



BA 385T – FINANCIAL MANAGEMENT

FALL 2013 (UNIQUE #02252)

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COURSE OBJECTIVES

As you pursue your degree in Business Analytics, it is important that you understand the environment in which you will operate and the language that is used. BA 385T provides an introduction to the fundamental concepts and language of accounting and finance. During the first half of the semester, we will study how firms maximize shareholder value through the investment decision and the financing decision. During the second half of the semester we study cost accounting systems that provide valuable information for management planning and control. Organizations rely on accurate cost information to decide on which products to keep and which products to discontinue, for assessing productivity improvements, for pricing decisions, to decide whether or not to enter a new market, for performance evaluation and control, and much more. An improperly designed cost accounting system can lead to costly errors in decision-making. Through a number of case studies supplemented by some lectures, this course exposes students to recent advances in cost accounting, and highlights important inputs into the design of cost systems. The cases cover a variety of decision-making settings and illustrate the role of cost information in these settings.

MATERIALS AND PREREQUISITE

Text

Jonathan Berk and Peter DeMarzo: *Corporate Finance*. Third edition. Pearson, Addison Wesley, 2014.

Charles Horngren, Srikant Datar, Madhav Rajan: *Cost Accounting, A Managerial Emphasis*, 14th edition, Pearson, 2012

Packet

Corporate Finance, by Sanford J Leeds (2013), available from the GSB Copy Center
Accounting Course Packet, available from the GSB Copy Center

Calculator

You will need a business calculator for this class. The calculator should have the following keys: IRR, n, i, PV, PMT, FV, and CF. As long as those keys are present, the calculator is fine. Most students will use either the HP 12c or the Texas Instruments BA II Plus.

Prerequisite

This is a first semester course in the M.S. in Business Analytics program. Enrollment is limited to students enrolled in this program.

COURSE GRADING

First Half of Semester: Finance

Midterm Exam: 40%

Project: 10%

Second Half of Semester: Accounting

Final Exam: 45%

Homework: 5%

Grades: Your final course grade will be assigned based on a ranking system (which will average your rank in each half of the course). In addition to the grading scale described above, individual grades can be adversely affected by acts of academic dishonesty, poor attendance (including late arrival to class) or otherwise disrupting the learning environment.

Finance Exam: Your midterm exam will be approximately 65% - 80% quantitative, but you will receive more detail before the exam (and the quantitative percentage could change). I do not release old exams. I have found that releasing old exams is problematic because (1) it results in people studying “to the exam” rather than studying to learn; and (2) students inevitably feel that old exams are easier than the current exam. In addition, I do not allow students to keep their exams. This maintains the fairness of exams, since you know that no one has seen old exams. If, for any reason, you should come in contact with an old exam, I request that you (1) not review it; and (2) notify me immediately.

Accounting Exam: Exams will be individually-completed closed-book exams. The exams will consist of problems, essay questions, and short answer questions. You may bring a non-programmable calculator to the exams.

Exam Dates: The Finance exam will be administered on Friday, October 18th at 8:30 AM. This will be a three-hour exam. We will not have class on the 16th (since we are having the exam on the 18th). The final exam will be administered on the date set by the program office (of the M.S. in Business Analytics) and the University.

Finance Project: This project is intended to further your Corporate Finance education, to help you to learn a bit more about investing and to help you to realize that you can continue to educate yourself when you graduate. For your project, I want you to read and **OUTLINE** “The Essays of Warren Buffett: Lessons for Corporate America” by Warren Buffett and edited by Lawrence Cunningham.

There are two reasons that I have you do this project: (1) people love this book; and (2) there is probably no better way to learn about the market than by reading Buffett’s letters to his shareholders. This book consolidates key points from letters. All of his letters are available online at www.berkshirehathaway.com.

Your paper must be in outline form and cannot be longer than ten pages plus a cover page. Ten pages is the total (other than the cover) regardless of whether you call something an appendix or anything else. If you want an example of an outline, look at how my packet is written.

The goal of your outline should be to allow someone who has not read this book to fully understand what it is about. A good outline clearly distinguishes thoughts. It is not simply sentences with a letter in front of it. It eliminates unnecessary words and groups ideas together.

The project is usually not a grade differentiator. The reality is that the exams will result in grade differentiation. The project is a learning exercise and the grading scale is normally pretty tight (usually 88- 94). With that said, every so often someone turns in something that results in a significantly lower grade. The fact that the grade range is normally tight is not intended to diminish the importance of this assignment. Normally, I grade your exams (because they have the largest impact on your final grade) and I have my TA grade your outlines. This assignment is to be done alone.

