## INDEX

<table>
<thead>
<tr>
<th>CHAPTER NO.</th>
<th>NAME OF THE CHAPTER</th>
<th>PAGE NO. FROM – TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>INTRODUCTION OF THE STUDY</td>
<td>1 to 36</td>
</tr>
<tr>
<td>1.1</td>
<td>Introduction of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>Significance of the Study</td>
<td>4</td>
</tr>
<tr>
<td>1.3</td>
<td>Reasons &amp; Rationale for Mergers &amp; Acquisitions</td>
<td>5 – 7</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Reasons</td>
<td>5</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Rationale for M &amp; A</td>
<td>5</td>
</tr>
<tr>
<td>1.4</td>
<td>Mergers &amp; Acquisitions (M&amp;As): Tread with Caution</td>
<td>7</td>
</tr>
<tr>
<td>1.5</td>
<td>Global scenario of Mergers &amp; Acquisitions</td>
<td>11 – 19</td>
</tr>
<tr>
<td>1.5.1</td>
<td>American M&amp;As Review</td>
<td>17</td>
</tr>
<tr>
<td>1.5.2</td>
<td>Asia Pacific M&amp;As Review</td>
<td>18</td>
</tr>
<tr>
<td>1.5.3</td>
<td>Europe, The Middle East &amp; Africa M&amp;As Review</td>
<td>19</td>
</tr>
<tr>
<td>1.6</td>
<td>Mergers and Acquisitions in India - A general Analysis</td>
<td>20 – 22</td>
</tr>
<tr>
<td>1.6.1</td>
<td>A general Analysis</td>
<td>20</td>
</tr>
<tr>
<td>1.6.2</td>
<td>Problems for Mergers &amp; Acquisitions in India</td>
<td>22</td>
</tr>
<tr>
<td>1.7</td>
<td>Trend of Mergers &amp; Acquisition – India</td>
<td>22 – 34</td>
</tr>
<tr>
<td>1.7.1</td>
<td>Trend of Merger &amp; Acquisition – India for the period</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q1 FY‘11</td>
<td>22</td>
</tr>
<tr>
<td>1.7.2</td>
<td>Trend of Merger &amp; Acquisition – India” for the period</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q1 ‘10</td>
<td>23</td>
</tr>
<tr>
<td>1.7.3</td>
<td>M&amp;A across sectors</td>
<td>25</td>
</tr>
<tr>
<td>1.7.4</td>
<td>Cross Border M&amp;A Deals</td>
<td>31</td>
</tr>
<tr>
<td>1.8</td>
<td>Chapterization</td>
<td>35</td>
</tr>
<tr>
<td>II</td>
<td>REVIEW OF THE LITERATURE</td>
<td>37 to 70</td>
</tr>
<tr>
<td></td>
<td>Summery of review of literature</td>
<td>70</td>
</tr>
<tr>
<td>III</td>
<td>CONCEPTUAL FRAMEWORK</td>
<td>71 to 119</td>
</tr>
<tr>
<td>3.1</td>
<td>Introduction</td>
<td>71</td>
</tr>
<tr>
<td>3.2</td>
<td>History of Mergers &amp; Acquisitions</td>
<td>72</td>
</tr>
<tr>
<td>3.3</td>
<td>Meaning of various terms</td>
<td>74</td>
</tr>
<tr>
<td>3.4</td>
<td>Terms relating to Mergers &amp; Acquisitions</td>
<td>76</td>
</tr>
<tr>
<td>3.5</td>
<td>Types of Mergers</td>
<td>78</td>
</tr>
</tbody>
</table>
3.6 Motives behind Merger 87
3.7 M & As Effects 93
3.8 Laws regulating Merger 98
3.9 Legal Procedures for Mergers, Amalgamations & Take-overs 103
3.10 Methods of Valuation related to Mergers & Acquisitions 114
3.11 Method of financing M&As Deals 116
3.12 Accounting for M&As 118

IV RESEARCH METHODOLOGY 120 to 138

4.1 Introduction 120
4.2 Research Methodology & its constituents 120
4.3 Types of Research 121
4.4 Research Process 124
4.5 Research Questions 129
4.6 Research Problem 129
4.7 Objectives of the Study 130
4.8 Hypothesis of the Study 130
4.9 Research Design 131
4.10 Sampling Design 133
4.11 Data Collection Method 133
4.12 Data analysis & Testing of Hypothesis 136
4.13 Analysis Approach 137
4.14 Tools used for Data Analysis & Interpretations 137
4.15 Limitations of the study 138

