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# Intercultural Challenges in International Mergers and Acquisitions: A German–Bulgarian–Romanian Case Study

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## 1 Possible answers

### 1.1 What are, in your opinion, the expectations of the Germans, Romanians and Bulgarians regarding the M&A? What type of acculturation would you expect the Germans, Romanians and Bulgarians to prefer and why? In your answers use the terms and concepts contained in Nahavandi and Malekzadeh's model.

The German managers underwent a very intense selection process (e.g. assessment centres) in order to finally be nominated to go abroad. They now have to prove that the right people have been selected. Therefore, the German managers are under great pressure to fulfil the required targets. They expect to transfer the German-based standardized management models and to quickly integrate the new acquired companies into the Group.

After the M&A, the Romanians and the Bulgarians expect to quickly adapt to German management styles such as punctuality, quality and a detailed and process-based approach, and to receive higher wages. The Romanians, in particular, are very glad to have the opportunity to work with German managers and not with Italian managers as they hope to learn a lot from the German managers. In their opinion, Italians and Romanians are very much alike so that nothing would have changed if the Italian company had won the bidding. However, they do think that the Romanian company needs to adjust to higher standards and to change. Therefore, they are very glad to be working with German managers now. The Bulgarians, also, are eager to adjust. In their opinion the Bulgarian culture has always been influenced by different cultures and is, therefore, very open to new values and norms.

In order to understand the positive attitude towards the Germans it is helpful to take into account the cultural dimension of power distance, which is very high in Romania and Bulgaria. The surveyed Romanians and Bulgarians accept the German managers as superior and are willing to be led by them.

However, it has to be pointed out that although both Romanians and Bulgarians have a very positive attitude towards German management models (processes and tools), both feel a clear lack of relation orientation, especially regarding the German leadership style. This discrepancy may cause future conflicts.

The Germans, Romanians and Bulgarians all expect assimilation as described in Nahavandi and Malekzaheh's model.

To analyse the form of the acculturation of the buyer company it is necessary to look at the following two factors: 1) the extent of multiculturalism (unicultural vs. multicultural) and 2) the diversification strategy (related vs. not related).

1. The German headquarters requires a unicultural approach which is based on standardized management models such as organizational design (organizational charts, departments), reporting systems, employee surveys, performance evaluation and a code of conduct.
2. As the German energy company bought energy companies in Bulgaria and Romania it can be assumed that the diversification strategy is related.

To analyse the form of acculturation of the acquired company it is necessary to look at the following two factors: 1) the attractiveness of the German company (attractive vs. unattractive) and 2) the desire of the acquired company to maintain its own culture (strong vs. weak).

1. Both the surveyed Romanians and Bulgarians see the German company as very attractive and are very proud to be working for a German company. They also regard the German managers positively and see them as true role models.
2. Additionally, the Romanians and Bulgarians don't have a strong desire to keep their own culture but rather prefer to adapt to the German one. The surveyed Romanians and Bulgarians are very willing to learn more about the German culture, especially the German management styles, and they are eager to grow further.

