

THE HANDBOOK OF MERGERS AND ACQUISITIONS

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HANDBOOK OF INTERNATIONAL MERGERS AND ACQUISITIONS
THE COMPLETE GUIDE TO MERGERS AND ACQUISITIONS
THE MERGERS & ACQUISITIONS HANDBOOK
HANDBOOK OF RESEARCH ON MERGERS AND ACQUISITIONS
MERGERS AND ACQUISITIONS
HANDBOOK OF MERGERS, ACQUISITIONS, AND BUYOUTS
MERGERS & ACQUISITIONS INTEGRATION HANDBOOK
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MIDDLE MARKET M & A
MERGERS & ACQUISITIONS
THE EMPLOYEE SURVIVAL GUIDE TO MERGERS AND ACQUISITIONS
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WITH ITS INCEPTION AT THE END OF THE NINETEENTH CENTURY AS A MEANS OF CONSOLIDATION AND REORGANIZATION MERGERS AND ACQUISITIONS M A HAVE SINCE BECOME QUASI INSTITUTIONALIZED AS ONE OF THE PRIMARY STRATEGIC OPTIONS FOR ORGANIZATIONS AS THEY SEEK TO SECURE THEIR POSITION IN AN EVER MORE COMPETITIVE AND GLOBALIZING MARKET PLACE DESPITE THE OPTIMISM SURROUNDING M A AS STRATEGIC MOVES RESEARCH ON POST MERGER COMPANY PERFORMANCE SUGGESTS THAT MOST FIRMS ENGAGING IN M A ACTIVITY DO NOT ACHIEVE THE SOUGHT AFTER PERFORMANCE TARGETS EITHER IMMEDIATELY OR IN THE YEARS FOLLOWING THE DEAL. WHAT IS IT THAT DRIVES M A ACTIVITY WHEN RESEARCH RESULTS DO NOT SUPPORT THE PERFORMANCE EXPECTATIONS OF THESE UNDERTAKINGS ALTERNATIVELY HAVE M A SCHOLARS GOT IT ALL WRONG IN THE WAY THAT M A PERFORMANCE IS MEASURED IS THE TOPIC TOO COMPLEX ENDURING AND MULTIFACETED TO STUDY THE HANDBOOK ARGUES THAT THE FIELD OF M A IS IN NEED OF A RE ROOTING PAST RESEARCH NEEDS TO BE CRITICALLY REVIEWED AND FUNDAMENTAL ASSUMPTIONS REVISITED A KEY ISSUE PREVENTING EFFORTS IN THE PRACTICE AND STUDY OF M A FROM ACHIEVING DYNAMIC SYNTHESSES HAS BEEN THE DISCIPLINARY GULF SEPARATING STRATEGY FINANCE AND HUMAN RELATIONS SCHOOLS THE HANDBOOK AIMS TO BRIDGE THE HITHERTO SEPARATE DISCIPLINES ENGAGED IN THE STUDY AND PRACTICE OF M A TO PROVIDE MORE MEANINGFUL RESULTS TOWARD THIS END THE HANDBOOK BRINGS TOGETHER A SET OF PROMINENT AND EMERGING SCHOLARS AND PRACTITIONERS ENGAGED IN THE STUDY OF M A TO PROVIDE THOUGHT PROVOKING STATE OF THE ART OVERVIEWS OF M A THROUGH FOUR SPECIFIC LENSES STRATEGIC FINANCIAL SOCIO CULTURAL AND SECTORIAL APPROACHES BY SUMMARIZING KEY FINDINGS IN CURRENT RESEARCH AND EXPLORING WAYS IN WHICH THE DIFFERING APPROACHES COULD AND SHOULD BE SYNTHESIZED IT AIMS TO HIGHLIGHT THE KEY ISSUES FACING M A PRACTITIONERS AND ACADEMICS AT THE DAWN OF THE THIRD MILLENNIUM

THE HANDBOOK BRIDGES HITHERTO SEPARATE DISCIPLINES ENGAGED IN RESEARCH IN MERGERS AND ACQUISITIONS M A TO INTEGRATE STRATEGIC FINANCIAL SOCIO CULTURAL AND SECTORAL APPROACHES TO THE FIELD IT EXAMINES THE MANAGEMENT PROCESSES INVOLVED AS WELL AS VALUATIONS AND POST ACQUISITION PERFORMANCE AND CONSIDERS INTERNATIONAL AND SECTORAL DIMENSIONS

