

**The Wharton School – University of Pennsylvania**  
**FNCE 391/891**  
**Corporate Restructuring**

**Spring 2011**  
**Preliminary Syllabus**

*(Please note that this syllabus is subject to change prior to the start of the course;  
however, the general structure and content of the course will remain the same.)*

**Professor: Mark Jenkins**  
**Office: SH-DH 2432, Phone: 8-1697**  
**Email: mjenk@wharton.upenn.edu**  
**Office Hours: Friday 1:30-3:00pm**

---

## **Course Overview**

The objective of this course is to familiarize students with the financial, legal, and strategic issues associated with the corporate restructuring process. The main focus of the course will be on restructuring financially distressed firms. We'll begin by reviewing the financial instruments commonly used by risky firms (leveraged loans and high-yield bonds) and learn to interpret the contracts that govern them (credit agreements and bond indentures). We'll then survey a variety of restructuring methods (out-of-court workouts, exchange offers, prepackaged and pre-negotiated bankruptcies, distressed asset sales, and Chapter 11 reorganizations) available to troubled firms and study the dynamics of the restructuring process through a number of historical and current case studies. Finally, we'll consider distressed debt as an asset class and develop techniques for investing in distressed securities.

The course will provide students with tools to value distressed companies, understand the legal framework governing bankruptcy and reorganization in the U.S. and other countries, and navigate the key strategic issues facing managers and investors in distressed companies. It will also provide students with a specialized vocabulary and important facts about the restructuring industry, distress investing, and leveraged financial markets.

The course's content will be presented using a mixture of lectures, case studies, and guest speakers. The speakers will be Wharton alumni with leadership roles in the restructuring industry as managers, advisors, and investors.

**Who should enroll?** This course is designed for Finance majors who fit one of the following criteria:

- Students interested in restructuring advisory, turnaround management, or distressed debt investing careers
- Students interested in private equity who want to learn (i) how to take advantage of investment opportunities in distressed companies and industries, or (ii) what to do when a deal goes bad (less likely for Wharton grads)
- Students interested in investment banking who want broaden their knowledge of leveraged loan, high-yield, and distressed financing deals, as well as build a skill set for downturns in the M&A or IPO markets
- Students interested in public debt or equity investing (or any other students) who want to expand their understanding of capital structure and improve their investment analysis and modeling skills

**Prerequisites:** The prerequisites for the course are FNCE 203/726-Advanced Corporate Finance or FNCE 207/728-Corporate Valuation. The main purpose of the prerequisites is to ensure that students have a solid understanding of corporate finance (particularly an understanding of capital structure, accounting and financial statement analysis, valuation methods, and cost of capital), so that we can spend more time on the nuances of distressed situations and less time on reviewing background material. ***Students who receive permission to enroll without the prerequisites are expected to review the relevant topics as necessary to meet the requirements of the class.***

## Course Format

**Regular classes:** Tuesdays and Thursdays, 10:30-11:50am (undergrad) and 1:30-2:50pm and 4:30-5:50pm (MBA) in Steinberg Hall-Dietrich [TBD]. Classes begin on Thursday, January 13<sup>th</sup> and end on Tuesday, April 26<sup>th</sup>. About half of the regular classes will be traditional lectures, and about half will be case discussions.

**Guest lectures:** The course will feature several guest speakers from the corporate restructuring and distress investing industries. In order to accommodate the speakers, guest lectures may be scheduled outside of regularly scheduled class times. Regularly scheduled classes on the days of the guest lectures will be canceled unless otherwise noted. Times and locations of the guest lectures will be set prior to the start of Spring semester (most will be held at 4:30pm on Tuesday or Thursday). ***Please check the guest lecture times before enrolling in the course to ensure that you will be able to attend, since the guest lectures are an important part of the course.***

**Grading:** Final grades in the course will be based on:

1. Four written case analyses (40%)
3. Team negotiation exercise (20%)
4. Term project/presentation (20%)
5. Class participation (20%)

**Case write-ups:** Written case analyses should be completed in teams of four, with one write-up delivered for each team. The write-ups should include answers to several key questions, which I will provide along with the case, as well as a description of the calculations and reasoning supporting each answer.

**Negotiation:** The negotiation exercise will simulate a bankruptcy negotiation with teams of students positioned on opposing sides of the negotiating table (e.g., management vs. creditors). Each team will deliver a pre-negotiation write-up detailing their valuation of the distressed firm and their negotiation approach and a brief post-negotiation summary of their accepted reorganization plan.

