Corporate Restructuring in India: A Case Study of Reliance

The essential M&A primer, updated with the latest research and statistics, Mergers, Acquisitions, and Corporate Restructurings provides a comprehensive look at the field's growth and development, and places M&As in realistic context amidst changing trends.
legislation, and global perspectives. All-inclusive coverage merges expert discussion with extensive graphs, research, and case studies to show how M&As can be used successfully, how each form works, and how they are governed by the laws of major countries. Strategies and motives are carefully analyzed alongside legalities each step of the way, and specific techniques are dissected to provide deep insight into real-world operations. This new seventh edition has been revised to improve clarity and approachability, and features the latest research and data to provide the most accurate assessment of the current M&A landscape. Ancillary materials include PowerPoint slides, a sample syllabus, and a test bank to facilitate training and streamline comprehension. As the global economy slows, merger and acquisition activity is expected to increase. This book provides an M&A primer for business executives and financial managers seeking a deeper understanding of how corporate restructuring can work for their companies. Understand the many forms of M&As, and the laws that govern them. Learn the offensive and defensive techniques used during hostile acquisitions. Delve into the strategies and motives that inspire M&As. Access the latest data, research, and case studies on private equity, ethics, corporate governance, and more. From large megadeals to various forms of downsizing, a full range of restructuring practices are currently being used to revitalize and supercharge companies around the world. Mergers, Acquisitions, and Corporate Restructurings is an essential resource for executives needing to quickly get up to date to plan their own company's next moves.

Background paper presented at the National Conference on Mergers & Acquisitions Focussing on Indian Competition Law, held on December 19, 2011 at New Delhi.

In this companion handbook to The Deal Decade: What Takeovers and Leveraged Buyouts mean for Corporate Governance, Margaret Blair and Girish Uppal present summary statistics and details on the corporate restructuring movement of the 1980s. The authors summarize data from private buyouts, junk bond issuances, and aggregate changes in corporate debt. They also report on the changing patterns of corporate ownership, shareholder activism, and changes in the law affecting takeovers. Finally, they put the 1980s into historical context by presenting data
tracking merger and acquisition activity since 1955.

The political climate of the 1990s ushered through changes in the way corporate entities structured their businesses, largely influenced by the professionalization of corporate management in America. There are many examples in the decade which portray the emergence of corporate restructuring combined with corporate structures struggling to compete for the potential wealth and personal power identified.

About the Book: Business combinations, corporate restructuring, financial reengineering, corporate reorganizations are the terms used for restructuring the corporate sector. In India, corporate restructuring by way of disinvestment of public sector enterprises has become a fashionable concept in recent years. It started from the middle of seventies with the disappointment of public sector, but the voices of protest were very weak and periodic. But the continuous failure of public sector to fulfill the role assigned to it intensified the voices of protest. The opening of certain sectors earlier reserved for the public sector was undertaken in the beginning of eighties but the government was to some extent hesitant to make a clear statement. Then ultimately in the year 1991, under the stewardship of Dr. Manmohan Singh, then finance minister, the process of corporate restructuring through disinvestment was actually started and got momentum.

The present book is a take on the global corporate restructuring with special reference to mergers and acquisition in India. The book looks at the scenario of mergers and acquisitions in India with special reference to the law prevalent in other jurisdictions as well. The powers of the courts are analysed with reference to approving the scheme of amalgamation or merger and the effect of other legislations is also looked at on mergers and acquisitions. The book is centred on the process of mergers and acquisitions in various jurisdictions and the process of transnational mergers is also looked at in the context of Indian as well as other jurisdictions.
Two strengths distinguish this textbook from others. One is its presentation of subjects in the contexts where they occur. Students see different perspectives on subjects and learn how complex and dynamic the mergers and acquisitions environment is. The other is its use of current events. Of its 72 case studies, 3/4 are new or have been updated. The implications of Dodd-Frank and US Supreme Court rulings affecting the Sarbanes-Oxley Act, among other regulatory changes, are developed to enhance teaching and learning experiences. Other improvements to the 6th edition have shortened and simplified chapters, increased the numbers and types of pedagogical supplements, and expanded the international appeal of examples. With a renewed focus on empirical and quantitative examples, the 6th edition continues to demonstrate how people work together on mergers and acquisitions and why the actions of specific individuals have far-reaching implications. Presents an integrated approach to the activities involved in mergers, acquisitions, business alliances, and corporate restructurings. All chapters have been revised, updated, and contain new content, and 14 include more extensive changes. Structural revisions make chapters more streamlined, shorter, and less complex. Case studies cover a dozen industries, and 75% are new or have been updated. All include discussion questions and answers.

