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学位論文（ 2015 年度）

論文題名

Analysis of Organizational Change on Cross Border M&A : Gildemesiter and Moriseiki

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## 論文要旨

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(論文題名)					
Analysis of Organizational Change on Cross Border M&A : Gildemesiter and Moriseiki					
(内容の要旨)					
<p>Many companies in developed countries have been experiencing by harsh competitions against new companies in emerging countries. At the same time, they had to face numerous challenges related to the maturing of their home-market. As a response to this new environment, cross-border M&amp;As have become more and more frequent. Cross-border M&amp;As are especially popular among companies that are trying to expand market, realize economy of scales, urge innovation, and get brand in a short term. This thesis is focused on one of such cases: The integration between <i>Moriseiki</i> in Japan and <i>Gildemeister</i> in Germany: two machine tool companies.</p> <p>The main purpose of this thesis is to find out what elements are the most critical for the cross-border M&amp;A. In order to reach this objective, this thesis makes use of the framework for analysis of organizational change developed by Professor John P. Kotter. The information gathered mainly through interviews to key people in both companies.</p> <p>The study yield to four key elements for analysis of cross-border M&amp;A: existence of sense of urgency, existence of leadership, competence, and span of integration process.</p>					