

Spring Semester 2019
EMBA: BA385T - Financial Management

Keep this in mind as you go through the course:

"When you first start to study a field, it seems like you have to memorize a zillion things. You don't. What you need is to identify the core principles -- generally three to twelve of them -- that govern the field. The million things you thought you had to memorize are simply various combinations of the core principles."

Journalist **John Reed** (1887-1920) who performed very poorly in school, but eventually "figured it all out" to graduate from Harvard.

Instructor: Dr. Ramesh K. S. Rao

Office: CBA 6.304E

Office Hours: By appointment

Telephone number: 512-475-8756

E-mail: ramesh.rao@mcombs.utexas.edu

Teaching Assistant: Avi Schiff

Office hours: By appointment

E-mail: avishai.schiff@mcombs.utexas.edu

Course Objectives

This course has the following objectives:

- Introduce the concepts and theories of modern financial management
- Develop an appreciation for the usefulness of these theories for financial decision-making
- Increase the student's financial decision-making skills
- Provide an overview of current financial management theories and practices

Required Materials

Required Textbook: Corporate Finance by Ross, Westerfield, Jaffe and Jordan ("RWJJ"), 12th ed., McGraw-Hill Irwin

Supplemental: Selected chapters (available on Canvas) from Financial Management, Concepts and Applications, 3rd ed., 1995, Ramesh K.S. Rao, SouthWestern Publishing Co., Cincinnati, a division of International Thompson. The required chapters will be made available (on Canvas) to students.

Selected Chapters from Investments, 10th ed., by Bodie, Kane and Marcus, McGraw Hill-Irwin (“BKM text”). You will not be tested on this material.

A reading package (with *required* and recommended readings) has been put together for the course. You will not be tested on the *recommended* readings.

Course Structure and Grading

The course consists of lectures, optional homework assignments, a quiz and two exams (a midterm and a comprehensive final). Relevant course materials are posted on Canvas.

Lectures

The lectures are designed to provide an understanding of the major elements of finance. The emphasis is on the logic underlying concepts, on how each concept is used in finance, and on how the concepts are interrelated. The lectures are not note taking drills; rather, they are dynamic sessions in which information is presented by the instructor via visual aids and through direct interaction with the class.

Homework with Connect:

Connect will be our homework tool. Go to the course page on Canvas and click on the link called “McGraw-Hill Connect.” Detailed instructions are posted in Canvas. For assistance, click on “Help” in the upper-right hand corner of the screen, or call (800) 331-5094.

At the end of each chapter of your text, there are numerous practice problems. Some of the computational “Questions and Problems” have been assigned as required homework in Connect. The assignments are graded, but are allowed unlimited attempts. For each attempt, you will be provided a new set of values. Only your highest score for each assignment will be posted in the gradebook on Canvas. Your two lowest assignment grades will be dropped.

Homework is due in Connect by 11:59 pm (one minute before midnight) on the due date. Due dates are provided in the Course Schedule as well as in Connect. Late homeworks will be assessed a penalty of 15% per day late. After their due dates, the homework problems will remain available to re-work for additional practice.

Learn Smart:

Connect also provides access to an adaptive learning tool called LearnSmart. This tool is an excellent way to approach your first reading of each chapter. More information about LearnSmart will be provided during class. Your LearnSmart results will not be graded.

Grading (400 points)

- **Quiz** (70 points): Saturday, February 2, beginning of class (45 minutes).
- **Connect Homeworks:** (80 points) Various due dates
- **Midterm exam** (100 points): Saturday, March 2, beginning of class. (75 minutes).

The exam will cover relevant text chapters (RWJJ and Rao), class lectures, and required readings up to and including the class of February 16.

- **Final Exam** (150 points): Friday, April 11. The final exam is comprehensive and covers the whole course. The exam will cover relevant text chapters (RWJJ and Rao), class lectures, and required readings. The final exam will not be returned to you. However, you are welcome to review your exam with the TA.

Course Policies and Administrative Procedures

- **Grades:** All grades are assigned after a careful examination of the work done. Any grade disputes should be submitted in writing to the TA after 24 hours and within two weeks of the receipt of the disputed exam/paper. No adjustments will be made after this two-week period.
- **Extra Problems:** Students can work out additional end-of-chapter problems in the text. Solutions to these problems are posted on Canvas. Students having difficulty with these problems should seek help from the instructor or his assistant.
- **Missed quizzes/exams:** Students missing the quiz and/or exams with valid excuses should notify the instructor, in advance, where possible. They will have the final exam weighted proportionally more. Note that work pressures and travel obligations are not considered valid excuses.

