Table of Contents

	CONTENTS	
	LIST OF TABLES	
	LIST OF CHARTS	
CHAPTER NO:	TITLE	PAGE NO:
1	INTRODUCTION	1-8
	1.1 Introduction to the Study	1
	1.2 Mergers and Acquisitions	1
	1.3 Motives of Mergers and Acquisitions	1
	1.4 Impact of Liberalization in India	4
	1.5 Conclusion	8
CHAPTER NO:	REVIEW OF LITERATURE	9-55
	2.1 Introduction	9
	2.2 Prior Literature	9
	2.3 Share Value Creation	14
	2.3.1 Information Leakage	15
	2.3.2 Premium	19
	2.3.3 Hostile or Friendly Acquisition	20
	2.3.4 Payment Mode	21
	2.3.5 Related and Unrelated Acquisitions	25
	2.3.6 Vertical Integration	32
	2.3.7 Private or Public Target	38
	2.3.8 Research and Development	39
	2.3.9 Domestic or Cross Border Mergers and Acquisitions	40
	2.3.10 Ownership Participation	43
	2.3.11 Transfer of Control	43
	2.3.12 Size	44
	2.3.13 Success of Bid	45
	2.3.14 Time Period	46
	2.3.15 Undervaluation and Overvaluation Hypothesis	46
	2.3.16 Volatility	47

	2.3.17 Other Determinants	49
	2.3.18 Market Share and Market Concentration	50
	2.4 Conclusion	55
CHAPTER No:	RESEARCH METHODOLOGY	56-82
	3.1 Introduction	56
	3.2 Research Problem	56
	3.3 Research Questions	57
	3.4 Significance and Scope of the Study	57
	3.5 Objectives of the Study	58
	3.6 Research Design	59
	3.6.1 Population of the Study	59
	3.6.2 Sampling Method and Sampling Size	59
	3.6.3 Source of Data	59
	3.6.4 Period of the Study	59
	3.6.5 Research Framework	59
	3.7 Limitations of the Study	60
	3.8 Hypothesis	60
	3.8.1 Operating Performance	60
	3.8.2 Share Value Creation	61
	3.10 Sample Statistics	72
	3.11 Tools of Analysis	79
	3.11.1 Du Pont Analysis	80
	3.11.2 Market Model	80
	3.11.3 Aggregated Analysis	81
	3.11.4 Independent Sample t test	81
	3.11.5 Volatility	81
	3.11.6 Two Paired Sample t test	81
	3.12 Conclusion	82
CHAPTER NO:	ANALYSIS AND INTERPRETATION	83- 197
SECTION A	4.1 Introduction	83
	4.1.1 Impact of M&A on Operating Profit Margin	84
	(OPM), Gross Profit Margin (GPM) and Net Profit Margin	

(NPM) of the Acquirers	
4.1.2 Impact of M&A on Return on Asset (ROA), Return on	87
Net Worth (RONW) and Return on Capital Employed	
(ROCE) of the Acquirers	
4.1.3 Impact of M&A on Earnings Per Share (EPS), Book	90
Value per Share (BPS) and Price Earnings per Share (PES)	
of the Acquirers	
4.1.4 Impact of M&A on Current Ratio (CR), Quick Ratio	93
(QR) and Cash Ratio (CL) of the Acquirers	
4.1.5 Impact of M&A on the Working Capital to Total Asset	96
Ratio (WC_TA) of the Acquirers	
4.1.6 Impact of M&A on Fixed Asset Ratio (FA_TR),	98
Working Capital Turnover Ratio (WC_TR) and Capital	
Employed Turnover Ratio (CA_TR) of the Acquirers	
4.1.7 Impact of the M&A on the Net Worth Turnover Ratio	101
(NA_TR), Raw Material Turnover Ratio (RW_TR) and	
Finished Goods Turnover Ratio (FI_TR) of the Acquirers	
4.1.8 Impact of M&A on the Debtor Turnover Ratio	104
(DR_TR), Creditor Turnover Ratio (CR_TR), and PBT to	
Net Worth Ratio (PBT_NW) of the Acquirers	
4.1.9 Impact of M&A on Debt to Equity (DE), Interest	108
Coverage Ratio (ICR) and Proprietary Ratio (PR) of the	
acquirers	
4.1.10 Impact of M&A on Growth on Net Sale (G_SR),	111
Growth on Operating Profit (G_OP) and Growth on Total	
Asset (G_TR) of the acquirers	
4.1.11 Impact of M&A"s On Growth On Fixed Assets	114
(G_FA), Growth On Net Worth (G_NW) And Tax Effect	
Ratio (TR) of the Acquirers	
4.1.12 Impact of M&A"s On Operating Expenses To Net	117
Sales (OP_S), Raw Material Expenses to Net Sales (RW_S	
Salaries and Wages Expenses To Net Sales (SW_S) of The	
Acquirers	

