

**City University of Hong Kong
Course Syllabus**

**offered by College of Business
with effect from Semester A 2021/2022**

Part I Course Overview

Course Title: Strategies on Merger, Acquisition and Turnaround

Course Code: FB6897

Course Duration: 4 weeks (Intensive study): Pre-class online study (40 hrs) +
Intensive class meeting (40 hrs in 5 days) + Out-of-the-class work (80 hrs)

Credit Units: 4

Level: P6

Proposed Area: Arts and Humanities
(for GE courses only) Study of Societies, Social and Business Organisations
 Science and Technology

Medium of Instruction: English

Medium of Assessment: English

Prerequisites: Nil
(Course Code and Title)

Precursors: Nil
(Course Code and Title)

Equivalent Courses: Nil
(Course Code and Title)

Exclusive Courses: Nil
(Course Code and Title)

Part II Course Details

1. Abstract

(A 150-word description about the course)

This course aims to equip students with the ability to analyse merger & acquisition deals and corporate turnarounds, to evaluate different options for M&As and corporate turnarounds, and to create strategic plans on structuring a M&A deal and a turnaround case.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs [#]	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Analyse general practices and issues of mergers, acquisitions and business turnarounds.		✓	✓	✓
2.	Evaluate values of target firms to be acquired		✓	✓	✓
3.	Create strategic plans on managing M&A deals.		✓	✓	✓
		100%			

* If weighting is assigned to CILOs, they should add up to 100%.

Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning Outcomes (PILOs) in Section A of Annex.

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.			Hours/week (if applicable)
		1	2	3	
1	Pre-class Online Study	✓	✓	✓	
2	Seminars	✓	✓	✓	
3	Expert Sharing	✓	✓	✓	
4	Group and Individual Projects	✓	✓	✓	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.			Weighting*	Remarks
	1	2	3		
Continuous Assessment: <u>100%</u>					
Individual Project/Assignment	✓	✓	✓	50%	
Group Project/ Assignment	✓	✓	✓	50%	
Examination: ___ (duration: _____, if applicable)					
				100%	

* The weightings should add up to 100%.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Individual Project/ Assignment Group Project/ Assignment	Integration and application of knowledge to formulate strategic plans and provide solutions to simulate real business situations.	Demonstrate well-thought strategic thinking in formulating plans and providing solutions.	Demonstrate slightly well-thought strategic thinking in formulating plans and providing solutions.	Demonstrate some degree of strategic thinking in formulating plans and providing solutions.	Demonstrate a small degree of strategic thinking in formulating plans and providing solutions.	Demonstrate no strategic thinking in formulating plans and providing solutions.

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

- The Market for Mergers and Acquisition
- Preparation for a Deal: A Buyer versus A Seller
- Deal Making and Due Diligence
- Valuation and Financing Issues for M&A
- Corporate Failures and Turnarounds
- Strategies for Corporate Turnarounds
- Process and Success Factors in a Turnaround
- Case Studies on Merger, Acquisition and Turnaround

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

- Frankel & Forman (2017) Mergers and Acquisitions Basics: The Key Steps of Acquisitions, Divestitures, and Investments. Wiley.
- Gaughan (2017) Mergers, Acquisitions, and Corporate Restructurings. Wiley.
- Harrison (2016) Make the Deal: Negotiating Mergers and Acquisitions. Wiley.
- Norton (2016) Developing a turnaround business plan: leadership techniques to activate change strategies, secure competitive advantage, and preserve success. Boca Raton : CRC Press.
- Adriaanse, Van der Rest & Jean-Pierre (2017) Turnaround management and bankruptcy. Routledge.
- Lymbersky (2013) International Turnaround Management Standard: A guided System for Corporate Restructurings and Transformation Processes. CreateSpace Independent Publishing Platform.