

**UNIVERSITY OF PENNSYLVANIA**  
**The Wharton School**

**FNCE 726: ADVANCED CORPORATE FINANCE**

Professor Nihat Bülent Gültekin

Fall 2011

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Office:	Steinberg Hall-Dietrich Hall Room 2344
Office Hours:	Mondays 3:30-5:00 pm or by appointment
Teaching Assistants:	
Andreea Chisca	achisca@wharton.upenn.edu
Sanaz Memarsadeghi	sanazm@wharton.upenn.edu
Marc Pearson	marcpear@wharton.upenn.edu
Li (Leo) Zhang	zhangli3@wharton.upenn.edu

### **Course Objective**

The objective of this course is to teach students how to apply modern financial theory to the investment and financing decisions of a modern corporation. The course is designed for finance majors who will pursue careers in major corporations, the financial sector, and consulting firms. The core theory introduced in the Financial Analysis course is extended for applications to the strategic financial decision areas of a firm.

### **Course Content**

The theme of this course is value-based management. Financial theory explains the real world using abstract and simplified models. Such conceptual models are often not sufficiently rich for dealing with all the complexities of the real world. Financial decisions based on rigorous theory and models are superior to ad hoc alternatives. Concepts and techniques introduced in this course should help you express key decisions in terms of their impact on firm value.

The first four sections of the course focus on a range of financial issues that confront managers in their ordinary course of doing business; mainly financial planning, capital budgeting, and the interaction between investment and financing decisions. The options approach to investment decisions is in Section IV. Section V deals with dividend policy. The last two sections of the course focus on financial distress and corporate restructuring, mergers, and acquisitions.

### **Course Format**

This course is taught mostly with cases. We will have a few review lectures.

The case method of instruction offers some distinct benefits. In preparing cases, you learn more than just the financial theory required to analyze a case. You learn about the agents, institutions, and transactions that comprise the modern financial system. You also learn to contribute effectively to fast paced discussions about complex financial issues and test your understanding and your solutions to these issues that are rarely black and white.

The case method helps you use financial theory to arrive at coherent and defensible conclusions when faced with real world problems. One should keep in mind that there is not necessarily “the right” answer to a case; different assumptions may lead to different solutions and decisions. There is, however, always a theoretically correct and sound approach to the problems encountered in cases.

The course will succeed if all students come to class well prepared. Class participation is vital to your learning as well as the learning of others. Furthermore, to foster mutual trust and respect, it is imperative that students attend each class, arrive on time, and minimize subsequent class disruptions.

## Textbooks

Cases are the only required reading materials in this course. For some cases, explanatory teaching notes on your reading list might be useful. If you need to review the prerequisite background materials for the cases, you may refer to the relevant chapters indicated in the following two or any similar texts:

R. Brealy, S. Myers, and F. Allen, *Principles of Corporate Finance*, Irwin, McGraw-Hill. (Henceforth, BMA)

T. Koller, M. Goedhart, and D. Wessels, *Valuation: Measuring and Managing the Value of Companies*, McKinsey & Company, Inc., John Wiley & Sons, Inc. (Henceforth KGW)

The text by Koller et al. is a valuation book written from practitioners' perspective. Copies of both texts will be on reserve in the Lippincott Library.

## Course Pack

The course pack is available on line through Study.net. It contains all of the cases and other recommended readings. Students will be charged for class handouts that will be distributed regularly throughout the term

## Canvas

The course site on Canvas contains suggested questions for cases; Excel files for exhibits for most cases and lecture notes and handouts will be distributed in class. You will find the most updated information and announcements for the course on Canvas, such as office hours and rooms for the teaching assistants, review sessions, exams, and guest speakers. Canvas is the information center for the course. Please check the course site regularly.

## Grades

The final grade for the course will be based on:

- |                                       |     |
|---------------------------------------|-----|
| 1. Class attendance and participation | 25% |
| 2. Written assignments                | 25% |
| 3. Midterm Exam                       | 25% |
| 4. Final Exam                         | 25% |

### 1. Class Attendance and Participation

Case courses require attendance. If you cannot attend the classes regularly, you should not take this course. Students will be excused for absences due to illness with the approval of the MBA Program Office or that are necessary to observe religious holidays.

Your active class participation is expected. Your comment's impact on the understanding of the problem under discussion is more important than the right answer per se. Your class participation will be assessed on this metric, not on "air time" or the number of comments you make. A well articulated question in some instances is equally valuable as an abruptly delivered "right" answer.

Cold calling is the only incentive strong enough to ensure adequate preparation. I will start the class by cold calling a student to open the case discussion. Failure to prepare for class reflects an unacceptable disregard for your fellow students. Everyone's learning is dependent on everyone's preparation.

You are welcome to make a 10 minute presentation of any case at the beginning of class as a group. This will count toward your class participation.

