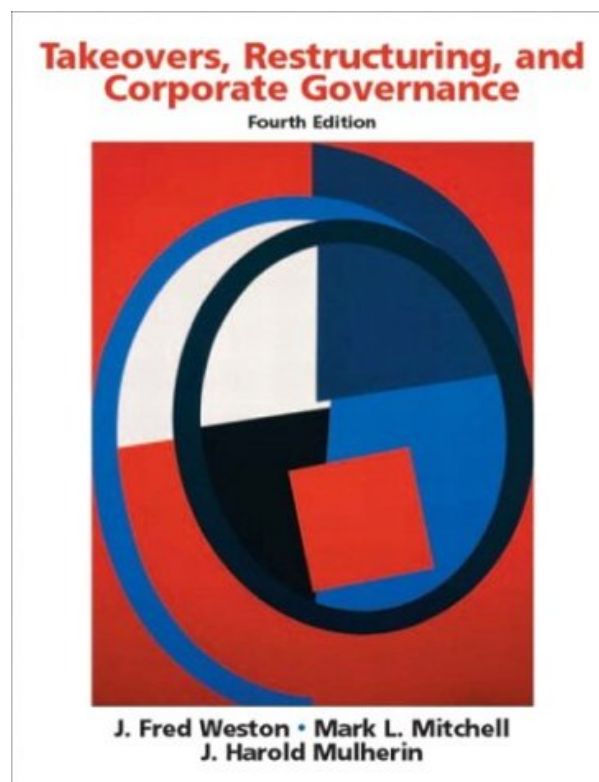


**TAKEOVERS, RESTRUCTURING, AND
CORPORATE GOVERNANCE (4TH EDITION)
BY J. FRED WESTON, MARK L. MITCHELL,
J. HAROLD MULHERIN**



**DOWNLOAD EBOOK : TAKEOVERS, RESTRUCTURING, AND CORPORATE
GOVERNANCE (4TH EDITION) BY J. FRED WESTON, MARK L. MITCHELL, J.
HAROLD MULHERIN PDF**



Takeovers, Restructuring, and Corporate Governance

Fourth Edition



J. Fred Weston • Mark L. Mitchell
J. Harold Mulherin

Click link bellow and free register to download ebook:
**TAKEOVERS, RESTRUCTURING, AND CORPORATE GOVERNANCE (4TH EDITION) BY J.
FRED WESTON, MARK L. MITCHELL, J. HAROLD MULHERIN**

[DOWNLOAD FROM OUR ONLINE LIBRARY](#)

TAKEOVERS, RESTRUCTURING, AND CORPORATE GOVERNANCE (4TH EDITION) BY J. FRED WESTON, MARK L. MITCHELL, J. HAROLD MULHERIN PDF

The Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin has the tendency to be terrific reading book that is understandable. This is why this book Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin ends up being a preferred book to read. Why don't you want become one of them? You could enjoy reading Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin while doing various other activities. The visibility of the soft data of this book Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin is type of getting experience effortlessly. It consists of just how you must save guide Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin, not in shelves naturally. You might save it in your computer system device as well as device.

From the Back Cover

Mergers and acquisitions are the most significant economic activity taking place in today's economy. This text seeks to explain the role of this activity and helps managers pursue M&A strategies more effectively.

Features:

- Provides conceptual discussion on why mergers take place
- Describes the arbitrage activity associated with mergers and acquisitions
- Presents the historical and industry evidence on the sources of merger activity

About the Author

J. Fred Weston (Los Angeles, CA) is the Cordner Professor of Money and Financial Markets at the University of California, Los Angeles. He has written or co-authored several business titles.

Excerpt. © Reprinted by permission. All rights reserved.

For individual firms, the economic role of mergers and acquisitions (M&As) is to assist in achieving or maintaining their competitive advantage by anticipating and adjusting to change. M&As include mergers, acquisitions, divestitures, alliances, joint ventures, restructuring, minority investments, licensing, and franchising, as well as international activities. For economies, M&As help move resources from lower-value uses to higher-value uses. Yet a high number of M&A investments fail to earn their cost of capital. The materials in this book seek to improve the success rate of M&A activities.

