

INDEX

- Academy of Management Journal (AMJ)*, 3
- Academy of Management Review (AMR)*, 3
- Accessibility model, 134
- Accounting, 50
- Accumulated organizational inefficiencies, 53
- Acquirer Advisor Status, 95–97
- Acquirer-to-target relatedness, 76, 82
- Acquisition (s), 50–51, 55, 65, 107
 - capability, 54
 - cognitive simplification processes and biases in acquisition decision-making, 108
 - deals, 93
 - divestiture plays second fiddle to, 109–110
 - execution, 107–108
 - financing, 72, 76
 - literature, 84
 - premium, 94
 - process, 66–68
 - program performance, 57
 - relatedness, 73
 - research, 70
 - strong similarities exist between divestiture and, 104–106
- Adjusted acquisition premium, 97
- Administrative Science Quarterly (ASQ)*, 3
- Adverse selection, status-based market for, 91–94
- Advisors, 92
 - general acquisition experience, 75
 - specific acquisition experience, 75–76
- Akaike Information Criterion (AIC), 96
- Analytical strategy, 95–96
- Antecedents
 - characteristics, 55
 - of serial acquirer performance, 50–52
- Authentic sameness, 105
- Average acquisition premium, 96
- Baseline estimating equation, 27
- Bayesian Information Criterion (BIC), 96
- Behavioral theory, 126
- Beliefs regarding emotions, study of, 148
- Biases in emotional self-reports, 139–140
- Bibliographic coupling analysis, 3, 7–8, 12
- Bibliometric analysis, 2–3
- Boards of directors (BODs), 12
- Capabilities in conflict, 110
 - concept of, 103
 - conflict within corporate family, 116–117
 - mechanisms and ramifications for capability development and deployment, 111–114
 - moving forward, 114
 - origins of fallacy of sameness, 104
 - put people first, 115
 - stop neglecting target business units, 115–116
- Cash financing, 72
- Cognitive simplification processes and biases in divestiture and acquisition decision-making, 108
- Complementary integration mechanism, 53
- Complexity, 59
- Compustat data, 77

- Conflict
 - capabilities in, 110–114
 - conflict-driving mechanisms for capability development and deployment, 111–114
 - within corporate family, 116–117
- Control variables, 26, 39, 76–77
- Conventional interviews, 147
- Corporate family, conflict within, 116–117
- Corporate governance, 22
- Corporate strategy, 36, 104, 111
- Cross-border governance of CBMAs, 11–12
- Cross-border mergers and acquisitions (CBMAs), 2, 21, 23, 27, 29, 31
 - activity, 23
 - cross-border governance, 11–12
 - geopolitics and, 8–10
 - human side of, 10–11
 - intellectual landscape, 7
 - methodology, 3
 - scientific impact, 3–7
 - strategy, 11
 - thematic clusters based on
 - bibliographic coupling analysis, 9–10
 - top 20 most cited publications on CBMAs in management and IB, 5
- Cumulative abnormal returns (CARs), 50, 75
- Data collection
 - lack of detail regarding, 145–146
 - using self-reported emotions, 135–140
- Data sources and sample, 24–25
- Day reconstruction method (DRM), 136, 146
- De-integration, 105
- Deal attitude, 76
- Deal execution, strong similarities exist between divestiture and acquisition in, 104–106
- Dependent variable, 38–39, 75, 94
- Digestibility, 125
- Distortions in emotional self-reports, 139–140
- Divestiture process, 107, 110, 115
 - cognitive simplification processes and biases in, 108
 - divestiture–acquisition conflict’s corporate strategy context, 104, 113
 - execution, 107–108
 - practice and research, 109–110
 - separation process, 112
 - strong similarities exist between acquisition in deal execution and, 104–106
- Divisional drivers in acquisition, 44
- Dynamism, 77
- Emerging market enterprises (EMNEs), 4
- Emotional self-reports, 147
 - biases and distortions in, 139–140
- Emotional sensemaking model, 135
- Emotions, 134
 - biases and distortions in emotional self-reports, 139–140
 - data collection using self-reported emotions, 135
 - examples of definitions for emotions used in PMI studies, 136
 - lack of awareness of issues with self-reported emotions, 144–145
 - lack of detail regarding data collection, 145–146
 - lack of discussion on limitations, 145
 - longitudinal studies, 143–144
 - mixed-time studies, 144
 - in post-merger integration, 134–135
 - real-time studies, 143
 - recommendation for future research practice, 146
 - results, 141