Examples of times that people receive low grades include when you have clearly not read all of the book or when you do this in sentence form. The highest grade that you can get if you do this in paragraph form is 80 (which means that you will be in the 70s because I don’t give perfect scores on this assignment). If you have not read the entire book, the highest grade you can receive is 50 (and again, that score isn’t likely). But, if you read the book and outline it and you feel like you have made a good-faith effort, you should not worry. You will know if you fall into one of the “troubled” categories.

The project is due at 8:30 AM on October 18. I do not accept late papers. **PLEASE SUBMIT A HARD COPY OF YOUR PAPER. DO NOT SUBMIT THE PAPER ELECTRONICALLY.**

HOMEWORK

Finance Homework: There are two types of uncollected homework: problems that I have written (problems and solutions are on Blackboard) and problems at the end of the chapters. These problems will help to reinforce the concepts we are studying. They will also help you to prepare for the exam. While I do not collect these problems, you will find the exam to be very difficult if you have not spent time working these problems.

Accounting Homework: Every student is required to produce a short report for each case (not longer than one page). The reports should address the following questions: "What are the main issues in the case and how can these issues be addressed?" The goal of the homework reports is to ensure that students have read each case and understand the problems studied in the case.

The homework case reports will be collected at the **beginning** of the class in which the case is discussed. Late assignments will not be accepted (that means if you are late for class you will not be able to hand in your homework). Homework will be graded on a scale of 2 (reasonable effort), 1 (not a good effort), and 0 (not turned in). Your lowest homework score will be dropped. Verbal collaboration (i.e., talking about the assignment) on homework is allowed. However, the prepared assignment should be your own work (do not borrow, copy or transfer answers or files from anyone else). For classes in which there is no case discussion, you do not need to prepare a case report.

PREPARATION FOR CLASS

Finance Class Prep: Prior to several classes, you will need to prepare by listening to a taped lecture that is posted on Blackboard. While listening to the taped lecture, you should be following along with the packet notes. In class, we will work problems and apply what you learned on the tapes. After class, you should review the packet and notes and work the homework. If there are no assigned tapes, you should simply come to class with the appropriate part of your packet.

You should use the text if you did not understand what we discussed or if you need more information. (Please understand: I will **not** hold you responsible for topics covered in the text that are not in the packet or the homework. The packet and class notes contain everything that you need to know.)

I will not collect homework. You will learn finance by working problems. If you attend class and work the problems in a timely fashion, you will do well. If you don't work the problems in a timely fashion, this will be a very difficult class. Study the course packet consistently.

Since you won't have time to do the homework problems again and again, let me suggest a good way to study. After you work the problems, every few days you should go back and re-read the questions. By doing this, you will trigger the thought process that you had to go through in order to answer the question. And always remember, it's not a matter of whether you are able to answer the question the first time you see it...the issue is whether you can recognize it and answer the question in the future (and whether you can apply these concepts to the real world).

Accounting Class Prep: The Horngren, Datar, and Rajan book is an excellent textbook and I recommend that you read the relevant sections to guide your understanding of this material. You are responsible for all text chapters assigned.

I will sometimes suggest homework problems from the textbook in class. I do not collect or grade these problems. The solutions to the suggested problems will be made available. If you are having trouble understanding a homework problem or solution, please discuss it with the TA.

Practical Guidance: If it is in the text but I don't assign it in a problem or cover it in class, odds are very slim that it will be a significant component of the exam. Budget your time accordingly.

KEY DATES FOR SEMESTER

Finance Project Due: Friday, October 18 (8:30 AM)

Midterm Exam: Friday, October 18th (8:30 AM)

Final exam: TBD by University

THERE ARE NO MAKE-UP EXAMS. LATE PROJECTS ARE NOT ACCEPTED.

Schedule – First Half of Semester (14 Class Periods)

Date	Topics	Packet Units (and Uncollected HW Units)	Text Chapter	End-of-Chapter Problems
W – Aug. 28	Maximizing S/H Value; Introduction to the Firm	1 and 2	1 and 29	Chap 1: 6,7
W – Sep. 4	Time Value of Money	3	3, 4 and 5	
M – Sep. 9	Time Value of Money	3	3, 4 and 5	Chap 4: 1,8,10,12,18,20, 24,25,30A,31,34,41,43,46
W – Sep. 11	Time Value of Money	3	3, 4 and 5	Chap 3: 1,2,6,8,9,10,15,16,18,19 Chap 3 Appendix: 5,6 Chap 5: 4,6,25,36
M – Sep. 16	Loans and Bonds (Applications of TVM)	4	5 and 6	Chap 4: 13,21,36,37,38,39 Chap 5: 14,20,22 Chap 6: 6,10,11,17,27
W – Sep. 18	Dividend Discount Model (Applic. of TVM)	4	9	Chap 9: 4,5,6,8,11,13,16,19
M – Sep. 23	Risk and Return	5	10	Chap 10: 2,7,11,27,37
W – Sep. 25	Cost of Capital	6	11, 12	Chap 11: 2,5,6,11,17,27,33,38,48 Chap 12: 1,2,4,15
M – Sep. 30	Intro to Capital Budgeting	7	7	Chap 4: 15,47 Chap 7: 2,6,9,17,18,20,21,23,25,30
W – Oct. 2	Free Cash Flow and Capital Budgeting	8,9	2,8	Chap 2: 17 Chap 8: 2,6,7,9,12,14,16
M – Oct. 7	Capital Structure and WACC	10,11	Packet Only	Only the HW problems I wrote
W – Oct. 9	EMH / Behavioral Finance	12	13	Chap 13:2
M – Oct. 14	Raising Capital	13	23,24	Chap 23: 3,5,8,11,12,13,15,17 Chap 24: 6,11,12
F – Oct. 18	Midterm Exam	8:30 – 11:30 AM		

