



MANAGEMENT AND ORGANIZATIONAL STUDIES
CORPORATE FINANCE – MOS 3310A 550
Course Outline
Summer Evening May – July 2021

CONTACT INFORMATION

Instructor:	Bill Dawson	Faculty of Arts and Social Science
Office:	Home Office via email	Admin Asst: Kathy Mazur-Spitzig
Phone:		Office: A116 Email: ksmazur@uwo.ca
Office Hours: Email		MOS Director: Jan Klakurka
	After Zoom Classes	
	OWL Forums	
	Email: bdawson@uwo.ca or bdawsoncma@hotmail.com	Office: A2C Phone: 519-438-7224 #263 Email: jklakurk@huron.uwo.ca
	Web: OWL2 (owl.uwo.ca)	

Timetable: Zoom Classes

Wednesday 6:30-9:30 pm EST (London Time)
May 5 – July 27 2021

Course Prerequisites

Business 2257 and enrolment in the BMOS Program or Major in Finance
Antirequisite: MOS 2310

Course Materials

Brealey, R. Mayers, C. Marcus, A.J. Manes, E.M. and Mitra D. Fundamentals of Corporate Finance, Sixth Canadian Edition, Toronto, McGraw-Hill, ISBN: 13: 978-125902496-2

Supplemental Materials (on-line and/or library)

Periodicals: Wall Street Journal, Financial Times, Bloomberg Business Week, Economist, etc.

Finance Related Web Sites (for reference and research)

Government

- Department of Finance Canada www.fin.gc.ca
- Bank of Canada www.bankofcanada.ca

Finance

- Bloomberg www.bloomberg.com
- Thomson Reuters www.thomsonreuters.com
- Yahoo finance.yahoo.com

Education

- CFA Institute www.cfainstitute.org
- Canadian Securities institute www.csi.ca

Course Objectives

This course is designed to provide a broad overview of issues in financial management and corporate finance. You will learn how financial managers make investment, financing and other decisions and what kind of financial tools and methods they use to make decisions. Topics covered include time value of money, financial analysis, risk, valuation, capital structure, capital budgeting, working capital management and other selected issues.

Course Learning Outcomes

- Identify financial issues affecting corporations and their managers
- Identify and select appropriate tools for analysis
- Learn basic principles governing the financial management of corporation
- Communicate the issues, implications, alternatives and recommendations of financial decisions to users of information

Course Format

Weekly classes **on Zoom** will include lectures, group discussions and discussing assigned problems and cases. Participation is required. Solutions will be posted on OWL2.

Students should also note that the workload for this course is heavy and should schedule their time accordingly.

Class time:

The course is scheduled as a series of 3 hour lectures. Given the Covid-19 restrictions, these will take place on-line with Zoom Wednesday each week 6:30 pm 9:30 pm Eastern Standard Time. A Zoom invitation will be sent to you. Power point slides used in lectures will be made available to students on the OWL website. In addition, **Notes** will be posted on OWL to supplement slides. It is recommended that students do the required readings before attending the lectures and be ready for discussions on the materials.

Solutions:

Official solutions of the assigned problems will be made available on OWL after the relevant material is covered during online class time.

Assignment and Examinations:

The assignments and the examinations will test the student's comprehension of both the technical and conceptual aspects of the course.

Add/Drop Deadlines

Friday May 7, 2021 Last day to ADD a first-term half course.
Monday June 7, 2021 Last day to DROP a first-term half course without academic penalty.

Calculators

You will need a simple financial calculator for this course. I strongly recommend Texas Instruments BA II Plus. Please bring your calculators to class to be able to take part in class discussions.

Course Evaluation

Mid-Term Examination	30%	Wed, June 9 in class
Final Examination	30%	Final Exam Period (July 26 or 27)
Individual Mini-Case Assignments(3)	15%	
Quizzes (4)	15%	
Class Participation	<u>10%</u>	
	<u>100%</u>	

Examinations

Requests to be excused from an examination for medical, sport or compassionate grounds must **ALWAYS** be accompanied by appropriate documentation – either with the request or as soon as possible after the fact. A Medical Excuse Documentation Form is available on the Academic Dean’s office website.

Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination thus missed. Students should report this irregularity immediately to the Dean’s office. They may, with the approval of the Chair of the Department concerned, petition the Dean for standing or permission to write a special examination. Petitions will be entertained only when they are submitted on compassionate grounds with supporting documents. See the current Western Academic Calendar.

Mid-Term and Final Examinations

Exams will be monitored on Zoom.

Both the mid-term and final examinations will consist short answer/multiple choice/true/false-type questions and cases/exercises/problems, which test your knowledge of the material that is discussed in Zoom classes and found in the PowerPoints, readings, and exercise/problem/case learning. The content will be similar to what is discussed in class. The final exam date will not be known until the final exam schedule is released by the Registrar.

Students will be permitted to bring writing materials and a non-programmable financial calculator to each of the examinations. Unless otherwise specified examination and assignments are to be completed without collaboration with others and are to be individual efforts. This would result in an academic offence.

Policy of Special Examinations

- 1) Students with conflicts or students who are unable to write an examination based upon compassionate grounds (supported by appropriate documents), may apply in writing prior to the exam to the course coordinator to be excused.

Requirements and Criteria

Performance in the course will be evaluated using a variety of methods that support the objectives identified above. A combination of exams, individual and/or group assignments / presentation, and exercises/assignments will be used to evaluate participants on a number of different levels.

The criteria for success, in no particular order, are:

- Comprehension of the material
- Demonstration of an ability to think cross-functionally
- A willingness to participate for the benefit of oneself and fellow participants
- Strong work ethic to “pull your weight” in group assignments

These criteria will be applied to written and verbal work throughout the term.

Participants will be evaluated on the following activities, as listed in the table below:

Mid-Term 30% (Monitored by Zoom)

This exam will be 3 hours in length and may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned readings, lectures, Power Point presentations, exercises/problems and case studies.

Aides allowed: Single Function, non-programmable financial calculator. You are allowed an information sheet (1 page 2 sided).

Final Exam 30%

This will be 3-hours in length and may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned text readings, lectures (PowerPoint presentations), exercises/problems, case studies, videos, small group-work and student presentations. A formula sheet will be provided to students on the exam. Aides allowed: Single Function, non-programmable financial calculator. Questions will be sourced predominantly from post mid-term material, but students must be aware that the final is cumulative so questions from first-half of course are likely to appear as well. You are allowed an information sheet (1 page 2 sided)

Participation 10%

Preparation for Zoom class case discussion, as demonstrated by;

- willingness to lead and actively participate class discussions in a professional manner
- providing valuable insights and analysis
- responding to “cold-calls”
- Using blackboard / PowerPoint / Excel spreadsheets to present analyses and findings

Individual Mini-Case Assignment 15%

Individually prepared case analysis of *three single cases*, which will be selected by students from amongst those eight (8) mini-cases to be prepared on a semi-regular weekly basis as per the term schedule (below). Case analyses will be handed-in at the beginning of class and sent electronically via OWL Drop Box. The case write-up should be no more than six pages (double-spaced, 12-point Arial font) in length, with a maximum of three exhibits. The student should write the mini-case assignment from the perspective of the main character in the case whose financial management issue requires a solution (or, where no case character is given, from the perspective of a financial consultant advising on the next steps for the

company/organization). The case writing tools presented in class, in the text, and delivered on OWL as supplementary readings should be used to “crack the case”. In addition to specifically answering the mini-case questions posed in the textbook, the case assignment submitted report should include the following:

- - Identify the main character in the case and their strategic and financial business issue(s) and how the organization competes through finance excellence
- - Summarize the key case “question(s)” from the perspective of the main character, asking the question “what needs to be done now, soon, this year, in 3 years, etc., and how can solving this financial issue be beneficial”?
- - Using the text, course tools, and Connect on-line supplementary tools and information, conduct any other reasonable financial, strategic or tactical analyses of the firm, and stating why these were considered important
- - Sufficiently analyze and answer all case questions posed in the textbook in an integrative and professional report-style
- - Go beyond the case facts in theorizing what the company’s industry might look like in the future, what the firm will be like in 2020 and 2030, and how the organization can use finance to stay relevant in diverse markets, grow organically and through new improvement initiatives, and improve return; ask what this company is doing/can do to become sustainable and how to measure such diverse aspects that can be unfunded liability, how a larger or smaller competitor would conduct financial operations differently (if applicable), how competitors may enhance their profitability using alternative approaches (you can speculate here), etc.
- - Propose a solution(s) to the financial problem(s) and/or assessment of the firm’s financial structure, as the case circumstances require. Create a detailed plan of action for the character/company to execute in order to solve their problem(s), enhance their competitiveness, and “win in the marketplace”, including the 5 W’s of how to execute on the plan.

Quizzes 15%

Four quizzes throughout the term will be posted to OWL Assignments. Due by specified dates.

Accommodation for Religious Holidays

Please refer to the Senate Policy on Accommodation for Religious Holidays at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_religious.pdf (See **Policy on Academic Rights and Responsibilities**). The Calendar of Religious Accommodation for the 2020-2021 academic year is available on the Equity & Human Rights Services’ website:

<http://multiculturalcalendar.com/ecal/index.php?s=c-univwo>

This calendar shows religious holidays for which Equity and Human Rights Services has confirmed students of different faiths may require academic accommodation.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all Huron University College students are required to have a valid huron.uwo.ca or UWO email address. You are responsible for ensuring that your university email address is set up. Forwarding your huron.uwo.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from huron.uwo.ca addresses sent to Hotmail, Gmail or Yahoo, etc. accounts are filtered as

junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Participation

It is expected that students will attend all classes and arrive on time and ready to work. I will be evaluating on a daily basis both the quantity and quality of your efforts. The main objective of your contribution is not evaluation but learning or helping your colleagues (and instructor) to learn. The following list might be of some help.

A -- EXCELLENT

- contributed consistently to class discussions
- contributions indicated preparation and deep thought
- frequently explained difficult points or concepts
- provided positive direction for class discussions
- able to build and develop strong arguments for position

B -- GOOD Contribution

- contributed consistently to discussions
- contributions indicated preparation and some thought
- often explained difficult points or concepts
- occasionally built arguments for a position

-- FAIR Contribution

- contributed to class discussions
- gave indication of preparation and thought
- occasionally helped in developing an argument

C -- POOR Contribution

- contributed infrequently to discussions
- gave little indication of preparation and thought
- did not aid in providing a positive atmosphere for meaningful discussion

D -- UNSATISFACTORY

- never, or almost never contributed to discussions
- gave no indication of preparation or thought

NOTES:

- It is the student's responsibility to submit his or her own original written material in courses in this program. See the current Western Academic Calendar, "Scholastic Offences"
- For a description of the process to be followed for mark/grades appeals see your professor.

Extensions for assignments and re-scheduling of exams will only be allowed for extenuating circumstances. Accommodations will only be granted with documentation. For non-medical grounds, the student must submit a request to the instructor in writing prior to the due date of an assignment, and immediately in the case of a test (or as soon as possible following a medical emergency). Please provide an explanation and length of time required. At the discretion of the instructor, the granting of

extensions or re-scheduling of tests may require the student to submit supporting medical or non-medical documentation to the Academic Counsellor, who will then make the determination as to whether accommodation is warranted.

(Note: Additional required and/or supplementary readings may be assigned weekly on OWL to be prepared before class for in-class discussion)

NB:

- All questions and exercises/problems are found in the text at the back of each chapter and are to be prepared in advance of class for discussions
- Selected end-of-chapter question answers can be found in Appendix B of the text; in this regard, the focus of additional assignment questions discussed in class will be those questions not covered in the Appendix B
- Moreover, any mid-chapter “Check-Points” should be attempted as the chapters are read and the solutions found at the end of each chapter should be reviewed to ensure understanding of concepts
- Certain questions are cumulative in nature, building upon previous questions. Where such questions have been assigned, students are also expected to complete any related questions to arrive at their proposed solution(s)
- Not all chapters in the text are covered in this course.