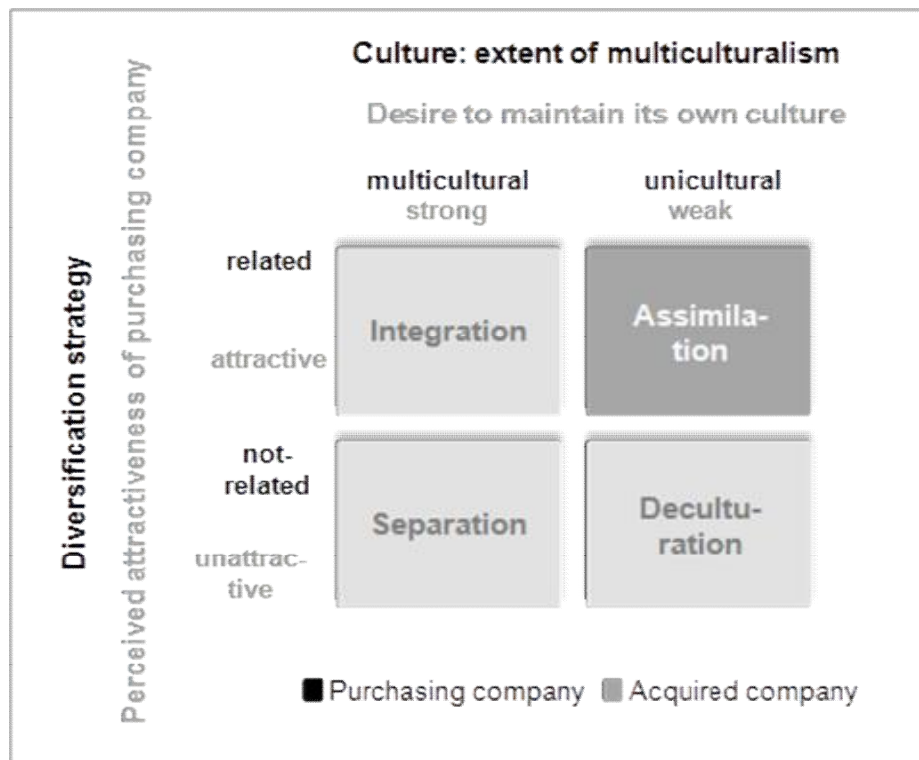


Figure 1. Model of acculturation by Nahavandi and Malekzadeh (1988)  
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**1.2 Try to describe the work-related behaviour you can anticipate from an understanding of the nine cultural dimensions of GLOBE (high/low). In which dimension/dimensions can you detect cultural differences between the Germans and the Bulgarians as well as between the Germans and the Romanians? Please provide quotes to explain your answer.**

In general, the nine cultural dimensions can be described with the following characteristics regarding work-related behaviour.

Cultural dimension	High characteristics	Low characteristics
<b>Assertiveness</b>	<ul style="list-style-type: none"> <li>• Value competition, success and progress</li> <li>• Communicate directly and unambiguously</li> <li>• Try to have control over the environment</li> <li>• Expect subordinates to take initiative</li> <li>• Build trust on basis of calculation</li> </ul>	<ul style="list-style-type: none"> <li>• Value cooperation and warm relationships</li> <li>• Communicate indirectly; try to "save face"</li> <li>• Try to be in harmony with the environment</li> <li>• Expect subordinates to be loyal</li> <li>• Build trust on basis of predictability</li> </ul>

<b>Future orientation</b>	<ul style="list-style-type: none"> <li>• Propensity to save now for the future</li> <li>• Emphasize working for long-term success</li> <li>• Organizations tend to be flexible and adaptive</li> <li>• View material success and spiritual fulfilment as an integrated whole</li> </ul>	<ul style="list-style-type: none"> <li>• Propensity to spend now, rather than save</li> <li>• Prefer gratification as soon as possible</li> <li>• Organizations tend to be inflexible and maladaptive</li> <li>• View material success and spiritual fulfilment as separate, requiring trade-offs</li> </ul>
<b>Gender egalitarianism</b>	<ul style="list-style-type: none"> <li>• More women in positions of authority</li> <li>• Less occupational sex segregation</li> <li>• Similar levels of educational attainment for males and females</li> <li>• Afford women a greater decision-making role in community affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer women in positions of authority</li> <li>• More occupational sex segregation</li> <li>• A lower level of female educational attainment, compared to that of males</li> <li>• Afford women little or no decision-making role in community affairs</li> </ul>
<b>Humane orientation</b>	<ul style="list-style-type: none"> <li>• The interests of others are important</li> <li>• People are motivated primarily by a need for belonging and affiliation</li> <li>• Members of society are responsible for promoting the well-being of others</li> <li>• Child labour is limited by public sanctions</li> <li>• People are urged to be sensitive to all forms of racial discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• One's own self-interest is important</li> <li>• People are motivated primarily by a need for power and material possessions</li> <li>• The state provides social and economic support for individuals' well-being</li> <li>• Child labour is an issue of low importance</li> <li>• People are not sensitive to all forms of racial discrimination</li> </ul>
<b>Institutional collectivism</b>	<ul style="list-style-type: none"> <li>• Members assume that they are highly interdependent with the organization</li> <li>• Group loyalty is encouraged, even if this undermines the pursuit of individual goals</li> <li>• The society's economic system tends to maximize the interests of collectives</li> <li>• Rewards are driven by seniority, personal needs, and/or within-group equity</li> <li>• Critical decisions are made by groups</li> </ul>	<ul style="list-style-type: none"> <li>• Members assume that they are largely independent of the organization</li> <li>• Pursuit of individual goals is encouraged, even at the expense of group loyalty</li> <li>• The society's economic system tends to maximize the interests of individuals</li> <li>• Rewards are driven very largely by an individual's contribution to task success</li> <li>• Critical decisions are made by individuals</li> </ul>

