

**COURSE OVERVIEW FM0204**  
**Mergers & Acquisitions**

**Course Title**

Mergers & Acquisitions

**Course Date/Venue**

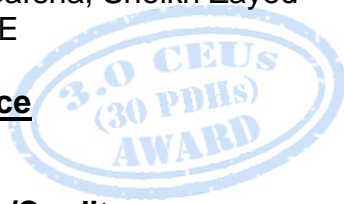
December 08-12, 2024/Boardroom 1, Elite Byblos Hotel Al Barsha, Sheikh Zayed Road, Dubai, UAE

**Course Reference**

FM0204

**Course Duration/Credits**

Five days/3.0 CEUs/30 PDHs



**Course Description**



***This practical and highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.***



This course is designed to provide participants with a detailed and up-to-date overview of mergers and acquisitions. It covers the building blocks of mergers and acquisitions; getting ready to buy or sell a company; previewing the generally accepted M&A process; financing M&A deals and working with M&A advisors; finding and contacting buyers and sellers; assuring confidentiality; creating and reviewing an offering document; and how to properly express interest in doing a deal.



During this interactive course, participants will learn to ensure successful first meetings between buyer and seller; an insider's guide to M&A negotiating; the valuation and selling price and making or receiving an offer; the due diligence; the purchase agreement and what to expect on closing day; handling post-closing announcements and adjustments; the integrated buyer and seller; and the ten considerations prior to signing an LOI, the ten major M&A errors and how to avoid them and the ten possible ways to solve valuation differences.

### Course Objectives

Upon the successful completion of this course, each participant will be able to: -

- Apply and gain an in-depth knowledge on mergers and acquisitions
- Discuss the building blocks of mergers and acquisitions and getting ready to buy or sell a company
- Preview the generally accepted M&A process and identify financing M&A deals
- Work with M&A advisors, avoid communication break-down, and find and contact buyers and sellers
- Assure confidentiality, execute confidentiality agreement and handle a breach of confidentiality
- Create and review an offering document and express the interest in doing a deal properly
- Ensure a successful first meetings between buyer and seller and apply an insider's guide to M&A negotiating
- Establish valuation and selling price and make or receive an offer
- Dig into the due diligence process, provide appropriate information and consider requests for additional information
- Analyze purchase agreement and what to expect on closing day
- Handle post-closing announcements and adjustments as well as integrate buyer and seller
- Identify the ten considerations prior to signing an LOI, the ten major M&A errors and how to avoid them and the ten possible ways to solve valuation differences

### Exclusive Smart Training Kit - H-STK®



Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials, sample video clips of the instructor’s actual lectures & practical sessions during the course conveniently saved in a **Tablet PC**.

### Who Should Attend

This course provides an overview of all significant aspects and considerations of mergers and acquisitions for senior executives, directors of public and private companies, board leaders, and heads of strategy and corporate development. It is also geared toward advisers, investment bankers, transactional lawyers, and private equity investors.

### Course Fee

**US\$ 5,500** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

### Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

### Certificate Accreditations


Certificates are accredited by the following international accreditation organizations: -

- 
The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

- 
British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

### Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

**Course Instructor(s)**

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



**Dr. Chris Le Roux, PhD, MSc, BSc, PMI-PMP** is a **Senior Finance & Management Consultant** with over **45 years** of teaching, training and industrial experience. His expertise lies extensively in the areas of **Economic Analysis, Project Management, Business Writing, Emotional Intelligence, Budgeting, Accounting & Cost Control, Office Management & Administration, Presentation Skills, Contract Management, Problem Solving & Decision Making, Change Management, Coaching Skills, Negotiation Skills, Strategic Planning, Time Management, Risk Analysis & Risk Management, Stress Management, Supplier Management, Teamwork & Communication Skills, Business Process Improvement & Development, Business Process Mapping & Modelling, Planning Cycle & Techniques, Work Budgeting & Cost, Human Resource Management, Interpersonal & Relationship Management, Business Acumen & Critical Evaluation, Risk Management, Corporate Social Responsibility, Leadership & Teambuilding Skills, Interpersonal Skills & Teamwork, Talent Management, Strategic Human Resources Management, Inventory Management, Customer Service, Persuasion Techniques, Supervisory Skills, Public Relations & Corporate Communication, Project Delivery & Governance Framework, Project Management Practices, Project Management Disciplines, Project Risk Management and Risk Identification.** Further, he is also well-versed in **Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System and Crisis Management.** He was the **Psychologist & Project Manager** wherein he was responsible in the project management and private psychology practices.