McCombs Classroom Professionalism Policy

The highest professional standards are expected of all members of the McCombs School community. The collective class reputation and the value of the Texas MBA experience hinge on these standards. Faculty are expected to be professional and prepared to deliver value for each and every class session. Students are expected to be professional in all respects.

The Texas MBA classroom experience is enhanced when:

Students arrive on time. Timely arrival ensures that classes are able to start and finish at the scheduled time. Timely arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.

Students display their name cards. This permits fellow students and faculty to learn names, enhancing opportunities for community building and evaluation of in-class contributions.

Students are fully prepared for each class. Much of the learning in the Texas MBA program takes place during classroom discussions. When students are not prepared they cannot contribute to the overall learning process. This affects not only the individual, but also their peers who count on them.

Students respect the views and opinions of their colleagues. Disagreement and debate are encouraged; however, intolerance for the views of others is unacceptable.

Laptops are to be used only for class work.

Phones and wireless devices are turned off.

Academic Dishonesty

The McCombs School has no tolerance for acts of academic dishonesty. Such acts damage the reputation of the school and the MBA 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 at <http://mba.mcombs.utexas.edu/students/academics/honor/index.asp> and within 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 consider the *writing* of all examinations to be an individual effort without any use of books, notes, or other unpermitted aids. Group *preparation* for examinations is acceptable and encouraged.

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.

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 describes the conduct promoted by the Honor System, 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 in the Student Services Building. Additional information is available online at <http://deanofstudents.utexas.edu/ssd/index.php>. Please contact SSD at (512) 471-6259, VP: (512) 232-2937 or via e-mail if you have any questions.

Important Dates

Friday, February 2: Quiz
Saturday, March 2: Midterm Exam
Friday, April 12: Final Exam (comprehensive)

Pre-Readings:

Rao Chapter 1. The Firm and its Environment
Rao Chapter 2. Maximizing Stockholders' Welfare

You will *not* be tested on the BKM Chapters:

BKM Chapter 1: The Investment Environment
BKM Chapter 2: Asset Classes and Financial Instruments
BKM Chapter 3: How Securities are traded.
BKM Chapter 4: Mutual Funds and Other Investment Companies

Tentative Schedule

Some topics may spill over into subsequent classes. The dates provided are (except for the quiz and exams), therefore, tentative.

In the schedule, “RWJJ” refers to the Ross, Westerfield, Jaffe and Jordan text, “Rao Chapter” refers to chapters in the Rao text and “BKM” refers to the Bodie-Kane-Marcus text (a few chapters are uploaded to Canvas)

January 4 (Friday): Introduction and Overview

Discussion of Course, Class Procedures, and the "Big Picture"

Rao Chapter 1. The Firm and its Environment

Rao Chapter 2. Maximizing Stockholders' Welfare

NO HOMEWORK

Recommended:

- If you are interested in reading more about the myriad dimensions of the concept of capital and the philosophy of capitalism, Hernando De Sotos' book The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else, is an interesting read. Basic Books, 2000.
- In previous years, students have wanted me to discuss in class the philosophy of Libertarianism. Without endorsing this website, I point out that one source of information is <http://www.libertarianism.com/what-it-is.htm>

January 18 (Friday): An Accounting Perspective on Leverage and the Time Value of Money

Rao Chapter 19: The Impact of Operating and Financial Decisions on Cash Flows

Work by yourself: Wyoming Gas and Electric (on Canvas)

RWJJ Chapter 4: Discounted Cash Flow Valuation

Note: Printer-friendly time value tables, time value formulas, and “Financial Functions in Excel,” posted on Canvas.

HOMEWORK 1. (DUE February 1)

January 19 (Saturday): Capital Budgeting

RWJJ Chapter 5: Net Present Value and Other Investment Rules

RWJJ Chapter 6: Making Capital Investment Decisions

Readings:

- Supplement on Capital Budgeting under Inflation, posted on Canvas
- Rao, Ramesh K. S. and Neeraj Bharadwaj, 2008, “Marketing Initiatives, Expected Cash Flows, and Shareholders’ Wealth,” Journal of Marketing, January 2008.
- Shapiro, A. “Corporate Strategy and the Capital Budgeting Decision,” The New Corporate Finance, Where Theory Meets Practice, Don Chew (ed.), McGraw Hill, Inc., 1993.

Recommended:

- Rao, Ramesh K. S. and Genaro J. Gutierrez, 2010, “Shareholders' Wealth Maximizing Operating Decisions and Risk Management Practices in a Mixed Contracts Economy,” Production and Operations Management.
- Thomas Friedman’s The Lexus and the Olive Tree, Anchor Books 2000, is an interesting book about how the wealth-creation process has changed with globalization.