Based on discussions with senior managers from business houses in the public and private sectors.

This book provides an insight in the phenomenon of Mergers and Acquisitions (M&A), including the various forms of corporate restructuring. It highlights the importance of M&A as a strategy for faster growth in the corporate. The book provides an enriched experience of the art of valuation with detailed description of M&A process, deal structuring and financing. The book also provides the broader perspective of Accounting and Regulatory aspects of M&A. While covering the conceptual underpinnings of M&A, the book supplements it with real life examples on each sub-topic with various numeric examples. Thus the judicious blend of theory and practical aspects, through numerical as well as real life case-studies, make the book a source of vast knowledge in the complicated and dynamic world of M&A.
In the fast changing economic environment of today, companies seek corporate restructuring not just to stay afloat amidst cut-throat competition, but also to increase their competitive edge over others. Thus, the significance of mergers and acquisitions can never be overemphasized in the corporate world. Mergers, Acquisitions and Corporate Restructuring aims to give its readers a concise yet comprehensive coverage of the subject from all the angles—strategic, legal, accounting, taxation, fund raising and valuation—a treatment which no other Indian book in the market has accomplished so far. The book not only caters to the syllabi of MBA students of most universities, but also meets the needs of CA, CS and ICWA students. Given its holistic approach in the discussion of various issues, both students and practitioners would find this book of immense practical utility. Key Features • Analyses all relevant Indian laws, regulations and accounting standards • Includes multiple interpretations of many provisions • Comprises over 60 numerical or situational illustrations to explain difficult concepts and legal provisions • Interprets and explains 4 comprehensive cases and 9 mini cases from the Indian corporate history and current affairs to enhance understanding • Contains latest amendments in regulations, laws, rules and guidelines as on 15 November 2012 New in This Edition • Thoroughly revised and updated • Chapter on new takeover regulations comparing the provisions with the old takeover regulations and giving historical perspective • Chapter on Competition Law and M&A

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In recent years the continuity of many firms has been achieved by restructuring, a task which takes up a great deal of senior management’s time. Written for busy managers and executives,
This book is a practical guide to the process of restructuring, covering both debt and operational restructures.

This revised edition of the well-known text provides a comprehensive and well-balanced overview of the entire spectrum of activities in merger transactions, acquisitions, and corporate restructuring process. It comprises of insightful modules on search for acquisitions, value drivers and target valuation, design of consideration, accounting and tax factors, cross border acquisitions, and the restructuring of equity and debt contracts. Intended for students with an interest in the financial, strategic, and business issues surrounding corporate restructuring, this book will take the readers through a rigorous understanding of valuation in a variety of corporate settings. Mergers, Acquisitions, and Corporate Restructuring: Text and Cases incorporates seven brief cases and six full-length teaching cases that instructors can use for classroom discussion and for in-depth understanding of the issues at hand. The book will help the readers answer crucial questions such as: • When does it make sense to acquire or restructure a firm's operations? • How does the structure of the deal affect the value creation potential? • How much value will the acquisition or restructuring create? • What are some of the post-merger integration issues that managers face?

