

INTERNATIONAL EXECUTIVE PROGRAM



Cross-Border Mergers and Acquisitions

Madrid, 11, 12 and 13 November 2009



“Our programs allow executives to renew their competitive edge, commitment, entrepreneurial spirit, global vision and their motivation – and later on, our business forums and Centers of Excellence offer platforms for a continuous learning.”

Santiago Iñiguez. Dean of IE Business School

Fully recognized by the three principal international accrediting bodies in the field of business education



business school
Executive Education

IE Business School is consistently ranked among the top Business Schools worldwide by international financial and economic media groups.

www.ie.edu/IE/php/en/rankings.php

Executive MBA

FinancialTimes
1st in Europe
5th worldwide
Oct. 2008

Full-time MBA

Financial Times
3rd in Europe
6th worldwide
Jan. 2008

América Economía
2nd worldwide
Jun. 2009

The Economist
5th in Europe
10th worldwide
Sept. 2008

Business Week
1st in Europe
2nd worldwide
Nov. 2008

Executive Education

Financial Times
4th worldwide
1st in Spain
Open Programs
May 2009

The Economist
5th in Europe
10th worldwide
Sep. 2008

Financial Times
10th worldwide
Executive Education
May. 2009

América Economía
7th worldwide
Nov. 2008



CREATING GLOBAL LEADERS

worldwide

IE Business School's Executive Education Division is renowned for executive development programs that provide strategic insights and deliver global perspectives. Our Open Enrolment Programs have been ranked no. 4 worldwide by the Financial Times, May 2009.

Who this program is designed for:

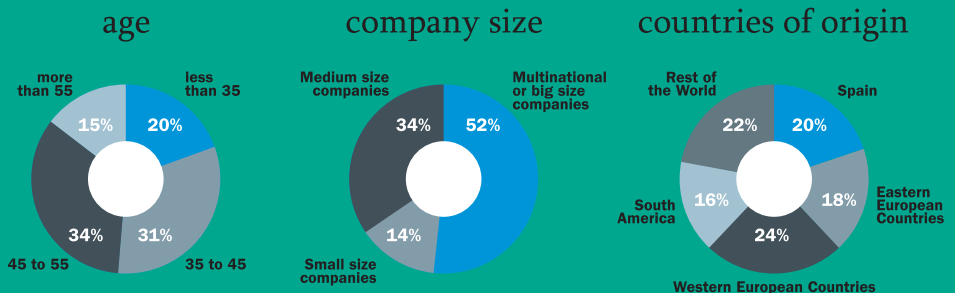
This international executive program is designed for executives from a wide range of management specialties, professions and industries who are currently executing or planning to execute an M&A or who are service providers to companies in need of restructuring.

The program will be of interest to business executives from all industries and is particularly targeted at:

- CEO's, CFO's
- Managing Directors, Founders
- Business Development Managers
- Business Strategy Directors
- Senior Corporate Executives
- Business Analysts
- Finance and Strategy Consultants
- Investment Bankers
- Attorneys
- Accountants

While this course assumes no previous experience in mergers and acquisitions, participants need to have a general understanding of how to interpret a company's financial statement.

Participants' Profile



Cross-Border Mergers and Acquisitions

GETTING THEM RIGHT

Program Overview. Merger and acquisitions are a big part of today's corporate finance world; accordingly the present financial crisis is producing amazing opportunities in M&A's. For many companies, M&As are the key element to growth, maximizing shareholder value and creating a sustainable competitive advantage. Yet it is widely acknowledged that the risks involved are high and the failure rate is intimidating.

The complexity of M&A transactions often makes it difficult to assess all risk exposures and liabilities. A lack of understanding of the acquired business, the failure to cover all issues during the negotiation process, differing cultures and corporate governance, incompatible forms of business conduct, management styles and financial practices are just a few of the numerous challenges awaiting executives.

Cross-Border Mergers and Acquisitions is a three-day international executive program that examines all of the major components of mergers and acquisitions: successful strategic target selection, financial valuation and effective deal negotiation. Participants will gain innovative insight into the best practices in successful global mergers while responding quickly and effectively to the challenges presented to them during this complex process.

Program Objectives. This program focuses on evaluating, formulating, implementing and sustaining successful mergers and acquisitions. It has been designed to push participants beyond simply acquiring new knowledge and skills.

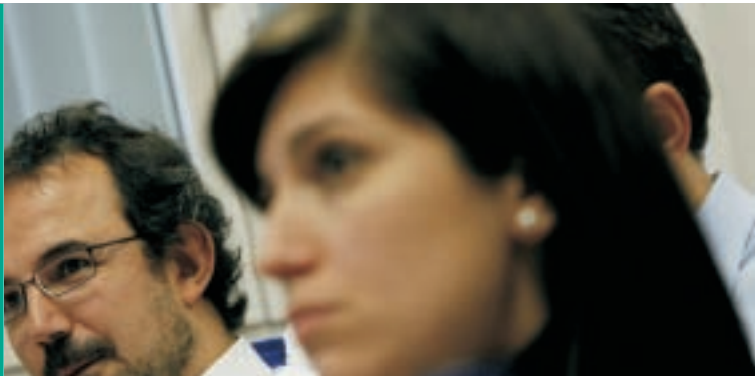
Participants will develop a sound understanding of how to:

- Identify the strategic factors of success in merger and acquisition activity.
- Assess and select the most appropriate merger and acquisition targets to maximize shareholder value.
- Analyse and choose the right financial and strategic approach in each process.
- Use financial valuation tools to measure the value gains through corporate restructuring.
- Construct an effective action plan.
- Prepare for complex M&A negotiation processes.
- Negotiate successfully and gain the commitment and cooperation of others.
- Design and implement a winning post-acquisition integration process.