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Director, Medico Legal Assessor Psychologist, Training & Development General Manager, Project Manager, Account Manager, Commercial Sales Manager, Manager, Sales Engineer, Project Specialist, Psychology Practitioner, Senior HR Consultant, Senior Lecturer, Senior Consultant/Trainer, Business Consultant, Assistant Chief Education Specialist, ASI Coordinator, Part-time Lecturer/Trainer, PMP & Scrum Trainer, Assessor & Moderator, Team Leader, Departmental Head, Technical Instructor/Qualifying Technician, Apprentice Electrician: Signals and Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars, CBM Training, just to name a few.

Dr. Le Roux has a **PhD in Commerce Major in Leadership in Performance & Change**, a **Master's degree in Human Resource Management**, a **Bachelor's degree (with Honours) in Industrial Psychology**, a National Higher Diploma and a National Technical Diploma in **Electrical & Mechanical Engineering**. Further, he is a **Certified Project Management Professional (PMI-PMP)**, a **Certified Scrum Master Trainer** by the VMEdu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management (ILM)**. Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator, Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.

### **Course Program**

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

#### **Day 1: Sunday, 08<sup>th</sup> of December, 2024**

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	<b>PRE-TEST</b>
0830 – 0930	<b>The Building Blocks of Mergers &amp; Acquisitions</b> Defining Mergers & Acquisitions • Introducing Important Terms & Phrases • Adhering to Basic M&A Rules & Decorum • Considering the Costs Associated with M&A • Determining What Kind of Company You Have
0930 – 0945	Break
0945 – 1030	<b>Getting Ready to Buy or Sell a Company</b> Considering Common Reasons to Sell • Planning Ahead to Ensure a Smooth Sale • Exploring Typical Reasons to Acquire • Prepping before an Acquisition • Buying a Company from a PE Firm
1030 – 1230	<b>Previewing the Generally Accepted M&amp;A Process</b> Take Note! The M&A Process in a Nutshell • Exploring Two Types of M&A Processes: Auction versus Negotiation • Who Has It Easier, Buyer or Seller? • Following the Power Shifts in the M&A Process • What to Tell Employees & When
1230 – 1245	Break
1245 – 1320	<b>Financing M&amp;A Deals</b> Exploring Financing Options • Understanding the Levels of Debt • Taking a Closer Look at Investors • Striking the Right Type of Deal • Examining the All-Important EBITDA • Making Buyers' Return Calculations
1320 - 1420	<b>Working with M&amp;A Advisors</b> Choosing Wisely: Identifying Ideal Advisors • Utilizing Inside Advisors • Hiring Outside Advisors • Keeping Everyone on the Same Page: Avoiding Communication Breakdowns • Getting Your Banker Involved
1420 – 1430	<b>Recap</b>
1430	Lunch & End of Day One

#### **Day 2: Monday, 09<sup>th</sup> of December, 2024**

0730 – 0930	<b>Finding &amp; Contacting Buyers or Sellers</b> Creating a Target List • Sellers on Your Mark: Contacting Buyers • Easy Does It: Contacting Sellers • Additional Tips for Getting Past Screeners • Tracking Your Calls
0930 – 0945	Break
0945 – 1100	<b>Assuring Confidentiality</b> Tempting Buyers with an Anonymous Teaser • Executing a Confidentiality Agreement • Handling a Breach of Confidentiality • Keeping the Cat in the Bag: Advice for Buyers
1100 – 1230	<b>Creating &amp; Reviewing an Offering Document</b> The Offering Document in Nutshell • Compiling the Executive Summary • Presenting the Company's Background • Sharing the Go-to-Market Strategy • Doing the Numbers
1230 – 1245	Break

1245 – 1420	<b>Properly Expressing Interest in Doing a Deal</b> Understanding the Indication of Interest • Including Key Bits of Information in an Indication of Interest
1420 – 1430	<b>Recap</b>
1430	Lunch & End of Day Two

