



## TEACHING GUIDE

### Description

Mergers and Acquisitions (M&A) are one of the most strategic events a corporate can go through. It is part and parcel of the growth strategy of the company. However, statistically over 70% of M&A transactions destroy value (source: McKinsey) and hence it is instrumental to understand the levers for creating such value effectively. Top management and board members are continuously reviewing acquisition opportunities and, quite frequently, proposals to sell part or all of their business. Investment bankers and management consultants spend a large part of their time advising M&A clients. Therefore, understanding the economic, financial and strategic fundamentals of mergers and acquisitions is key. At the end of the course, the student will have gained an understanding of the role that M&A plays on today's corporate landscape and will have developed skills to design and evaluate these transactions.

This course assumes that students have an advanced knowledge of accounting and corporate finance and are proficient in the use of excel spreadsheets.

- **Professor:** Albert Coll (acollc@externos.unav.es), Carmen Aranda León (maranda@unav.es)
- **Type:** Mandatory for Finance and Accounting students
- **ECTS:** 3
- **Year and Semester:** Third or Fourth year, First semester
- **Language:** English
- **Degree:** Degree in Management with Specialization in Finance and Accounting
- **Module and subject classification:** VII. Optativas. 7.2. Optativas específicas del perfil Finance and Accounting
- **Class schedule:** The course delivery will combine online and face-to-face sessions. Each module will be 3 sessions of 2 hours on Wednesdays from early September to late November for a total of 30 hours. Classes will be held from 15:00 am to 17:00 am. F2F sessions might be extended to 3 hours from 2 hours, starting 14.00. These will be announced in advance and attendance to the full session will be compulsory.
- **Classroom for the on-site sessions:** pending
- **Dates:**

04/09 on-site

11/09 online

18/09 online

25/09 on-site

02/10 online

09/10 online

16/10 on-site



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23/10 online

30/10 online

06/11 on-site

13/11 online

20/11 online

27/11 on-site

04/12 online

11/12 online

## COMPETENCES

**CEOP19:** Acquire advanced knowledge of the techniques for preparing financial statements and their interpretation

**CEOP22:** Know about and manage advanced tools and techniques to value financial assets

**CEOP23:** Gain an in-depth knowledge of the workings of financial markets

## PROGRAM

### MODULE 1. INTRODUCTION TO M&A AND ITS ACCOUNTING. M&A NEGOTIATION (6 HOURS)

What is M&A. Rationale and M&A process. M&A and the corporate life cycle. M&A accounting themes: Goodwill and badwill; Price Purchase Allocation. Insights into IFRS3. Analyses of goodwill and badwill value creation and destruction cases. In this module we will ensure that students have the adequate knowledge of the accounting concepts and principles specifically required to understand M&A and value creation. We will learn to adopt a critical attitude towards transactions and be able to differentiate good transactions from bad transactions. We will also learn and develop the main negotiation techniques which will be an important part of the overall course grading.

### MODULE 2. DUE DILIGENCE (6 HOURS)

The key step in M&A: Due diligence. Operational. Financial. Legal. HR. Environmental. VDR. How to execute successfully and avoid its pitfalls. Examples of due diligence cases gone wrong and their consequences. In this module we will go through what is perhaps the most important part of the M&A process, where corporations and investors make the most mistakes and oversights: Due diligence (DD). We will look at real life cases and study detailed financial due diligences questions, understanding the different approach by different due diligence stakeholders during the M&A process. We will learn to avoid expensive corporate due diligence mistakes by looking at real case DD failure examples.

### MODULE 3. M&A COMPETITION (6 HOURS)

Private equity as the leading corporate world's M&A competitor. Understanding PE's approach to transactions. J-curve versus EPS accretion. Risk and returns. Valuation. Modelling M&A as a PE. How to beat a PE in an auction. PE modelling role-play. Business case examples of PE vs corporate competition.



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This module will introduce private equity funds as the most common competitor to corporates in M&A. We will learn to understand how they make money, how the current environment challenges their business model and how they design transactions so as to be able to better position ourselves in a competitive bid where a private equity is present.

