**Mergers & Acquisitions**

**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**

**Q1.** What were the relative & combined effects of national & organizational cultures on the performance of Nissan & Mitsubishi?

**Q2.** How did Carlos Ghosn & Ralf Eckrodt influence HRM practices in Nissan & Mitsubishi, respectively?

**Q3.** Why was Carlos Ghosn’s transformation of Nissan successful while Ralf Eckrodt’s efforts were unsuccessful?

**Dikova, D., Panibratov, A., & Veselova, A.** (2019). Investment motives, ownership advantages and institutional distance: An examination of Russian cross-border acquisitions. *International Business Review*, 28(4), 625-637.

**Questions**

**Q1.** Identify recent patterns & trends of cross-border M&A activities by Russian firms in terms of destination, volume, & sectors.

**Q2.** Discover several Russian firms investing abroad through acquisition, analyse their motives, & investigate their post-acquisition processes if possible

**Q3.** Articulate which strategic motivations are important in determining the number of cross-border acquisitions by Russian firms according to this article.

**Q4.** What are theoretical & managerial implications?