If you cannot attend a class, send me an analysis of the case assignment if there is one by email before your session. If you cannot prepare for class for any reason, inform me of this prior to class by email, so I will not call on you.

## **2. Written Assignments**

You should hand in six case assignments as written group reports throughout the semester. Four of these write ups are required and indicated on page 8. You can choose any other two. Your reports will be graded on a scale from 1 to 5. Groups that provide a competent report will get a full credit, i.e., 3. Exceptionally good reports will get bonus credit of 4 or 5. Your case report should be in the form of an executive summary of 4 pages at most. You may include your supporting computations and tables in an appendix. We will grade your reports for your honest effort, not necessarily for “the correct” answers. Specifically, we will use the following criteria for grading the case write ups:

- a. ability to identify the main issues,
- b. theoretical and analytical soundness of your approach to your decision and/or conclusions,
- c. clarity and succinctness of the report.

You are welcome to submit more than 6 cases for extra credit.

## **3. Midterm Exam I**

The Midterm Exam is on Wednesday, October 26 from 6:00 to 8:00 PM. Room will be announced.

## **4. Final Exam**

The Final Exam is on Friday, December 16<sup>th</sup>. Time and room will be announced by the registrar’s office.

Both exams are “open book” and “open notes”. Exams will consist of problems similar to those in the cases, but they will be shorter and more focused. No laptops are allowed in the exams. You will need a financial calculator and know how to use it.

I will not allow anyone to take the exams at another time unless you have official permission from the MBA office. If your travel plans conflict with the exam dates, you should either change your travel plans now or enroll in a different section of the course. All graded materials will be returned to your mail folders.

## **Study Groups**

You should form groups of no more than four students during the first day of class. Groups offer a good opportunity to leverage your strengths with other team members for a more comprehensive case analysis. Suggested study questions often require extensive calculations and/or valuations. Your team members also enable you to try out your own ideas prior to class discussion. Each student is responsible for these questions. All questions are fair game if you are cold called to open class discussion.

## **Guest Speakers**

We may have one or two guest speakers during the term on current developments in financial markets. In order to accommodate the schedules of the guest speakers, we may have to reschedule one or two classes. I will notify you in advance if we need to reschedule any class.

## **Review Sessions and Office hours by Teaching Assistants**

I will offer periodic review sessions for those needing extra help with the prerequisite finance theory. Teaching assistants will hold office hours to answer your questions before the exams. The rooms and schedules of TA office hours will be posted on Canvas.

## **Correspondence by e-mail**

I will not provide lengthy answers to your course related questions or hold tutorial sessions by e-mail. Use office hours, review sessions, or TA office hours for that purpose.

## **Workload**

This course is very quantitative and the pace is fast. The work load is *very heavy*. Case preparation requires significantly more time than lecture-based courses. Furthermore, you should be thoroughly familiar with the material taught in the Financial Analysis course. The course is designed for finance majors and is not a remedial course for those who want a second chance to learn finance. We will not review the materials covered in the first year finance course. Lectures will only cover new material.

Unlike an introductory finance course, this course uses real world cases where the information is seldom complete to make a decision or solve a problem. Your results may differ depending on the initial set of assumptions you have to make in the absence of complete information. If you have difficulty with such ambiguity and the case method of teaching, this course may not be for you.

## **Academic Integrity and Code of Ethics:**

Most case materials in this course are based on real events and companies. In preparing for class discussions or presentations, you may use any publicly available past or current information about the companies covered in cases. You are strongly encouraged to study cases in a study group. Any submitted assignments for grading should be your own. In case of group work, it should be your group's joint work only. Each member of your group is expected to contribute equally to group work.

*You cannot use work completed by other students, old notes or handouts, or solutions to the cases from previous years or other sections of this course at Wharton or similar courses at other business schools or elsewhere for any purpose. Violation of this rule will result in an automatic failing grade for the course. Furthermore, the violators will be reported to the Wharton Graduate Division for further disciplinary action.*

*If you use materials from any public or private source, including those sources on the internet, private company presentations, etc. in your submitted work for any reason, you should properly cite them. Otherwise, it may be considered plagiarism.*

If you register for this course, you agree with the principles of academic integrity described above in conjunction with the Wharton Graduate Division Code of Ethics.