GLOBAL IN SCOPE AND WRITTEN BY LEADING SCHOLARS IN THE FIELD THE RESEARCH HANDBOOK ON MERGERS AND ACQUISITIONS IS A MODERN DAY SURVEY OF THE STATE OF M A ITS CHAPTERS EXPLORE THE HISTORY OF MERGERS AND ACQUISITIONS AND ALSO CONSIDER THE THEORY BEHIND THE STRUCTURE OF MODERN TRANSACTION DOCUMENTATION THE BOOK ALSO ADDRESS OTHER KEY M A ISSUES SUCH AS TAKEOVER DEFENSES JUDGES AND PRACTITIONERS PERSPECTIVES ON LITIGATION THE APPRAISAL REMEDY AND OTHER ASPECTS OF FEDERAL AND STATE LAW AS WELL AS M A CONSIDERATIONS IN THE STRUCTURE OF START UPS THIS HANDBOOK WILL BE AN INVALUABLE RESOURCE FOR SCHOLARS PRACTITIONERS JUDGES AND LEGISLATORS

EASE THE M A PROCESS WITH A MORE EFFECTIVE INTEGRATION PLAN THE COMPLETE GUIDE TO MERGERS AND ACQUISITIONS IS THE ULTIMATE HANDBOOK FOR PLANNING AND MANAGING POST MERGER INTEGRATION PACKED FULL OF HOW TO GUIDANCE TOOLS TEMPLATES AND RESOURCES THAT HAVE BEEN PUT TO THE TEST ON NUMEROUS DUE DILIGENCE AND INTEGRATION EFFORTS AROUND THE WORLD THE COMPLETE GUIDE TO MERGERS AND ACQUISITIONS HAS BEEN THE GO TO GUIDE FOR FIRMS SEEKING TO MAXIMIZE THE VALUE OF THEIR DEALS SINCE THE RELEASE OF THE FIRST EDITION IN 1999 POOR INTEGRATION MANAGEMENT VIRTUALLY ENSURES THAT A MERGER OR ACQUISITION WILL FAIL TO MEET FINANCIAL AND STRATEGIC GOALS THE COMPLETE GUIDE TO MERGERS AND ACQUISITIONS PROVIDES THE INFORMATION THAT ENABLES FIRMS TO QUICKLY AND PRUDENTLY CAPTURE PROJECTED COST AND REVENUE SYNERGIES AND TO MOVE THE COMBINED ORGANIZATION FORWARD THE BOOK ADDRESSES STRATEGIC DEAL CONSIDERATIONS DUE DILIGENCE INTEGRATION MANAGEMENT PEOPLE DYNAMICS AND CULTURAL INTEGRATION COMMON INTEGRATION MISTAKES COMMUNICATIONS STRATEGIES AND PROVIDES ACTIONABLE STEPS TOWARD CREATING MEASURABLE POSITIVE RESULTS THROUGHOUT THE INTEGRATION PROCESS THE UPDATED THIRD EDITION CONTAINS NEW INFORMATION AND TOOLS TO HELP FIRMS IN ANY INDUSTRY MANAGE DEALS OF ALL SIZES INCLUDING RESULTS OF THE STATE OF M A INTEGRATION EFFECTIVENESS SURVEY 2014 A NEW CHAPTER ON THE M A PROCESS DEAL STAGES WITH AN EXPANDED DEAL FLOW MODEL FINDINGS OF SUBSTANTIAL M A RESEARCH FROM VARIOUS STUDIES IN MULTIPLE INDUSTRIES AND ORGANIZATIONS SUPPORTING THE CONCEPTS PRESENTED THROUGHOUT THE BOOK NEW AND REVISED TOOLS AND TEMPLATES FOR DUE DILIGENCE INTEGRATION AND RESULTS MEASUREMENT AND REPORTING NEW CASE EXAMPLES OF RECENT TRANSACTIONS HIGHLIGHTED KEY PRINCIPLES THROUGHOUT EACH CHAPTER A SUMMARY OF KEY POINTS AT THE END OF EACH CHAPTER DISCUSSION QUESTIONS ADDRESSING THE KEY THEMES OF EACH CHAPTER A RAPID ASSESSMENT DIAGNOSTIC REGARDING THE KEY ELEMENTS OF EACH CHAPTER WHICH CAN BE COMPLETED FOR ANY ORGANIZATION A REVISED CHAPTER ON TAKING YOUR M A GAME TO THE NEXT LEVEL ESSENTIAL REQUIREMENTS FOR BUILDING M A CAPABILITIES INTO A CONSISTENTLY SUCCESSFUL ENTERPRISE COMPETENCY MERGER AND ACQUISITION ACTIVITY ACROSS THE GLOBE CONTINUES TO GROW AND IS ALSO PLAYING A MAJOR ROLE IN THE DEVELOPMENT OF EXPANDING MARKETS A WELL MANAGED INTEGRATION EFFORT IS ESSENTIAL TO SUCCESS AND FAILURE MEANS A TREMENDOUS WASTE IN TERMS OF TIME AND MONEY AS WELL AS THE RAPID DESTRUCTION OF SHAREHOLDER VALUE THE COMPLETE GUIDE TO MERGERS AND ACQUISITIONS PROCESS TOOLS TO SUPPORT M A INTEGRATION AT EVERY LEVEL THIRD EDITION IS AN INVALUABLE RESOURCE TO GUIDE FIRMS IN MANAGING M A INTEGRATION AND MAXIMIZE THE VALUE OF THEIR DEALS