Powerful, long-term change forces have been driving M&A activity in recent decades. Foremost is

technological change, impacting every industry. Changes in transportation and communications produced the internationalization of markets. The globalization of competition and its increased intensity produced deregulation in airlines, financial services, telecommunications, and even the traditional electrical and other public utilities industries. But the massive change forces also have impacted the pharmaceutical, chemical, auto, tire, and petroleum industries. Ways of doing business will continue to change. The forms of competition will continue to multiply, and the intensity of competition will continue to increase. Relations with suppliers, workers, consumers, and other stakeholders will continue to evolve. These forces are not likely to diminish in the years ahead.

Other developments have become superimposed on the longer-term trends. An economic downturn began in early 2000. Chain reactions set in. Slowing economies always impact the durable goods industries the most adversely. Strong new growth sectors were severely stunted. The promising Internet industries came to a virtual standstill. The world telecommunications industry was battered by overinvestment and overcapacity, resulting in a collapse of profit margins. Stock market values were shattered. Large stock price declines took place in industry leaders such as Intel, Cisco, Oracle, Sun Microsystems, IBM, and even Microsoft. These problems were aggravated by geopolitical developments. International terrorism was signaled by the September 11, 2001, tragedy. Political tensions in the Middle East, India-Pakistan, Russia-Chechnya, and so on continued.

Another adverse development was the collapse of several individual companies. Some were accompanied by disclosures of fraud. Among these were Enron, WorldCom, Tyco, and ImClone. Fortune in its September 2, 2002, issue calculated that executives at 25 companies whose stock price declined 75% from their peak in the period January 1999 through May 2002 sold out before the bad news and "walked away" with \$66 billion. These developments shattered confidence in the integrity of the financial markets. As a consequence, the Sarbanes-Oxley Act was signed into law on July 30, 2002. By requiring that senior corporate officials be more responsible for the preparation of their companies' financial reports, it was hoped that investors' confidence would be restored.

The dollar value of mergers in 2001, adjusted for price level changes, was down 48% from 2000. For 2002, the dollar volume again declined about 50% from the previous year. The outlook for 2003 appears to be about the same level as for 2002. The slow rate of economic recovery has impacted all forms of investment activity negatively, including M&As. However, the role of M&As is to assist firms and economies in adjusting to opportunities and change. It follows, therefore, that M&A activity has a bigger job to do because of the new and stronger shocks that have occurred. Cash purchases of divisions of distressed companies are underway. An example is the purchase of Houghton-Mifflin from Vivendi Universal by Thomas Lee Partners and Bain Capital underway in November 2002. Deal activity in October 2002 was active and rising in the computer software, supply and services, brokerage, medical supplies, broadcasting, and retail industries. Industry consolidations to reduce excess capacity are occurring. In general, with the strong new shocks, many adjustments will be required. Hence, increased M&A activities are likely as economies and financial markets recover.

CHANGES IN THE FOURTH EDITION

With two new coauthors, we have revised every chapter of the book. We have tried to cover all of the major articles and books published since the last edition. We have added a new chapter on merger arbitrage and have updated all the empirical materials.

The accounting changes that have become effective since the prior edition have been included in Chapter 3. Chapter 4 has been retitled Deal Structuring and includes method of payment, taxes, collars, and contingent payments. A strong conceptual framework is further developed in Chapter 6. The empirical materials on

merger performance are reworked completely in Chapter 8. Appendix A to Chapter 8 analyzes a recent M&A sample to illustrate and explain modern techniques of performance measurements. The valuation discussions in Chapters 9 and 10 are rewritten for clarification with new applications provided. Chapters 11, 12, and 13 on restructuring are rewritten with a strong conceptual framework. Appendix A to Chapter 11 presents a case study of restructuring in the natural gas industry. Appendix A to Chapter 12 analyzes a sample of divestitures. Chapter 14 on alliances and joint ventures is broadened and includes new applications. For Chapter 16 on leveraged buyouts, we have added the capital cash flow valuation model and illustrated its use. In Chapter 18 on share repurchases, a new conceptual framework is applied in the discussion of a substantial new volume of literature. Chapter 20 on corporate governance covers new developments in corporate behavior, fraud, and ethical responsibilities. Chapter 21 on merger arbitrage reflects some *Journal of Finance* articles by coauthor Mark Mitchell in addition to his experience as a partner in a merger arbitrage firm. Chapter 22 includes tables summarizing alternative strategies for growth and value enhancements, as well as a new section on value-based management.

