ULB Solvay Brussels School Economics & Management

EMBA-2527- 118-Global M&A and Growth Strategies

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Jean-Philippe MICHAUX, jean-philippe.michaux@ulb.be	Specialise Phase Between 12/12/2026 and 03/01/2027	3 24 66

Description of the course

Examine the complexities of mergers and acquisitions, including valuation, negotiation, and post-merger integration strategies for sustainable growth.

Course units

1. Theory (Type of deals / Consequences on financial statements / Market conditions / Financing)
2. Valo & Goodwill (Badwill) but also & certainly strategy / Strategic deal vs Private Equity deal / Negotiation
3. Due diligence & post-deal integration
4. do you do it or don't you

Course Learning Outcomes (CLOs)

By the end of the course, students will be able to...

1. Analyze market conditions and strategic fit to identify potential M&A opportunities.
2. Evaluate the financial, cultural, and operational implications of M&A deals.
3. Apply negotiation strategies to structure and execute M&A transactions.
4. Develop integration plans to maximize value creation from acquisitions
5. Demonstrate an understanding of cross-border challenges in global M&A activities.
6. Build crictical review of Due Diligence capabilities
7. Understand the different way to finance a deal

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)
**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc
***PLO - Programme Learning Objectives are available on the curriculum page

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	**Reinforcement**
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	**Reinforcement**
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	**Mastery**
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	**Reinforcement**
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	**Mastery**
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	**Reinforcement**
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	**Reinforcement**
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	**Reinforcement**
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	**Not Covered**

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: Yes
Contact Hours are dedicated to ESG: 4
Contact Hours containing climate solutions for how organisations can reach net zero: 1
Description of contribution: Today M&A cannot neglect impact on ESG engagement of companies engaged

🌳 This course contributes to the Sustainable Development Initiative at the Solvay Brussels School of Economics & Management

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Assessment methodology / Learners Use of Time and Load

Evaluation scale
0-20

Pre-Assessed Task: Read a historical M&A deal

- Value of pre-assessed task: 0 %
- Type of assessment: Individual
- Deadline: For the presential session
- Guidelines: Sharing your experience
- Feedback Provision: NA.

Key-Assessed Task: Ideating, Do it or don't

- Value of pre-assessed task: 100 %
- Type of assessment: In Group
- Deadline: due 03/01/2027
- Guidelines: Prepare a board acquisition decision meeting
- Feedback Provision: Oral presentation

Learning Materials

Readings

Books / Articles
TBC

Cases (available in Canvas)
TBC

Other Learning Materials
NA

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