

CORPORATE DEVELOPMENT: GROWTH THROUGH MERGERS, ACQUISITIONS AND ALLIANCES

School of Business and the Zagreb School of Economics and Management for the last four years. He has extensively taught in the MBA and executive education programs in strategic management and management of acquisitions and alliances at the Stephen M. Ross School of Business, University of Michigan, the Wharton School of Business, and the Indian Institute of Management. He had also conducted many customized programs on these topics for large international companies such as Pfizer-Warner Lambert, Hewlett-Packard, the Skoda Group, U.S. Steel, the Tata Group in India, Dun & Bradstreet, etc in the U.S., Europe and Asia.

partnership and develop skills and best practices to manage them effectively

- Possess a strong conceptual framework to make the 'right choice' between these two alternate modes of inorganic growth given your own company's unique business and organizational challenges
- Get invaluable insights into the best practices of creating an 'organization-wide' competence to manage acquisitions and alliances – in effect, make acquisition or alliance capability a core competence of your company.

Who should attend?

Senior executives, including vice-presidents, general managers or directors that are responsible for their companies' strategic planning, corporate or business development, or those in charge of their alliance or M&A initiatives can learn from this course. Given the nature of program, we also encourage companies to send cross-functional teams of executives to leverage the application and value of the program.

You will learn to

- Develop and implement the acquisition or alliance strategy of your company in light of its competitive or growth strategy
- Understand the opportunities and challenges in growing through acquisitions and develop skills and best practices to manage them effectively
- Understand the opportunities and challenges in growing through alliance and

Location

Zagreb School of Economics and Management, Zagreb, Croatia, Jordanovac 110.

Registration Information

The program fee is 7.400 kn. The fee includes tuition, instructional materials, lunches and reception. Applications must be received by May 18, 2007.

Contact Information

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ZAGREB SCHOOL OF
ECONOMICS AND MANAGEMENT



THE WILLIAM DAVIDSON INSTITUTE
AT THE UNIVERSITY OF MICHIGAN BUSINESS SCHOOL

CORPORATE DEVELOPMENT: GROWTH THROUGH MERGERS, ACQUISITIONS AND ALLIANCES

May 24-25, 2007

Course Overview

Corporate Development refers to the activities that companies undertake to grow through “inorganic” modes such as Mergers & Acquisitions (M&A), Strategic Alliances & Joint Ventures. Companies in both developed and emerging/transition economies are increasingly relying on these different “inorganic” modes to change their business scope and achieve competitive advantage. Yet, acquisitions and alliances are extremely difficult to manage and companies generally fail in half of such transactions they do. Hence, in order to succeed with either M&A or alliances, managers need to understand various strategic, organizational, accounting and legal aspects that arise during the formation and implementation of these initiatives. This program will focus specifically on the “strategic” and “organizational issues” and challenges associated with each particular mode of inorganic growth. The goal is to help executives and practitioners recognize the key issues that are involved in acquisitions or alliances, analyze the merits/demerits of each respective mode and also understand best practices for managing them more successfully. While the program will focus on covering these important issues in the context of M&A or alliances in general, it will also highlight important issues that might be specific to M&A or alliance activity in transition or developing economies.

The 2-day program will consist of two main modules. On the first day, after a brief introduction session, we’ll undertake an in-depth examination and analysis of the challenges and best practices of managing “Mergers and

Acquisitions”. On the second day we’ll spend most of the time analyzing and understanding critical issues in the management of alliances and joint ventures. We shall conclude by considering an “integrative perspective” on both acquisitions and alliances, and examining a systematic framework that managers and executives can use so that they can make the “right mode choice” given their strategic objectives and constraints – in doing so, we’ll also study how companies can create and institutionalize an organization-wide acquisition or alliance competence in their organizations. A brief summary providing details of each module’s focus, coverage of topics, and duration is provided below.

Module I (Day 1) Mergers and Acquisitions

This module focuses on the management of Mergers and Acquisitions (M&A). Although M&A has become a fundamental tool for achieving competitive advantage and growth, value is being destroyed in M&A just as frequently (if not more) as it is being created. The key reason for this is that managers have a poor understanding of the mechanisms underlying creation and destruction of value in acquisition processes and they lack the numerous skills necessary to succeed in these important but expensive processes. This module presents an opportunity to study how acquisitions contribute to achieving competitive advantage and what conditions need to be met and what best practices need to be followed so as to maximize the probability of success with these initiatives.

Topics of Coverage

- What are the primary motivations for M&A activity?
- What are the principal value creation mechanisms in these modes?
- What are the key phases of the M&A Lifecycle, and what are the challenges and best practices associated with managing each phase more successfully?
- Strategic and Financial Evaluation of Acquisition Targets
- Dynamics of the Acquisition Deal Process and Acquisition Negotiation
- Issues and Challenges in Post Acquisition Integration.

Module II (Day 2) Strategic Alliances and Joint Ventures

This module will focus on the study of strategic alliances and joint ventures. Alliances, like acquisitions, are a fundamental necessity for achieving sustainable competitive advantage and growth in firm scope. Although alliances are necessary for every company, poorly conceived and managed alliances often create substantial problems for one or more of the alliance partners. The goal of this module is to understand the benefits and risks that alliances create for individual partners and to learn how to form and manage them more effectively.

Topics of Coverage

- Overview of the Alliance Life-cycle
- Alliance Formation and Partner Selection

- Formulation of Alliance Structure and Design
- Post-formation alliance management and evolution
- The dynamics of alliances and joint ventures in emerging or transition markets

Concluding “Integrative” Session (Day 2)

Overview: Acquisitions and alliances often serve as “alternative” modes of achieving the same strategic objectives. Therefore, this concluding session will take an “integrative perspective” on both acquisitions and alliances and present a systematic framework that managers and executives can use so that they can make the “right mode choice” given their strategic objectives and constraints as well as develop an “organization-wide capability” to manage these modes of corporate development and inorganic growth.

Preparation and Participation

Mix of teaching and learning methods, including case studies of real-life companies from different countries, industries, etc., the use of practitioner and research articles, role-plays and group assignments.

Program Faculty

Prof. Prashant Kale of the Stephen M. Ross School of Business, University of Michigan will be the primary faculty for this program. Prof. Kale has been teaching in the General Management Program jointly conducted by the Ross