



Macro and Micro Foundations of Acquisitions in Volatile Industries
Eli Hurvitz Academic Conference
Tel-Aviv University

Faculty of Management
Leon Recanati Graduate School of Business Administration
Room No. 430, Recanati Building

14 – 15 December 2014

Conference Co-chairs
Nir Brueller, Abraham Carmeli

Organizing Committee
Barak Aharonson, Nir Brueller, Abraham Carmeli, Israel Drori, Uriel Stetner, Yaakov Weber

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Sunday, December 14, 2014

- 17:00 Conference Registration Opens
- 17:15 – 17:30 **Ravit Cohen-Meitar**, Hurvitz Institute, Tel Aviv University
Nir Brueller, Tel Aviv University
Welcome note
- 17:30 – 18:30 **David R. King**, Iowa State University
Keynote: Macro and Micro Competitive Dynamics of Acquisitions
Introduction by: **Abraham Carmeli**, Tel Aviv University
- 18:30 – 20:30 *Dinner*

Monday, December 15, 2014

- 9:00 Conference Registration Opens
- 9:15 – 10:30 **Chair: Shlomo Y. Tarba**, The University of Sheffield, UK
Paper Session 1
Topic: Cross-Border Technology Acquisitions
1. Learning of emerging multinationals venturing into developed markets: The global market entry of Chinese firms by acquisitions
Yipeng Liu, Kent Business School, The University of Kent, UK
Shlomo Y. Tarba, The University of Sheffield, UK
Yijun Xing, Beijing Jiao Tong University, China
Cary L. Cooper, Lancaster University, UK
 2. CEO Leadership in High-Tech Acquisitions—Innovating and Internationalizing using Acquisitions
Kathleen Park, Gulf University for Science and Technology, Kuwait
 3. Determinants of Share of Ownership Acquired in Cross-Border Acquisitions of Israeli Firms
Leon Faifman, Florida Atlantic University
- 10:30–10:45 *Coffee Break*

- 10:45–11:45 **Sayan Chatterjee**, Case Western Reserve University
Keynote: Resource Interactions and Merger Success
Introduction by: **Uriel Stettner**, Tel Aviv University
- 11:45–13:15 *Lunch Break*
- 13:15–14:45 **Chair: Barak Aharonson**, Tel Aviv University
Paper Session 2
Topic: Development Trajectories of Technology Startups – Buyers and Sellers
1. The implications of the size and diversity of investor syndicates on startup performance
Shai Harel, Ben-Gurion University of the Negev, Israel
Niron Hashai, Hebrew University of Jerusalem, Israel
 2. Mergers and acquisitions in born global companies in Israeli high tech industry
Tamar Almor, College of Management, Israel
Stine Øyna, The University of Agder, Norway
Shlomo Y. Tarba, The University of Sheffield, UK
 3. The Cooperative Market for Corporate Control: Endogenizing Synergy between Incumbents and Startups Prior to the Deal
Nir Brueller, Tel Aviv University
Laurence Capron, INSEAD
- 14:45–15:00 *Coffee Break*
- 15:00–16:30 **Co-Chairs: Yaakov Weber**, College of Management, **Israel Drori**, College of Management and Tel Aviv University
Paper Session 3
Topic: Contingent Approaches to Deal Structure and PMI
1. The role of industry vertical integration and minority owners protection in determining subsidiary ownership share and resource redeployment
Sharon Belenzon, Fuqua School of Business, Duke University
Niron Hashai, Hebrew University of Jerusalem, Israel
 2. Integration approaches, ambidexterity and mergers and acquisitions performance
Yaakov Weber, College of Management, Israel
 3. Untangling micro-behavioral sources of failure in mergers and acquisitions: A theoretical integration and extension
Yair Friedman, Tel Aviv University
- 16:30–16:45 *Coffee Break*
- 16:45–18:00 **Chair: Ravit Cohen-Meitar**, Hurvitz Institute, Tel Aviv University
Panel
Topic: Designing and Managing High-Technology Acquisitions: A View from the Practice
1. PMI processes - The role and responsibilities the of Chief Integration Officer
Ika Abravanel, Owner and CEO of Integratika
 2. The process of merging: When plans meet reality
Shlomo Amir, CEO of Qlight Nanotech
 3. CADVision Medical Technologies' acquisition by Siemens Medical Solutions
Yossi Srour, CEO of Ultraspect
- 18:00–18:15 *Coffee Break*
- 18:15–19:30 **Chair: Nir Brueller**
Keynote and Panel
High-Tech Acquisitions - A Research Agenda
Abraham Carmeli, Sayan Chatterjee, David R. King, Yaakov Weber
- 19:30–21:30 *Dinner*