



**Course Learning Goals and Objectives**

<p><b>LG1: Business Knowledge: Students possess knowledge of core business principles and practices.</b></p> <p><input type="checkbox"/> LO 1.1: Students are able to exhibit thorough understanding of core business theories and principles;</p> <p><input checked="" type="checkbox"/> LO1.2: Students are able to exhibit thorough understanding of business knowledge in their specialized fields;</p> <p><input checked="" type="checkbox"/> LO 1.3: Students are able to apply core and specialized business theories and principles to current business Practices.</p> <p><b>LG2: Entrepreneurial Spirit: Students exhibit entrepreneurial spirits and make creative business solutions.</b></p> <p><input type="checkbox"/> LO 2.1: Students are able to identify new business opportunities;</p> <p><input checked="" type="checkbox"/> LO 2.2: Students are able to create new solutions for existing business problems;</p> <p><input checked="" type="checkbox"/> LO 2.3: Students are able to demonstrate initiative and creative thinking in business decision-making;</p> <p><input checked="" type="checkbox"/> LO 2.4: Students are able to exhibit abilities to assess the potential risks in business and create contingency plans.</p> <p><b>LG3: Communication Skills: Students are able to communicate effectively in various business settings.</b></p> <p><input checked="" type="checkbox"/> LO 3.1: Students are able to demonstrate abilities to make professional presentations in English;</p> <p><input checked="" type="checkbox"/> LO 3.2: Students are able to demonstrate abilities to prepare professional written reports in English;</p> <p><input checked="" type="checkbox"/> LO 3.3: Students are able to demonstrate abilities to use communication technologies effectively.</p> <p><b>LG4: Interpersonal Skills: Students are able to work in teams of diverse cultures.</b></p> <p><input type="checkbox"/> LO 4.1: Students are able to demonstrate awareness of cultural differences in a multicultural environment;</p> <p><input checked="" type="checkbox"/> LO4.2: Students are able to demonstrate abilities to negotiate and cooperate in teams with diverse culture.</p> <p><b>LG5: Analytical Skills: Students possess analytical skills in dealing with business issues and problems.</b></p> <p><input checked="" type="checkbox"/> LO5.1: Students are able to analyze business issues/problems by applying appropriate quantitative and qualitative tools and techniques;</p> <p><input checked="" type="checkbox"/> LO5.2: Students are able to integrate results from quantitative and qualitative analysis into decision-making and draw conclusions.</p> <p><b>LG6: Social Responsibilities:</b></p> <p><input checked="" type="checkbox"/> LO6.1: Students are able to demonstrate understanding of social responsibility issues face by the business organizations;</p> <p><input checked="" type="checkbox"/> LO6.2: Students are able to make ethical and socially responsible decision under different circumstances.</p>
---

**Textbooks, Software, and Other Readings**

<b>Required Textbook(s):</b>	<ul style="list-style-type: none"> <li>• David, Fred R., Strategic Management, Pearson, 13<sup>th</sup> Edition, 2013.</li> <li>• Ruth Bender &amp; Keith Ward “Corporate Financial Strategy” 3<sup>rd</sup> edition, BH</li> <li>• Roger A. Morin &amp; Sherry L. Jarrell “Driving Shareholder Value”, McGraw Hill</li> </ul>
<b>Required Software:</b>	Microsoft Office.
<b>Other Required Readings:</b>	CFA Workbooks
<b>Optional Readings</b>	<ul style="list-style-type: none"> <li>• Peter Navarro, Well-Timed Strategy, FT Press, 2006.</li> </ul>
<b>Referenced Texts:</b>	<ul style="list-style-type: none"> <li>• Patrick A. Gaughan” Mergers, Acquisitions and Corporate Restructurings” 5<sup>th</sup> edition, John Wiley &amp; Sons</li> <li>• Enrique R. Arzac “Valuation for Mergers, Buyouts, and Restructuring” 2<sup>nd</sup> edition, John Wiley &amp; Sons</li> <li>• Steven M. Bragg “The New CFO Financial Leadership Manual” 2<sup>nd</sup> edition, John Wiley</li> <li>• Robert F. Bruner “Case Studies in Finance: Managing for Corporate Value Creation” 5<sup>th</sup> edition, McGraw Hill</li> <li>• W.Carl Kester, Richard S. Ruback&amp; Peter Tufano “Case Problems in Finance” 12<sup>th</sup> edition, McGraw Hill</li> </ul>