SUPPLEMENTARY MATERIALS

On a Companion Web site to this text (www.prenhall.com/weston), we offer an ancillary package containing the following resources. For students, Excel computer models—formulated key analytical models contained in our book—enable the user to study a wide range of alternative concepts, assumptions, or company characteristics. Outlines of our PowerPoint presentation are also available to the student.

For the instructor, our resource manual includes a syllabus, Thoughts for Teaching an M&A Course, solutions to all end-of-chapter questions, problems, and cases, and a test bank containing true/false questions. Illustrative Examinations, and the complete PowerPoint Presentation Graphics are available. Instructors should contact their Prentice Hall sales representative for their password.

A related book of cases has been published under the title *Cases in Dynamic Finance: Mergers and Restructuring*, by J. Fred Weston. This casebook focuses on the adjustment processes of firms in increasingly dynamic environments. The cases in this compilation include firms that have succeeded and those that have floundered in the new environment. The content of the cases overlaps the traditional areas of microeconomics, business finance, mergers and takeovers, restructuring, and corporate governance. The title, *Dynamic Finance*, seeks to encompass multiple areas. A convergence of disciplines is emerging. We plan to continue to update cases and to add new cases as more companies adjust to the changing environment. They will be available in the Pearson Business Resource Case Series and periodically in compilations. (Please view information on this program at www.pearsoncustom.com). The availability of individual cases will enable users to select different compilations.

TAKEOVERS, RESTRUCTURING, AND CORPORATE GOVERNANCE (4TH EDITION) BY J. FRED WESTON, MARK L. MITCHELL, J. HAROLD MULHERIN PDF

[Download: TAKEOVERS, RESTRUCTURING, AND CORPORATE GOVERNANCE \(4TH EDITION\) BY J. FRED WESTON, MARK L. MITCHELL, J. HAROLD MULHERIN PDF](#)

Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin. In undergoing this life, lots of people constantly attempt to do as well as obtain the best. New expertise, experience, lesson, and also every little thing that can boost the life will certainly be done. However, many individuals occasionally really feel perplexed to obtain those things. Really feeling the restricted of encounter as well as resources to be far better is one of the lacks to possess. However, there is a really easy thing that can be done. This is just what your instructor constantly manoeuvres you to do this. Yeah, reading is the response. Reading a publication as this Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin as well as various other referrals can improve your life top quality. Just how can it be?

This *Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin* is quite proper for you as novice reader. The users will always start their reading habit with the preferred motif. They might not consider the writer as well as publisher that develop guide. This is why, this book *Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin* is actually appropriate to review. Nevertheless, the concept that is given up this book *Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin* will certainly show you many things. You could begin to love also checking out until completion of guide *Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin*.

Additionally, we will certainly discuss you the book *Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin* in soft file forms. It will not disturb you making heavy of you bag. You require only computer device or gadget. The web link that we offer in this site is available to click and then download this *Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin* You know, having soft file of a book [Takeovers, Restructuring, And Corporate Governance \(4th Edition\) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin](#) to be in your gadget could make relieve the visitors. So in this manner, be an excellent visitor currently!

TAKEOVERS, RESTRUCTURING, AND CORPORATE GOVERNANCE (4TH EDITION) BY J. FRED WESTON, MARK L. MITCHELL, J. HAROLD MULHERIN PDF

This book brings together conceptual and empirical material in a systematic way. It provides readers with a basis for understanding mergers and acquisitions and corporate restructuring that are introduced into every session of Congress. The volume provides a complete review of takeovers and mergers in practice, M&A's in theory and practice, the strategic perspective of valuation, restructuring, M&A strategies and strategies for creating value. For CEOs, COOs, CFOs and other top level executives.

- Sales Rank: #839328 in Books
- Published on: 2003-08-02
- Original language: English
- Number of items: 1
- Dimensions: 9.10" h x 1.50" w x 7.40" l, 3.15 pounds
- Binding: Paperback
- 720 pages

From the Back Cover

Mergers and acquisitions are the most significant economic activity taking place in today's economy. This text seeks to explain the role of this activity and helps managers pursue M&A strategies more effectively.

Features:

- Provides conceptual discussion on why mergers take place
- Describes the arbitrage activity associated with mergers and acquisitions
- Presents the historical and industry evidence on the sources of merger activity

About the Author

J. Fred Weston (Los Angeles, CA) is the Cordner Professor of Money and Financial Markets at the University of California, Los Angeles. He has written or co-authored several business titles.