Schedule – Second Half of Semester (14 Class Periods)

Date	Topics	Cases	Text
M – Oct. 21	Course Introduction and Basics in Cost Behavior	None	None
W – Oct. 23	Cost Behavior, Product Costing, Relevant Costs	Giberson's Glass Studio	Chapter 2
M – Oct. 28	Cost Allocation	Seligram, Inc	Chapter 4
W – Oct. 30	Activity-Based Costing and Customer Profitability	None	Chapter 5
M – Nov. 4	Activity-Based Costing and Corporate Strategy	Siemens Electric Motor Works (A)	Chapter 5
W – Nov. 6	Capacity Analysis	Anagene, Inc.	Chapter 9
M – Nov. 11	Activity-Based Costing, Capacity	Wilkerson Company	Chapter 5, 9
W – Nov. 13	Joint Production Costing, Profitability, Strategy	Wendy's Chili	Chapter 16
M – Nov. 18	Product Costing, Strategic Positioning, Pricing Decisions	Sheridan Carpet Company	None
W – Nov. 20	Product Costing, Strategic Competition	Dogfight over Europe: Ryanair (A)	None
M – Nov. 25	Performance Measurement	Performance Pay at Safelite Auto Glass (A)	Chapter 23
W – Nov. 27	Balanced Scorecard, Performance Evaluation	Citibank	Chapter 13
M – Dec. 2	Decentralization and Transfer Pricing	None	Chapter 22
W – Dec. 4	Decentralization and Transfer Pricing	San Francisco Bay Consulting	Chapter 22
	Date for Final Exam will be announced		

The course schedule, if need arises, may be changed. These changes will be announced beforehand.

Classroom Professionalism Policy

The classroom is a professional environment. As a result, you should expect professional behavior from the faculty and we should expect professional behavior from the students. You should expect that: (1) the faculty will start class on time; (2) we will be well prepared for class; (3) we will be respectful to you (and any questions you may have); and (4) we will set a time outside of class when we are available to answer your questions.

Similarly, we should expect you: (1) to arrive on time for class (2) to try to minimize any disruptions in class (no laptops in class, turn cell phones off, don't text or check email, please ask questions to the faculty rather than your neighbor, etc.); (3) to be prepared for class; and (4) to respect your peers and the faculty.

Academic Dishonesty

We have no tolerance for acts of academic dishonesty. Such acts damage the reputation of the school and the degree and demean the honest efforts of the majority of students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

The responsibilities for both students and faculty with regard to the Honor System are described on <http://mba.mcombs.utexas.edu/students/academics/honor/index.asp> and on the final pages of this syllabus. As the instructor for this course, I agree to observe all the faculty responsibilities described therein. During Orientation, you signed the Honor Code Pledge. In doing so, you agreed to observe all of the student responsibilities of the Honor Code. If the application of the Honor System to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification.

As specific guidance for this course, you should not try to seek guidance about exams or types of questions from students who have previously taken this class. You should not do anything to aid future students in the testing process. Helping fellow students learn is an important part of our culture. I believe that it is easy to distinguish the attempt to help someone learn as opposed to the attempt to pass on information about exams.

Honor Code Purpose

Academic honor, trust and integrity are fundamental to The University of Texas at Austin McCombs School of Business community. They contribute directly to the quality of your education and reach far beyond the campus to your overall standing within the business community. The University of Texas at Austin McCombs School of Business Honor System promotes academic honor, trust and integrity throughout the Graduate School of Business. The Honor System relies upon The University of Texas Student Standards of Conduct (Chapter 11 of the Institutional Rules on Student Service and Activities) for enforcement, but promotes ideals that are higher than merely enforceable standards. Every student is responsible for understanding and abiding by the provisions of the Honor System and the University of Texas Student Standards of Conduct. The University expects all students to obey

the law, show respect for other members of the university community, perform contractual obligations, maintain absolute integrity and the highest standard of individual honor in scholastic work, and observe the highest standards of conduct. Ignorance of the Honor System or The University of Texas Student Standards of Conduct is not an acceptable excuse for violations under any circumstances.

