

## **Towards Enhancing Dynamic Capabilities of M&AS**

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### **Abstract**

An increase in mergers and acquisitions (M&A) has been witnessed recently, and accordingly M&As has received growing research interest. Though studying about various influential factors to M&A's performance is crucial, a large number of studies have merely attended to two post-integration strategies, comprising human integration and task integration. Similarly, most research has focused on M&A's performance in terms of finance, market, and innovation while disregarding specific types of capabilities that M&As can develop like dynamic capabilities. This study aims at addressing the effects of three factors shaping knowledge-based organizational culture, known as cooperation within teams, trust in management, and learning in organization on 3 types of dynamic capabilities of M&A including adaptive capability, absorptive capability, and innovative capability. Furthermore, in the present economy with a growing adoption of technology in business operations and an enhanced recognition of an orientation to customer needs, crowdsourcing and market orientation can be viable influential factors to M&As. As such, this study also attempts to elaborate the moderating roles of market orientation and crowdsourcing on the relationships between factors of organizational culture and types of dynamic capabilities. The study concludes with a proposed model that is particularly useful for future researchers and managers of M&As in an attempt to understand about as well as effectively manage M&A's operations and performance.

**Keywords:** absorptive capability; adaptive capability; Cooperation within teams; innovative capability; Organizational learning