HOMEWORK 2 (DUE February 9)**February 2 (Saturday): Quiz, Coping with Cash Flow Uncertainty**

Quiz: all materials covered up to the last class

RWJJ Chapter 7**HOMEWORK 3 (DUE February 14)****February 15 (Friday): Interest Rates, Bond and Stock Valuation****RWJJ Chapter 8:** Interest Rates and Bond Valuation**RWJJ Chapter 9:** Stock Valuation**HOMEWORK 4 (DUE February 21)****Recommended:**

- “Introduction to Islamic Finance” (interest is proscribed), Harvard Business School Note 9-2-002

February 16 (Saturday): Risk and Return**RWJJ Chapter 10:** Risk and return: Lessons from Market History**RWJJ Chapter 11:** Return and Risk: The Capital Asset Pricing Model (CAPM)**HOMEWORK 5 (DUE March 1)****Recommended:**

- Bernstein, P. L. 1995, “Risk as a History of Ideas,” Journal of Financial Education, 21, Fall, 5-8.
- Kritzman, M. P., 1994, “... About Higher Moments,” Financial Analysts Journal,

- September-October, 10-17.
- Robert Shiller's The New Financial Order: Risk in the 21st Century, Princeton University Press, 2003, argues, "our infatuation with stock markets distracts us from more durable economic prospects." He suggests six new ideas for risk-reduction that finance theory has largely ignored.
 - Andre Shliefer's Inefficient Markets: An Introduction to Behavioral Finance 2000, (Clarendon Lectures in Economics: Oxford) provides arguments against efficient markets (book is aimed at academic audience).

March 2 (Saturday): Midterm Exam and Risk, Cost of Capital and Valuation

Midterm Exam: all materials up to the last class

RWJJ Chapter 13: Risk, Cost of Capital, and Valuation

HOMEWORK 6 (DUE March 15)

Readings:

- Roll, R. 1994, "What Every CFO Should Know About Scientific Progress in Financial Economics: What Is Known and What Remains to be Resolved," Financial Management, 23(2), Summer, 69-75.
- Bruner, Robert F., Kenneth M. Eades, Robert S. Harris, Robert C Higgins, "Best Practices in Estimating the Cost of Capital: Survey and Synthesis," Financial Practice and Education, Volume 8, Number 1, 13-28

March 16 (Saturday): Capital Structure and Bankruptcy

RWJJ Chapters 16, 17: Capital Structure

Rao Chapter 16: Resolving Financial Distress

HOMEWORK 7 (DUE March 28).

Readings:

- Graham, J. R., and C. R. Harvey, 2001, "The Theory and Practice of Corporate Finance: Evidence from the Field," Journal of Financial Economics.

Recommended:

- Rao, Ramesh K. S., and Susan White, "The Creation of First City Financial Corporation: A Clinical Study of the Bankruptcy Process" in Principles of Corporate Renewal Casebook, edited by H. D. Platt and M.B. Platt, University of Michigan Press.
- Ramesh K. S. Rao and Eric C. Stevens, 2006, "The Firm's Cost of Capital, Its Effective Marginal Tax Rate, and the Value of the Government's Tax Claim,"

Berkeley Electronic Press, Topics in Economic Analysis & Policy: Vol. 6: No. 1, Article 3. Available at: <http://www.bepress.com/bejeap/topics/vol6/iss1/art3>.

The article argues that extant cost of capital results and intuitions change dramatically when one admits risky debt and non-debt tax shields into the analytical framework (article is aimed at a technical audience, but the introduction and conclusion will give you the needed context).

March 29 (Friday): Valuation and Capital Budgeting in the Levered Firm, Raising Capital

RWJJ Chapter 18: Valuation and Capital Budgeting for the Levered Firm

RWJJ Chapter 20: Raising Capital

Update on Investment Banking (on Canvas)

HOMEWORK 8 (DUE April 9)

Readings:

- “Valuing Companies in Corporate Restructuring” HBS 9-201-073
- Luehrman, Timothy A., 1997, “What’s it Worth? A General Manager’s Guide to Valuation,” Harvard Business Review, May-June
- “A Note on Private Equity Securities” HBS 9-200-027 (only if we do the Introduction to Private Equity and Venture Capital above)
- “A Note on Capital Cash Flow Valuation” HBS 9-295-069
- “A Note on Valuing Equity Cash Flows” HBS 9-295-085

March 30 (Saturday): Strategic Risk Management with Derivatives, Synthesis and Review of Course (March 30)

Applied Research Technologies, posted on Canvas.

Rao Chapter 11: Managing Total Risk with Derivative Securities

Basics of Options (PP) on Canvas

Review of Course

April 12 (Friday) Comprehensive Final Exam