	4.1.13 Impact of M&A on Distribution Expenses to Net	120
	Sales (DI_S), Power And Fuel Expenses to Net Sales	
	(PE_S) And "Marketing Expenses to Net Sales"(ME_S) of	
	the Acquirers	
	4.1.14 Impact of M&A"s On "Advertising Expenses"	123
	(AE_S) "Research And Development Expenses" (R&D_S)	
	And "Employee Compensation Expenses" (EC_S) Of The	
	Acquirers	
	4.2 Results of the Paired Sample T Test	126
	4.3 Conclusion	126
SECTION B	4.4 INTRODUCTION: DU PONT ANALYSIS	127
	4.4.1 Impact of M&A on Operating Cash Flow to Total	127
	Assets Ratio (OCFRA) of the Acquirers	
	4.4.2 Impact of M&A"s On Operating Cash Flow To Net	130
	Sales Ratio (OCFRS) of the Acquirers	
	4.4.3 Impact of M&A"s on Total Asset Turnover Ratio	132
	(TATR) of the Acquirers	
	4.5 Summary of the Final Result	135
	4.6 Conclusion	135
SECTIONC	ANALYSIS AND INTERPRETATION	135
	4.7 Introduction: Abnormal Returns	135
	4.7.1 Abnormal Returns For Aarthi Drugs, Ador And Ajanta	136
	4.7.2 Abnormal Returns For Alfs, Anjani And Aplab	138
	4.7.3 Abnormal Returns For Arvind, Ashima And Asian Star	140
	4.7.4 Abnormal Returns For Asian, AABL and BASL	142
	4.7.5 Abnormal Returns For Bliss, Citiguria and Dishman	144
	4.7.6 Abnormal Returns For Deepak, DH And ESCL	146
	4.7.7 Abnormal Returns For Ecoplast, Exide And Faze	148
	4.7.8 Abnormal Returns For Gayatri, GMM And Grauer	151
	4.7.9 Abnormal Returns For Gujarat, GSFC and HSSL	153
	4.7.10 Abnormal Return For Incap, JBM And Kabra	155

