



CROSS-CULTURAL AND CHANGE MANAGEMENT
IN POST-MERGER INTEGRATION

Carnegie Mellon University, Pittsburgh, PA, USA
September 9-13, 2013



Creating Leaders for a Complex World

“Excellent discussions on the issues that seem to destroy value in acquisitions and the very explicit actions to take to avoid them.”

Director of Strategy, Commercial Metals Company, USA

TARGET PARTICIPANTS

Cross-Cultural and Change Management in Post-Merger Integration is designed for executives, managers, and team members with responsibility for M&A or PMI processes, who want to ensure that these critical projects deliver the expected bottom-line results. The program will be of particular interest to those who want to improve leadership skills, knowledge, and effectiveness in the ever-changing business environment of international settings.

Recommended participants include:

- PMI managers and project team leaders
- Members of M&A and integration teams from the affected business units and from the functional areas of human resources, corporate strategy, business development, finance, tax, legal, and corporate communications
- Chief Executive Officers, General Managers



“The program highlighted the cultural and human aspects of change management.”

Geo Expansion and Small Deals Leader, IBM, India

CROSS-CULTURAL AND CHANGE MANAGEMENT IN POST-MERGER INTEGRATION

Program at a Glance

Mergers and acquisitions play a key role in multinational companies' growth and globalization strategies. However, a high percentage of M&A initiatives end up failing to deliver the expected financial and strategic results because of shortfalls in the management of the people dimension of the post-merger integration (PMI) process. These situations are particularly challenging when they are across borders and include complex reorganizations. The intense complexity of change management, organizational culture, cross-cultural, and leadership aspects of the PMI process needs to be managed in an effective manner.

This highly interactive program is designed to strengthen the competencies and skills of business leaders, managers, and members of M&A teams who want to deliver the results expected by shareholders. The program places particular emphasis on the human element of the PMI process, especially in international business environments and cross-cultural settings. Participants leave with a virtual toolbox, designed to be an immediately actionable resource for any PMI or change management project.

SEPTEMBER 9-13, 2013

**REGISTRATION DEADLINE:
AUGUST 9, 2013**

**REGISTER ONLINE AT:
[HTTP://CBI.TEPPER.CMU.EDU](http://CBI.TEPPER.CMU.EDU)**

**CARNEGIE BOSCH INSTITUTE
TEPPER SCHOOL OF BUSINESS
CARNEGIE MELLON UNIVERSITY
PITTSBURGH, PENNSYLVANIA, USA**

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PROGRAM HIGHLIGHTS

Participants will come away from this five-day program with the knowledge and enhanced competencies to more effectively manage PMI initiatives in cross-cultural settings and complex business environments. The program places particular emphasis on the human element of change management in pre- and post-merger integration processes.

Key Program Points

- Effectively managing national and organizational cultural differences in PMI
- Cross-cultural and change management models and leadership
- Change management simulation
- Informal networks and managing beyond hierarchy
- Communication strategies in PMI
- PMI leadership case with peer-to-peer feedback

CORE FACULTY

Cross-Cultural and Change Management in Post-Merger Integration brings together leading faculty with expertise in the areas of mergers and acquisitions, change management, and cross-cultural management.

DAVID KRACKHARDT

Professor of Organizational and Public Policy, Heinz College and Tepper School of Business at Carnegie Mellon University

Dr. Krackhardt's research focuses on how the theoretical insights and methodological innovations of network analysis can enhance our understanding of how organizations function. He pioneered the concept of "cognitive social structures." His published works have appeared in journals in the fields of psychology, sociology, anthropology, and management.

RÜDIGER MÜNGERSDORFF

Partner, SYNNECTA

Dr. Müngersdorff is co-founder of SYNNECTA, an international organizational development and management consultancy. Dr. Müngersdorff is an expert in cultural and organizational development, as well as complex change management projects. He earned his PhD in philosophy, comparative religion, and art history, and is a teaching therapist in family therapy and group psychotherapy.

JAMES STÜCK

Director, Global Associates; Associate Professor of Management and International Business at Valparaiso University

Dr. Stück is a cross-cultural management practitioner, consultant, and professor. For more than 20 years, he has been a cross-cultural management consultant with Global Associates. He has managed international teams for over a decade in South America, Europe, and Asia; worked for six years on Wall Street; and was an associate for eight years with ITIM BV, an international cross-cultural management firm based out of The Hague, Netherlands. Dr. Stück has taught executive-level courses at Accenture, Rockwell, and McDonald's. He is a professor of management and international business at Valparaiso University in Indiana.

Carnegie Bosch Institute reserves the right to make faculty substitutions.



REGISTRATION INFORMATION

Dates: September 9-13, 2013 (Monday – Friday)

Location: Carnegie Bosch Institute at Tepper School of Business,
Carnegie Mellon University, Pittsburgh, Pennsylvania, USA

Register Online: <http://cbi.tepper.cmu.edu>

Limited Enrollment: To ensure a productive personal and interactive learning atmosphere, we limit enrollment to 35 participants. This group size guarantees a high return on your investment. Registrations are processed on a first-come, first-served basis, so register early.

Fee: The program fee of \$6,300 USD per person covers tuition, course materials, and most meals. Companies sending three or more participants, organizations with fewer than 500 employees, non-profits, and the government sector receive a 10% discount.

Accommodation: Rooms have been reserved at special seminar rates at a local hotel. Logistic details will be communicated to participants after registration. Cost of accommodation is not included in the program fee.

PLEASE REGISTER BY AUGUST 9, 2013

For more information, email cbi@andrew.cmu.edu or call +1 (412) 268-7344.

“I am very happy with my investment of five days. Good mixture of lectures, experiential elements, and networking.”

Senior Vice President, Robert Bosch GmbH, Germany

CARNEGIE BOSCH INSTITUTE FOR APPLIED STUDIES IN INTERNATIONAL MANAGEMENT

The Carnegie Bosch Institute for Applied Studies in International Management is a unique alliance between the renowned Carnegie Mellon University in Pittsburgh, Pennsylvania (USA) and the Bosch Group, a leading global supplier of technology and services in the areas of automotive and industrial technology, consumer goods, and building technology, headquartered in Stuttgart (Germany). The Institute was established as an entity within the Tepper School of Business at Carnegie Mellon in 1990 through a major endowment provided by the Bosch Group. The Carnegie Bosch Institute is positioned at the intersection of academia and industry. The mission of the Institute is to improve international management and its impact on leadership by enhancing the knowledge and performance of managers and executives in global operations, as well as supporting academic research in the field. The Carnegie Bosch Institute sponsors five academic chairs, funds research projects focusing on the management of international corporations, and provides innovative executive education programs targeted to the needs of multinational companies.

THE CARNEGIE BOSCH INSTITUTE APPROACH

The Carnegie Bosch Institute is respected for its focus on innovative, integrated executive training concepts, an outstanding international faculty, and a high-quality customer experience. At Carnegie Bosch Institute we provide our participants with the strategies and tools for highly effective management and leadership in today's complex and ever-changing global business world. All Carnegie Bosch Institute programs provide high levels of interaction between faculty and participants, integrated case studies and group work sessions, and multiple active learning tools. And because the role of people in business is recognized, there are plentiful opportunities to discuss, share, reflect, and re-evaluate business approaches. In addition, the small group size and diversity of the participants facilitate a unique environment to exchange ideas, grow personally, and foster the development of long-lasting professional networks. The overall result is more effective leaders for today's complex world.

Carnegie Bosch Institute

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