

# Propositions

- I. Experience with domestic acquisitions weakens rather than strengthens the ability of firms to make cross-border acquisitions (chapter 2).
- II. The involvement of headquarters managers in M&A deals is one of the main channels through which prior acquisition experience transfers to focal acquisitions (chapter 2).
- III. A moderate level of task conflict in cross-border acquisitions enables top management teams of acquiring and acquired firms to learn from each other thus leading to better integration outcomes (chapter 3).
- IV. Acquisitions of target firms with an intermediate pre-deal performance are likely to outperform acquisitions of either very high or very low performing targets (chapter 3).
- V. Investors and financial analysts often possess valuable information that reduces information asymmetries between acquirers and targets (chapter 4).
- VI. Nowadays, pure deductive research is more a myth than a reality: the development of powerful empirical tools has meant that the primacy of logical deduction has been replaced by the primacy of the empirical result. We should acknowledge this and somehow change the way we do research.
- VII. In academia too much attention is being given to individual performance despite the fact that major advancements are often the result of collective efforts. Individual performance metrics not only are in denial of this, but often also engender competitive dynamics that undermine the collaborative climate leading to less knowledge being produced.
- VIII. The glass wall that separates academics from practitioners today is the major barrier restraining the evolution of management science.
- IX. The key to succeeding in an apparently insurmountable task is to change some deeply held assumption.
- X. Universities are focusing too much on research and too little on teaching causing previously produced knowledge to be poorly disseminated. If today's students learn less than they should, future generations of researchers may be less knowledgeable, or skilled, than their predecessors.
- XI. All work and no play makes Jack a dull boy. (Stephen King, *The Shining*)