V DATA PRESENTATION AND ANALYSIS 139 to 201

5.1 Various Parameters used for Data Analysis & Testing of Hypothesis 139 – 146

5.1.A Liquidity Parameters 139
5.1.B Leverage Parameters 140
5.1.C Profitability Parameters 142
5.1.D Other Parameters 146

5.2 Data Analysis & Interpretation of Metals & Metal Products Sample Acquire Firms. 147 – 164

5.3.1 Current Ratio 147
5.3.2 Quick Ratio 148
5.3.3 Net Working Capital 149
5.3.4 Debt-Equity Ratio 151
5.3.5 Total Debt and Equity to Total Assets 152
5.3.6 Total Borrowings and Equity to PBITDA 153
5.3.7 Interest Coverage Ratio 154
5.3.8 Operating Profit Ratio 155
5.3.9 Net Profit Ratio 156
5.3.10 Operating Profit Margin 157
5.3.11 Net Profit Margin 158
5.3.12 Net Worth 159
5.3.13 Returns on Net worth 160
5.3.14 Returns on Investment 161
5.3.15 Returns on Capital Employed 162
5.3.16 Capital Formation 163
5.3.17 Increased Investment in Fixed Assets 164

5.3 Test of Hypotheses of Metals & Metal Products Sample Acquire Firms 165 – 169

5.3.1 H1: The merged manufacturing companies did not improve liquidity, solvency and profitability after merger. 165 – 168

(a) The merged manufacturing companies did not improve liquidity after merger. 165
(b) The merged manufacturing companies did not improve solvency after merger. 166
(c) The merged manufacturing companies did not improve profitability after merger. 167

5.3.2 H2: The merged manufacturing companies did not expand their business activities after merger. 169

5.4 Data Analysis & Interpretation of Machinery Sample Acquire Firms. 170 – 193

5.4.1 Current Ratio 170
5.4.2 Quick Ratio 171
5.4.3 Net Working Capital
5.4.4 Debt-Equity Ratio
5.4.5 Total Debt and Equity to Total Assets
5.4.6 Total Borrowings and Equity to PBITDA
5.4.7 Interest Coverage Ratio
5.4.8 Operating Profit Ratio
5.4.9 Net Profit Ratio
5.4.10 Operating Profit Margin
5.4.11 Net Profit Margin
5.4.12 Net Worth
5.4.13 Returns on Net worth
5.4.14 Returns on Investment
5.4.15 Returns on Capital Employed
5.4.16 Capital Formation
5.4.17 Increased Investment in Fixed Assets

5.5 Test of Hypotheses of Machinery Sample Acquire Firms
5.5.1 H1: The merged manufacturing companies did not improve liquidity, solvency and profitability after merger.
(a) The merged manufacturing companies did not improve liquidity after merger.
(b) The merged manufacturing companies did not improve solvency after merger.
(c) The merged manufacturing companies did not improve profitability after merger.

5.5.2 H2: The merged manufacturing companies did not expand their business activities after merger.

5.6 Comparative Analysis of Testing of Hypotheses

5.7 Types of M&As of Sample Acquire Firms
5.7.1 Types of M&As of Metals & Metal Products Sample Acquire Firms
5.7.2 Types of M&As of Machinery Sample Acquire Firms
5.7.3 Spotlight for understanding various type of merger
VI FINDINGS OF THE STUDY 203 – 211

6.1. Metals & Metal Products Sector 203– 206
   6.1.1. Liquidity Position 203
   6.1.2. Solvency Position 204
   6.1.3. Profitability Position 205
   6.1.4. Business Expansion Activities 206
   6.1.5. Types of Merger 206

6.2. Machinery Sector 207 – 211
   6.2.1. Liquidity Position 207
   6.2.2. Solvency Position 208
   6.2.3. Profitability Position 209
   6.2.4. Business Expansion Activities 210
   6.2.5. Types of Merger 211

6.3. Summary 211

VII CONCLUSION 212 – 215

7.1. Conclusion 212
7.2. Contribution to the body of knowledge 215
7.3. Scope for further Research 215

• REFERENCES 216 – 225
   ✓ Books 216
   ✓ Journals 216 – 224
   ✓ Magazines 225
   ✓ Webliography 225