	4.7.11 Abnormal Returns For Kirloskar, Kisan And Kore	157
	4.7.12 Abnormal Returns On KSB, Loyal And Makers	159
	4.7.13 Abnormal Returns For Mirc, Navin And Nimbus	161
	4.7.14 Abnormal Returns For Paramount, Pidlite And	163
	Ramsarup	
	4.7.15 Abnormal Returns For Shanthi, Sudarshan And	166
	Uniply	
	4.7.16 Abnormal Returns For Visak And VST	168
	4.7.17 Pre And Post CAR for 20 Days Using the Paired	170
	Sample T Test	
	4.8 Conclusion	172
SECTION D	4.9 INTRODUCTION: VOLATILITY, LIQUIDITY OF	172
	STOCKS AND INFORMATION LEAKAGE	
	4.10 Volatility of Shares	173
	4.10.1 Changes in the "Degree Of Volatility" after the M&A	176
	4.11 Impact of Stock Liquidity	177
	4.11.1 M&A Announcement and Change in Trading	180
	Liquidity	
	4.12 Pre Announcement CAR of the Acquiring Firms and	181
	the Information Leakage Impact	
	4.12.1 Summary of Pre CAR Information Leakage	184
	4.13 Post Announcement CAR of the Acquirers	185
	4.13.1 Summary of Post CAR	188
	4.14 Relationship between the Pre CAR Announcement and	189
	Post Announcement CAR	
	4.14.1 Relationships Between the Pre CAR And Post CAR	191
	Of Acquiring Companies	
	4.14.2 Post CAR Percentages of the Acquiring Firms	192
	4.15 Cumulative Average Abnormal Return For Various	193
	Windows	
	4.16 Impacts Of Determinants on M&A Share Value	195
	Creation	
	4.16.1 Impacts of Determinants with the Control Variables	195

	on Share Value Creation	
	4.17 Conclusion	197
CHAPTER NO	FINDINGS, SUGGESTIONS AND CONCLUSION	198- 220
	5.1 Findings	198
	5.1.1 Operating Performance	198
	5.1.2 DU PONT Analysis	198
	5.1.3 Share Value Creation	198
	5.1.4 Volatility	198
	5.1.5 Trading Liquidity	198
	5.1.6 Cumulative Abnormal Return	198
	5.2 Impact of Determinants	199
	5.2.1 Independent Variables Impact on Dependent Variable with Control Variables	199
	5.2.3 Independent Variables Impact on Dependent Variables without Control Variables	199
	5.3 Studies on Different Windows	199
	5.4 Suggestions	200
	5.5implication For Future Research	201
	5.6 Conclusion	202

LIST OF TABLES

Sl No:	TITLE	Page No:	
2.1	Information Leakages	16	
3.1	Ratios Explained	62	
3.2	Share Value Determinants	70	
3.3	Profile of Sample Companies	72	
4.1	Impact of M&A on the Operating Profit, Gross Profit and	84	
	Net Profit of the Acquirers		
4.2	Impact of M&A on Return on Asset, Return on Net Worth	87	
	and Return on Capital Employed of the Acquirers		
4.3	Impact of M&A on Earnings Per Share, Book Value Per	90	
	Share and Price Earnings Ratio of the Acquirers		
4.4	Impact of M&A"s on Current Ratio, Quick Ratio and Cash	93	
	Ratio of the Acquirers		
4.5	Impact of M&A"s on Working Capital to Total Assets of the	96	
	Acquirers		
4.6	Impact of M&A on Fixed Asset Turnover Ratio, Working	98	
	Capital Turnover Ratio and Capital Employed Turnover		
	Ratio of the Acquirers		
4.7	Impact of M&A on Net Worth Turnover Ratio, Raw	101	
	Material Turnover Ratio and Finished Goods Turnover Ratio		
	of the Acquirers		
4.8	Impact of M&A on Debtor Turnover Ratio, Creditor	105	
	Turnover Ratio and PBT to Net Worth Turnover Ratio of the		
	Acquirers		
4.9	Impact of M&A"s on Debt To Equity, Interest Coverage	108	
	Ratio and Proprietary Ratio of the Acquirers		
4.10	Impact Of M&A"s on Growth on Net Sale, Growth on	on 111	
	Operating Profit and Growth on Total Asset of the Acquirers		
4.11	Impact of M&A"s on "Growth on Fixed Assets", "Growth	114	
	on Net Worth" and "Tax Effect Ratio" of the Acquirers		
4.12	Impact Of M&A"s on Operating Expenses to Net Sales, Raw	117	

