



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2017-18)

Programme Name: PGDM

Name of the Course: Merger and Acquisitions

Maximum marks: 100

No. of Sessions: 10

Name of the Faculty: Dipti Periwal

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Weblink:

Learning Objectives:

1. **Understand how the market for *mergers and acquisitions* has evolved in contemporary time as a growth strategy.**
 2. **The primary objective of this subject is to develop both your analytical and interpersonal skills through the use of readings, cases, lectures, discussions, and simulations within the M&A context.**
 3. **Apply a set of analytical tools to evaluate fair value of target firm and acquiring firm.**
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Reference Books:

1. **Merger and Acquisition- Kamal Gosh Ray**
2. **Merger and Acquisition and Corporate Restructuring – Rabi Narayan kar**
3. **Merger and Acquisition and Corporate Restructuring- Prasad Godbole**
4. **valuations – Damodaran**



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Plan:

| Session No | Topics to be covered | References- Print/Online | Learning outcomes |
|-------------------|--|---|---|
| 1 | Forms of restructuring – Merger, acquisition, Divestiture, Spin-off, De merger, Reverse Merger, Joint Venture Understanding organic and inorganic strategy | mfiles.pl/en/index.php/Methods_of_ restructuring | Learn restructuring as a strategy. |
| 2 | Case study Flipkart MYntra Merger and Acquisition – particles, illustrations | http://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR464.htm Prasad godbole | Numeric |
| 3 | Synergies – Types of synergies | http://beta.tutor2u.net/business/blog/qa-what-are-synergies-in-takeovers-and-mergers | Reasons for adopting M&A |
| 4 | Hostile takeover- defensive strategies adopted case study | Kamal Gosh Ray – Case studies | Students will learn Defensive strategies |
| 5 | Leveraged Buyouts -Successful and failed LBO deals in India and overseas | www.icmrindia.org/casestudies/catalogue/Finance/FINC001.htm Kamal Gosh Ray | |
| 6 | Accounting and taxation aspect of M&A deals and its relevance | Prasad Godbole | Legal formalities for M&A |



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|----|---|--|---|
| 7 | <p>Due Diligence Process in details</p> <p>scrutinize Fatal flaws and its effects on buyers</p> | Prasad Godbole | How investigation on target company takes place |
| 8 | <p>Valuation – how to value target firm, understanding of under value and over valuation of firms. overvalue</p> | Practical problems Damodaran Rabi,Narayan, Kar | Numeric – how to value a firm |
| 9 | <p>Post Merger Integration- Analysing both successful and failed mergers</p> | Prasad Godbole | Failed and successful merger and reasons |
| 10 | <p>Demerger – cases</p> | Damodaran Rabi,Narayan, Kar | |



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Evaluation:

I) Internal:

| Component | Details | Marks |
|------------------|------------------------------|--------------|
| Class Test | Problems on valuation | 10 |
| Presentation | Top M&A deals | 10 |
| Case Study | Across sectors and industry- | 10 |
| Participation | News discussion | 05 |
| Others | Attendance | 05 |

II) External:
(Sample questions)

1. Your business is in the decline stage due to increased competitions, which strategy among the two options will you adopt to survive and why ?

- Organic
- inorganic

Signature of Faculty

Signature of the Co-ordinator