India has realised, later than many other nations, that in order to prosper in the new world economy it will need to successfully manage its knowledge assets. This book investigates the rise of entrepreneurship and knowledge management. It looks at the high tech sector, how it is at present and its prospects for growth. It then goes onto analyse the effect that the knowledge economy will have on labour, business strategy and corporate restructuring and highlights the challenges that India will face, not least whether it can offer enough employment potential for 1 billion people.

Derived from Kluwer's multi-volume Corporate Acquisitions and Mergers, the largest and most
detailed database of M&A know-how available anywhere in the world, this work by a highly experienced team of lawyers in the leading international law firm Singhania & Co provides a concise, practical analysis of current law and practice relating to mergers and acquisitions of public and private companies in the India. The book offers a clear explanation of each step in the acquisition process from the perspectives of both the purchaser and the seller. Key areas covered include: structuring the transaction; due diligence; contractual protection; consideration; and the impact of applicable company, competition, tax, intellectual property, environmental and data protection law on the acquisition process. Corporate Acquisitions and Mergers is an invaluable guide for both legal practitioners and business executives seeking a comprehensive yet practical analysis of mergers and acquisitions in India. Equivalent analyses of M&A law and practice in some 50 other jurisdictions, all contributed by leading law firms, are accessible on-line at www.kluwerlawonline.com under Corporate Acquisitions and Mergers.

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A book on mergers, acquisitions and corporate restructuring for students and practitioners of finance.

Of the meeting -- Introduction / by Joanna R. Shelton -- Corporate governance patterns in OECD economies: is convergence under way? / by Stilpon Nestor and John K. Thompson -- Latest directions in corporate governance / by Ian T. Dunlop -- The legal and institutional preconditions for strong stock markets: the nontriviality of securities law / by Bernard Black -- Comparative corporate governance trends in Asia / by Il Chong Nam, Yeongjae Kang, Joon-Kyung Kim -- Corporate governance in Japan / by Takahiro Yasui -- Disclosure and corporate governance: a Japanese perspective / by Hideki Kanda -- Corporate governance in
This book analyses the current conditions of work in the Indian factory sector, and provides a critical analysis of the wage, profit and productivity behaviour in India’s organised manufacturing sector over the last two decades. Examining the specificities of the conditions of industrial workers, it addresses three major questions:/-//-/- What has happened to the relative shares of profits and wages;/-//-/- How do we explain the levels and changes and;/-//-/ Are better labour standards antithetical to the project of industrial restructuring?/-//-/ The author also examines the problem of industrial restructuring in India within the broader context of power and inequality in the workplace. He argues that even though the existing laws mandate decent labour conditions, India has been unable to implement them because of the minimalist position taken by successive governments./-//-/ Providing new and fascinating insights into industrial growth, labour standards and development in the framework of globalisation, this book will interest students and scholars of economics, economic history, political science and sociology, as well as students of management and labour relations.

Corporate sector in India is undergoing structural changes as a result of liberalisation,
privatisation and openness policies of the Government since early 1990s. Competitive pressures are high not only due to deregulation but also due to globalisation. Along with the rise in the number of Merger and Acquisition (M&A) deals, the amount involved in such deals has risen over time. The present work deals with procedures and processes involved in financial restructuring of companies through mergers and acquisitions. More importantly, it contains 10 case studies of restructuring through mergers and acquisitions that have taken place in India during the last decade. The work, based on extensive statistical exercises, brings out the major issues that actually crop up in a restructuring exercise. The book, it is hoped, will enhance the understanding of the subject which has assumed added significance in the wake of liberalisation and openness wave sweeping across the world.


The Proposed Book Is Based On Relevant, Authoritative And Thought Provoking Subject. It Contains Both Conceptual And Empirical Studies With Help Of Authentic And Well - Known Sources To Enable The Readers To Acquire A Holistic View Of The Subject. This Helps In Strengthening The Understanding Of The Subject Better And Also Enables The Readers To Stretch Their Thoughts Beyond The Content Of This Book.