**Day 3: Tuesday, 10<sup>th</sup> of December, 2024**

0730 – 0930	<b>Ensuring Successful First Meetings between Buyer &amp; Seller</b> Understanding the Importance of Meeting in Person • Ironing Out Management Meeting Logistics • Perfecting the Seller's Presentation • Prepping Buyers for Management Meetings • Reading the Tea Leaves: Did the Meeting Go Well?
0930 – 0945	Break
0945 – 1100	<b>An Insider's Guide to M&amp;A Negotiating</b> Keys to Negotiating Tactics • Using Successful Negotiating Tactics • Avoiding Common M&A Negotiating Mistakes • Surviving Unforeseen Twists & Turns
1100 – 1230	<b>Establishing Valuation &amp; Selling Price</b> What's a Company Worth? Determining Valuation • Meeting in the Middle: Agreeing on a Price • When Buyer & Seller Disagree: Bridging a Valuation Gap • Dealing with Renegotiation
1230 – 1245	Break
1245 – 1420	<b>Making or Receiving an Offer</b> Signaling Sincerity with a Letter of Intent • Understanding the Salient Issues in the LOI • Agreeing to & Extending Exclusivity • You Have a Signed LOI – Now What?
1420 – 1430	<b>Recap</b>
1430	Lunch & End of Day Three

**Day 4: Wednesday, 11<sup>th</sup> of December, 2024**

0730 – 0930	<b>Due Diligence</b> Digging into the Due Diligence Process • Providing Appropriate Information • Considering Requests for Additional Information
0930 – 0945	Break
0945 – 1100	<b>The Purchase Agreement</b> Drafting the Deal • Navigating the Final Purchase Agreement
1100 – 1230	<b>Knowing What to Expect on Closing Day</b> Gathering the Necessary Parties • Walking Through the Closing Process • Tying Up Loose Ends Shortly after Closing
1230 – 1245	Break
1245 – 1420	<b>Handling Post-Closing Announcements &amp; Adjustments</b> Start Spreading the News • Following Through: The Deal After the Deal • Dealing with Disputes
1420 – 1430	<b>Recap</b>
1430	Lunch & End of Day Four

**Day 5: Thursday, 12<sup>th</sup> of December, 2024**

0730 – 0930	<b>Integrating Buyer &amp; Seller</b> <i>Planning the Integration • Culling Products &amp; Services • Combining Operations, Administration, &amp; Finance • Handling Personnel: Successful First Steps for New Owners</i>
0930 – 0945	<i>Break</i>
0945 – 1100	<b>Ten Considerations Prior to Signing an LOI</b> <i>Is the Deal Too Good to be True? • How Is the Buyer Financing the Deal? • How Much Cash is in the Offer? • What are the Conditions of Escrow? • Is the Deal a Stock or Asset Deal? • How Does the Deal Settle Working Capital Issues Post-Closing? • Is the Inventory 100 Percent Salable? • Who Pays Off Any Long-Term Debt &amp; What Happens to the Line of Credit? • What are the Tax Implications of the Seller's Accounts Receivable? • Is the Seller Signing a Noncompete Agreement with the Buyer?</i>
1100 – 1230	<b>Ten Major M&amp;A Errors &amp; How to Avoid Them</b> <i>Assuming the Deal is Done after the LOI Stage • Being Unprepared for Due Diligence • Asking for a High Valuation with No Rationale • Figuring Buyers Won't Discover Problems in the Financials • Underestimating the Others Side's Sophistication • Failing to Understand Who Really has the Power • Withholding Material Information • Blabbing about the Deal Before it Closes • Calling the Seller's Employees without Permission • Contacting a Seller's Customers or Vendors without Authorization</i>
1230 – 1245	<i>Break</i>
1245 – 1345	<b>Ten Possible Ways to Solve Valuation Differences</b> <i>Payments over Time • Earn-Out Based on Revenues • Earn-Out Based on Earnings • Earn-Out Based on Gross Profit • Valuation Based on a Future Year • Partial Buyout • Stock &amp; Stock Options • Consulting Contract • Stay Bonus • Combo Package</i>
1345 – 1400	<b>Course Conclusion</b>
1400 – 1415	<b>POST-TEST</b>
1415 – 1430	<i>Presentation of Course Certificates</i>
1430	<i>Lunch &amp; End of Course</i>

**Practical Sessions**

This practical and highly-interactive course includes real-life case studies and exercises:-



**Course Coordinator**

Mari Nakintu, Tel: +971 2 30 91 714, Email: [mari1@haward.org](mailto:mari1@haward.org)