

21E00029 Managing Mergers and Acquisitions

SYLLABUS

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1. OVERVIEW

The course offers a theoretically grounded and practically relevant overview of key themes in Mergers and Acquisitions (M&A) with a particular focus on post-merger integration (PMI). Building upon a theoretical understanding of organizational changes and M&A-specific concepts and frameworks, the course discusses various problems and challenges in M&A and PMI. These include strategic integration and synergies, cultural challenges, identity-building, cognitive and emotional dynamics of inter-firm collaboration, politics, communication and learning.

The course consists of two parts: (1) a more theory-driven discussion of different perspectives that can be used to analyze M&A and (2) a more practical application of these perspectives to analyze a real-life case organization. In this way, the course combines top-notch theoretical reflections and cutting-edge business practices. The course also includes industry speakers and cases for students to analyze.

2. PREREQUISITES

Students are required to have completed the basic courses in strategic management before this advanced level course (such as TU-91.1011 or 21C00100). They are expected to complete Strategy Work (21E00030), except for exchange students and other special cases.

3. LEARNING OUTCOMES

The course provides the students with an up-to-date understanding of theories and practices of M&A that will help them to understand the nature of M&As and plan and implement post-merger integration successfully. Upon completing the course, the students should be able to:

1. Understand the challenges that organizational members involved in mergers and acquisitions are confronted with;
2. Analyze the M&A process with its challenges and dilemmas from different theoretical angles;
3. Learn to develop a value tree and an integration plan for M&As that would allow maximizing strategic synergies, while minimizing cultural challenges and risks;
4. Be able to assess and manage the complex dynamics in unfolding M&A integration.

4. ASSESSMENT AND GRADING

The course is graded based on the following:

1. Session activity and participation: 10%
2. Pre-assignments: reflection on pre-readings or/and analysis of a chosen case through a given theoretical perspective 30%
3. Group case competition: 30%
4. Integration plan (individual assignment): 30%

5. ASSIGNMENTS

Pre-assignments (30%):

The students are expected to apply the theoretical perspectives discussed in class and pre-readings to a real-life case organization of their own choice. More instructions are to be provided during the first course session (and subsequently made available on MyCourses).

Reflection on given articles (1 page, Font 12, Line spacing 1.0)

- Summarize the key points of the articles (0,5 points)
- Discuss how key points of these articles complement or contradict to each other (0,5 points)
- Discuss whether the points confirm or refute your practical knowledge or intuition (1 point)

Analysis of individually chosen case (1 p, Font 12, Line Spacing 1.0)

- Assignment 1: Choose a case of merge or acquisition (hypnotical or real one). Describe the case and reason why you chose it
- Assignments 2-6: Apply the theoretical perspectives discussed in class and pre-readings to case of your choice

Late submissions will be penalized by 50% point reduction

Group case competition (30%):

In groups, the students are to analyze a case, which will be specified at the beginning of the course. The case analysis requires independent gathering of material and interaction with other group members. The case presentation (PowerPoint deck) should include 15-20 slides. Specific instructions for the group assignment will be provided in the first course session (and subsequently made available on MyCourses).

Integration plan (individual assignment) (30%):

Individually write an integration plan for a merger or acquisition of your choice. **You cannot use the**

same case that you analyze through out the course for pre-assignment. Length 10 pages, font 12, line spacing 1.5 (including references). The plan must deal with the problems and challenges of integration.

The plan may include the following sections:

- How will this deal create value
- What will be the target operating model of a merged organization
- Roles and responsibilities in integration work
- How cultures will be integrated
- How politics will be taken care of
- How identity(ies) will be integrated or managed
- What are potential emotional reactions to be managed
- How will knowledge transfer be ensured
- Communication
- Integration schedule and justification for this schedule

6. COURSE READINGS

Course readings will be provided on Mycourses Materials

7. COURSE SCHEDULE

All teaching takes place in room A-401 from 9:15 to 12:00.

Session	Date	Topic	Assignment and Due Date
#1	10.4.	Introduction Natalia & Alexei	-
#2	12.4.	Value creation in M&A With Accenture Natalia, Alexei & Mike Walker, Accenture	Reflection on pre-readings+General case description 12.4. @ 9AM(pass / fail)
#3	17.4.	Designing target operating model Preparation for Accenture visit Natalia & Alexei	Reflection on pre-readings+Case analysis through value creation perspective 16.4. @ 10AM
#4	19.4.	Value creation and Designing target operating model @ Accenture Mike Walker & colleagues, Accenture	Accenture assignment ready in groups 18.4. .@ 10AM
#5	24.4.	Political issues, justice and communication in post-merger integration Eero Vaara, Aalto BIZ	Reflection on pre-readings+Case analysis through value design perspective, 23.4. @10AM
#6	26.4.	Emotions and identity perspective Natalia & Alexei	Reflection on pre-readings+Case analysis through political, justices, and communication perspectives 25.4. @10AM
#7	3.5.	Socio-cultural perspective Janne Tienari, Hanken	Reflection on pre-readings+Case analysis through emotions and identity perspectives, 2.5. @10AM
#8	8.5.	Learning perspective With Wärtsilä Natalia & Alexei, Wärtsilä Strategy and M&A director	Reflection on pre-readings+Case analysis through socio-cultural perspective, 7.5. @10AM
#9	15.5.	Group work – case competition preparation	Case analysis through learning perspective, 14.5. @10AM
#10	17.5.	Case competition presentations Conclusion	Case presentation

8. COURSE WORKLOAD

Classroom hours	30h
Readings	40h
Course assignments	90h
Total	160h (6 ECTS)

9. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof, please consult:

<https://into.aalto.fi/pages/viewpage.action?pageId=3772443>

9. OTHER ISSUES

Registration

Please register to the course through WebOodi.

Mandatory participation

The students are allowed to miss two (2/10) sessions without further repercussions with the exception of the first and the last sessions, the attendance of which is compulsory. Missing more than two sessions requires a compensation, which is to be discussed separately and on individual basis.

Further information

Maximum of 50 students will be admitted. Students majoring in MIB have priority, others in order of registration. Students must attend the first course session to ensure their place.