

**Culture-Strategy Fit Inc.**  
**Articles and Books for Insights**  
**about Culture-Strategy Fit**

- Alpander, G.G. (1995) 'Culture, strategy and teamwork: The keys to organizational change', *The Journal of Management Development*, 14 (8), 4-18.
- Barkema, H.G. & Vermeulen, F. (1997) 'What differences in the cultural background of partners are detrimental for international joint ventures?' *Journal of International Business Studies*, 28 (4), 845-864.
- Barney, J.B. (1991) 'Firm resources and sustained competitive advantage', *Journal of Management*, 17 (1), 99-120.
- Barney, J.B. & Hansen, M.H. (1994) 'Trustworthiness as a source of competitive advantage', *Strategic Management Journal*, 15 (Winter Special Issue), 175-190.
- Berry, T.W. (1983) 'Acculturation: A comparative analysis of alternative forms'. In R.J. Samuda and S.L. Woods (Eds.) *Perspectives in Immigrant and Minority Education*, Lanham, MD: Univeristy Press of America, 65-78.
- Birkinshaw, J., Bresman, H. & Hakanson, L. (2000) 'Managing the post-acquisition integration process: How the human integration and task integration processes interact to foster value creation. *Journal of Management Studies*, 37, 395-425.
- Blake, R.R. & Mouton, J.S. (1985) 'How to achieve integration on the human side of the merger', *Organizational Dynamics*, 13, 41-56.
- Boje, D.M. & Whetten, D.A. (1981) 'Effects of organizational strategies and contextual constraints on centrality and attributions of influence in interorganizational networks'. *Administrative Science Quarterly*, 26, 378-395.
- Buono, A.F. & Bowditch, J.L. (1989) *The Human Side of Mergers and Acquisitions*, San Fransisco, CA: Jossey-Bass.
- Chatterjee, S., Lubatkin, M.H., Schweiger, D.M. & Weber, Y. (1992) 'Cultural differences and shareholder value in related mergers: Linking equity and human capital', *Strategic Management Journal*, 13, 319-344.
- Cook, S.D.N. & Yanow, D. (1996) 'Culture and organizational learning. In M.D. Cohen and L.S. Sproull (Eds) *Organizational Learning*, Thousand Oaks, CA: Sage, 430-459.
- Curran, C.R. (2002) 'Culture eats strategy for lunch every time', *Nursing Economics*, 20 (6), 257.

- Czarniawska-Joerges, B. (1992) *Exploring Complex Organizations: A Cultural Perspective*, Newbury Park, CA: Sage.
- Datta, D.K. (1991) 'Organizational fit and acquisition performance: Effects of post-acquisition integration', *Strategic Management Journal*, 12, 281-297.
- Deal, T.A. & Kennedy, A.A. (1982) *Corporate Culture*, Reading, MA: Addison-Wesley.
- Edmondson, A.C. & Cha, S.E. (2002) 'When company values backfire', *Harvard Business Review*, November 2002, 18-19.
- Franklin, P. (2000) 'Doing strategy through culture in knowledge-based organizations', *Strategic change*, 9 (2), 129-134.
- Ghoshal, S. & Bartlet, C.A. (1994) 'Linking organizational context and managerial action: The dimensions of quality of management', *Strategic Management Journal*, Summer Special Issue, 15, 91-112.
- Goffee, R. & Jones, G. (1998) *The character of a corporation: How your company's culture can make or break your business*, New York: HarperCollins.
- Gordon, G.G. & DiTomaso, N. (1992) 'Predicting corporate performance from organizational culture', *Journal of Management Studies*, 29, 783-798.
- Hatch, M.J. & Schultz, M. (1997) 'Relations between organizational culture, identity and image', *European Journal of Marketing*, 31 (5/6), 356-363.
- Hofstede, G. (1998) 'Identifying organizational subcultures: An empirical approach', *Journal of Management Studies*, 35 (1), 1-12.
- Hofstede, G. (1998) 'Attitudes, values and organizational culture: Disentangling the concepts', *Organization Studies*, 19 (3), 477-492.
- Hofstede, G. (1991) *Cultures and Organizations: Software of the Mind*. London: McGraw Hill.
- Ivancevich, J.M., Schweiger, D.M. & Power, R.F. (1987) 'Strategies for managing human resources during mergers and acquisitions', *Human Resource Planning*, 10 (1), 19-35.
- Juechter, W.M., Fisher, C. & Afford, R.J. (1998) 'Five conditions for high performance cultures', *Training and Development*, 52 (5) 63-67.
- Kaplan, N. (2001) 'Assimilate, integrate or leave alone?' *The Journal of Business Strategy*, 22 (1), 23-25.
- Kerr, J. & Slocum, J.W. (1987) 'Managing corporate culture through reward systems', *Academy of Management Executive*, 1 (2), 99-108.