Program Dates:
11, 12 and 13
November 2009

Program Location:
Madrid, Spain

Program Fee:
€ 3,800





GUIDO SIEBIERA



SIMON GIFFORD



JULIO URGEL

Program Structure.

The program features thought-provoking modules that address numerous issues of concern to those executives involved in devising and/or executing M&As. The key topics to be discussed include:

Mergers and acquisitions as a corporate strategy

- Strategic motives for growth via mergers and acquisitions.
- Strategic factors of success (and failure) in merger and acquisition activity.
- Strategic assessment and selection of merger and acquisition targets.
- Why the post-merger and acquisition integration phase is so important.
- Case examples of best practices in successful global mergers and acquisitions.

Financial valuation tools

- How to accurately evaluate acquisition targets.
- What are the most effective financial valuation tools in mergers and acquisitions.
- The impact of mergers and acquisitions on reported performance.
- Practical exercises and case discussions.

Effective deal negotiation

- Effective negotiation strategies for dealing with creditors, employees, suppliers, shareholders and other corporate stakeholders.
- The dilemma between creating and distributing value during the negotiation process.
- Dealing with complex negotiations: multilateral and multi-issue.

Faculty.

GUIDO SIEBIERA. Operations Management Professor.

PhD. in Mechanical Engineering, RWTH Aachen, Germany.

MBA, ESADE Business School, Spain.

Advisory Director of C.W. Downer&Co.

SIMON GIFFORD. Strategy and Operations Professor.

MBA in Marketing and Finance at UCT Business School, Cape Town. South Africa.

Honors (advanced diploma) in Marketing Management at UNISA. South Africa.

Bachelor of Commerce (Statistics, Business Economics) at UNISA. South Africa.

JULIO URGEL. Corporate Finance and Negotiation Professor.

PhD in Business Administration, Harvard Business School, USA.

MBA, IESE, Universidad de Navarra, Spain.

MSc in Telecommunications Engineering, School of Telecommunications Engineering, UPM, Spain.

CREATING GLOBAL LEADERS
worldwide

"The faculty teaching at IE Business School, through their innovative and creative communication skills, made the Executive Program a full learning and interactive experience."

Diego Pila, Promotions Coordinator at Petrobras, Río de Janeiro, Brasil.

"The International Executive Programs are a lively experience between professors and participants; they provide the knowledge and stimulate your thoughts to make you move a step forward in the competitive business world."

Jurriaan Leijder, Managing Consultant at Capgemini, Utrecht, The Netherlands

"Teachers at IE Business School transmitted more than their expertise and knowledge in the subject, creating a dynamic and fulfilling learning atmosphere in the class."

Silvia Gutiérrez, International Business Development Manager at Johnson & Johnson Medical, Madrid, Spain



Admission

APPLICATION PROCESS

Candidates can apply online at www.execed.ie.edu or send the application form that accompanies this information by fax to +34 91 745 47 62.

PROGRAM DATES AND FEES

Cross-Borders Mergers and Acquisitions. Madrid 11, 12 and 13 of November of 2009.

Fee: €3,800

The program fee covers tuition, course materials, all coffee breaks and lunches and an extracurricular networking activity.

Fees do not include accommodation. If you wish, we would be happy to make a reservation for you at one of the hotels within walking distance of our premises and with which we have special agreements.

Payment is due within 30 days of the invoice date or upon receipt of the invoice if admission is within 30 days prior to the start of the program. Cancellation policies are outlined in the information provided to applicants upon admission.

FOR FURTHER INFORMATION, please contact:

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www.execed.ie.edu/internationalprograms





Why IE Business School

IE Business School is a leading international business school oriented at providing top-level training for executives. The recognized prestige of our teaching faculty, the degree of excellence of our academic programs and a clear international focus are the keys behind a learning model that has ranked IE Business School among the best in the world (IE Business School has been ranked the 4th business school in the world in Open Programs by the Financial Times, May 2009).

The Executive Education Programs offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organizations, both today and in the future.

Our school's training model promotes personal, intellectual and professional development and does so in a global framework to expand and deepen international perspectives among participants. The programs we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that translates into a direct impact on business and individual performance.

In recognition of the high quality and academic rigor of our programs, IE Business School is accredited by EQUIS (European Quality Improvement Systems), AACBS International (The Association to Advance Collegiate Schools of Business) and AMBA (Association of MBAs).

We invite you to join our community and benefit from a unique learning experience in an environment that nurtures top-level talent both professionally and personally.



business
school

Executive Education

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EXECUTIVE EDUCATION
AWARD FOR EXCELLENCE**

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