The effectiveness of the Honor System results solely from the wholehearted and uncompromising support of each member of the Graduate School of Business community. Each member must abide by the Honor System and must be intolerant of any violations. The system is only as effective as you make it.

Faculty Involvement in the Honor System

The University of Texas at Austin McCombs School of Business Faculty's commitment to the Honor System is critical to its success. It is imperative that faculty make their expectations clear to all students. They must also respond to accusations of cheating or other misconduct by students in a timely, discrete and fair manner. We urge faculty members to promote awareness of the importance of integrity through in-class discussions and assignments throughout the semester.

Expectations Under the Honor System

Standards

If a student is uncertain about the standards of conduct in a particular setting, he or she should ask the relevant faculty member for clarification to ensure his or her conduct falls within the expected scope of honor, trust and integrity as promoted by the Honor System. This applies to all tests, papers and group and individual work. Questions about appropriate behavior during the job search should be addressed to a professional member of the Career Services Office. Below are some of the specific examples of violations of the Honor System.

Lying

Lying is any deliberate attempt to deceive another by stating an untruth, or by any direct form of communication to include the telling of a partial truth. Lying includes the use or omission of any information with the intent to deceive or mislead. Examples of lying include, but are not limited to, providing a false excuse for why a test was missed or presenting false information to a recruiter.

Stealing

Stealing is wrongfully taking, obtaining, withholding, defacing or destroying any person's money, personal property, article or service, under any circumstances. Examples of stealing include, but are not limited to, removing course material from the library or hiding it from others, removing material from another person's mail folder, securing for one's self unattended items such as calculators, books, book bags or other personal property. Another form of stealing is the duplication of copyrighted material beyond the reasonable bounds of "fair use." Defacing (e.g., "marking up" or highlighting) library books is also considered stealing, because, through a willful act, the value of another's property is decreased. (See the appendix for a detailed explanation of "fair use.")

Cheating

Cheating is wrongfully and unfairly acting out of self-interest for personal gain by seeking or accepting an unauthorized advantage over one's peers. Examples include, but are not limited to, obtaining questions or answers to tests or quizzes, and getting assistance on case write-ups or other projects beyond what is authorized by the assigning instructor. It is also cheating to accept the benefit(s) of another person's theft(s) even if not actively sought. For instance, if one continues to be attentive to an overhead conversation about a test or case write-up even if initial exposure to such information was accidental and beyond the control of the student in question, one is also cheating. If a student overhears a conversation or any information that any faculty member might reasonably wish to withhold from the student, the student should inform the faculty member(s) of the information and circumstance under which it was overheard.

Actions Required for Responding to Suspected and Known Violations

As stated, everyone must abide by the Honor System and be intolerant of violations. If you suspect a violation has occurred, you should first speak to the suspected violator in an attempt to determine if an infraction has taken place. If, after doing so, you still believe that a violation has occurred, you must tell the suspected violator that he or she must report himself or herself to the course professor or Associate Dean of the Graduate School of Business. If the individual fails to report himself or herself within 48 hours, it then becomes your obligation to report the infraction to the course professor or the Associate Dean of the Graduate School of Business. Remember that although you are not required by regulation to take any action, our Honor System is only as effective as you make it. If you remain silent when you suspect or know of a violation, you are approving of such dishonorable conduct as the community standard. You are thereby precipitating a repetition of such violations.

The Honor Pledge

The University of Texas at Austin McCombs School of Business requires each enrolled student to adopt the Honor System. The Honor Pledge best describes the conduct promoted by the Honor System. It is as follows:

"I affirm that I belong to the honorable community of The University of Texas at Austin Graduate School of Business. I will not lie, cheat or steal, nor will I tolerate those who do."

"I pledge my full support to the Honor System. I agree to be bound at all times by the Honor System and understand that any violation may result in my dismissal from the Graduate School of Business."

Students with Disabilities

Upon request, the University of Texas at Austin provides appropriate academic accommodations for qualified students with disabilities. Services for Students with Disabilities (SSD) is housed in the Office of the Dean of Students, located on the fourth floor of the Student Services Building. Information on how to register, downloadable forms, including guidelines for documentation, accommodation request letters, and releases of information are available online at <http://deanofstudents.utexas.edu/ssd/index.php>. Please do not hesitate to contact SSD at (512) 471-6259, 471-6441 TTY or via e-mail if you have any questions.