	Material Expenses to Net Sales (RW_S), Salaries and Wages	
	Expenses To Net Sales (SW_S) of the Acquirers	
4.13	Impact of M&A"s on "Distribution Expenses to Net Sales",	120
	"Power and Fuel Expenses to Net Sales" and "Marketing	
	Expenses to Net Sales" Of The Acquirers	
4.14	Impact of M&A"s on "Advertising Expenses", "Research	123
	and Development Expenses" and "Employee Compensation	
	Expenses" of the Acquirers	
4.15	Impact of M&A"s on Operating Cash Flow to Total Assets	127
	Ratio of the Acquires	
4.16	Impact of M&A"s on Operating Cash Flow to Net Sales	130
	Ratio of the Acquirers	
4.17	Impact of M&A"s on Total Asset Turnover Ratio of the	132
	Acquirers	
4.18	Abnormal Returns for Aarthi Drugs, Ador And Ajanta	136
4.19	Abnormal Returns for Alfs, Anjani And Aplab	138
4.20	Abnormal Returns for Arvind, Ashima And Asian Star	140
4.21	Abnormal Returns for Asian, AABL and BASL	142
4.22	Abnormal Returns for Bliss, Citiguria And Dishman	144
4.23	Abnormal Returns for Deepak, DH and ESCL	146
4.24	Abnormal Returns for Ecoplast, Exide and Faze	148
4.25	Abnormal Returns for Gayatri, GMM and Grauer	151
4.26	Abnormal Returns for Gujarat, GSFC and HSSL	153
4.27	Abnormal Returns for Incap, JBM And Kabra	155
4.28	Abnormal Returns for Kirloskar, Kisan and Kore	157
4.29	Abnormal Returns on KSB, Loyal And Makers	159
4.30	Abnormal Returns for Mirc, Navin And Nimbus	161
4.31	Abnormal Returns for Paramount, Pidlite and Ramsarup	164
4.32	Abnormal Returns for Shanthi, Sudarshan and Uniply	166
4.33	Abnormal Returns for Visak and VST	168
4.34	Pre and Post CAR for 20 Days using the Paired Sample T Test	170

-

LIST OF FIGURES

Sl	Title	Page
No		No:
1.1	Motives of Mergers and Acquisitions	4
2.1	Information Leakages	16
2.2	Factors Impacting the Mode of Financing in M&A	
2.3	Factors Impacting the Decision of Firms to Execute Related or Unrelated M&A	29
2.4	How Forward and Backward Integration Works?	
2.5	Determinants of Share Value Creation	
3.1	Dependent Variables, Independent Variables and the Control Variables Employed in the Present Study	71

LIST OF ABBREVIATIONS

AE_S	Advertising Expenses to Net Sales
AMEX	The American Express Company
AR	Abnormal Return
BPS	Book Value per Share
BSE	Bombay Stock Exchange
CA_TR	Capital employed Turnover
CAAR	Cumulative Average Abnormal Return
CAR	Cumulative Abnormal Return
CR	Current Ratio
CR_TR	Creditor turnover
DE	Debt to Equity Ratio
DI_S	Distribution expenses to net sales
DR_TR	Debtor turnover
EC_S	Employee compensation expenses to net sales
EPS	Earnings per Share
FA_TR	Fixed Asset Turnover
FDI	Foreign Direct Investment
FERA	The Foreign Exchange Regulation Act
FERA	The Foreign Exchange Management Act
FI_TR	Finished goods turnover
G_FA	Growth on Fixed Asset
G_NW	Growth on Net worth
G_OP	Growth on Operating Profit
G_SR	Growth on Net Sales
G_TR	Growth on Total Asset Ratio
GPM	Gross Profit Margin
ICR	Interest Coverage Ratio
M&A	Mergers and Acquisitions
ME_S	Marketing Expenses to Net Sales
MODVAT	Modified Value Added Tax
MRTP	The Monopolies and Restrictive Trade
	Practices Act
NA_TR	Net Worth Turnover
NASDAQ	National Associations of Securities Dealers
	Automated Quotation
NPM	Net Profit Margin
NYSE	The New York Stock Exchange
OP_S	Operating expenses to net sales
OPM	Operating profit Margin
PAT	Profit After Tax
PBT_NW	Profit Before Tax to Net Worth

