

**Answers to End of Chapter Discussion Questions**

**1-1. Discuss why mergers and acquisitions occur.**

**Answer:** The primary motivations for M&As include an attempt to realize synergy by combining the acquiring and target firms, diversification, market power, strategic realignment, hubris, buying what are believed to be undervalued assets, so-called agency problems, managerialism, and tax considerations. Synergy is the notion that combining two firms results in a valuation of the combined firms that exceeds the sum of the two firms valued on a standalone basis. Synergy is often realized by achieving economies of scale, the spreading of fixed costs over increasing levels of production, or economies of scope, the utilization of a specific set of skills or an asset currently employed to produce a specific product to produce related products. Financial synergy represents another source of increased value that may be realized by lowering the combined firm's cost of capital if the new firm experiences lower overall transaction costs in raising capital and a better matching of investment opportunities with internally generated funds. Diversification may be either related or unrelated. Both forms represent an effort by the acquirer to shift assets away from a lower growth, less profitable focus to a higher growth, potentially more profitable area. Strategic realignment represents a radical departure from a firm's primary business to another area of focus often because of changes in regulations or technology, which makes obsolete the firm's primary business.

Hubris is often the motivation for M&As even if the market correctly values a firm, since the acquiring firm's management may believe that there is value in the target firm that investors do not see. Firms may also be motivated to buy another firm if the firm's market value is less than what it would cost to replace such assets. Agency problems arise when there is a difference between the interest of incumbent managers and the firm's shareholders. By acquiring the firm, value is created when managers whose interests are more aligned with shareholders replace current management. Firms may acquire another firm to achieve greater market share in an effort to be able to gain more control over pricing. Managerialism is a situation in which a firm's managers acquire other firms simply to increase the acquiring firm's size and their own compensation. Finally, an acquirer with substantial taxable income may wish to acquire a target firm with significant loss carryforwards and investment tax credits in order to shelter more of their taxable income.

**1-2. What are the advantages and disadvantages of a holding company structure in making acquisitions?**

**Answer:** The primary advantages of a holding company are the ability to achieve diversification; gain effective control over other firms by making a minority investment in such firms; to do a better job of matching available funds with attractive investment opportunities; and to raise funds at a lower cost of capital than its individual subsidiaries. Major disadvantages include the potential for triple taxation and the potential for a misallocation of capital since managers at the holding company level may not have sufficient understanding of the investment opportunities available to its subsidiaries. Moreover, investors may value the highly diversified firm at less than the sum of the values of its individual parts because of their inability to understand how the holding company structure adds value.

**1-3. How might a leveraged ESOP be used as an alternative to a divestiture, to taking a company private, or as a**

# Instructor Manual Chapter

**Nila Banton Smith, Stuart Appleton  
Curtis**



## **Instructor Manual Chapter:**

**Instructor's Manual and Test Bank** Stephen Lacy, Jean Folkerts, 2003-09      Statistics Sample Instruction Manual  
Harry Frank, Steven C. Althoen, Amy Collins Siefert, 1994-08-26 This instructor's manual for Statistics Concepts and Applications contains full solutions rather than just answers to the exercises given in Frank and Althoen's main textbook. It is available directly from the publisher free of charge to all teachers using Statistics Concepts and Applications as their adopted text. These books together with the inexpensive supplementary workbook and tutorial User Friendly and the remarkably powerful and easy to use DOS compatible computer software package ASP provide a rigorous and comprehensive undergraduate course in classical statistics.

Teacher's Manual for Accounting Method Willard J. Graham, Clarence Rufus Rorem, 1928      International Business John B. Cullen, K. Praveen Parboteeah, 2009-09-10 A new international business text for a new and ever changing global environment.

**International Business** K. Praveen Parboteeah, John B. Cullen, 2017-07-06 This book provides students with a balanced perspective on business in a global environment exploring implications for multinational companies in developed and emerging markets. This is the first text of its kind to emphasize strategic decision making as the cornerstone of its approach while focusing on emerging markets. Traditional topics like foreign exchange markets and global competition are contrasted with emerging operations like Chinese market intervention and Islamic finance to provide students with an understanding of successful business strategy. Readers learn to develop and implement these strategies across cultures and across economic, legal and religious institutions in order to cope with competitive players in the global landscape. Application based chapters open with reading goals and conclude with case studies and discussion questions to encourage a practical understanding of strategy. With in depth analyses and recommended strategies this edition provides students of international business with the skills they need for success on the global stage. A companion website features an instructor's manual, test bank, PowerPoint slides and useful links for instructors as well as practice quizzes, flashcards and web resources for students.

The Art and Craft of Case Writing William Naumes, Margaret J. Naumes, 2014-12-18 Filled with helpful checklists, charts and suggestions for further reading, this practical, comprehensive and multidisciplinary guide takes readers through the entire case writing process including skills for writing both teaching cases and research cases. This edition includes new discussions of students as case writers and how to interpret and respond to reviews as well as updated and expanded material on video, multimedia and Internet cases.

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*Instructor's Curriculum Plan for a Guide to Voluntary Compliance* United States. Occupational Safety and Health Administration,1975 Marketing Research Carl McDaniel, Jr.,Roger Gates,2018-01-31 In Marketing Research 11th Edition authors Carl McDaniel Roger Gates share their industry experience to teach students how to make critical business decisions through the study of market research Designed for marketing research courses the authors practical applications based approach features Real Data Real People and Real Research to prepare students to conduct and use market research for future careers in business Marketing Research 11th Edition features new trends features and cases throughought with updated chapters featuring new examples of companies and research firms from Ilycaffè the famous Italian coffee brand Twitter ESPN Ford and General Motors Co author Roger Gates President of DSS Research infuses the text with a practitioner perspective helping students learn how to use marketing research through a practical presentation of theory and practice

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Context Gene H. Starbuck, Karen Saucier Lundy, 2015-11-17 The most thoroughly updated edition yet this book offers students perspectives of changes in marriage and family over time including the impact of the Great Recession and of new media technologies A hallmark of Families in Context remains the well researched data driven quality of the text Beyond presenting thoroughly updated statistics and literature each chapter examines new trends and assesses their implications for students lives The underlying presentation remains balanced theoretically grounded and accessible to a wide variety of classes allowing students of all ages and family backgrounds to draw their own conclusions about controversial topics Features of the new edition include coverage of the Affordable Care Act new social media and families the latest trends in poverty education social mobility gender identities and healthcare updated In the News features and author created PowerPoint slides

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