



## About the Programme

Almost every day, there are media reports about mergers and acquisitions (M & A); the forthcoming or the completed ones or the mergers that have fallen through or the ones that are appearing successful or unsuccessful, etc. The public or the press praise or criticize. The competition commissions, across the world make further additions to the M&A news. The employees become uneasy and skeptical about their future. The managements of the merging companies defend their M&A decisions. The stock exchanges react positively or negatively. The fact remains; mergers and acquisitions are always risky endeavors of the managements. M&A is a complex process and its success is never guaranteed unless engineered scientifically.

As more and more companies are repositioning themselves for growth in the VUCA (volatile, uncertain, complex and ambiguous) climate, this Decision Makers' Education on M&A is a must for making right M&A decision and articulation from all possible angles.

### Key Takeaways

- Gain broader understanding of long- and short-term strategies for executing M&A.
- Develop understanding over what shall be the right value & price for an acquisition and how should the price be paid.
- Understand the process of selecting the targets and how to structure a deal including the legal process.
- Appreciate the need for planned integration process for M&A success.
- Gain adequate exposure on how value is created or destroyed as a result of M&A.
- How risks associated with M&A deals can be identified and mitigated.
- Get opportunity to share and gain knowledge by interacting with practicing leaders from multi-disciplinary areas.

For more information contact:

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**Venue:**

**Institute for Financial Management  
and Research**

24, Kothari Road, Nungambakkam  
Chennai - 600 034, Tamil Nadu.

## Who Should Attend?

The program is scientifically designed for:

- Corporate managers responsible for strategic growth initiatives.
- Jr. & Sr. Associates of PE/VC firms, M&A sponsors Investment banks/merchant banks.
- Corporate lawyers performing due diligence and effecting legal procedures of M&A.
- Lending officers of Banks & FIs.
- Owners/CEOs/CFOs of family owned un-listed companies and SMEs.
- Management consultants advising M&A.

## Course Fee (inclusive of GST)\*

**Rs. 30,000** for 1 participant for 3 days

**Rs. 50,000** for 2 participants for 3 days

**Rs. 70,000** for 3 participants for 3 days

**Rs. 10,000** for 1 participant for 1 day

(For 1 day participation there is No fee concession)

\* Includes high-class course materials / book, CD, lunch and refreshments. No discount for spot registration.

The course fee can be paid by 'at par' cheque in favour of Institute for Financial Management and Research. The course fee can also be paid through Net Banking and the details for online transfer are as follows:

Payee	<b>Institute for Financial Management and Research</b>
Bank	ICICI Bank 39, Nelson Manickam Road, Chennai - 600 029
A/c No.	027601000294
IFSC Code	ICIC0000276

**Cancellation policy:** Rs. 5,000 would be deducted from the fees paid, if cancellation is done 5 working days before the programme and there would be no refund after that. However, substitution of registered participant would be accepted.

## Programme Coverage

### DAY – 1 (8:30 am to 5:00 pm)

- Overview of M&A and corporate restructuring
- Strategic approaches to M&A
- How to attack and defend hostile M&A
- SPAC & Shell company for acquisition
- Identifying the target to be acquired
- Cross-border M&A

### DAY – 2 (8:30 am to 5:00 pm)

[Excel based]

- Valuations of target and acquirer: various latest methods and techniques
- Valuation of brands, goodwill and other intangible assets
- Deciding share swap ratio and strategy for choosing method of payment
- Synergy valuation for M&A decisions

### DAY –3 (8:30 am to 5:00 pm)

- Leveraged buyout and management buyout
- Due diligence & purchase investigation
- Legal aspects including competition laws
- Accounting aspects of M&A
- Integration for M&A Success (functional, process, people and cultural integration)

**Methodology:** PPT, lecture, exercise, Case, movie and Excel worksheets.

## About IFMR

Established in 1970, the Institute for Financial Management and Research (IFMR) was sponsored by ICICI, the House of Kotharis and other major industrial groups. The current Board of Governors is headed by Mr R. Seshasayee, Chairman, Indus Ind Bank, and it comprises leaders of major corporations in India as well as esteemed academicians. IFMR has been recognized by the Government of India as:

- A Scientific and Industrial Research Organization (SIRO) by the Department of Scientific and Industrial Research, Ministry of Science and Technology.
- An Institution of Importance across India by the Ministry of Finance.

The Ministry of Human Resource Development ranks IFMR as the 38th best Business School in India. While CRISIL rates IFMR as A\*\*, All India Management Association places it in A1 League and National Human Resource Development Network ranks IFMR as 27th best B-school in India.

## About Programme Instructors

**Kamal Ghosh Ray, Ph.D.:** He is one of the internationally reputed specialists and corporate trainers in the field of Mergers and Acquisitions. He was conferred Honorary Senior Fellowship by the Institute for Mergers, Acquisitions and Alliances, Vienna, Austria for his outstanding contributions to M&A. He also got global recognitions from US and UK universities for his research on developing new perspectives, thoughts and models on M&A architecture. His comprehensive book on "Mergers and Acquisitions" has got international acclaim, especially from academicians and professionals from world class institutions like Harvard Business School, Boston, USA and Ernst & young, Frankfurt, Germany. He was a protagonist in some M&A deals. He presented his research works at MIT-Cambridge(USA), Syracuse University-New York (USA), Loyola University-New Orleans (USA), Queensland University-Brisbane (Australia), University of London(UK) and the like. He taught Strategic Finance at EcoleSupérieure de Commerce, Dijon, France. Dr. Ray is currently a Senior Professor at the Institute for Financial Management and Research, Chennai & Sri City.

**Vinodh Madhavan, Ph.D.:** He served as an Adjunct Faculty at the Department of Finance & Economics, Golden Gate University, San Francisco, CA, USA and was a Malcolm S. M. Watts III Research Fellow at Technical Securities Analysts Association of San Francisco. Vinodh has worked as an Assistant Professor of Finance at Indian Institute of Technology Kharagpur, Indian Institute of Management Lucknow and Institute of Management Technology Ghaziabad. Presently, he is an Associate Professor of Finance at Institute for Financial Management and Research. Over the years, Vinodh has handled a variety of courses such as Business Valuation, Mergers, Acquisitions & Corporate Restructuring, Financial Statement Analysis, Security Analysis and Portfolio Management, Financial Markets and Institutions, Derivatives and Risk Management, and Time Series Modelling in Financial Markets; and has delivered executive development programs in Finance for practitioners from companies such as, Larson & Toubro, Gmmco Ltd., Sundram Fasteners Ltd., KEC International, NHPC Ltd., and National Informatics Centre.