- Knights, D. & Willmott, H. (1985) 'Power and identity in theory and practice', *The Sociological Review*, 33 (1), 22-46.
- Kotter, J.P. & Heskett, J.L. (1992) 'The corporate culture connection: Corporate culture and performance', *Fortune*, 1992, 125 (9), 119.
- Kusewitt, J.B. (1985) 'An exploratory study of the strategic acquisition factors relating to performance', *Strategic Management Journal*, 6, 151-169.
- Lam, A. (1997) 'Embedded firms, embedded knowledge: Problems of collaboration and knowledge transfer in global cooperative ventures', *Organization Studies*, 18(6), 973-996.
- Larsson, R. & Finkelstein, S. (1999) 'Integrating strategic, organizational and human resource perspectives on mergers and acquisitions: A case survey of synergy realization', *Organization Science*, 10 (1), 1-26.
- Lee, S.K.J. & Yu, K. (2004) 'Corporate culture and organizational performance', *Journal of Management Psychology*, 19 (4), 340.
- Leonard-Barton, D. (1992) 'Core capabilities and core rigidities: A paradox in managing new product development', *Strategic Management Journal*, 13 (Summer Special Issue), 111-125.
- Lim, B. (1995) 'Examining the organizational culture and organizational performance link', *Leadership & Organizational Development Journal*, 16 (5), 16-21.
- Lippman, S. & Rumelt, R. (1982) 'Uncertain irritability: An analysis of inter-firm differences in efficiency under competition', *Bell Journal of Economics*, 13, 418-438.
- Lund, D.B. (2003) 'Organizational culture and job satisfaction', *The Journal of Business & Industrial Marketing*, 18 (2/3), 219-236.
- Lyles, M.A. & Salk, J.E. (1996) 'Knowledge acquisition from foreign parents in international joint ventures: An empirical examination in the Hungarian context', *Journal of International Business Studies*, Special Issue, 27 (5), 877-903.
- Lyles, M.A. & Schwenck, C.R. (1993) 'Top management, strategy and organizational knowledge structures', *Journal of Management Studies*, 29 (2), 155-174.
- Marks, M.L., (1999) 'Adding culture fit to your due diligence checklist', *Mergers and Acquisitions*, Philadelphia, Nov/Dec, Vol. 34, (3), 14-20
- Martin, Joanne, (2002) 'Organizational culture, Mapping the Terrain', Sage Publications, Inc.
- Mason, R.O. (2004) 'Lessons in organizational ethics from the Columbia disaster: Can a culture be lethal?', *Organizational Dynamics*, 33 (2), 128-142.