### MODULE 4. M&A MODELLING (6 HOURS)

Creating value. Synergies. Earnings accretion and dilution. Presenting and selling a compelling M&A story to the Board of Directors. M&A negotiating techniques. Sensitivity analyses. Examples and analysis of M&A value creation/destruction cases. In this module we will delve into the concept of value creation. We will learn the concepts which underpin a strong M&A case and how to negotiate with counterparties both internally and externally. We will look into the different levers which modulate value creation and particular value sensitivities to pricing and deal structuring. We will look at examples of value creation and destruction across different international jurisdictions.

### MODULE 5 M&A IN ACTION (6 HOURS)

End-to-end M&A case implementation (entire class, role play). Final conclusions.

During the course we will equip ourselves with the tools and criteria to design a successful M&A transaction. In this last module we will apply all which has been learned during the course, by students working in groups selecting and merging two companies of their choice. This will imply executing the entire end-to-end process and presenting the output, which will be graded based on the value created by the merger and the quality of the execution as well as the adequacy of the materials presented.

## EDUCATIONAL ACTIVITIES

The course follows the traditional ADDIE method of instructional design adding also the principles based on remote learning. The educational material also uses Bloom's taxonomy and Merrill's principles. The delivery is enabled by both online and on-site live sessions (via Zoom, Slido and Quizziz as software support) and ADI as LMS (Learning Management System). The classes will follow the *experiential learning* technique, by which students discover the syllabus through a process of analysis and discovery with the prompt and support of the teacher. This system fosters a deeper understanding and retention of the subject matter. The students require an LLM account (ChatGPT or similar) accessible from their laptop devices, as well as a smartphone to interact with the different class interfaces. Grading will take place considering full use of LLMs. Real time access to publicly available documents and databases (like SEC's EDGAR) will also be required. The students will analyse numerous business cases from a practical perspective, working competitively and collaboratively both as individuals and as a team. Students will also be sent reading material ahead of classes to introduce some of the subjects.

The course dynamics will also provide a supporting and inclusive learning environment that embraces and supports neurodiversity, to ensure that all students can contribute at their own pace. Other educational activities include group discussions, which will take place in breakout sessions before presenting to the class, simulation activities via the role-play method and analysis and discussion of current events related to the subject matter.

## GRADING

### DECEMBER ANNOUNCEMENT



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The course grading consists of individual work (Block A) teamwork (Block B) and a final test (Block C).

Block A is worth 50% of final grade and includes:

1. Individual work:
  1. Class participation: 10% of final grade.
  2. Quizzes: 10% of final grade.
2. Teamwork:
  1. Breakouts: 10% of final grade.
  2. Role-play: 20% of final grade.

Block B is worth 30% and includes the assessment on M&A negotiation skills exercise.

Block C is the final test and has a variable grading weighing between 20% and 80% (block B grading =  $1 - [\text{block A grading} + \text{block B grading}]$  with a cap level of 80%). So a student graded 72% in Block A+B will have a weight of block C of 28%. Similarly, a student graded 0% in Block A and B will have a weight of block C of 100%.

The final test (Block C) is a timed 50 multiple-choice questionnaire (30 seconds per question avg.)

## JUNE ANNOUNCEMENT

Same as December.

## OFFICE HOURS

Albert Coll ([acollc@external.unav.es](mailto:acollc@external.unav.es))

Carmen Aranda ([maranda@unav.es](mailto:maranda@unav.es))

By email appointment.

## BIBLIOGRAPHY AND RESOURCES

Required Textbook:	There will not be a required textbook.
Lecture Notes:	Slides and lecture notes that cover the course content will be posted on BlackBoard ADI.
MS Office:	Slides and class notes will be published under Power Point and Word. Knowledge of Excel will be needed for assignments, tests and final project. Class participation will take place over Zoom (annotate) as well as other interactions apps.



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The course will follow current events. Prominent current M&A news will be discussed in class as appropriate and are an excellent opportunity to further the knowledge acquired during the course.