

## M&A programme

This course is specifically designed for students from the Gulf Region. It contains case studies specific to the Region.

Each session will be 90 minutes and will, in general, consist of a lecture followed by an exercise or case study.

The course is designed as a managerial course. It avoids “nuts and bolts” and detailed number crunching, while at the same time giving an overview of the financial essential.

The steps of identifying opportunities, structuring deals and managing post acquisition integration are illustrated in detail. The different types of acquisition strategies by different acquirors, such as corporate, private equity or financial investors are reviewed. The risk management of an acquisition is broken down along the various steps of the process. A high level financial analysis of estimating synergies and integration costs is developed. This course will serve as a time effective overview of the key aspects of making acquisitions.

Learning outcomes:

- Understand clearly the three different stages of any acquisition
- Identify and learn how to manage the main risks attached to any acquisition
- Get an overview of the financial analysis approach to integrating an acquisition
- Appreciate how to put together a post acquisition board of Directors
- Get important pointers on how to implement a communication strategy at board and other levels

	DAY 1	DAY 2
Session 1	Planning and evaluating M&A opportunities -the M&A manager vs the private equity operator -working with advisors -sell side due diligence	Acquisition strategies by type of deal and acquiror -corporate and financial acquirors -one off and bolt on acquisitions
Session 2	Structuring M&A deals -asset versus equity deals -managing complexity in deal structures -financial instruments for structuring and financing of transactions	Financial analysis of an acquisition -quantifying synergies and integration costs
Session 3	Post acquisition integration -setting up a project team -combining acquiror and target employees -setting objectives and KPIs	M&A negotiation skills assessment -skills assessment -review of negotiation personal styles
Session 4	Operational aspects pre and post acquisition -involving management in project teams -communication strategy to target employees	Case Study: analysing an acquisition and preparing a structure and post investment plan