Excerpt. © Reprinted by permission. All rights reserved.

For individual firms, the economic role of mergers and acquisitions (M&As) is to assist in achieving or maintaining their competitive advantage by anticipating and adjusting to change. M&As include mergers, acquisitions, divestitures, alliances, joint ventures, restructuring, minority investments, licensing, and franchising, as well as international activities. For economies, M&As help move resources from lower-value uses to higher-value uses. Yet a high number of M&A investments fail to earn their cost of capital. The materials in this book seek to improve the success rate of M&A activities.

Powerful, long-term change forces have been driving M&A activity in recent decades. Foremost is technological change, impacting every industry. Changes in transportation and communications produced the internationalization of markets. The globalization of competition and its increased intensity produced deregulation in airlines, financial services, telecommunications, and even the traditional electrical and other public utilities industries. But the massive change forces also have impacted the pharmaceutical, chemical, auto, tire, and petroleum industries. Ways of doing business will continue to change. The forms of competition will continue to multiply, and the intensity of competition will continue to increase. Relations with suppliers, workers, consumers, and other stakeholders will continue to evolve. These forces are not likely to diminish in the years ahead.

Other developments have become superimposed on the longer-term trends. An economic downturn began in early 2000. Chain reactions set in. Slowing economies always impact the durable goods industries the most adversely. Strong new growth sectors were severely stunted. The promising Internet industries came to a virtual standstill. The world telecommunications industry was battered by overinvestment and overcapacity, resulting in a collapse of profit margins. Stock market values were shattered. Large stock price declines took place in industry leaders such as Intel, Cisco, Oracle, Sun Microsystems, IBM, and even Microsoft. These problems were aggravated by geopolitical developments. International terrorism was signaled by the September 11, 2001, tragedy. Political tensions in the Middle East, India-Pakistan, Russia-Chechnya, and so on continued.

Another adverse development was the collapse of several individual companies. Some were accompanied by disclosures of fraud. Among these were Enron, WorldCom, Tyco, and ImClone. Fortune in its September 2, 2002, issue calculated that executives at 25 companies whose stock price declined 75% from their peak in the period January 1999 through May 2002 sold out before the bad news and "walked away" with \$66 billion. These developments shattered confidence in the integrity of the financial markets. As a consequence, the Sarbanes-Oxley Act was signed into law on July 30, 2002. By requiring that senior corporate officials be more responsible for the preparation of their companies' financial reports, it was hoped that investors' confidence would be restored.

The dollar value of mergers in 2001, adjusted for price level changes, was down 48% from 2000. For 2002, the dollar volume again declined about 50% from the previous year. The outlook for 2003 appears to be about the same level as for 2002. The slow rate of economic recovery has impacted all forms of investment activity negatively, including M&As. However, the role of M&As is to assist firms and economies in adjusting to opportunities and change. It follows, therefore, that M&A activity has a bigger job to do because of the new and stronger shocks that have occurred. Cash purchases of divisions of distressed companies are underway. An example is the purchase of Houghton-Mifflin from Vivendi Universal by Thomas Lee Partners and Bain Capital underway in November 2002. Deal activity in October 2002 was active and rising in the computer software, supply and services, brokerage, medical supplies, broadcasting, and retail industries. Industry consolidations to reduce excess capacity are occurring. In general, with the strong new shocks, many adjustments will be required. Hence, increased M&A activities are likely as economies and financial markets recover.

CHANGES IN THE FOURTH EDITION

With two new coauthors, we have revised every chapter of the book. We have tried to cover all of the major articles and books published since the last edition. We have added a new chapter on merger arbitrage and have updated all the empirical materials.

The accounting changes that have become effective since the prior edition have been included in Chapter 3. Chapter 4 has been retitled Deal Structuring and includes method of payment, taxes, collars, and contingent

payments. A strong conceptual framework is further developed in Chapter 6. The empirical materials on merger performance are reworked completely in Chapter 8. Appendix A to Chapter 8 analyzes a recent M&A sample to illustrate and explain modern techniques of performance measurements. The valuation discussions in Chapters 9 and 10 are rewritten for clarification with new applications provided. Chapters 11, 12, and 13 on restructuring are rewritten with a strong conceptual framework. Appendix A to Chapter 11 presents a case study of restructuring in the natural gas industry. Appendix A to Chapter 12 analyzes a sample of divestitures. Chapter 14 on alliances and joint ventures is broadened and includes new applications. For Chapter 16 on leveraged buyouts, we have added the capital cash flow valuation model and illustrated its use. In Chapter 18 on share repurchases, a new conceptual framework is applied in the discussion of a substantial new volume of literature. Chapter 20 on corporate governance covers new developments in corporate behavior, fraud, and ethical responsibilities. Chapter 21 on merger arbitrage reflects some Journal of Finance articles by coauthor Mark Mitchell in addition to his experience as a partner in a merger arbitrage firm. Chapter 22 includes tables summarizing alternative strategies for growth and value enhancements, as well as a new section on value-based management.

