

AMBIGUITY AND COMMUNICATION IN CROSS-CULTURAL ACQUISITIONS: TOWARDS A CONCEPTUAL FRAMEWORK

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Abstract

States that mergers and acquisitions are known to have failures that often are explained by clashing corporate cultures. Previous research has tried to predict better acquisition outcomes by prescribing different kinds of fits between the combining companies. Takes an alternative perspective to look at mergers and acquisitions. Develops a conceptual framework that uses communication throughout the acquisition process to produce and negotiate some meaning out of ambiguities and cultural difference. Suggests that this alternative perspective can give a new insight into explaining the causes of unfulfilled expectations in international mergers and acquisitions.

Key words :Communication, Cross-Cultural Management, Mergers and Acquisitions