A REVISED AND UPDATED COMPENDIUM 1ST ED 1987 OF STATE OF THE ART KNOWLEDGE AND PRACTICE DEALING WITH ALL MAJOR ASPECTS OF SOUND AND VALUE CREATING MERGERS ACQUISITIONS AND DIVESTITURES IN THE 1990S SUBJECTS SPAN THE ENTIRE M A PROCESS INCLUDING STRATEGIC PLANNING INTERNATIONAL DEALMAKING SOUND VALUATION OPTIMUM PRICING ENHANCEMENT OF SHAREHOLDER VALUE TAX IMPLICATIONS AND THE COMPLEX AREA OF DUE DILIGENCE ANNOTATION COPYRIGHT BY BOOK NEWS INC PORTLAND OR

FOR THE LAST FOUR DECADES RESEARCHERS IN VARIOUS DISCIPLINES HAVE BEEN TRYING TO EXPLAIN THE ENDURING PARADOX OF THE GROWING ACTIVITY AND VOLUME OF MERGERS AND ACQUISITIONS M A VERSUS THE HIGH FAILURE RATE OF M A THIS BOOK EXPLORES HOW UNDERLYING CONCEPTS AND METHODOLOGIES CONTRIBUTE TOWARDS UNDERSTANDING M A AND ITS PERFORMANCE

THE LEGAL FINANCIAL AND BUSINESS PRIMER TO THE M A PROCESS MERGERS AND ACQUISITIONS OFFERS ACCESSIBLE STEP BY STEP GUIDANCE THROUGH THE M A PROCESS TO PROVIDE THE LEGAL AND FINANCIAL BACKGROUND REQUIRED TO NAVIGATE THESE DEALS SUCCESSFULLY FROM THE INITIAL ENGAGEMENT LETTER TO THE FINAL ACQUISITION AGREEMENT THIS BOOK DELVES INTO THE MECHANICS OF