Mergers and Acquisitions Basics: All You Need to Know provides an introduction to the
fundamental concepts of mergers and acquisitions. Key concepts discussed include M&As as change agents in the context of corporate restructuring; legal structures and strategies employed in corporate restructuring; takeover strategies and the impact on corporate governance; takeover defenses; and players who make mergers and acquisitions happen. The book also covers developing a business plan and the tools used to evaluate, display, and communicate information to key constituencies both inside and outside the corporation; the acquisition planning process; the negotiation, integration planning, and closing phases; financing transactions; and M&A post-merger integration. This book is written for buyers and sellers of businesses, financial analysts, chief executive officers, chief financial officers, operating managers, investment bankers, and portfolio managers. Others who may have an interest include bank lending officers, venture capitalists, government regulators, human resource managers, entrepreneurs, and board members. The book may also be used as a companion or supplemental text for undergraduate and graduate students taking courses on mergers and acquisitions, corporate restructuring, business strategy, management, governance, and entrepreneurship. Describes a broad view of the mergers and acquisition process to illustrate agents' interactions Simplifies without overgeneralizing Bases conclusions on empirical evidence, not experience and opinion Features a recent business case at the end of each chapter

This book presents recent literature on corporate mergers, acquisitions, takeovers, restructuring, and corporate governance as well as discussions of valuation, cost of capital, and strategic financial planning. This book discusses how M&As fit into a company's long-term strategy and how restructuring can unlock values in a company. It presents strategies designed to increase a firm's value: i.e., joint ventures, ESOPs, LBOs, share repurchases, and international strategies. The book also provides guides on selecting M&As to strengthen a company or increase its value. The second edition of Takeovers, Restructuring and Corporate Governance has been revised to include the latest empirical data and literature. It also now includes 38 important recent case studies: i.e., QVC-Paramount; Boeing-McDonnell Douglas; Ciba-Geigy-Sandoz, Disney-Cap Cities-ABC, and Time Warner-Turner.
Corporate restructurings continue to be an indispensable tool in building the emerging generation of re-engineered companies with the power and resources to compete on a global basis. However, the issues, methods, motives, and techniques that shape today's world of mergers, acquisitions, divestitures, and reorganizations is often too complex for even the most savvy business managers to comprehend. And today, running a business successfully means being able not only to understand, but also harness the complexities of corporate restructurings.

Part 1 Background
Part 2 Hostile Takeovers
Part 3 Going Private Transactions and Leveraged Buyouts
Part 4 Corporate Restructuring

While acquisitions and expansion strategies are understood as exciting in the business world, contraction activities are received less enthusiastically. Nevertheless, portfolio restructuring constitutes a strategic tool to increase the strategic focus of firms and achieve economies of scale and an efficient control of multiple business units. This restructuring thus has distinct implications for companies and units. The Handbook of Research on Corporate Restructuring and Globalization provides emerging research on the theoretical infrastructure for portfolio restructuring in a single piece of work and explores important topics in the field including the implications on foreign and domestic units and the degree to which increasing globalization influences restructuring practices. Featuring coverage on a broad range of topics such as emerging markets, risk assessment, and global business, this book is ideally designed for corporate managers, government officials, scholars, researchers, and students.

This book provides a comprehensive account of the nature of restructuring adopted by conglomerates. S. Shiva Ramu discusses all three aspects of restructuring: portfolio; financial and organizational and sees a direct correlation between the nature of diversification and the type of restructuring adopted.

This paper describes issues in Korea’s corporate sector, the need for restructuring, and the authorities’ initiatives and challenges. It then identifies lessons from other countries’
experience and conducts an econometric analysis based on cross-country aggregate data, compared with previous studies which mostly use firm-level data. This analysis finds that restructuring episodes, while sometimes challenging in the short term, have typically been associated with more rapid economic growth afterward. Corporate restructuring could have a negative effect on the labor and the financial markets in the short term, but is associated with positive growth through increased investment and capital productivity in the medium term, outpacing the negative effects.

