emotions in post-merger
 integration and, M&A outcomes
 as 72–3
 M&A outcomes 150–53
 recapturing emotions in M&A and
 162–3
 Rempel, John K. 8
 report, self- *see* self-report
 research
 M&A challenges 4–6
 study implications for future 166–8
- Rhoades, Stephen A. 14
- Richards, Lyn 99
- Risberg, Anette 25
- Roberson, Loriann 70
- Rockness, Joanne W. 14
- Rokeach, Milton 42
- Rolls, E.T. 47
- Roos, Inger 86
- Rosenfield, David 40
- Ross, Jerry 70
- Royzman, Edward B. 60
- Rozin, Paul 60
- rumour
 managerial communication and
 120–21
- Russell, James A. 54, 84
- Ryan, Ann Marie 73
- Sackmann, Sonja A. 21
- Salk, Jane E. 71
- Schachter, Stanley 55
- Schein, Edgar H. 20
- Scherer, Klaus R. 83, 84
- Schlieper-Damrich, Ralph 25, 162
- Schmader, Toni 73
- Schuler, Randall 3
- Schwarzkopf/Henkel*
 case selection 94
 company demographics 96–7
 dismissal and 135, 139, 141, 144
 M&A outcomes 146, 148, 149, 151,
 154
 managerial behaviour 124–5, 126–7,
 127–8, 132
 managerial communication 114–15
- Searby, Frederick W. 16
- self-report
 measuring emotions and 83–5
 shame *see* guilt
- Shapiro, P.N. 36, 37
- Shaver, Phillip 53
- Shenkar, Oded 71
- Sherif, Muzafer 40

- Shih, Margaret 73, 74
 Sinetar, Marsha 18, 60
 Singer, Jerome 55
 Sinkovics, Rudolf R. 98, 99
 Siu, Oi-Ling 29, 143, 162
 Smith, Craig A. 39, 53, 55, 84, 85
 Smith, Eliot R. 36, 38, 39, 58, 59
 social constructivist theory
 post-merger integration and 53–4
 social identity
 change of, post-merger integration
 as 31–2
 common, conditions for creation of
 40–44
 effect of emotions in post-merger
 integration and, M&A outcomes
 as 65–8
 employee commitment and, M&A
 outcomes 154–8
 perspective, post-merger integration
 from 34–5
 recapturing emotions in M&A and
 161–2
 social identity theory
 cognitive appraisal theory, combined
 with 58–9
 emotions and 36–9
 Söderberg, Anne-Marie 20
 somatic theory
 post-merger integration and 52–3
 Sparks, Kate 30
Sportler/Hervis
 case selection 94
 company demographics 96–7
 M&A outcomes 149–50
 managerial behaviour 132, 137,
 141–2
 managerial communication 116
 Stanley, Robb O. 55
 Stauss, Bernd 86
 Staw, Barry M. 70
 Stephan, Cookie W. 38
 Stephan, Walter G. 38, 40
 stereotyping
 social identity theory and 36, 37,
 38–9
 Strandvik, Tore 86
 Strauss, Anselm L. 86
 stress
 case study interview guidelines 91
 dismissal and 137, 143
 merger syndrome and 29–30, 39
 success perception
 effect of emotions in post-merger
 integration and, M&A outcomes
 as 73–4
 suspicion *see* distrust
 Tajfel, Henri 32, 33, 35, 36, 43
 Tarrant, Mark 66
 ‘temperature curve’
 combined 103, 106–7
 described 86–7, 102
 employee 104–5, 106
 longitudinal perspective 102–3
 middle management 104, 105
 top management 103–4
 Terry, Deborah J.
 dismissal 143
 organizational identity 66
 social identity 31, 34, 43, 44
 ‘tough’ ‘soft factors’ of M&A 24
 ThompsonFinancial 2
 Tomiuk, Marc Alexandre 52, 84, 165
 Tomkins, Silvan S. 53
 top management
 information difference and 158
 ‘temperature curve’ and 103–4
 see also management
 training
 M&A strategy implementation, for,
 managerial behaviour and 127–8
 Tse, B. 174
 Turner, John C. 32, 33, 35, 43
 Ulich, Dieter 55
 UNCTAD 3
 Unger, H. 142
 Urch Druskat, Vanessa 167
 Uttal, Bro 18
 Vaara, Eero 62
 van Knippenberg, Daan 43, 67, 68, 73
 Van Oudenhoven, Jan Pieter 41
 Verbeke, Willem 5
 vision
 importance of, study implications
 for management and 169–70
 Vroom, Victor Harold 70
 vulnerability *see* helplessness

- Wade, Gillian 40
 Wallbott, Harald G. 83
 Walsh, James P. 142
 Walter, Gordon A. 12, 20, 22
 Wann, Daniel L. 36
 Warr, Peter B. 29
 Wasserman, Varda 5, 54
 Weick, Karl E. 83, 132, 165
 Weiskopf, Richard 5, 60
 Weiss, Howard M. 63, 69, 70, 71, 73
 Wenger, M.A. 46
 Werner, M. 24, 126
 Weston, J. Fred 14
 Widerszal-Bazyl, Maria 143
 Wigdor, Lawrence A. 70
 Wilder, David A. 36, 37, 41, 43
Wirtschaftswoche 3, 14
 Witt, S. 13
 Wolff, Steven B. 167
 Wolff, William F. 14
 Woodward, Sally 29, 143
 Worline, Monica C. 60, 101, 167
 worthlessness *see* depression
 Yin, Robert K. 86, 166
 Zanna, Mark P. 38
Zumtobel Staff/Thorn
 announcement and 116
 case selection 95
 company demographics 96–7
 M&A outcomes 145
 managerial behaviour 126–7, 127–8,
 131, 132–3, 135, 139