**Cross-Border Mergers & Acquisitions**

**Daimler Merges & Demerges**

**Questions**

* What is the central argument of this article?
* Explain the advantages & risks of transforming Daimler into an integrated technology group like Siemens or GE.
* Discuss the underlying rationale for converting Daimler into a multi-brand global car maker. Is it positive or negative?
* Clarify the merits & risks of Daimler focusing exclusively on its Mercedes Benz brand for passenger cars & trucks.

**Nomura**

**Questions**

* Why is this article important?
* Do you believe that Nomura was successful in the post-integration process?
* Explain HRM systems inherent in the Japanese business system.
* What managerial implications can you draw from this case?

**Gill, C.** (2012). The Role of Leadership in Successful International Mergers & Acquisitions: Why Renault-Nissan Succeeded & DaimlerChrysler-Mitsubishi Failed, *Human Resource Management*, 51(3): 433-456.

**Questions**

* What were the relative & combined effects of national & organizational cultures on the performance of Nissan & Mitsubishi?
* How did Carlos Ghosn & Ralf Eckrodt influence HRM practices in Nissan & Mitsubishi, respectively?
* Why was Carlos Ghosn’s transformation of Nissan successful while Ralf Eckrodt’s efforts were unsuccessful?