MOS 3310A Tentative Course Schedule

Class	Date	Details
		INTRODUCTION
1	Wed, May 5	Course Introduction Overview of Corporate Finance Read: Chapters 1, 2 Questions: Chapters 1: 18 - 26 Chapter 2: 12, 15, 17, 19, 26
		VALUE
2	Wed, May 12	Time Value of Money Read: Chapter 5 Questions: posted on OWL Mini Case: Alfred Road (Chapter 5)
3	Wed, May 19	Valuing Bonds Read: Chapters 6 Questions posted on OWL Mini Case: Terence Breezeway (Chapter 7)
4	Wed, May 26	Valuing Stocks Read: Chapter 7 Questions: posted on OWL Mini Case – Terence Breezeway
5	Wed, Jun 2	Net Present Value / Investments Read: Chapter 8 Questions: posted on OWL Mini Case: Flowton Products (Chapter 8)
6	Wed, June 9	MID TERM ZOOM EXAM (Chapter 1, 2, 5, 6, 7) This exam must be completed on an individual basis without any form of collaboration with any other person. Collaboration is an academic offence with serious consequences for <u>everyone</u> involved. Exam will be proctored over Zoom. Submission to OWL Assignments

7	Wed, June 16	Discounted Cash Flow Analysis (DCF) and Project Analysis Read: Chapter 9, 10 Questions: posted on OWL Mini Case: Jack Tar (Chapter 9)
8	Wed, June 23	Discounted Cash Flow Analysis (DCF) and Project Analysis Read: Chapter 10 Questions: posted on OWL Mini Case: Maxine Peru (Chapter 10)
		RISK
9	Wed, June 30	Risk and Return and Cost of Capital Read: Chapters 11, 12 Questions: posted on OWL
		FINANCING
10	Wed, July 7	Risk, Return, Capital Budgeting Weighted Average Cost of Capital Read: Chapter 13 Questions: posted on OWL Mini Case: Bernice Mountaindog (Chapter 13)
		FINANCIAL PLANNING & SHORT TERM DECISIONS
11	Wed, July 14	LT Financial Planning, Measuring Performance Read: Chapters 4, 19 Questions: posted on OWL Mini Case: Burchetts Green (Chapter 4)
12	Wed, July 21	Working Capital Management, Cash and Inventory Management Read: Chapters 20 Questions: posted on OWL Mini Case: Capstone Autos (Chapter 20)
	Ju3y 26-27	3 Hour Exam (Chapters 8-13, 4, 19, 20) Short Answer, Calculations and Multiple Choice This exam must be completed on an individual basis without any form of collaboration with any other person. Collaboration is an academic offence with serious consequences for <u>everyone</u> involved. Exam will be proctored over Zoom. Submission to OWL Assignments.

Generally, assigned problems will be taken up in the class in which they are assigned. I will post solutions on OWL after they are taken up in class. It is helpful to your preparation for class if you make a solid attempt at the problems and think about what you need to know and clarify in class. This will make it easier for you to prepare your solutions for class discussion. Also, please note that the answers to certain Exercises and “Check Points” Problems throughout the text are in the back of the text. This will help you understand the material in the chapter and to prepare for exams. Practice works!!



Appendix to Course Outlines: Academic Policies & Regulations 2021 - 2022

Prerequisite and Antirequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Student Code of Conduct

Membership in the community of Huron University College and Western University implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. While in the physical or online classroom, students are expected to behave in a manner that supports the learning environment of others. Please review the Student Code of Conduct at:

<https://huronatwestern.ca/sites/default/files/Res%20Life/Student%20Code%20of%20Conduct%20-%20Revised%20September%202019.pdf>.

Attendance Regulations for Examinations

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Review the policy on Attendance Regulations for Examinations here:

https://www.uwo.ca/univsec/pdf/academic_policies/exam/attendance.pdf.

Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following website:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf. The appeals process is also outlined in this policy as well as more generally at the following website:
https://www.uwo.ca/univsec/pdf/academic_policies/appeals/appealsundergrad.pdf.

