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To learn more, see our Privacy Policy.× Preface Part 1 Introduction and Key Themes Chapter 1 Introduction and Executive Summary 3 Chapter 2 Ethics in M&A 13 Chapter 3 M&A Pay? 30 Part 2 Strategy and origin of transaction proposals 67 Chapter 4 M&A Activities 69 Chapter 5 Cross-Border M&A 98 Chapter 6 Strategy and uses of M&A to grow or restructure the company 123 Chapter 7 Research and Origin of acquisition: Some guiding principles 183 Part 3 Diligence, Evaluation and accounting 205 Chapter 8 Due Diligence 207 Chapter 9 Business Valuation 247 Chapter 10 Valuation Options 296 Chapter 11 Valorization Synergies 325 Chapter 12 Evaluation of the enterprise across borders 348 Chapter 13 Evaluation of the highly raised enterprise, Evaluation of the highly raised operation 393 Chapter 14 Real options and their on M&A 424 Chapter 15 Liquidity valuation and control 455 Chapter 16 Financial accounting for mergers and acquisitions 478 Chapter 17 Acquisition strategies of the moment: an illustration of why value creation is the best financial criterion 511 Part 4 Design of detailed transaction terms 18 Chapter 18 An introduction to design in A 531 Chapter 19 Choice of form of Reorganization 547 Chapter 20 Choice of form of payment and financing 564 Chapter 21 Framework for structuring exchange terms: finding the Win-Win Agreement 589 Chapter 22 Structuring and evaluating contingent payments in M&A 609 Chapter 23 Risk management in M&A 636 Chapter 24 Social problems 668 Part 5 Road rules: Governance, Laws and Regulations 683 Chapter 25 How a Negotiated Agreement 685 Chapter 26 Governance in M&A Takes Place : The Board of Directors and Shareholders vote 703 Chapter 27 Road Rules: Mobile Rights Law, Process of issuance, disclosure and Insider Trading 725 Chapter 28 Rules of the Road: Antitrust Law 742 Chapter 29 Documenting M&A Deal 766 Part 6 Competition, Hostility and Behavioral Effects in M&A 771 Chapter 30 Negotiating the Deal 773 Chapter 31 Auctions in M&A 790 Chapter 32 Hostile Acquisitions : Preparation of an offer in the light of competition and arbitrage 804 Chapter 33 Acquisition and Defense Attack 824 Chapter 34 Restructuring exploited as a takeover defense: The Case of Standard American Communication 856 Part 7, Integration and best practices 877 Chapter 35 Notice of the agreement: obtaining mandates, approvals and support 879 Chapter 36 Framework for post-contraeger integration 891 Chapter 37 Business development as a strategic capacity : GE Power Systems 914 Chapter 38 M&A Best Practices Approach: Some Lessons and Next Steps 926 Understanding CD-ROM 939 References and Tips for Further Readings 945 Index 1001 Mergers and Acquisitions is not an easy path to riches or career advancement. 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By illustrating the tools, concepts, and processes essential to M&A's success, this comprehensive M&A field survey will increase probability of a favorable outcome in any potential agreement. ROBERT F. BRUNER is the Distinguished Professor of Business Administration at the Darden School of the University of Virginia and executive director of the Batten Institute. He directs the Darden School's executive training course on mergers and acquisitions, and teaches the popular elective MBA on this topic. He is the author of more than 250 case studies and a casebook, Case Studies in Finance: Managing for Corporate Value Creation, which has been adopted for use in more than 200 schools. Bruner's papers have been published in the Journal of Financial Economics, the Journal of Accounting and Economics, the Journal of Financial and Quantitative Analysis, the Journal of Money, Credit, and Banking and Financial Management. 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