<b>In-group collectivism</b>	<ul style="list-style-type: none"> <li>• Duties and obligations are important determinants of social behaviour</li> <li>• A strong distinction is made between in-groups and out-groups</li> <li>• People emphasize relatedness with groups</li> <li>• The pace of life is slower</li> <li>• Love is assigned little weight in marriage</li> </ul>	<ul style="list-style-type: none"> <li>• Personal needs and attitudes are important determinants of social behaviour</li> <li>• Little distinction is made between in-groups and out-groups</li> <li>• People emphasize rationality in behaviour</li> <li>• The pace of life is faster</li> <li>• Love is assigned great weight in marriage</li> </ul>
<b>Performance orientation</b>	<ul style="list-style-type: none"> <li>• Value training and development</li> <li>• Value competitiveness and materialism</li> <li>• View formal feedback as necessary for performance improvement</li> <li>• Value what one does more than who one is</li> <li>• Expect direct, explicit communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Value societal and family relationships</li> <li>• Value harmony with the environment</li> <li>• View formal feedback as judgemental and discomfiting</li> <li>• Value who one is more than what one does</li> <li>• Expect indirect, subtle communication.</li> </ul>
<b>Power distance</b>	<ul style="list-style-type: none"> <li>• Society is differentiated into classes</li> <li>• Power is seen as providing social order</li> <li>• Upward social mobility is limited</li> <li>• Resources are available to only a few</li> <li>• Information is localized and hoarded</li> </ul>	<ul style="list-style-type: none"> <li>• Society has a large middle class</li> <li>• Power is linked to corruption and coercion</li> <li>• Upward social mobility is common</li> <li>• Resources are available to almost all</li> <li>• Information is widely shared</li> </ul>
<b>Uncertainty avoidance</b>	<ul style="list-style-type: none"> <li>• Use formality in interactions with others</li> <li>• Are orderly and keep meticulous records</li> <li>• Rely on formalized policies and procedures</li> <li>• Take moderate, carefully calculated risks</li> <li>• Show strong resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>• Use informality in interactions with others</li> <li>• Are less orderly and keep fewer records</li> <li>• Rely on informal norms for most matters</li> <li>• Are less calculating when taking risks</li> <li>• Show only moderate resistance to change</li> </ul>

*Table 1. Characteristics of the nine cultural dimensions*

Cultural differences between the surveyed Germans and the surveyed Bulgarians as well as between the surveyed Germans and the surveyed Romanians can be detected in almost all cultural dimensions. Based on the provided dialogues, the following cultural dimensions can be analysed: assertiveness, institutional collectivism, in-group collectivism, performance orientation, power distance and uncertainty avoidance.

<b>Cultural dimension</b>	<b>High</b>	<b>Low</b>
Assertiveness	Germany	Romania Bulgaria
Institutional collectivism	Romania Bulgaria	Germany
In-group collectivism	Romania Bulgaria	Germany
Performance orientation	Germany	Romania Bulgaria
Power distance	Romania Bulgaria	Germany
Uncertainty avoidance	Germany	Romania Bulgaria

*Table 2. Comparison of Germany, Romania and Bulgaria on cultural dimensions*

Within the dimension assertiveness the Germans score high while both the Romanians and the Bulgarians show characteristics of low assertiveness. For the German managers it is very important to have direct and unambiguous communication. For example, if there is a problem, it should be addressed and solved quickly. Furthermore, the Germans expect the subordinates to take initiatives such as bring in ideas during road shows or other kinds of discussion platforms.