Turnitin.com

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Statement on Use of Electronic Devices

It is not appropriate to use electronic devices (such as, but not limited to, laptops, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

Statement on Use of Personal Response Systems (“Clickers”)

Personal Response Systems (“clickers”) may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else’s clicker in class constitutes a scholastic offence
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

Academic Consideration for Missed Work

Students who are seeking academic consideration for missed work during the semester may submit a self-reported absence form online provided that the absence is **48 hours or less** and the other conditions specified in the Senate policy at

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf are met.

Students whose absences are expected to last **longer than 48 hours**, or where the other conditions detailed in the policy are not met (e.g., work is worth more than 30% of the final grade, the student has already used 2 self-reported absences, the absence is during the final exam period), may receive academic consideration by submitting a Student Medical Certificate (for illness) or other appropriate documentation (for compassionate grounds). The Student Medical Certificate is available online at

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf.

All students pursuing academic consideration, regardless of type, must contact their instructors no less than 24 hours following the end of the period of absence to clarify how they will be expected to fulfill the academic responsibilities missed during their absence. **Students are reminded that they should consider carefully the implications of postponing tests or midterm exams or delaying submission of work, and are encouraged to make appropriate decisions based on their specific circumstances.**

Students who have conditions for which academic accommodation is appropriate, such as disabilities or ongoing or chronic health conditions, should work with Accessible Education Services to determine appropriate forms of accommodation. Further details concerning policies and procedures may be found at: <http://academicsupport.uwo.ca/>.

Policy on Academic Consideration for a Medical/ Non-Medical Absence

(a) Consideration on Medical Grounds for assignments worth *less than 10%* of final grade: Consult Instructor Directly and Contact Academic Advising

When seeking consideration on **medical grounds** for assignments worth *less than 10%* of the final course grade, and if the student has exceeded the maximum number of permissible Self-Reported absences, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. If documentation is requested, the student will need to complete and submit the [Student Medical Certificate](#). The instructor may **not** collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

(b) Consideration on Non-Medical Grounds: Consult Huron Support Services/Academic Advising, or email huronsss@uwo.ca.

Students seeking academic consideration for a **non-medical** absence (e.g. varsity sports, religious, compassionate, or bereavement) will be required to provide appropriate documentation where the conditions for a Self-Reported Absence have not been met, including where the student has exceeded the maximum number of permissible Self-Reported. All consideration requests must include a completed [Consideration Request Form](#). Late penalties may apply at the discretion of the instructor.

Please review the full policy on Academic Consideration for medical and non-medical absence at:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf. Consult [Huron Academic Advising](#) at huronsss@uwo.ca for any further questions or information.

Support Services

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron's Student Support Services at huronsss@uwo.ca. An outline of the range of services offered is found on the Huron website at: <https://huronatwestern.ca/student-life/student-services/>.

Department Chairs, Program Directors and Coordinators are also able to answer questions about individual programs. Contact information can be found on the Huron website at: <https://huronatwestern.ca/contact/faculty-staff-directory/>.

If you think that you are too far behind to catch up or that your workload is not manageable, you should consult your Academic Advisor. If you are considering reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Advising website, <https://huronatwestern.ca/student-life/student-services/academic-advising/> or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. Note that dropping a course may affect OSAP and/or Scholarship/Bursary eligibility.

Huron Student Support Services: <https://huronatwestern.ca/student-life/student-services/>

Office of the Registrar: <https://registrar.uwo.ca/>

Student Quick Reference Guide: <https://huronatwestern.ca/student-life/student-services/#1>

Learning Development and Success: <https://www.uwo.ca/sdc/learning/>

Accessible Education: <http://academicsupport.uwo.ca/>

Western USC: <http://westernusc.ca/your-services/#studentservices>

Mental Health & Wellness Support at Huron and Western

University students may encounter setbacks from time to time that can impact academic performance. Huron offers a variety of services that are here to support your success and wellbeing. Please visit <https://huronatwestern.ca/student-life-campus/student-services/wellness-safety> for more information or contact staff directly:

Wellness Services: huronwellness@huron.uwo.ca

Community Safety Office: safety@huron.uwo.ca

Chaplaincy: gthorne@huron.uwo.ca

Additional supports for Health and Wellness may be found and accessed at Western through, <https://www.uwo.ca/health/>.