THE PROCESS FROM BEGINNING TO END FAVORING PRACTICAL ADVICE AND ACTIONABLE STEPS OVER THEORETICAL CONCEPTS COVERAGE INCLUDES DEAL STRUCTURE CORPORATE STRUCTURING CONSIDERATIONS TAX ISSUES PUBLIC COMPANIES LEVERAGED BUYOUTS TROUBLED BUSINESSES AND MORE WITH A UNIQUELY SOLUTION ORIENTED APPROACH TO THE M A PROCESS THIS UPDATED SECOND EDITION FEATURES NEW DISCUSSION ON CROSS BORDER TRANSACTIONS AND PSEUDO M A DEALS AND THE COMPANION WEBSITES PROVIDES CHECKLISTS AND SAMPLE FORMS TO FACILITATE ORGANIZATION AND FOLLOW THROUGH MERGERS AND ACQUISITIONS ARE COMPLEX AND PROBLEMS CAN PRESENT THEMSELVES AT EACH STAGE OF THE PROCESS EVEN IF THE DEAL DOESN T FALL THROUGH YOU MAY STILL COME OUT WITH LESS THAN YOU BARGAINED FOR THIS BOOK IS A MULTI DISCIPLINARY PRIMER FOR ANYONE NAVIGATING AN M A PROVIDING THE LEGAL FINANCIAL AND BUSINESS ADVICE THAT HELPS YOU SWING THE DEAL YOUR WAY UNDERSTAND THE LEGAL MECHANICS OF AN M A DEAL NAVIGATE THE PROCESS WITH STEP BY STEP GUIDANCE COMPARE M A STRUCTURES AND THE RATIONALE BEHIND EACH SOLVE COMMON ISSUES AND AVOID TRANSACTIONAL MISSTEPS DO YOU KNOW WHAT ACTION TO TAKE WHEN YOU RECEIVE AN ENGAGEMENT LETTER CONFIDENTIALITY AGREEMENT OR LETTER OF INTENT DO YOU KNOW WHEN TO GET THE BANKER INVOLVED AND HOW SIMPLY ASSUMING THE EVERYTHING WILL WORK OUT WELL GUARANTEES THAT IT WILL FOR THE OTHER SIDE DON T LEAVE YOUR M A TO CHANCE GET THE INFORMATION AND TOOLS YOU NEED TO GET IT DONE RIGHT MERGERS AND ACQUISITIONS GUIDES YOU THROUGH THE PROCESS STEP BY STEP WITH EXPERT INSIGHT AND REAL WORLD ADVICE

A COMPREHENSIVE UP TO DATE DISCUSSION OF MAXIMIZING THE VALUE OF M A TRANSACTIONS IN THE NEWLY UPDATED SECOND EDITION OF THE MERGERS ACQUISITIONS INTEGRATION HANDBOOK HELPING COMPANIES REALIZE THE FULL VALUE OF ACQUISITIONS REVISED AND UPDATED 30 YEAR M A PROFESSIONAL SCOTT WHITAKER DELIVERS A PRAGMATIC AND ACTIONABLE DISCUSSION OF HOW TO PLAN AND EXECUTE INTEGRATIONS ACROSS A WIDE VARIETY OF TIERS MARKETS AND BUSINESS SECTORS THE AUTHOR PROVIDES BEST PRACTICES AND LESSONS LEARNED FROM HIS FIRST HAND EXPERIENCE MANAGING HUNDREDS OF INTEGRATIONS YOU LL FIND EXPERT GUIDANCE ON MANAGING MERGERS AND ACQUISITIONS INTEGRATION AND CARVE OUT PLANNING AND THE OVERALL PMI POST MERGER INTEGRATION PROCESS YOU LL ALSO DISCOVER RESOURCES FOR MANAGING COMMUNICATIONS CULTURE AND CHANGE MANAGEMENT REQUIREMENTS THIS BOOK PROVIDES A NO Nonsense HANDBOOK STYLE APPROACH TO MANAGE AN EFFECTIVE INTEGRATION AND TO HELP INTEGRATION MANAGERS QUICKLY GET UP TO SPEED ON VARIOUS INTEGRATION CHALLENGES AND LEARN HOW TO NAVIGATE THEM IT IS A DESKTOP REFERENCE TO INFORM AND CRAFT THE OPTIMAL INTEGRATION STRATEGY FOR YOUR COMPANY THE 2ND EDITION UPDATE INCLUDES SAMPLES OF TOOLS AND TEMPLATES TO ILLUSTRATE HOW TO ACCOMPLISH MANY TASKS AS WELL AS SUGGESTED APPROACHES TO ADDRESS MANY TYPICAL CHALLENGES AND BLOCKERS TO PEAK INTEGRATION PERFORMANCE REAL WORLD EXAMPLES OF SUCCESSFUL INTEGRATIONS ACROSS A BROAD RANGE OF INDUSTRIES DEAL TYPES AND TRANSACTION SIZES GUIDANCE ON LEVERAGING AI TOOLS IN THE M A AND INTEGRATION PROCESS UPDATED DEVELOPMENTS ON M A TRENDS THAT IMPACT REAL LIFE INTEGRATION PLANNING AND EXECUTION THE MERGER ACQUISITION INTEGRATION HANDBOOK 2ND EDITION WILL GET READERS UP TO SPEED ON THE MOST COMMON INTEGRATION ISSUES AND OUTLINE SOME BASIC PRACTICES TO TACKLE INTEGRATION PROJECTS IN A RATIONAL AND EFFICIENT MANNER THAT PRESERVES AND PROTECTS THE VALUE OF YOUR TRANSACTION