Mrs. Krause:

“Anyway, usually later that day I would go to the team room and ask if there were any problems. I never experienced a day when one of them stood up and said something about the problems we were facing. But as soon as I was back at my office, Juliana would come and tell me about some minor irregularities they had found. Of course these always turned out to be huge problems. Until this day, I haven’t figured out why Juliana is the only one who understood how our feedback and problem-solving culture works. All the other employees could come forward, too and tell me when we have a problem. I always try to react very calmly and in the end we solve that problem as a team.”

Dr. Wagner:

“In order to make sure that these instruments had been implemented and internalized, we offered several discussion platforms, trainings, and workshops. As far as I know, most Bulgarians participated in these trainings and workshops. However, there seemed to be a lack of discussion – but then again, maybe there was no need for discussion and they just accepted the new models.

“Sometimes we tried to incorporate their ideas. For example, we organized really big road shows. All of the German managers participated in them and we had these kinds of events not only at our Bulgarian headquarters but also at important offices in the region. All employees were invited to these road shows, to meet the new German managers and to talk to us about their ideas. But their reactions were very strange. I have to emphasize that at every location every seat was taken and every employee was at the road show, which was a great feeling and a success for us. However, the employees didn't want to participate.”

On the other hand, the surveyed Bulgarians and Romanians show characteristics of low assertiveness. For them it is very important to create warm relationships which form a good trust base. It is, therefore, important to get to know each other on a personal level. Additionally, it is imperative to communicate indirectly in order to preserve relationships. The surveyed Bulgarians and Romanians value cooperation and harmony which, again, is a sign of low assertiveness.

“Well, of course the Germans are very stiff and don't know what to talk about – besides work-related topics – when you meet them at lunch or at the coffee machine.”

“I just don't understand why [the Germans] are keeping their distance; they must see the effort we are putting into learning everything.”

“The most important things at work are the talks we have around the coffee machines. We meet with colleagues from other departments and we exchange our problems and findings. Very often we discover similar challenges and we help each other. I don't understand why the German managers never join us.”

“Mrs. Krause is a very good manager. Right from the start we got along very well and I helped her with many different things. My husband and I even offered to show her our city. Now we don’t meet that often anymore. Mostly we just see each other in the office. Still, I think I have a very good relationship with her. That is why I always go to her when we find any problems. I know that I can trust Mrs. Krause. I just don’t understand why she doesn’t want to establish a good trust base with all of us. But, on the other hand, I am very happy to be someone special to Mrs. Krause.”

Further cultural differences between the Germans and the Bulgarians can be detected within the cultural dimension of institutional collectivism.

While for the German managers it is more important to pursue individual goals and to reward individuals, for the Bulgarians it is more important to be loyal towards the group and to fit in instead of standing out.

Dr. Wagner:

“For example, we organized really big road shows. (...) However, the employees didn’t want to participate. We asked some questions and when nobody wanted to answer, we tried to pick some volunteers. Sometimes we even knew some employees and encouraged them by addressing them by name. As soon as somebody was singled out they answered the question and had some really good ideas but it took us a great effort to get them to open up. At the end of each road show we thanked all employees for their participation and we gave particular thanks to those who had contributed ideas, addressing them by name and taking a picture which we would later publish on our intranet. I thought this was very important to do. We hoped to encourage the others to participate more in similar events as a result.

“I am very proud to work for this company – one of the world-wide biggest energy companies! And I am part of this! Really amazing! I am sure I will have a great career here, especially as I get along very well with Dr. Wagner, the German CEO. I am sure he didn’t mean it in a bad way when he addressed me during the big road show and made me feel uncomfortable. I don’t know why he had to pick me during this huge road show with all the other colleagues participating. And at the end, when I hoped that at least most of my colleagues had forgotten that I had stood out of the group, he repeated my name and even took a picture.... Sometimes the German managers are just very clumsy, like robots. But at least they are very good at the work they do and I want to learn these skills.”<sup>1</sup>

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<sup>1</sup> Note: Romanians would also score high on institutional collectivism.