- Manzini, A.O. & Gridley, J.D. (1986) 'Human resource planning for mergers and acquisitions: Preparing for the 'people issues' that can prevent merger synergies', *Human Resource Planning*, 9 (2), 51-57.
- Myers, D.B. (1997) 'How a shift in corporate culture has increased Plao Bank & Trust's shareholder value', *Journal of Retail Banking Services*, 19 (2), 7-15.
- Nahavandi, A. & Malekzadeh, A.R. (1988) 'Acculturation in mergers and acquisitions', *Academy of Management Review*, 13, 79-90.
- Ogbonna, E. & Whipp, R. (1999) 'Strategy, culture and HRM: evidence form the UK food retailing sector', *Human Resource Management Journal*, 9 (4), 75-90.
- Pettigrew, A.M. (1979) 'On studying organization cultures'. *Administrative Science Quarterly*, 24 (4), 570-581.
- Robinson, E. (1999) 'In search of a fresh spark: Culture under siege', *Financial Times*, Oct. 1 1999, 4.
- Ross, D.N. (1999) 'Culture as a context for multinational business: A framework for assessing the strategy-culture 'fit'', *Multinational Business Review*, 7 (1), 13-19.
- Sackmann, S.A. (Ed.) (1997) *Cultural Complexity In Organizations: Inherent Contrasts And Contradictions*, Thousand Oaks, CA: Sage.
- Sackmann, S.A. (1992) 'Cultures and subcultures: An analysis of organizational knowledge', *Administrative Science Quarterly*, March, 140-161.
- Salancik, G.R. & Pfeffer, J. (1977) 'Who gets power – and how they hold onto it: A strategic contingency model of power', *Organizational Dynamics*, 5, 3-21.
- Sales, A.L. & Mirvis, P.H. (1985) 'When cultures collide: Issues in acquisitions'. In J.R. Kimberley and R.E. Quinn (Eds.) *New Futures: The Challenge of Managing Organizational Transition*, Homewood, IL: Irwin, 107-133.
- Schein, E.H. (1993) *Organizational Culture And Leadership (Second Edition)*, San Fransisco, CA: Jossey-Bass.
- Schonfeld, E. (1997) 'Have the urge to merge? You'd better think twice', *Fortune*, 135 (6), 114-116.
- Schorg, C.A., Raiborn, C.A. & Massoud, M.F. (2004) 'Using a culture audit to pick M&A winners', *The Journal of Corporate Accounting and Finance*, 15 (4), 47-55.
- Schneider, W.E. (2003) 'Why strategies fall apart: The CEO/culture disconnect', *2003 Handbook of Business Strategy*, Thomson.

- Schraeder, M. & Self, D.R. (2003) 'Enhancing the effectiveness of mergers and acquisitions: An organizational culture perspective', *Management Decision*, 41 (5/6), 511-523.
- Schweiger, D.M., Csiszar, E.N. & Napier, N.K. (1994) 'A strategic approach to implementing mergers and acquisitions'. In G. Von Krogh, A. Sinatra and H. Singh (Eds.) *Managing Corporate Acquisitions: A Comparative Analysis*, London: MacMillan.
- Schweiger, D.M. & Ivancevich, J.M. (1985) 'Human resources: The forgotten factor in mergers and acquisitions', *Personnel Administrator*, 30 (11), 47-54, 58-61.
- Shelton, L.M. (1988) 'Strategic business fits and corporate acquisition: Empirical evidence,' *Strategic Management Journal*, 13, 245-266.
- Shrivastava, P. (1985) 'Integrating strategy formulation with organizational culture', *Journal of Business Strategy*, 5 (3), 103-111.
- Spender, J.-C. (1996) 'Competitive advantage from tacit knowledge? Unpacking the concept and its strategic implications'. In B. Moingeon and A. Edmondson (Eds.) *Organizational Learning and Competitive Advantage*, London: Sage, 56-73.
- Sorenson, J.B. (2002) 'The strength of corporate culture and the reliability of firm performance', *Administrative Sciences Quarterly*, 47, 70-91.
- Teerlink, R. (2000) 'Harley's Leadership U-Turn', *Harvard Business Review*, July-August 2000, 43-48.
- Walter, G.A. (1985) 'Culture collisions in mergers and acquisitions.' In P. Frost, G. Moore, M. Reis Louis, C. Lundberg, and J. Martin (Eds.) *Organizational Culture*, Beverley Hills, CA: Sage, 301-314.
- Want, J. (1990) 'Creating a corporate culture in support of a global strategy', *The International Executive*, 32 (2), 40-42.
- Westley, F. (1990) 'Middle managers and strategy: Microdynamics of inclusion', *Strategic Management Journal*, 11, 337-351.