**Term project:** The term project will be a detailed analysis of a current restructuring situation, viewed either from the standpoint of management or a prospective distressed investor. The project will conclude with a presentation that describes the team's findings to the class. Additional details will be provided as the course progresses.

**Participation:** Class participation is an important component of this course and will be judged based on attendance and in-class contribution. I expect students to come prepared to discuss both cases and readings.

## Course Resources

**Course materials:** The primary resource for the course is the course pack available from Study.net and Wharton Reprographics. The course pack contains cases and selected readings that will augment the lectures. Additional readings will be post on webCafe. There is no required textbook for the course, but the following is an excellent resource: Stephen Moyer, *Distressed Debt Analysis: Strategies for Speculative Investors*, J. Ross Publishing, 2004.

**Course website:** There is a webCafe room for this class where I will post readings and case materials. The room's address is [TBD].

**Teaching assistants:** The teaching assistants for the course are [TBD]. The teaching assistants are responsible for answering questions about the cases and grading the case write-ups.

## Course Outline

| Date    | Topic                                                                                   | Readings/Deliverables                                |
|---------|-----------------------------------------------------------------------------------------|------------------------------------------------------|
| 1/13 Th | Course overview                                                                         |                                                      |
| 1/18 Tu | Introduction to corporate credit                                                        |                                                      |
| 1/20 Th | Credit agreements and covenants                                                         |                                                      |
| 1/25 Tu | Case Discussion: Federated Department Stores<br>(Causes and cost of financial distress) | Kaiser, Chapter 11                                   |
| 1/27 Th | Out-of-court workouts                                                                   | Kaiser, Chapter 12                                   |
| 2/01 Tu | Case Discussion: Cumberland Worldwide<br>(Distressed exchange offer)                    | <b>*Case write-up due</b>                            |
| 2/03 Th | U.S. Bankruptcy Law                                                                     | Kaiser, Chapter 13                                   |
| 2/08 Tu | Case Discussion: Flagstar Companies, Inc.<br>(Prepackaged bankruptcy)                   |                                                      |
| 2/10 Th | Distressed valuation                                                                    |                                                      |
| 2/15 Tu | Case Discussion: Sunbeam-Oster Company<br>(Chapter 11 bankruptcy)                       | <b>*Case write-up due</b><br>Rosenberg, Chapters 7-8 |
| 2/17 Th | Emerging from bankruptcy                                                                |                                                      |
| 2/22 Tu | Case Discussion: Navistar International<br>(Restructuring employee claims)              |                                                      |
| 2/24 Th | NO CLASS: Teams meet to negotiate reorganization plans                                  |                                                      |
| 3/01 Tu | Case Discussion: Negotiation Exercise                                                   | <b>*Case write-up due</b>                            |
| 3/03 Th | Distressed acquisitions                                                                 |                                                      |

**\*\*\* SPRING BREAK \*\*\***

|         |                                                                                              |                                   |
|---------|----------------------------------------------------------------------------------------------|-----------------------------------|
| 3/15 Tu | Case Discussion: Delphi Corporation<br>(Credit default swaps)                                |                                   |
| 3/17 Th | Investing in performing debt                                                                 |                                   |
| 3/22 Tu | Guest Speaker: TBD from distressed hedge fund<br><i>*** All sections meet at 4:30PM ***</i>  | <b>*Case Write-Up Due</b>         |
| 3/24 Th | Investing in defaulted debt                                                                  |                                   |
| 3/29 Tu | Guest Speaker: TBD from distressed hedge fund<br><i>*** All sections meet at 4:30PM ***</i>  | <b>*Case Write-Up Due</b>         |
| 3/31 Th | NO CLASS: Teams meet to discuss term projects                                                |                                   |
| 4/05 Tu | Guest Speaker: Doug Rosefsky, Alvarez & Marsal<br><i>*** All sections meet at 4:30PM ***</i> | <b>*Case Write-Up Due</b>         |
| 4/07 Th | Guest Speaker: Doug Rosefsky, Alvarez & Marsal<br><i>*** All sections meet 4:30PM ***</i>    |                                   |
| 4/12 Tu | International bankruptcy law                                                                 | Kaiser, Chapter 14                |
| 4/14 Th | Guest Speaker: TBD<br><i>*** All sections meet at 4:30PM ***</i>                             |                                   |
| 4/19 Tu | Presentation of term projects                                                                | <b>*Term project write-up due</b> |
| 4/21 Th | Presentation of term projects                                                                |                                   |
| 4/26 Tu | Guest Speaker: TBD<br><i>*** All sections meet at 4:30PM ***</i>                             |                                   |