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those involved in the M&A business This practical guide and reference is also an excellent primer for those seeking to obtain their FINRA Series 79 license. Most mergers and acquisitions fail to deliver their expected outcomes,

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providing a complete reference easily accessible by anyone involved in M&A.

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decade, the dollar value of M&A deals has jumped ten-fold, and the number of individuals involved has expanded considerably. More and more executives, analysts, and bankers need to get up-to-date on the mechanics of M&A,

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went through the
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and has become a go-to resource for investment banks, private equity, investment firms, and corporations undertaking M&A transactions, LBOs, IPOs, restructurings, and investment decisions. As the world of finance

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adjusts to the new normal of the post-Great Recession era, it merits revisiting the pillars of the second edition for today's environment. While the fundamentals haven't changed, the environment must adapt to changing market

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developments and conditions. As a result, Rosenbaum and Pearl have updated their widely adopted book accordingly, while adding two new chapters on IPOs.

This book highlights research-based case studies in

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order to analyze the wealth created in the world's largest mergers and acquisitions (M&A). This book encourages cross fertilization in theory building and applied research by examining the links between M&A and wealth creation.

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Each chapter covers a specific case and offers a focused clinical examination of the entire lifecycle of M&A for each mega deal, exploring all aspects of the process. The success of M&A are analyzed through two main research

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performance studies examine the reported financial results of acquirers before and after the acquisition to see whether financial performance has improved after merger. The relation between method of

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payment, premium paid and stock returns are examined. The chapters also discuss synergies of the deal-cost and revenue synergies. Mergers and acquisitions represent a major force in modern financial and

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economic

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Whether in times of boom or bust, M&As have emerged as a compelling strategy for growth. The biggest companies of modern day have all taken form through a series of restructuring activities like

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multiple mergers. Acquisitions continue to remain as the quickest route companies take to operate in new markets and to add new capabilities and resources. The cases covered in this book highlights high profile M&As

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and focuses on the wealth creation for shareholders of acquirer and target firms as a financial assessment of the merger's success. The book should be useful for finance professionals, corporate planners, strategists, and managers.

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their*

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failure rates
of mergers and
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halfway point
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activity is

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been

unsuccessful in

the past due to

incompetent

managers, poor

ethics,

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analysis prior
the deal, and
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A detailed look at the worst M&A deals ever and the lessons learned from them It's common knowledge that about half of all merger and acquisition (M&A) transactions destroy value for the buyer's shareholders, and about three-quarters fall short of the expectations

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readers what went wrong and why, and converts these examples into cautionary tales for executives who need to know how they can successfully navigate their own M&A deals. These page-turning business narratives in M&A failure provide much-needed guidance in this area of business. By addressing the key

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factors to M&A success and failure, this comprehensive guide illustrates the best ways to analyze, design, and implement M&A deals. Filled with in-depth insights, expert advice, and valuable lessons gleaned from other M&A transactions, Deals from Hell helps readers avoid the common pitfalls

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associated with this field and presents them with a clear framework for thinking about how to make any M&A transaction a success. Breaking Up Is Hard to Do offers a unique perspective for leaders—those executives whose companies, reputations, and futures will thrive or fail because of a deal or

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a series of deals. This book for leaders helps decision-makers deal with the powerful undercurrents and interpersonal dynamics at play in every deal, and no one is more qualified to write it than Constance Dierickx and Linda Henman. Other books on mergers, acquisitions, and divestitures

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overwhelmingly have one characteristic in common: they're technical. Attorneys write books about the legal and contractual aspects of deals; project management experts write from the point of view of managing tasks and schedules; and investment bankers write about valuation and negotiation.

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Breaking Up Is Hard to Do presents an amalgamation of what Drs. Dierickx and Henman have observed—and in many cases, helped to create—in more than 65 cumulative years of consulting with Fortune 500 companies, privately-held firms, family-owned businesses, and military

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organizations. Their in-the-trenches experiences spurred them to arrive at this premise: To position their organizations for more success, leaders can't shy away from the high stakes, tough decisions about their futures. This book maps the key steps in the M & A journey. It takes the reader through how to make the decision to

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grow acquisitively, identify roadblocks and typical wrong turns, and ultimately shows how to unlock their decision-making potential while navigating an increasingly uncertain world. Through compelling stories and surprising research findings, readers will discover that there's much more to the

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decision-making that drives M & A deals than they ever imagined, and they will come away with tools to help them deepen their understanding of what it takes to succeed. A fascinating read, the text weaves lessons that surface from the stories with highly pragmatic advice about suggested mindset, checklists,

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processes, and diagnostic tools. Readers will understand that while M & A deals aren't simple, leaders don't have to overly complicate them either. Instead, they can simplify the process if they remember hope shouldn't serve as a strategy, and they can't abdicate or delegate their leadership

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responsibilities. The lessons from mergers and acquisitions are critical to those considering a deal, but applied elsewhere, they have equal value, even though noticing them takes more effort. This is the essence of leadership: doing the hard work of ensuring that the gulf between strategy and tactics does

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not lead to either over
simplification or
needless complexity.

Mergers & Acquisitions
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(Charlottesville, VA), is the Distinguished Professor of Business Administration at the Darden School at the University of Virginia and Executive Director of the Batten Institute. He

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directs the Darden School's executive education course on mergers and acquisitions, and teaches the popular MBA elective on that topic. He holds a BA from Yale University, and a MBA and DBA

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structuring
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businesses and
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common issues
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know what action
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synergy, which is
often illustrated as
the "2+2=5-effect,"
is a dominant
motive as well as a
key success factor**

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for Mergers & Acquisitions (M&A). Inadequate expectations with respect to the synergistic potential can however easily result in an overrated acquisition price. If the planned synergies later fail to materialize, it will be increasingly hard

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for the acquiring firm to achieve positive value gains for its shareholders. It is therefore vital to obtain a comprehensive understanding of the synergistic potential of a planned M&A project. This issue was addressed with a doctoral thesis

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**investigating the
underlying drivers
of synergy
realization, in
particular the
concept of business
relatedness which
describes the
similarity of firm
attributes, such as
product-market
presence, resource
configuration and
supply channel**

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types. Using a quantitative hypothesis-testing survey design, more than 300 M&A consultants worldwide have been invited to evaluate past M&A transactions with respect to their synergistic effects. In contrast to earlier studies, the

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relatedness of the merging firms is established as a multi-dimensional concept considering various attributes of business relatedness simultaneously. The degree of relatedness is measured using managerial perceptions which

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**is a comparatively
new measurement
approach
transferred from
diversification
research to the field
of M&A. The
individual
dimensions of
relatedness show a
different
effectiveness
concerning synergy
realization providing**

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further support to recent contributions which advocate a multi-dimensional conceptualization of business relatedness. The study identifies dimensions of business relatedness and their underlying drivers which are particularly relevant

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to predictions concerning the synergistic potential. The research project thus makes a valuable contribution to clarify the impact of relatedness on M&A performance and provides important implications for practitioners

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regarding the eval
This book reviews
both successful and
unsuccessful
mergers
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exploring the
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biopharmaceutical
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**productivity boom
of new products has
turned into a
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