One has to read between the lines to detect cultural differences within the in-group collectivism dimension. The Germans show characteristics of low in-group collectivism. For them the pace of life is very fast. They have a clear target for the incorporation of the new companies into the Group and a tight time schedule. Their focus is always on personal needs and, therefore, on an individual level and less on a group level. The short dialogue between Dr. Wagner and Mrs. Krause doesn't give a hint whether they are aware of differences between in-groups and out-groups or not.

On the other hand, the surveyed Romanians show characteristics of high in-group collectivism. They make a strong distinction between in-groups and out-groups and value duties and obligations as important determinants of social behaviour.

“My father and my grandfather already worked for this company. I am very proud to continue this family tradition. I will fulfil my duties and obligations with the same effort my father and my grandfather have shown.”<sup>2</sup>

Further cultural differences between the surveyed groups can be detected within the cultural dimension of performance orientation. While the Germans score high within this dimension, the Bulgarians and Romanians score low.

For the surveyed German managers training and development are very important; therefore they introduced several trainings, team workshops and one-to-one discussions. Additionally, certain management tools, like performance reviews, are a strong indicator for high performance orientation. These kinds of tools foster competitiveness and formal feedback, which is regarded as necessary for performance improvement.

Dr. Wagner:

“(...) we offered several discussion platforms, training events, and workshops.”

Mrs. Krause:

“As you did in Bulgaria, we also offered several participatory activities like one-to-one discussions, team workshops and training.”

Dr. Wagner:

“We have also already started to implement our (...) performance evaluation.”

The surveyed Bulgarians and Romanians, on the other hand, show characteristics of low performance orientation. They value societal and family relationships and expect career options that reflect who one is more than what one does. Formal feedback, which is fostered by certain management models like performance reviews, is regarded as judgemental.

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<sup>2</sup> Note: Bulgarians would also score high on in-group collectivism.

“I am sure I will have a great career here, especially as I get along very well with Dr. Wagner, the German CEO.”

“My father and my grandfather already worked for this company ... Both were leading managers and I’m sure to have a prosperous career due to my family relationships.”

“But what I don’t understand is this new tool. They call it performance evaluation (...). And why do they need this formal feedback anyway? It is very judgemental and discomfiting.”

Further cultural differences between all involved parties can be located within the cultural dimension of power distance.

Both the surveyed Romanians and Bulgarians tend to show characteristics of high power distance which in particular is associated with status symbols (e.g. cars/offices based on the hierarchical status). In their cultures, society is differentiated into classes and status symbols signal these differences. However, cultural members accept this hierarchical order. A strong motivation in these cultures is to acquire recognized status symbols. Additionally, power is seen as providing a social order. As the Germans were the ones who acquired the Bulgarian and Romanian companies, they are viewed and accepted as the ones being in charge and with the most power.

“Sometimes I don’t understand the German managers. Why did they sell all the cars and replace them with small cars? Now nobody can see if it’s the CEO coming or just a level three manager.”

“I am very proud to work closely with the German managers and I learn so much from them every day. There is not one negative thing I can say about them. Although just sometimes they behave very strangely. For example, at the beginning they all shared one big office. This is so strange. Why would they do that? They are the most important people in this company. But this was at the beginning; now there really is nothing negative I can think of.”

“We are all very glad to have this opportunity to work with the German managers and to grow. Well, maybe at the beginning we were even more enthusiastic than we are now, but even today we are all looking forward to learning more from the Germans. It’s just that sometimes they are a little strange. They didn’t have their own offices which made us feel very ashamed. So we prepared other big offices so that each of them could have his or her own office but they refused. Even the CEO was sitting with the other managers in one room. I really don’t understand this. The office of the former CEO was empty and it is a very nice and spacious office with a sofa, a big TV, and even a fridge.”