	<ul style="list-style-type: none"> <li>• Janette Rutterford “Financial Strategy: Adding Stakeholder Value” ,John Wiley &amp; Sons</li> <li>• Janette Rutterford, Martin Upton &amp;DevendraKodwani “Financial Strategy” 2<sup>nd</sup> edition, John Wiley &amp; Sons</li> <li>• Jim Demello “Cases in Finance” 2<sup>nd</sup> edition, McGraw Hill</li> <li>• Eugene F. Brigham &amp; Michael C. Ehrhardt “Financial Management” 11<sup>th</sup> edition, Thomson.</li> <li>• Sudi Sudarsanam “Creating Value from Mergers and Acquisitions” 2<sup>nd</sup> edition, FT Prentice Hall.</li> </ul>
--	--

**Mark Allocation:**

Case Study	15 %	
Presentation	5 %	
Midterm Examination	30 %	05/03/2020 (Thu.), 09:00-11:00
Final Examination	50 %	14/05/2020 (Thu.), 13:00-16:00
<b>TOTAL</b>	<b>100 %</b>	

**Examinations, Assignments, and Other Evaluation Policies:**

<b>Mid-Term Examination:</b>	05/03/2020 (09:00-11:00), Suvarnabhumi Campus
<b>Final Examination:</b>	14/05/2020 (13:00-16:00), Suvarnabhumi Campus
1 <sup>st</sup> Presentation	31/01/2020
2 <sup>nd</sup> Presentation	21/02/2020
3 <sup>rd</sup> Presentation	20/03/2020
4 <sup>th</sup> Presentation	03/04/2020
5 <sup>th</sup> Presentation	24/04/2020
<i>April 24, 2020 (Friday): Last day to withdraw with “W”</i>	

**Academic Integrity:**

The instructor and Assumption University value and enforce academic integrity. All students must understand the meaning and consequences of cheating, plagiarism and other academic offences.

Plagiarism is defined in dictionaries as the “wrongful appropriation,” “close imitation,” or “purloining and publication” of another author’s “language, thoughts, ideas, or expressions,” and the representation of them as one’s own original work. – Wikipedia

Any work submitted that is deemed plagiarized work (e.g. without citing the origin of the idea or writing) will receive a ZERO for that submission. More importantly, your action is subject to the university committee for academic integrity. The punishment, if found guilty, is the same as what you will receive when you are found cheating in an exam. That is, you will receive an F for the course

**Course Schedule:**

<b>Week</b>	<b>Chapter</b>	<b>Topic</b>	<b>Hours</b>
1	Lecture A&M	Overview of Corporate Strategy, Financial Policy and Value-Based Management (VBM) + Company Valuation <ul style="list-style-type: none"> <li>- TVOM</li> <li>- Probability Distribution &amp; Descriptive Statistics</li> <li>- Correlation Analysis &amp; Regression</li> <li>- Valuation of Individual Equity Securities</li> <li>- Fundamental Analysis (Sector/Industry/Company)</li> <li>- Equity Market Valuation and Return Analysis</li> <li>- Term Structure Determination and Yield Spreads</li> </ul>	3
2	Lecture A & B	Strategic Management Concept <ul style="list-style-type: none"> <li>- Market Forces of Supply and Demand</li> <li>- The Firm and Industry Organization</li> <li>- Measuring National Income and Growth</li> <li>- Business Cycles</li> <li>- The Monetary System</li> <li>- Inflation</li> <li>- International Trade and Capital Flows</li> <li>- Analysis of Principal Financial Statements</li> <li>- Financial Reporting Quality</li> <li>- Business and Financial Risk</li> <li>- SWOT Analysis</li> <li>- IFE&amp;EFE Matrix</li> <li>- GE Model</li> <li>- BCG Model</li> <li>- TOWS Matrix</li> <li>- QSPM</li> <li>- BSC and Strategy Map</li> </ul>	3
3	Lecture B & C	Strategic Financial Planning <ul style="list-style-type: none"> <li>- Financial Modeling</li> <li>- Pro Forma Financial Statements</li> <li>- EFN</li> </ul>	3
4	-	Case 1	3
5	Lecture F	Strategic Capital Budgeting <ul style="list-style-type: none"> <li>- NPV/PI/IRR/MIRR/PB/DPB</li> <li>- Sensitivity Analysis</li> <li>- Scenario Analysis</li> <li>- Monte Carlo Simulation</li> <li>- Real Option</li> </ul>	3
6	Lecture D	Strategic Capital Structure <ul style="list-style-type: none"> <li>- Leverage</li> <li>- Optimal Capital Structure</li> <li>- How to Design Debt</li> <li>- Mezzanine Financing</li> <li>- Convertibles</li> <li>- Warrants</li> <li>- Analysis of Taxes</li> <li>- Analysis of Debt</li> <li>- Analysis of Off-Balance-Sheet Assets and Liabilities</li> <li>- Capital Structure Decisions</li> <li>- Types of Equity Securities and Their Characteristics</li> <li>- Equity Markets Characteristics and Institutions</li> <li>- Types of Fixed-Income Securities and Their Characteristics</li> <li>- Fixed-Income Markets Characteristics and Institutions</li> <li>- Fixed-Income Valuation</li> </ul>	3