SUPPLEMENTARY MATERIALS

On a Companion Web site to this text (www.prenhall.com/weston), we offer an ancillary package containing the following resources. For students, Excel computer models—formulated key analytical models contained in our book—enable the user to study a wide range of alternative concepts, assumptions, or company characteristics. Outlines of our PowerPoint presentation are also available to the student.

For the instructor, our resource manual includes a syllabus, Thoughts for Teaching an M&A Course, solutions to all end-of-chapter questions, problems, and cases, and a test bank containing true/false questions. Illustrative Examinations, and the complete PowerPoint Presentation Graphics are available. Instructors should contact their Prentice Hall sales representative for their password.

A related book of cases has been published under the title *Cases in Dynamic Finance: Mergers and Restructuring*, by J. Fred Weston. This casebook focuses on the adjustment processes of firms in increasingly dynamic environments. The cases in this compilation include firms that have succeeded and those that have floundered in the new environment. The content of the cases overlaps the traditional areas of microeconomics, business finance, mergers and takeovers, restructuring, and corporate governance. The title, *Dynamic Finance*, seeks to encompass multiple areas. A convergence of disciplines is emerging. We plan to continue to update cases and to add new cases as more companies adjust to the changing environment. They will be available in the Pearson Business Resource Case Series and periodically in compilations. (Please view information on this program at www.pearsoncustom.com). The availability of individual cases will enable users to select different compilations.

Most helpful customer reviews

8 of 9 people found the following review helpful.

Interesting Subject... Boring Book

By Paul Ireland

The subject of this book is quite interesting and the knowledgeable authors add many insights into the field of Mergers and Acquisitions. However, the book is poorly written and designed. Simply opening the book will show colorless pages and bland figures that perfectly reflect the tone and content within. There is also a surprising number of spelling mistakes and grammatical errors (something I should not expect if I'm paying over \$100 for a book).

22 of 23 people found the following review helpful.

I expected more

By Kim Dalio

Considering the reputation of the primary author, I found the book to be ponderous to read and seemingly focused more on what the authors wanted to discuss than what might be really useful to students and those practicing M&A. The authors should have sought a more appropriate balance between theory and practice. This tome is weighted in favor of theory. It seems to spend more time addressing societal issues and issues of government policy than addressing the mechanics of how to plan for and implement transactions. In fact, only the last few pages of the book deal superficially with an approach to doing M&A.

The book also assumes substantial knowledge of accounting, finance and economics on the part of the reader. The dearth of examples also hinders the readers ability to readily understand how to apply complex concepts explained in torturous paragraphs of prose. It would have been helpful to use more illustrations to communicate concepts that are difficult for those of us that don't have Phds to understand.

Thankfully, there are other books that are far more helpful in explaining both theory and application of M&A. I have found Mckinsey's book on Measuring and Managing Valuation to be a much better guide to understanding how to apply complex valuation techniques. Integration methodology is well explained in Marks and Clemente's Winning at Mergers. For an excellent detailed overview of M&A, see Depamphlis Mergers Acquisitions and Other Restructuring or Weston's other, more recent book on M&A.

7 of 8 people found the following review helpful.

Broad coverage but lacks focus

By A Customer

Three cheers (stars) for Weston's attempt to cover a vast subject in less than 500 pages of manuscript. My criticism is precisely that: the book skims the surface of a multitude of issues, providing tremendous overview and perspective, but little focus on specific topics.

Rather than a narrative like many books on this subject, Weston uses the layout of a university text book. This has pluses and minuses. At best, it gives the reader an opportunity to see the range of issues in a single framework; at worst, one comes away with little discussion of specific topics. For example, what insight can be gained from a single page discussion of such diverse and complex issues as CAPM, Porter's Five Forces and financial restructuring?