PE	Price Earnings Ratio
PE_S	Power and Fuel Expenses to Net Sales
PR	Proprietary Ratio
QR	Quick Ratio
R&D	Research and Development
R&D_S	Research and Development Expenses to Net
	Sales
ROA	Return on Asset
ROA	Return on Asset
ROCE	Return on Capital Employed
ROE	Return on Equity
RONW	Return on Net Worth
RW_S	Raw Material Expenses to Net Sales
RW_TR	Raw Material Turnover Ratio
SEBI	Securities and Exchange Board of India
SW_S	Salaries and Wages Expenses to Net Sales
TR	Tax Efficiency Ratio
UK	United Kingdom
US	United States
WC_TA	Working Capital to Total Asset
WC_TR	Working Capital Turnover Ratio

LIST OF ABBREVIATIONS

Sl no	Name of the firms	Abbreviations
1	Aarti Drugs Ltd	Aarthi drugs
2	Abbott India Ltd.	Abbott
3	Ador Welding Ltd.	Ador
4	Ajanta Soya Ltd.	Ajanta
5	Alfa Transformers Ltd.	Alfa
6	Anjani Portland Cement Ltd.	Anjani
7	Aplab Ltd.	Aplab
8	Arvind International Ltd.	Arvind
9	Ashima Ltd.	Ashima
10	Asian Paints Ltd.	Asian
11	Asian Star Co. Ltd.	Asian star
12	Associated Alcohols & Breweries Ltd.	AABL
13	Bannari Amman Sugars Ltd.	BASL
14	Bliss G V S Pharma Ltd.	Bliss
15	Citurgia Biochemicals Ltd.	Citurgia
16	Deepak Nitrite Ltd.	Deepak
17	D & H India Ltd.	D & H
18	Dishman	Dishman
19	Ecoplast Ltd	Ecoplast
20	Empee Sugars & Chemicals Ltd.	ESCL
21	Exide Industries Ltd.	Exide
22	Faze Three Ltd.	Faze
23	Gayatri Sugars Ltd.	Gayatri
24	G M M Pfaudler Ltd.	G M M
25	Grauer & Weil (India) Ltd.	Grauer
26	Gujarat Apollo Inds. Ltd.	Gujarat
27	Gujarat State Fertilizers & Chemicals Ltd.	GSFC
28	Harita Seating Systems Ltd.	HSSL
29	Incap Ltd.	Incap
30	J B M Auto Ltd.	J B M

31	Kabra Extrusion Technik Ltd.	Kabra
32	Kirloskar Ferrous Inds. Ltd.	Kirloskar
33	Kisan Mouldings Ltd.	Kisan
34	Kore Foods Ltd.	Kore
35	K S B Pumps Ltd.	KSB
36	Loyal Textile Mills Ltd.	Loyal
37	Makers Laboratories Ltd.	Makers
38	Mirc Electronics Ltd.	Mirc
39	Modi Naturals Ltd.	Modi
40	Navin Fluorine Intl. Ltd.	Navin
41	Nikhil Adhesives Ltd.	Nikhil
42	Nimbus Foods Inds. Ltd.	Nimbus
43	Paramount Communications Ltd.	Paramount
44	Pidilite Industries Ltd.	Pidlite
45	Pix Transmissions Ltd.	Pix
46	Ramsarup Industries Ltd.	Ramsarup
47	Shanthi Gears Ltd.	Shanthi
48	Sudarshan Chemical Inds. Ltd.	Sudarshan
49	Uniply Industries Ltd.	Uniply
50	Vijay Solvex Ltd.	Vijay
51	Visaka Industries Ltd.	Visaka
52	V S T Tillers Tractors Ltd.	VST