Communications from the professor and the teaching assistant about the course will take place through Canvas. Students should make sure they regularly check for announcements and messaging notifications.

COURSE DESCRIPTION

This course takes the viewpoint of the CFO of a firm. The CFO’s job is to maximize firm value and deal with three types of decisions: 1) which projects to invest in, 2) how to finance that investment, and 3) how to manage the liquidity of the firm. This is an applied course that will use a combination of lectures and case studies. This course is a continuation of the core course Corporate Finance (B6300).

The course consists of three main modules:

1) **Cash Management**: The course starts with the tools of cash management. Cash management is necessary to forecast financing needs and to value assets. The main tools we will discuss include ratio analysis and pro forma statements.

2) **Financing**: The course continues with analyzing the factors that determine a company’s need for external financing. We then move on to a consideration of the optimal mix of debt and equity instruments. We will also discuss hybrid instruments (e.g., convertible debt).

3) **Investing**: In the third module, we develop the tools needed for valuing investment projects. We will discuss different valuation methods, and learn how to use them to select investment projects and evaluate companies in the context of mergers and acquisitions (M&A).
ADMINISTRATION

Schedule and classroom:

- Section 1: M/W 8:30am – 10:00am, on Zoom
- Section 2: M/W 10:20am – 11:50am, on Zoom

Prerequisites:

- Corporate Finance (B6300)
- Capital Markets & Investments (B8306)
- In particular, it is expected that students will be comfortable with the following topics: time value of money, discounted cash flow analysis, risk-return trade-off, valuation of bonds and stocks, Capital Asset Pricing Model (CAPM).

Teaching assistant:

- Vrinda Mittal (VMittal22@gsb.columbia.edu)

TEXTBOOKS AND MATERIALS

The following items are required:

- Teaching notes. They will be handed out in class and posted on Canvas. These are your primary reference materials for the class.
- Case Materials and Assignments. All case readings and assignments are posted on Canvas.

The (optional) textbooks are:


CLASS PROCEDURE

This course consists of a combination of lectures and case studies. For each case, I will assign case questions and you will have to submit a two-page memorandum with your proposed answers to these questions. You are allowed and encouraged, but not required, to meet in groups outside of class to discuss and analyze the cases. If you choose to do so, the group cannot be larger than four students. I will accept one memorandum from the group and count it for all students in the group. Each group member must
make a substantial contribution to each part of the assignment. It is not acceptable, e.g., to divide the assignments amongst the team members.

The rules for writing memoranda are as follows:

- Each memorandum should be typed and not exceed two pages (double-spaced).
- The two-page limit is for text only; you may attach as many numerical calculations as you wish.
- Write these as if you were writing a recommendation to a CEO (or other major decision maker).

Case memoranda should be submitted electronically through Canvas strictly before 9:00am on the day in which they are due. Late submission will not be accepted. You should bring a printed hardcopy of your answers to refer to during class discussion.

REQUIREMENTS AND GRADING

Case memoranda: 50%

- Students should form teams of 1 to 4, and hand in one memorandum per team.
- Follow the rules for writing case memoranda (see above).
- Memoranda should be submitted by 8:30am on the due date (make copies to refer to during class).
- Each team is required to hand in all memoranda.
- Each memorandum is graded on a 4-scale basis: Pass+, Pass, Pass-, and Fail.
- Grading of homework will be on the basis of effort, not correctness. My view is that if students can do the homework perfectly before class there is little reason to attend. The purpose of homework is to ensure preparation before class.

Final exam: 50%

- Take-home exam.
- Will be distributed on April 14 at 8:30am, due by April 21 at 8:30am.
- The best way to prepare for the final exam is to prepare for the course every day, attend class, and actively participate.

All course requirements are subject to the CBS Honor Code. Violations of the CBS Honor Code may lead to failing the assignment, failing the course, suspension, and/or dismissal.

INCLUSION, ACCOMMODATIONS, AND SUPPORT FOR STUDENTS

At Columbia Business School, we believe that diversity strengthens any community or business model and brings it greater success. Columbia Business School is committed to providing all students with the equal
opportunity to thrive in the classroom by providing a learning, living, and working environment free from discrimination, harassment, and bias on the basis of gender, sexual orientation, race, ethnicity, socioeconomic status, or ability.

Columbia Business School will make reasonable accommodations for persons with documented disabilities. Students are encouraged to contact the Columbia University’s Office of Disability Services for information about registration. Students seeking accommodation in the classroom may obtain information on the services offered by Columbia University’s Office of Disability Services online at www.health.columbia.edu/docs/services/ods/index.html or by contacting (212) 854-2388.