Clearly this book is for the MBA student with background understanding or the practioner who wants to see the wide array of issues in perspective. Nonetheless, I do find this a superior reference book: there are case discussions of all the recent and significant deals (through 1998), both US and European. Here, Weston provides more insight than Wasserstein's "Big Deal" by giving academic perspective and context to many headline M&A deals.

See all 18 customer reviews...

TAKEOVERS, RESTRUCTURING, AND CORPORATE GOVERNANCE (4TH EDITION) BY J. FRED WESTON, MARK L. MITCHELL, J. HAROLD MULHERIN PDF

Just connect to the web to get this book **Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin** This is why we mean you to make use of and also use the developed modern technology. Checking out book doesn't mean to bring the printed Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Established technology has actually permitted you to check out only the soft data of the book Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin It is exact same. You might not should go and also obtain conventionally in searching the book Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin You may not have sufficient time to invest, may you? This is why we provide you the best method to obtain the book Takeovers, Restructuring, And Corporate Governance (4th Edition) By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin now!

From the Back Cover

Mergers and acquisitions are the most significant economic activity taking place in today's economy. This text seeks to explain the role of this activity and helps managers pursue M&A strategies more effectively.

Features:

- Provides conceptual discussion on why mergers take place
- Describes the arbitrage activity associated with mergers and acquisitions
- Presents the historical and industry evidence on the sources of merger activity

About the Author

J. Fred Weston (Los Angeles, CA) is the Cordner Professor of Money and Financial Markets at the University of California, Los Angeles. He has written or co-authored several business titles.

Excerpt. © Reprinted by permission. All rights reserved.

For individual firms, the economic role of mergers and acquisitions (M&As) is to assist in achieving or maintaining their competitive advantage by anticipating and adjusting to change. M&As include mergers, acquisitions, divestitures, alliances, joint ventures, restructuring, minority investments, licensing, and franchising, as well as international activities. For economies, M&As help move resources from lower-value uses to higher-value uses. Yet a high number of M&A investments fail to earn their cost of capital. The materials in this book seek to improve the success rate of M&A activities.

Powerful, long-term change forces have been driving M&A activity in recent decades. Foremost is technological change, impacting every industry. Changes in transportation and communications produced the internationalization of markets. The globalization of competition and its increased intensity produced deregulation in airlines, financial services, telecommunications, and even the traditional electrical and other public utilities industries. But the massive change forces also have impacted the pharmaceutical, chemical,

auto, tire, and petroleum industries. Ways of doing business will continue to change. The forms of competition will continue to multiply, and the intensity of competition will continue to increase. Relations with suppliers, workers, consumers, and other stakeholders will continue to evolve. These forces are not likely to diminish in the years ahead.

Other developments have become superimposed on the longer-term trends. An economic downturn began in early 2000. Chain reactions set in. Slowing economies always impact the durable goods industries the most adversely. Strong new growth sectors were severely stunted. The promising Internet industries came to a virtual standstill. The world telecommunications industry was battered by overinvestment and overcapacity, resulting in a collapse of profit margins. Stock market values were shattered. Large stock price declines took place in industry leaders such as Intel, Cisco, Oracle, Sun Microsystems, IBM, and even Microsoft. These problems were aggravated by geopolitical developments. International terrorism was signaled by the September 11, 2001, tragedy. Political tensions in the Middle East, India-Pakistan, Russia-Chechnya, and so on continued.

Another adverse development was the collapse of several individual companies. Some were accompanied by disclosures of fraud. Among these were Enron, WorldCom, Tyco, and ImClone. Fortune in its September 2, 2002, issue calculated that executives at 25 companies whose stock price declined 75% from their peak in the period January 1999 through May 2002 sold out before the bad news and "walked away" with \$66 billion. These developments shattered confidence in the integrity of the financial markets. As a consequence, the Sarbanes-Oxley Act was signed into law on July 30, 2002. By requiring that senior corporate officials be more responsible for the preparation of their companies' financial reports, it was hoped that investors' confidence would be restored.