“I am so glad to work for a German company now. I am very eager to learn more about German quality, punctuality and objectivity.”

“The Bulgarian culture has a long history of adapting to other circumstances and rules. I am very open to the German culture and I am happy about this new opportunity.”

“When we heard the news that the Germans finally won the bidding we were all very relieved. The Germans are known for their high quality standards and they are so well organized. We are all very happy to work with them and to learn as much as possible from them.”

The surveyed Germans, on the other hand, tend to have a lower power distance which explains why they were surprised by the Romanians’ and Bulgarians’ behaviour.

Dr. Wagner:

“For example, we radically reduced the car pool. You won’t believe how many cars, drivers, and different types of cars, the Bulgarian company used to have! At the end we kept a few drivers and equipped the car pool with small, environmentally friendly, and economical cars. We had to cut costs but we wanted to emphasize that we were more than willing to find other ways to achieve the required cost cuttings than by layoffs. Additionally, we wanted to demonstrate the importance of environmental protection which, of course, is a very important value to us and our company. However, the Bulgarians reacted very strangely.”

Mrs. Krause:

“It was very hard for all of us, especially during the first months. When we arrived – we were a total of six German managers who were in charge of the whole integration process – nothing was ready for us. We didn’t have computers, we didn’t even have a room or desks. The Romanians were very helpful and creative and helped us a lot. They even wanted to prepare some special offices for us, so that each German manager would have his or her own office. But we didn’t want to give them the wrong impression or spread the fear that the Germans would take over everything. Therefore, we preferred to spend the first months all together in one big room. However, the Romanians reacted very strangely to that.”

The surveyed Bulgarians and Romanians also differ from the Germans with regard to the last cultural dimension: uncertainty avoidance.

The surveyed Germans show many characteristics of high uncertainty avoidance, such as the desire to implement rules and procedures. They feel very uncomfortable with uncertainty and ambiguity and try to control it. Therefore, it is important for the Germans to use formality in interactions with others and to rely on formalized policies and procedures.

Dr. Wagner:

“Well, we used several standardized models which I’m sure you have tried to implement, too. Our biggest task at company level was to implement process-oriented organization. I had the feeling that it was the first time for all employees to actually work with organizational charts and to have an overview of roles and responsibilities. We also established new departments like marketing, controlling and customer services and, of course, we transferred management models like our code of conduct. We have also already started with to implement our standardized employee survey as well as our performance evaluation.”

Mrs. Krause:

“Basically we tried to implement the same models you’ve mentioned. The German headquarters developed all of these standardized management models and we tried to implement them – also the IT and reporting systems which we use in Germany. I don’t have detailed knowledge about all transfer processes but I do remember that it was especially difficult to implement our feedback and problem-solving culture. (...) For example, we wanted to implement the German reporting system for financial figures. We had to meet several challenges regarding this task. First of all, it was very difficult to explain what kind of figures we needed. I had the feeling that some specific company facts, like the number of employees, had never been collected.”

The surveyed Bulgarians and Romanians, on the other hand, are not used to such strict procedures and can deal differently with unpredictability. They are less orderly and keep fewer records and they rely on informal norms for most matters. In general, they show low uncertainty avoidance.

“I am amazed at the German efficiency! They have only spent a few months here and we already have a totally new organization. Hristina, who used to be in charge of all HR-related issues, is now only responsible for recruiting. But of course everybody keeps calling her for any HR matter as we all know that she knows it best, or at least she knows the right person in the HR department to ask.”

“We have so many new management tools. I can’t even remember all the names. For each tool we’ve had at least one training event or another kind of workshop. I really like these workshops; I can meet with other colleagues I haven’t seen for a while. But what really annoys me during these workshops is the German way of designing them. The Germans are very strict and have a clear schedule, even for questions. We are always supposed to ask our questions at the end of a lesson. Why can they not leave us more time during the coffee break to discuss these instruments – with other Bulgarian colleagues as well as with them?”

“Romanians are not as well organized as Germans. Punctuality is a big issue.”