- retrospective studies, 143
- study of beliefs regarding emotions, 148
- study of emotions during events, 146–147
- systematic review method, 141
- underlying assumptions of self-reported emotions, 137–138
- violated practical assumptions, 139
- Empirical analysis, 27
- Empirical methods, 24–25
- Endorsement, 90
 - status-based market for, 91–94
- Event reconstruction method (ERM), 136, 146
- Events, study of emotions during, 146–147
- Experience sampling methodology and daily diary method (ESM/DD method), 136
- Experienced acquirers, 54 (*see also* Serial acquirers)
- External intermediaries, 105
- Fallacy of sameness, 102–103, 108
 - cognitive simplification processes and biases abound in divestiture and acquisition decision-making, 108
 - conflict-building differences between divestitures and acquisitions, 106
 - divestiture and acquisition, 107
 - divestiture and acquisition execution, 107–108
 - divestiture plays second fiddle to acquisition, in both practice and research, 109–110
 - origins of fallacy of sameness, 104
 - strong similarities exist between divestiture and acquisition in deal execution, 104–106
- FDI, 20
- Financial advisors, 90
- Financial constraints, 23, 31
- Financial market development, 23, 25, 27, 31
- Financial measures, 50
- Financing, 71
- Financing constraints
 - control variables, 26
 - data sources and sample, 24–25
 - dependent variable, 25
 - descriptive statistics, 28
 - empirical analysis, 27
 - empirical methods, 24–25
 - empirical results, 27
 - implications for practice, 32
 - implications for theory, 31–32
 - independent variables, 25–26 and institutional distance, 23–24
 - measures, 25
 - regression results, 29–31 and target market financial development, 21–23
 - theory and hypothesis development, 21
- Firms, 51, 54, 66, 70, 107, 123, 129
 - capabilities, 103
- Fuzzy set qualitative profile analysis (fsQCA), 12
- General advisor
 - acquisition experience, 67
 - experience, 66–69, 71–74
- Geopolitics and CBMAs, 8–10
- Global Strategy Journal (GSJ)*, 3
- Gravity model variables, 25
- Gross domestic product (GDP), 25
- Hadlock and Pierce size-age index (HPSA index), 25–26, 29
- Hadlock–Pierce financial constraint indexes, 21
- Heterogeneity of acquisitions, 68
- High-status actors, 92
- High-status advisors, 90, 93
- Human beings, 64
- Hypothesized moderator variables, 76
- Hypothesized predictor variables, 75–76

- IB journals, 4
- Incidence rate ratios (IRR), 29
- Independent variables, 39, 94–95
- Indigestion, 53
- Indispensable corporate strategy tools,
 - divestiture and acquisition both, 107
- Inexperienced acquirers, 54
- Institutional distance, 26, 31
 - financial constraints and, 23–24
- Institutional theory, 124
 - and governance mode choice, 128
- Integration process, 53–54, 56, 105, 141
- Intellectual landscape of CBMA
 - research, 7–12
- Internal capital market, 37
 - literature, 44
 - theory, 36
- International acquisitions, 52
- International business (IB), 2, 51
- International Business Review (IBR)*, 3
- International Monetary Fund (IMF), 25
- Interviews, 138, 141, 144–145
 - data, 134
 - interview-based self reports, 137
 - process, 137
 - statements, 137
- Inverse Mills ratio (IMR), 39
- Investment advisors, 66–68
 - experience, 71
 - knowledge, 65
- Investment bankers, 67, 105
- Joint ventures, 128–129
- Journal of International Business Studies (JIBS)*, 3
- Journal of International Management (JIM)*, 3
- Journal of Management (JOM)*, 3
- Journal of Management Studies (JMS)*, 3
- Journal of World Business (JWB)*, 3
- Knowledge, 37
- Learning, 57
 - mis-transfer, 111–112
 - processes, 55–56
- Legal advisors, 105
- Longitudinal studies, 141–144
- Louvain algorithm, The, 8
- Low-status actors, 92
- Low-status professionals, 93
- Management International Review (MIR)*, 3
- Management scholars, 140
- Management Science (MS)*, 3
- Market failure, 90
- Market financial development,
 - financial constraints and target, 21–23
- Mergers, 135, 145
- Mergers and acquisitions (M&As), 124 (*see also* Cross-border mergers and acquisitions (CBMAs))
 - data, 24
 - literature, 134
- Middle-status actors, 90, 92
- Middle-status advisors, 90, 93
- Middle-status conformity theory, 92
- Middle-status opportunism
 - acquisition premium, 97
 - analytical strategy, 95–96
 - data and empirical design, 94
 - dependent variable, 94
 - independent variable, 94–95
 - results, 96–98
 - status-based market for
 - endorsement and adverse selection, 91–94
- Minority equity options, 128
- Mixed-methods approach, 11
- Mixed-time studies, 142, 144
- Motives of serial acquirers, 51
- Multi-business firms, 36–38
 - control variables, 39
 - data, sample, and estimation method, 38
 - dependent variable, 38–39