ACCOUNTING EXPERT STEVEN BRAGG EQUIPS YOU WITH A WORKING KNOWLEDGE OF THE COMPLETE M A PROCESS THROUGHOUT MERGERS AND ACQUISITIONS A CONDENSED PRACTITIONER S GUIDE WITH COMPREHENSIVE READER FRIENDLY AND STRAIGHTFORWARD ADVICE ON PRINCIPAL BUSINESS TERMS AS WELL AS THE DUE DILIGENCE PROCESS THE CUSTOMARY CONTRACTUAL PROVISIONS LEGAL BACKGROUND AND HOW TO S APPLICABLE TO BUSINESS ACQUISITIONS DESTINED TO BECOME A WELL THUMBED ADDITION TO EVERY MANAGER S LIBRARY THIS ESSENTIAL GUIDE ADDRESSES THE ENTIRE ACQUISITION PROCESS WITH PRAGMATIC INFORMATION THAT WILL SERVE YOU AS AN EXCELLENT REFERENCE WHETHER YOU ARE A NOVICE OR EXPERT ACQUIRER

LEVERAGE TODAY S MOST COMPLETE AND PRACTICAL FRAMEWORK FOR DRIVING SUPERIOR BUSINESS VALUE FROM MERGERS AND ACQUISITIONS BOTH DOMESTIC AND INTERNATIONAL A COMPREHENSIVE GUIDE TO MERGERS AND ACQUISITIONS MANAGEMENT FOCUSES ON CRITICAL SUCCESS FACTORS ACROSS EVERY STAGE OF THE PROCESS INCLUDING PLANNING SCREENING NEGOTIATION DUE DILIGENCE TRANSITION MANAGEMENT STRUCTURES POST MERGER INTEGRATION LEADERSHIP AND TRUST CULTURAL INTEGRATION HR PRACTICES CONTROL MONITORING AND MORE AUTHORED BY YAAKOV WEBER AN INTERNATIONAL EXPERT IN M A MANAGEMENT STRATEGIC ALLIANCES AND STRATEGIC MANAGEMENT THIS BOOK S UNIQUELY INTERDISCIPLINARY APPROACH FULLY ADDRESSES BOTH OPERATIONAL AND CULTURAL REQUIREMENTS SUPPORTING PARTICIPANTS IN EVERY ROLE REPLETE WITH RECENT EXAMPLES AND CASES IT PAYS SPECIAL ATTENTION TO CRUCIAL STRATEGIC AND BEHAVIORAL LINKAGES

BETWEEN PRE AND POST MERGER STAGES EXPLAINING WHY THEY ARE SO IMPORTANT AND HOW THEY CAN BE MANAGED TO CREATE MAXIMUM VALUE THROUGHOUT WEBER PROVIDES PRACTICAL TOOLS TABLES AND FIGURES THAT CAN HELP M A IMPLEMENTERS ENSURE BEST PERFORMANCE AND ACHIEVE SUCCESS WHERE OTHERS HAVE FAILED AS JUST ONE EXAMPLE HE PROVIDES PROVEN INSTRUMENTS FOR ANALYZING CULTURAL DIFFERENCES AND THE POTENTIAL FOR SYNERGY AND TRANSLATING THAT POTENTIAL INTO REALITY FOR MULTIPLE AUDIENCES INCLUDING BOARD MEMBERS AND TOP EXECUTIVES WHO MUST EVALUATE THE STRATEGIC AND FINANCIAL ISSUES ASSOCIATED WITH M A INVESTMENT BANKERS VCS AND OTHER INVESTORS WHO MUST SCREEN AND SELECT ACQUISITIONS MANAGERS WHO MUST EXECUTE BUSINESS COMBINATIONS CONSULTANTS IN STRATEGY HR CULTURE AND OTHER AREAS AND FACULTY AND STUDENTS IN EXECUTIVE EDUCATION MBA AND BA LEVEL BUSINESS PROGRAMS