To sum it up, one can conclude that in most cultural dimensions the behaviour of the surveyed Germans stands diametrically opposed to that of the surveyed Bulgarians and Romanians.

Despite the fact that the expectations of the Germans, Romanians and Bulgarians regarding the M&A are very similar – all involved parties prefer the assimilation – the M&A process seems to be very difficult and tough. The analysis of cultural differences offers some hints for better understanding the difficulties the Germans, on the one hand, and the Bulgarians and Romanians, on the other hand, are facing.

In order to lead a successful international M&A it is not only important to take into consideration the context and the individual expectations but also the cultural background and the different behaviour.

**1.3 Regarding the six leadership styles of GLOBE (high/low), in which style can you detect the most cultural differences between the Germans and the Bulgarians as well as between the Germans and the Romanians? Please provide quotes to explain your answer.**

Most cultural differences in leadership styles between the Germans and the Bulgarians as well as between the Germans and the Romanians can be found within the **participative style**.

While the surveyed German managers foster a participative style which encourages and facilitates participation of all organizational members in the decision-making process, the surveyed Bulgarians and Romanians don’t seem to be familiar with such a leadership style.

Within Bulgarian and Romanian culture the leader is expected to be a specialist and expert in his or her field; therefore he or she reaches the best decision alone. On the other hand, within German culture the leader is seen as a facilitator. It is his or her management duty to gather all relevant experts and to enable them to find a good decision.

The following quotes illustrate these differences:

Dr. Wagner:

“(...) we offered several discussion platforms, training events, and workshops. (...) Sometimes we tried to incorporate their ideas. For example, we organized really big road shows. All of the German managers participated in them and we had these kinds of events not only at our Bulgarian headquarters but also at important offices in the region. All employees were invited to these road shows, to meet the new German managers and to talk to us about their ideas. (...) However, the employees didn’t want to participate. (...) As soon as somebody was singled out they answered the question and had some really good ideas but it took us a great effort to get them to open up. At the end of each road show we thanked all employees for their participation and we gave particular thanks to those who had contributed ideas, addressing them by name and taking a picture which we would later publish on our intranet. I thought this was very important to do. We hoped to encourage the others to participate more in similar events as a result.”

Mrs. Krause:

“As you did in Bulgaria, we also offered several participatory activities like one-to-one discussions, team workshops and training.”

“I really like the German managers. They are so open and calm, even in stressful situations. Bulgarian managers behave in a very authoritarian way and start shouting very quickly. But what I don’t understand is this new tool. They call it performance evaluation and target agreement. They want us to tell them the targets we are supposed to achieve. But isn’t it actually their job to define these targets and not ours?”

“The Germans are so different from the Romanian managers. They always want to hear our opinion before making a decision. This is very strange for me but I like this new way.”

**1.4 What did the Germans, Romanians and Bulgarians learn from each other? Try to incorporate the cultural dimensions of GLOBE in your answer.**

Due to the M&A and the transfer of different – German-based – management models as well as the close interaction between German managers and Romanian/Bulgarian managers and employees, all involved parties gained a deeper intercultural understanding.

The Germans learnt new characteristics within the cultural dimension of uncertainty avoidance. While they usually show characteristics of high uncertainty avoidance, they understood that they should rely on informal norms and use informality in interactions with others, characteristics of low uncertainty avoidance. In this context, Dr. Wagner learnt a new way of dealing with written and oral contracts. Additionally, the German managers achieved the capability of changing their way of leadership and adjusting to different behaviour. In this regard, Mrs. Krause showed aspects of higher institutional collectivism by introducing rewards on a group level.

Bulgarians and Romanians gained a deeper intercultural understanding with regard to the cultural dimension of uncertainty avoidance. Both now show higher appreciation of order and formalized procedures, such as, for example, to start at the end when planning a schedule.

Additionally, a Romanian manager pointed out that he changed his leadership style, learning from the Germans to be a more "touchable manager", approachable for employees on lower hierarchy levels. He, therefore, now shows some characteristics of lower power distance.

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