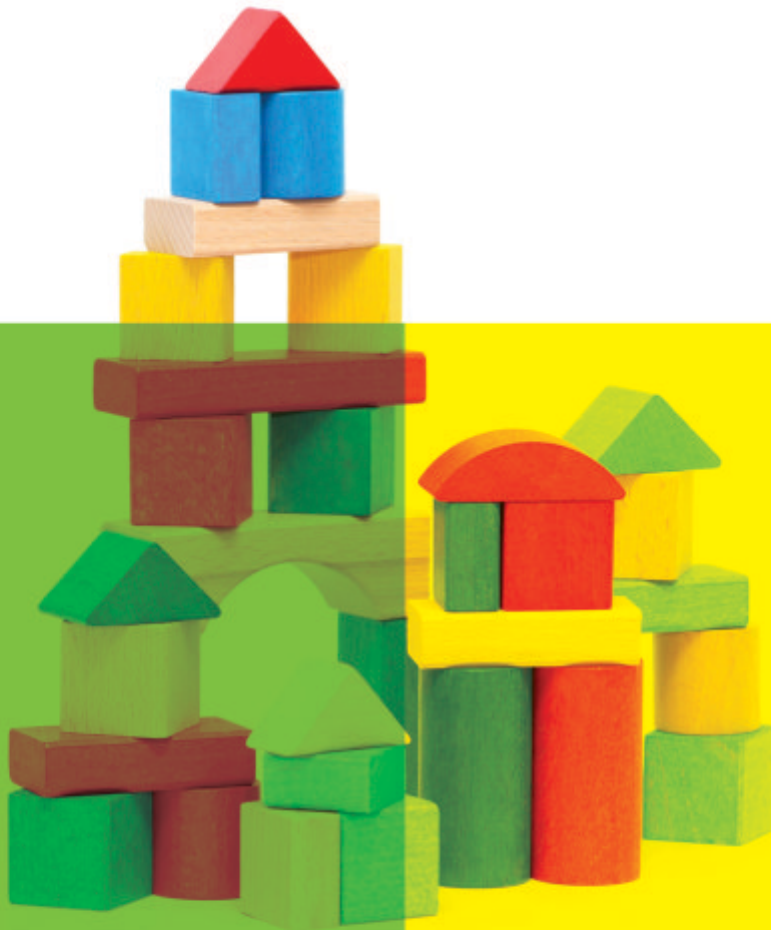


# Mergers, Acquisitions and Restructuring

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December 05-10, 2016



Executive Education  
Indian Institute of Management, Ahmedabad

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As companies try to navigate through the challenges of a VUCA world, the importance of M&A and restructuring as vehicles for organisational repositioning has only increased. While traditional industries see M&A as means of individual survival and growth in slow-growth, but highly competitive environment, M&A is pursued with equal vigour in the vibrant technology industries as means to access latest and emerging technologies. And M&A is accepted as almost inevitable as companies pursue global scale and scope. The global scale and sweep of M&A is humongous - the value of announced M&A during 2015 hit an all-time record of USD 4.75 trillion, an amount higher than the national 2015 GDPs of all but two countries, the US and China!

Despite its immense popularity, M&A carry huge execution risks - attested by the fact that the success rate in M&A is just about 20%-30%. Yet there are organisations that have developed a habit of acquiring successfully and creating value consistently. Indian companies like elsewhere have demonstrated mixed results. While a company such as Sun Pharma has grown to become a USD 30b-value company primarily through decades-long effective M&A strategies, dozens of Indian companies have also come to grief from ill-advised cross-border deals accentuated by high-risk financing thereof.

In the Mergers, Acquisitions, and Restructuring (MA&R) programme, the participants will be exposed to the perspectives and skillsets required for effective management of the MAR functions. Through a series of real-life and exciting case studies, the participants will get a “handle” on the entire MA&R value chain from planning through deal execution to the post-transaction phases. The programme will thus deal with the key issues viz. the strategic rationale and business case, key value drivers, target identification and evaluation in terms of strategic, financial and cultural fits, regulatory and deal structuring issues.