The dollar value of mergers in 2001, adjusted for price level changes, was down 48% from 2000. For 2002, the dollar volume again declined about 50% from the previous year. The outlook for 2003 appears to be about the same level as for 2002. The slow rate of economic recovery has impacted all forms of investment activity negatively, including M&As. However, the role of M&As is to assist firms and economies in adjusting to opportunities and change. It follows, therefore, that M&A activity has a bigger job to do because of the new and stronger shocks that have occurred. Cash purchases of divisions of distressed companies are underway. An example is the purchase of Houghton-Mifflin from Vivendi Universal by Thomas Lee Partners and Bain Capital underway in November 2002. Deal activity in October 2002 was active and rising in the computer software, supply and services, brokerage, medical supplies, broadcasting, and retail industries. Industry consolidations to reduce excess capacity are occurring. In general, with the strong new shocks, many adjustments will be required. Hence, increased M&A activities are likely as economies and financial markets recover.

CHANGES IN THE FOURTH EDITION

With two new coauthors, we have revised every chapter of the book. We have tried to cover all of the major articles and books published since the last edition. We have added a new chapter on merger arbitrage and have updated all the empirical materials.

The accounting changes that have become effective since the prior edition have been included in Chapter 3. Chapter 4 has been retitled Deal Structuring and includes method of payment, taxes, collars, and contingent payments. A strong conceptual framework is further developed in Chapter 6. The empirical materials on merger performance are reworked completely in Chapter 8. Appendix A to Chapter 8 analyzes a recent M&A sample to illustrate and explain modern techniques of performance measurements. The valuation discussions in Chapters 9 and 10 are rewritten for clarification with new applications provided. Chapters 11, 12, and 13 on restructuring are rewritten with a strong conceptual framework. Appendix A to Chapter 11

presents a case study of restructuring in the natural gas industry. Appendix A to Chapter 12 analyzes a sample of divestitures. Chapter 14 on alliances and joint ventures is broadened and includes new applications. For Chapter 16 on leveraged buyouts, we have added the capital cash flow valuation model and illustrated its use. In Chapter 18 on share repurchases, a new conceptual framework is applied in the discussion of a substantial new volume of literature. Chapter 20 on corporate governance covers new developments in corporate behavior, fraud, and ethical responsibilities. Chapter 21 on merger arbitrage reflects some Journal of Finance articles by coauthor Mark Mitchell in addition to his experience as a partner in a merger arbitrage firm. Chapter 22 includes tables summarizing alternative strategies for growth and value enhancements, as well as a new section on value-based management.

SUPPLEMENTARY MATERIALS

On a Companion Web site to this text (www.prenhall.com/weston), we offer an ancillary package containing the following resources. For students, Excel computer models—formulated key analytical models contained in our book—enable the user to study a wide range of alternative concepts, assumptions, or company characteristics. Outlines of our PowerPoint presentation are also available to the student.

For the instructor, our resource manual includes a syllabus, Thoughts for Teaching an M&A Course, solutions to all end-of-chapter questions, problems, and cases, and a test bank containing true/false questions. Illustrative Examinations, and the complete PowerPoint Presentation Graphics are available. Instructors should contact their Prentice Hall sales representative for their password.

A related book of cases has been published under the title *Cases in Dynamic Finance: Mergers and Restructuring*, by J. Fred Weston. This casebook focuses on the adjustment processes of firms in increasingly dynamic environments. The cases in this compilation include firms that have succeeded and those that have floundered in the new environment. The content of the cases overlaps the traditional areas of microeconomics, business finance, mergers and takeovers, restructuring, and corporate governance. The title, *Dynamic Finance*, seeks to encompass multiple areas. A convergence of disciplines is emerging. We plan to continue to update cases and to add new cases as more companies adjust to the changing environment. They will be available in the Pearson Business Resource Case Series and periodically in compilations. (Please view information on this program at www.pearsoncustom.com). The availability of individual cases will enable users to select different compilations.

The *Takeovers, Restructuring, And Corporate Governance (4th Edition)* By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin has the tendency to be terrific reading book that is understandable. This is why this book *Takeovers, Restructuring, And Corporate Governance (4th Edition)* By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin ends up being a preferred book to read. Why don't you want become one of them? You could enjoy reading *Takeovers, Restructuring, And Corporate Governance (4th Edition)* By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin while doing various other activities. The visibility of the soft data of this book *Takeovers, Restructuring, And Corporate Governance (4th Edition)* By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin is type of getting experience effortlessly. It consists of just how you must save guide *Takeovers, Restructuring, And Corporate Governance (4th Edition)* By J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin, not in shelves naturally. You might save it in your computer system device as well as device.