Columbia Business School is committed to maintaining a safe environment for students, staff and faculty. Because of this commitment and because of federal and state regulations, we must advise you that if you tell any of your instructors about sexual harassment or gender-based misconduct involving a member of the campus community, your instructor is required to report this information to a Title IX Coordinator. They will treat this information as private, but will need to follow up with you and possibly look into the matter. Counseling and Psychological Services, the Office of the University Chaplain, and the Ombuds Office for Gender-Based Misconduct are confidential resources available for students, staff and faculty. “Gender-based misconduct” includes sexual assault, stalking, sexual harassment, dating violence, domestic violence, sexual exploitation, and gender-based harassment. For more information, see http://sexualrespect.columbia.edu/gender-based-misconduct-policy-students.
### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Class #</th>
<th>Day</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>1</td>
<td>Monday</td>
<td>1/11</td>
<td>Lecture: Cash Management (Part I)</td>
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<tr>
<td>2</td>
<td>Wednesday</td>
<td>1/13</td>
<td>Case Study: Wilson Lumber (Part I)</td>
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<td>3</td>
<td>Wednesday</td>
<td>1/20</td>
<td>Lecture: Cash Management (Part II)</td>
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<td>4</td>
<td>Friday</td>
<td>1/22</td>
<td>Case Study: Wilson Lumber (Part II)</td>
<td>Assignment #1</td>
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<td>Monday</td>
<td>1/25</td>
<td>Case Study: Playtime Toy</td>
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<td>6</td>
<td>Wednesday</td>
<td>1/27</td>
<td>Case Study: SureCut Shears</td>
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**Part I: Cash Management**

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<th>Topic</th>
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<tbody>
<tr>
<td>7</td>
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<td>Lecture: Capital Structure (Part I)</td>
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<td>8</td>
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<td>Case Study: Massey-Ferguson</td>
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<td>2/8</td>
<td>Case Study: Marriott</td>
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<td>2/10</td>
<td>Lecture: Capital Structure (Part II)</td>
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<td>2/15</td>
<td>Case Study: Intel</td>
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**Part II: Financing**

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<td>Lecture: Valuation (Part I)</td>
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<td>14</td>
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<td>Lecture: Valuation (Part II)</td>
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<td>15</td>
<td>Monday</td>
<td>3/15</td>
<td>Case Study: Diamond</td>
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<td>16</td>
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<td>3/17</td>
<td>Lecture: Real Options</td>
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<td>17</td>
<td>Monday</td>
<td>3/22</td>
<td>Lecture: Cost of Capital</td>
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<td>18</td>
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<td>Case Studies: Arundel and Ameritrade</td>
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<td>19</td>
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<td>Lecture: WACC and APV</td>
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<td>Lecture: Company Valuation</td>
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<td>21</td>
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<td>4/5</td>
<td>Case Study: Cooper</td>
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<td>Case Study: Southland</td>
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<td>Review</td>
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<td>24</td>
<td>Wednesday</td>
<td>4/14</td>
<td>Final Exam</td>
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COURSE OUTLINE

Part I: Cash Management

1 – Lecture: Cash Management (Part I)
   • Reading:
     - Higgins, ch. 1: “Interpreting Financial Statements”
     - Brealey, Myers, Allen, ch. 14: “An Overview of Corporate Financing”

2 – Case Study: Wilson Lumber (Part I)

3 – Lecture: Cash Management (Part II)
   • Reading:
     - Brealey, Myers, Allen, ch. 28: “Financial Analysis”
     - Higgins, ch. 2: “Evaluating Financial Performance”
     - Higgins, ch. 3: “Financial Forecasting”
     - Higgins, ch. 4: “Managing Growth”

4 – Case Study: Wilson Lumber (Part II)

5 – Case Study: Playtime Toy

6 – Case Study: SureCut Shears

Part II: Financing

7 – Lecture: Capital Structure (Part I)
   • Reading:
     - Brealey, Myers, Allen, ch. 17: “Does Debt Policy Matter?”
     - Brealey, Myers, Allen, ch. 18: “How Much Should a Firm Borrow?”
     - Higgins, ch. 5: “Financial Instruments and Markets”
     - Higgins, ch. 6: “The Financing Decision”

8 – Case Study: Massey-Ferguson
   • Reading:
     - Myers: “The Search for Optimal Capital Structure”

9 – Case Study: Marriott
   • Reading:
     - Brealey, Myers, Allen, ch. 24: “The Many Different Kinds of Debt”
     - Barclay, Smith, Watts: “The Determinants of Corporate Leverage and Dividend Policies”
10 – Lecture: Capital Structure (Part II)

11 – Case Study: Intel
   • Reading:
     - Brealey, Myers, Allen, ch. 16: “Payout Policy”
     - Opler, Pinkowitz, Stulz, Williamson, “Corporate Cash Holdings”

12 – Case Study: MCI
   • Reading:
     - Brealey, Myers, Allen, ch. 15: “How Corporations Issue Securities”

Part III: Investing

13 – Lecture: Valuation (Part I)
   • Reading:
     - Higgins, ch. 7: “Discounted Cash Flow Techniques”

14 – Lecture: Valuation (Part II)

15 – Case Study: Diamond Chemicals

16 – Lecture: Real Options
   • Reading:
     - Brealey, Myers, Allen, ch. 22, “Real Options”
     - Luehrman, “Investment Opportunities as Real Options”

17 – Lecture: Cost of Capital
   • Reading:
     - Brealey, Myers, Allen, ch. 9: “Risk and the Cost of Capital”

18 – Case Study: Arundel Partners and Ameritrade

19 – Lecture: WACC and APV
   • Reading:
     - Brealey, Myers, Allen, ch. 19: “Financing and Valuation”
     - Higgins, ch. 8: “Risk Analysis in Investment Decisions”
20 – Lecture: Company Valuation
  • Reading:
    - Higgins, ch. 9: “Business Valuation and Corporate Restructuring”
    - Brealey, Myers, Allen, ch. 31: “Mergers”

21 – Case Study: Cooper

22 – Case Study: Southland

23 – Review

24 – Final Exam