## **I. INTRODUCTION**

Readings: BMA, Chapter 1  
KGW, Chapters 1-4

1. Lecture: Introduction and Course Overview

## **II. FINANCIAL ANALYSIS AND PLANNING**

Readings: BMA, Chapters 29-31  
Teaching Note: "Assessing the Financial Health of a Firm"

2. Case: Clarkson Lumber Company

## **III. VALUATION THEORY AND CAPITAL STRUCTURE**

### **A. Identifying the Relevant Cash Flows for Capital Budgeting Projects**

Readings: BMA, Chapters 2-6 and 10-12

3. Case: Empirical Chemicals A&B

### **B. DCF Methods for Valuation**

Readings: BMA, Chapter 17-19  
KGW, Chapters 5-9  
Teaching Note: "Alternative Methods for Estimating Terminal Value"  
Teaching Note: "An Introduction to Cash Flow Valuation Methods"  
Teaching Note: "The Adjusted Present Value Method for Capital Assets"  
Teaching Note: "Valuing Equity Cash Flows"

4. Lecture: Capital Structure and Valuation Theory I  
5. Lecture: Capital Structure and Valuation Theory II  
6. Case: M&M Incorporated (posted on Canvas)

### **C. Cost of Capital and Capital Structure**

Readings: BMA, Chapters 7-9, and 19  
KGW, Chapters 10 and 11  
"What Practitioners Should Know About Future Value" by M. Kritzman

7. Case: Marriott Corporation

### **D. Interaction between Investment and Financing Decisions**

Readings: KGW, Chapters 11 and 12

8. Case: Galveston Fishing Company (posted at Canvas)  
9. Case: Galveston Fishing Company  
10. Case: Southport Minerals  
11. Case: American Chemical Company  
12. Lecture: American Chemical Company  
13. Lecture: Review

<b>14. MIDTERM EXAM I    Wednesday, October 26. 6:00-8:00 PM. Room to be announced</b>
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#### **IV. THE OPTIONS APPROACH TO CAPITAL INVESTMENT**

Reading: BMA, Chapters 20-22  
Teaching Note: "Capital Projects as Real Options: An Introduction"  
KGW, Chapter 20  
"The Options Approach to Capital Investment" by Dixit and Pindyck

- 15. Lecture: Review of Option Valuation Models I
- 16. Lecture: Review of Option Valuation Models II
- 17. Case: Chrysler's Warrants
- 18. Case: MW Petroleum Corporation

#### **V. DIVIDEND POLICY**

- Readings: Brealy and Myers, Chapter 16
- 19. Case: Avon Products

#### **VI. MERGERS&ACQUISITIONS & CORPORATE RESTRUCTURING**

- Reading: BMA, Chapters 32-34  
KGW, Chapter 7 and 17-19
- 20. Case: Philip Morris
  - 21. Case: Philip Morris
  - 22. Case: SFM
  - 23. Case: Conrail A&B
  - 24. Case: RJR Nabisco
  - 25. Lecture: Guest Lecturer (Topic, date, and time to be decided)

#### **VII. OVERVIEW**

- 26. Lecture: Overview

<b>FINAL EXAM December 16</b>
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**FNCE 726: ADVANCED CORPORATE FINANCE  
COURSE SCHEDULE  
FALL 2011**

Session #	Date	Topic and Assignments	Class Format
1	Sep 07	Introduction	Lecture/Case discussion
2	Sep 12	Clarkson Lumber Company	Case discussion
3	Sep 14	Empirical Chemicals A&B	Case discussion
4	Sep 19	Capital Structure and Valuation Theory I	Lecture
5	Sep 21	Capital Structure and Valuation Theory II	Lecture
6	Sep 26	M&M Inc.	Case discussion
7	Sep 28	Marriott Corporation	Case discussion
8	Oct 03	Galveston Fishing Company	Case discussion/ <b>Required Write up 1</b>
9	Oct 05	Galveston Fishing Company	Case discussion/ <b>Required Write up 1</b>
	Oct 10	Fall Break	
	Oct 12	<b>No class</b>	
10	Oct 17	Southport Minerals	Case discussion
11	Oct 19	American Chemicals	Case discussion/ <b>Required Write up 2</b>
12	Oct 24	American Chemicals	Case discussion/ <b>Required Write up 2</b>
13	Oct 26	Review	
<b>14</b>	<b>Oct 26</b>	<b>MIDTERM EXAM I</b>	<b>6:00-8:00 pm. Room to be announced</b>
15	Oct 31	Option Valuation Review	Lecture
16	Nov 02	Option Valuation Review & Real Options	Lecture
17	Nov 07	Chrysler's Warrants	Case discussion
18	Nov 09	MW Petroleum Corporation	Case discussion
	Nov 14	<b>No Class</b>	
19	Nov 16	Avon	Case discussion
20	Nov 21	Philip Morris	Case discussion/ <b>Required Write up 3</b>
21	Nov 23	Philip Morris	Case discussion/ <b>Required Write up 3</b>
22	Nov 28	SFM	Case discussion
23	Nov 30	Conrail	Case discussion
24	Dec 05	RJR Nabisco	Case discussion/ <b>Required Write up 4</b>
25	Dec 07	Overview	Lecture
26	TBA	Guest lecturer	Date, time and place will be announced
	<b>Dec 16</b>	<b>FINAL EXAM</b>	<b>Time and room to be announced</b>