PROVEN STRATEGIES AND TACTICS TO MANAGE THE INTEGRATION OF ACQUIRED AND OR MERGED COMPANIES MERGERS ACQUISITIONS INTEGRATION HANDBOOK IS A COMPREHENSIVE RESOURCE TO HELP COMPANIES CREATE A SCALABLE POST MERGER OR ACQUISITION INTEGRATION PROCESS AND FRAMEWORK THAT ACCELERATES OPERATING AND BUSINESS BENEFIT GOAL REALIZATION INCLUDES TOOLS TEMPLATES FORMS EXAMPLES AND CHECKLISTS TO PROVIDE A NO Nonsense HANDBOOK STYLE APPROACH TO MANAGING AN EFFECTIVE INTEGRATION HELPS INTEGRATION MANAGERS QUICKLY GET UP TO SPEED ON VARIOUS INTEGRATION CHALLENGES INCLUDING GUIDANCE ON DEVELOPING DETAILED OPERATIONAL AND FUNCTIONAL INTEGRATION PLANS TO SUPPORT FLAWLESS EXECUTION REVEALS HOW TO AVOID INTEGRATION FAILURE BY ESTABLISHING AN IN HOUSE INTEGRATION MANAGEMENT OFFICE TO HANDLE INTEGRATION PROJECTS INCLUDES A SAMPLE INTEGRATION PLAYBOOK THAT CAN BE USED TO CREATE A CORE COMPETENCY WITHIN COMPANIES TO SUPPORT ONGOING INTEGRATION ACTIVITY BOTCHED INTEGRATION IS THE NUMBER ONE REASON MERGERS FAIL MERGERS ACQUISITIONS INTEGRATION HANDBOOK SHOWS YOU HOW TO DEVELOP EXECUTE AND IMPLEMENT MERGER INTEGRATIONS AND BUSINESS STRATEGIES TO REALIZE YOUR ORGANIZATION S MERGERS AND ACQUISITIONS GOALS

IN DEPTH COVERAGE IN A SINGLE HANDBOOK OF THE MIDDLE MARKET BASED ON THE BODY OF KNOWLEDGE OF THE CERTIFIED M A ADVISOR CREDENTIAL PROGRAM M A ADVISORS HAVE AN UNPRECEDENTED OPPORTUNITY IN THE MIDDLE MARKET WITH THE GENERATIONAL TRANSFER OF WEALTH AND CAPITAL BEING DEPLOYED BY PRIVATE EQUITY AND CORPORATE INVESTORS MIDDLE MARKET M A HANDBOOK FOR INVESTMENT BANKING AND BUSINESS CONSULTING IS A MUST READ FOR INVESTMENT BANKERS M A INTERMEDIARIES AND SPECIALISTS CPAs AND ACCOUNTANTS VALUATION EXPERTS DEAL AND TRANSACTION ATTORNEYS WEALTH MANAGERS AND INVESTORS CORPORATE DEVELOPMENT LEADERS CONSULTANTS AND ADVISORS CEOS AND CFOS PROVIDES A HOLISTIC OVERVIEW AND GUIDE ON MERGERS ACQUISITIONS DIVESTITURES AND STRATEGIC TRANSACTIONS OF COMPANIES WITH REVENUES FROM 5 MILLION TO 500 MILLION ENCOMPASSES CURRENT MARKET TRENDS ACTIVITIES AND STRATEGIES COVERING PRE DURING AND POST TRANSACTION ADDRESSES THE PROCESSES AND CORE SUBJECT AREAS REQUIRED TO SUCCESSFULLY NAVIGATE AND CLOSE DEALS IN THE PRIVATE CAPITAL MARKET INCLUDES CONTENT ON ENGAGEMENT AND PRACTICE MANAGEMENT FOR 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

LOOKING AT THE MOST SUCCESSFUL MERGERS AND ACQUISITIONS IN THE 90s THIS WORK COVERS THE MARKETPLACE FOR M A ACTIVITY AND GIVES READERS DIFFERENT APPROACHES TO TARGET VALUATION IT ALSO CONTAINS WORKSHEETS CHECKLISTS AND CASE HISTORIES

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