

MGMT 721: Corporate Development

Syllabus and Readings Bulk Pack

**(Note: There is an additional Case Study Bulk Pack
which may be shared)**

**Fall, 2002 Edition
Sections 001 and 002**

Stephen M. Sammut

MGMT 721: Corporate Development

Contents: Required Bulk Pack

- Session 1:** R-1 Investex Guide to Mergers & Acquisitions
- Session 2:** R-2 “Economic Analysis of Growth”
R-3 “Macroeconomics and Sustainable Growth”
R-4 “Resources: The Essence of Corporate Advantage”
R-5 “Firm Resources and Sustained Competitive Advantage”
- Session 3:** R-6 “Disciplined Decisions: Aligning Strategy with The Financial Markets”
R-7 “Five Paths to Venture Growth”
R-8 “Sustainable Growth: Firm Aggregate Models”
R-9 “Sustainable Growth: The Dupont Way”
- Session 4:** R-10 “Modeling the Growth of Corporate Productivity”
R-11 “Disaggregated Model of Sustainable Growth”
R-12 “Forecasting Sustainable Growth Rates”
R-13 “From Competitive Advantage to Corporate Strategy”
- Session 5:** R-14 “Application of the Model as an Investment Tool”
R-15 Selections from *Good to Great*
- Session 6:** R-16 “History of Mergers”
R-17 “Harold Geneen: The Master Conglomerate King”

- Session 7:** R-18 “Growth Through Acquisitions: A Fresh Look”
R-19 “Strategic Analysis for More Profitable Acquisitions”
R-20 “Acquisitions: The Process Can be a Problem”
R-21 “Choosing Compatible Acquisitions”
- Session 8:** R-22 “Seek and Ye Shall Find: Financial Shenanigans”
R-23 “Evaluating Your Company with Marketing Due Diligence”
R-24 “Read a Plant—Fast”
R-25 “Due Diligence Check List”
- Session 9:** R-26 “Legal Aspects of Mergers and Acquisitions”
- Session 10:** R-27 “An Overview of Antitrust Laws”
R-28 “Horizontal Mergers, Potential Competition and Market Definition”
- Session 11:** R-29 “Accounting for Mergers and Acquisitions”
R-30 “Stock or Cash: The Trade-Offs for Buyers and Sellers in M&A”
R-31 “A Note on M&A Valuation”
R-32 “Using APV” A Better Tool”
R-33 “An Introduction to C/F Valuation Models”
- Session 12:** R-34 “Tax Factors in Business Combinations”

Session 13: R-35 “Top Management Turnover following Mergers & Acquisitions”

R-36 “Sources of Acquisition Cultural Risk”

R-37 “Making the Deal Real: How GE Capital Integrates Acquisitions”

R-38 From: *Managing the Merger*, pp. 283- 294

Session 14: R-39 “Why do Mergers Miscarry?”

R-40 “Can This Merger be Saved”

R-41 “The Fine Art of Friendly Acquisition”

Session 15: R-42 “Not All M&As are Alike –And That Matters”

R-43 “Asset Redeployment: Acquisition and Corporate Strategy in Declining Industries”

Session 16: R-44 “Learning from Diversifying”

R-45 “Diversification via Acquisition: Creating Value”

Session 17: R-46 “Beyond Vertical Integration: The Rise of Value-Added Partnership”

R-47 “Superior Performance for Implementing Merger and Acquisition Strategies: A Resource Based Analysis”

R-48 “Capturing the Real Value in High Tech Acquisitions”

Session 18: See Previous Session

Session 19: R-49 “Are you Paying too Much for that Acquisition?”

R-50 “Acquiring Intellect: Managing the Integration of Knowledge-Intensive Acquisitions”

Session 20: R-51 “Note on the Use of Alliances”

R-52 “How to Make Strategic Alliances Work”

R-53 “Managing the Internal Corporate Venturing Process”

Session 21: R-54 “The Conoco Takeover and Stakeholder Returns”

R-55 From the *New Financial Capitalists*: “Recasting the Role of Debt: Creative Leverage and Buyout Financing”

Session 22: R-56 “Managerial Over-Commitment in Corporate Acquisition Process”

R-57 “The Consolidation of highly fragmented service Industries: Rollups”

R-58 “Strategic Rollups: Overhauling the Multi-Merger Machine”

Session 23: R-59 “The Role of National Culture on the Choice of Entry Mode”

R-60 “How to Make a Global Joint Venture Work”

R-61 “Dubious Logic of Global Megamergers”

Session 24: R-62 “Antitrust Policy in an Evolving Global Marketplace”

R-63 “EU Takeover Directive”

Session 25: Readings to be selected

Session 26: None

Session 27: None

MGMT 721: Corporate Development

Case Study Bulk Pack

**(NOTE: This Bulk Pack may be shared.
There is an additional Required Reading Bulk Pack)**

**Fall, 2002 Edition
Sections 001 and 002**

Stephen M. Sammut

MGMT 721: Corporate Development

Contents: Case Study Bulk Pack

- C-1 “Morgan Stanley Dean Witter Private Client Services”**
- C-2 “American Cyanamid (A): Boardroom Response to a Hostile Takeover”**
- C-3 “American Can Company, 1984”**
- C-4 “Monsanto’s March into Biotechnology”**
- C-5 “Merck-Medco: Vertical Integration in the Pharmaceutical Industry”**
- C-6 Cisco Systems Inc. (Harvard and Cisco Systems (Stanford))**
- C-7 “AOL-Time Warner”**
- C-8 “Symantec Corporation: Acquiring Entrepreneurial Companies”**
- C-9 “Corning, Inc.: A Network of Alliances”**
- C-10 “Xerox Technology Ventures”**
- C-11 “Beatrice”**
- C-12 “Singulus”**
- C-13 “Kraft-General Foods”**
- C-14 “Tyco”**