The learning experience will be intense with the pedagogy consisting of, case analysis, faculty-led and peer-to-peer discussions and group work. The participants will explore a wide range of acquisition and restructuring situations to develop an understanding of value creation through mergers, acquisitions, and restructuring.

## Content

The programme will discuss the entire gamut of MAR themes and sub-themes and topics as follows:

- “What”? The different types of corporate restructuring transactions viz., business combination transactions such as mergers and acquisitions and break-up transactions such as demergers or spin-offs and divestitures. Takeaways also include the various players in the M&A field and their roles.
- “Why”? The motives for and drivers of M&A and restructuring activities such as value creation, preservation and sustenance through various strategic initiatives. These include product and/ or market expansion and/ or diversification, capturing of synergies etc.
- “When”? At what stage in an industry's or organisation's life cycle would the pursuit of these specific strategies be appropriate?
- “How”? The key elements in the M&A value chain viz., pre-acquisition planning, deal execution including valuation and financing, post-acquisition integration and management and regulatory aspects and deal structuring.
- “How Not”? What can go wrong in M&A and how to avoid/ mitigate the common pitfalls.

## Target Participants

This programme is designed for top management personnel responsible for charting company growth strategies and senior executives with identified role in strategy formulation and implementation, business development, and finance. The target participants may have business unit, corporate or group level responsibilities.

## Faculty

- Agarwalla, Sobhesh (Faculty Co-Chair)  
E-mail: sobhesh@iima.ac.in
- Barua, Samir K.
- Varma, Jayanth R.
- Venkiteswaran, N. (Faculty Co-Chair)  
E-mail: venkites@iima.ac.in

The faculty team will also include experts from industry.



## Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **November 21, 2016**. The last date for early bird discount is **November 15, 2016**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

### Officer - Executive Education

Indian Institute of Management, Ahmedabad  
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-6632 4472 to 77 and 4461 to 69

Fax: +91-79-2630 0352 (ExEd)/ 2630 6896 (General)

E-mail: [exed@iima.ac.in](mailto:exed@iima.ac.in)

Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

## Venue and Accommodation

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus.

IIMA norms do not allow participants to have guests stay with them during the programme.

## Programme Fee and Payment

INR 1,40,000 (+15% Service Tax) per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **November 21, 2016**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organisation concerned.



The programme fee can be paid in one of these three ways:

### [A] Electronic Fund Transfer:

1. Name of Beneficiary:  
**Indian Institute of Management, Ahmedabad**
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad  
(IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance:  
**Mergers, Acquisitions and Restructuring**
5. IIMA Permanent Account Number (PAN):  
AAATI1247F
6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A
7. IIMA Service Tax Registration Number:  
AAATI1247FST001

After making the payment, please e-mail us the complete transaction details immediately so that we can link your remittance with your nomination.

### [B] Payment Gateway

Please visit the IIMA website

([www.iima.ac.in/exed](http://www.iima.ac.in/exed)) for more information.

### [C] Demand draft/ cheque payable at par at Ahmedabad

The cheque/ draft should be in favour of "**Indian Institute of Management, Ahmedabad**" and sent directly to Executive Education Office through courier or speed post.

## Discount

**Early Bird Discount:** Nominations received with payments on or before **November 15, 2016** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not however guarantee acceptance of the application.

**Group Discount:** Any organisation sponsoring four or more participants will be entitled to a discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

## Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and the alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000.

## Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges

The Institute has about 97 faculty members working in the following management areas and sectors:

### Disciplinary Areas and Groups

- Business Policy
- Communications
- Economics
- Finance and Accounting
- Information Systems
- Marketing
- Organisational Behaviour
- Human Resource Management
- Production and Quantitative Methods
- Public Systems Group

### Interdisciplinary Centres

- Centre for Innovation, Incubation and Entrepreneurship
- Centre for Infrastructure Policy and Regulation
- Centre for Management in Agriculture
- Centre for Management of Health Services
- Centre for Retailing
- Gender Resource Centre
- IIMA-Idea Telecom Centre of Excellence
- India Gold Policy Centre
- Insurance Research Centre
- Ravi J. Matthai Centre for Educational Innovation



**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



कार्यकारी शिक्षा कार्यक्रम  
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