An updated look at how corporate restructuring really works Stuart Gilson is one of the leading corporate restructuring experts in the United States, teaching thousands of students and consulting with numerous companies. Now, in the second edition of this bestselling book, Gilson returns to present new insight into corporate restructuring. Through real-world case studies that involve some of the most prominent restructurings of the last ten years, and highlighting the increased role of hedge funds in distressed investing, you'll develop a better sense of the restructuring process and how it can truly create value. In addition to "classic" buyout and structuring case studies, this second edition includes coverage of Delphi, General Motors, the Finova Group and Warren Buffett, Kmart and Sears, Adelphia Communications, Seagate Technology, Dupont-Conoco, and even the Eurotunnel debt restructuring. Covers corporate bankruptcy reorganization, debt workouts, "vulture" investing, equity spin-offs, asset divestitures, and much more Addresses the effect of employee layoffs and corporate downsizing Examines how companies allocate value and when a corporation should "pull the trigger" From hedge funds to financial fraud to subprime busts, this second edition offers a rare look at some of the most innovative and controversial restructurings ever.

Today, organizations are repositioning themselves to effectively respond to emerging competition and newer opportunities, for delivering enhanced returns to the shareholders. This book defines corporate restructuring as a comprehensive measure for changing portfolio, assets and capital structure, and organization and management structure of a firm. It dwells
on how this strategic initiative would help in enhancing the shareholder wealth. Divided into three parts—concepts, cases and ethical issues, the book covers: *Portfolio and Asset Restructuring *Financial Engineering *Internal Streamlining and Re-engineering

In order to keep pace with the dynamics of change restructuring of the Indian corporate sector has become a necessity for survival and growth in the competitive environment. Corporate restructuring may be defined as a comprehensive process of rearranging and redeployment of the resources of a company with a view to achieving the basic objectives of survival, growth and profitability. Financial restructuring is considered to be the most important wing of the corporate restructuring. Good Corporate Governance requires proper and effective utilization of shareholders' funds with a view to accomplishing the long-term wealth of the shareholders and, obviously, of the company as a whole. In this backdrop, the present research has been conducted. The central objective of the present research work is to make an in-depth and detailed analysis of the financial restructuring through share buybacks in India and to understand the impact of such corporate practice on various aspects of an organization.

In light of the periodic financial crises of the late 1990s, there has been a growing recognition of the need for a strategy to avoid and mitigate the severity of crises in the corporate sector, requiring the complementary efforts of policymakers, regulators, lawyers, insolvency experts and financiers. This publication examines the issue of corporate restructuring, drawing on case studies of corporate crises in Indonesia, Korea, Malaysia and Thailand among others; and discusses a range of topics including the key role of governments in securing an enabling legal system, effective out-of-court workouts, supportive tax regimes, policy and regulatory initiatives to address systemic corporate problems.

In the present era of LPG (Liberalization, Privatization and Globalization), the term 'Corporate Restructuring' has gained a huge acceptance, globally, as it enables a firm to restructure its business mainly from financial and organizational standpoints with a view to
increasing its efficiency and profitability and thereby achieving its short-term as well as long-term goals. In India, corporate restructuring also gets an enormous popularity as it results into availing huge amount of tax benefit, increasing corporate control and enhancing shareholders' value for the Indian corporate enterprises. The main objective of the study is to make a case study based analysis of the Corporate Restructuring through demerger in India and to analyze the impact of such corporate practice on various aspects of an organization namely, its impact on EPS, DPS, ROCE, RONW, EVA, MVA, SVA as well as its influence on Share Prices. For analyzing the impact of demerger on companies share prices, the concept of sub-periodic growth rates has been applied by employing 'Kinked Exponential Model'. In order to facilitate all type of analysis, the 'Control Sample Methodology' has been applied.