- descriptive statistics, 40
- independent variables, 39
- main results, 39–41
- methodology, 38
- post-hoc analysis, 41–43
- results, 39
- theory background and
 - hypotheses development, 36–38
 - variables, 38
- Multiple acquirers, 54
- Multiple estimation approaches, 77
- Munificence, 77

- OLS regression, 77
- Opportunism, 92
- Organization Science (OS)*, 3
- Organization Studies (OSI)*, 3
- Organizational integration in serial acquirers, 52–53
- Organizational processes, 57
- Organizational routines, 126
- Organizational status, 90
- Outsourcing experience
 - analysis, 77
 - control variables, 76–77
 - dependent variable, 75
 - general advisor experience, 66–69
 - hypothesized moderator variables, 76
 - hypothesized predictor variables, 75–76
 - influence of investment advisor experience on market returns, 80
 - methods, 74
 - reliance on general advisor experience, 71–74
 - results, 77–82
 - sample, 74
 - specific advisor experience, 70–71
 - statistics and correlations, 79
 - theory and hypotheses, 66

- Paradox research, 114
- Paradoxical demands, 113–114

- Performance
 - analysis, 2–3
 - feedback, 126
 - of serial acquirers, 50
- Personal semantic memories, 140
- Poisson Pseudo Maximum Likelihood estimating approach, 27
- Post-acquisition integration process, 44, 52, 113, 116
- Post-hoc analysis, 41–43
- Post-merger integration (PMI), 134
 - emotions in, 134–135
- Primary resource, 64
- Process partisanship, 112
- Professionals, 91–92
 - service firms, 65

- Ramifications for capability development and deployment, 111–114
- Real options theory, 124
 - and governance mode choice, 128–129
- Real-time studies, 141
- Regression results, 29–31
 - IRRs of count of acquirer firm-target nation CBM&A, 30
- Related acquisition, 42
- Relatedness, 39
- Relational matrix, 95
- Reliance on general advisor experience, 71–74
- Research opportunities, 129–130
- Resource allocation literature, 37
- Resource deployment theory, 36
- Resource relatedness, 38
- Resource-based view (RBV), 124
 - and governance mode choice, 126–127
- Retrospective studies, 141, 143
- Return on Assets (ROA), 42
- Reviews
 - on CBMAs, 2
 - of TCE, 125

- Sample, 74
- Scholars, 51, 54
- Science mapping, 2
- Securities Data Corporation (SDC), 74, 94
- Segment-level explanatory variables, 39
- Segment-level variables, 39
- Self-report, 136
- Self-reported emotions
 - data collection using, 135–140
 - lack of awareness of issues with, 144–145
 - underlying assumptions of, 137–138
- Semantic abstractions, 140
- Semantic memory, 139, 144
- Sensemaking process, 135
- Serial acquirers, 49, 51, 54
 - antecedents of serial acquirer performance, 50–52
 - combining different perspectives, 55–58
 - learning from serial acquisitions, 54–55
 - organizational integration in, 52–53
 - status and future directions, 58–59
- Serial acquisitions, 58
- Ship-building industry, 51
- Simplification, 108
- Single-business firms, 37
- Social network theories, 124
 - and governance mode choice, 127–128
- Specific advisor experience, 70–71
- Standard Industrial Classification (SIC), 38
- Status-based market for endorsement and adverse selection, 91–94
- Strategic alliances, 123, 128
- Strategic management, 124
 - Strategic Management Journal* (SMJ), 3, 109
- Structural combination, 53
- Superstitious learning, 68–69
- Systematic review method, 141
- Target business units, stop neglecting, 115–116
- Theoretical model, 64
- Transaction cost economics (TCE), 124
 - and governance mode choice, 124–125
- Unrelated acquisition, 42
- Variance inflation factors (VIF), 78
- Violated practical assumptions, 139
- Welch's observation, 20
- Whited–Wu indexes (WW indexes), 21, 25–26, 29
- World Bank's Governance Index database, 25