		- Analysis of Credit Risk	
7	Lecture E	Strategic Dividend Policy - Cash Dividend - Stock Repurchases - Dividend Policies - FCFE vs. Augmented Dividend - Relative Dividend Policy - Residual Distribution Model - Stock Dividend/Split	3
8	-	Case 2	3
<b>MIDTERM EXAMINATION</b>			
9	Lecture H	Strategic Liquidity Management - Analysis of Inventories and Long-Lived Assets - Working Capital Policies - Optimal Cash/AR/Inventory - Cost of Short-Term Financing	3
10	Lecture G	Strategic Corporate Restructuring - Mergers and Acquisitions - Corporate Restructuring - M&A Valuation - Bankruptcy	3
11	-	Case 3	3
12	Lecture I & J	Strategic IFM & Risk Management + Corporate Governance - ERM - Currency Exchange Rates - Good Governance - CSR, White Ocean Strategy - Analysis of Interest Rate Risk - Hedging with Derivatives	3
13	-	Case 4	3
14	Lecture K & L	CFO's Bible + Total Life Management - How to Link Ever thing Together - The Investment Policy Statement - Modern Portfolio Management Concepts - Behavioral Finance - Management of Individual/Family Investor Portfolios - Presentation of Performance Results - Alternative Investments - Real Estate Investment - Hedge Fund Investment - Distressed Assets Investment - Commodities Investment - How to Balance your Life	3
15	-	Case 5	3
<b>FINAL EXAMINATION</b>			

## **CLASSROOM POLICIES**

### **ATTENDANCE POLICIES**

To comply with the Office of the Higher Education Commission Requirements:

- If any students miss more than 6 classes, regardless of any reasons, he or she will not be allowed to take the final examination.
- The Dean, Department Chairperson, and Lecturer of this subject are empowered to withdraw or withhold correction of the final examination papers from students lacking class attendance requirements without the students' consent.

---

**CHEATING POLICIES**

If any students or a group of students will be caught copying, partial/entire project or hire outside or inside person to do their works, the faculty consider such act as a serious matter which will automatically result in 'F' grade for an entire group.

**CHANGING SECTION**

Students are neither allowed to study in other section they have not enrolled for, nor do the project with their friends in other sections. The lecturer does not have any authority to allow his/her students to switch section without proper authorization from the registrar.

**CLASS PARTICIPATION**

In compliance with the University's policy on class attendance, the ABAC School of Management requires all students enrolling in courses offered by the School, to obtain a minimum of 80% class attendance to be eligible to sit and take the final examination.

The 20% absence is the maximum number of allowable absences. It is inclusive for all excuses, i.e., sickness, personal and family matters, business trips, and other personal reasons. It is therefore, the student's primary responsibility to determine the necessity and ascertain the number of times of their absences. For a 3-credit hour subject, with one-and-a-half hour, students are allowed to miss the class 6 times, and with 3 hours class, they can be absent 3 times. It is always desirable for students to reserve at least 2 allowable absences for some unanticipated situations, i.e. sickness or business trips that might result in their absences. Generally speaking, as they have paid tuition fees for 45-hour class (for 3-credit hour subject), students should not be missing any classes in order to obtain maximum value for what they have paid for.

It is always arguable whether class attendance has any correlation with passing or failing a subject. Nonetheless, it is the student's effective time management and discipline to attend classes that enable them to meet minimum attendance requirements and thus appear for the final examination.

It is not up to the students to decide whether a lecture is too simple and hence, not necessary to attend. On the contrary, it is the students' primary duty to provide feedback to the concerned Department Chairperson regarding the perceived poor performance of their lecturers, i.e. not being punctual, not preparing well for class, not using English in class, and being too critical for class evaluation at the end of the semester.

***Class attendance can only be checked for the section the student is registered in:***

Students are not allowed to ask lecturers to check their attendance in sections other than the one they have enrolled in. Nonetheless, to give students an opportunity to catch-up classes that they have missed or to review certain topics they did not understand, students are permitted to audit lectures in other sections, given that the lecturer of the section grants permission. Please keep in mind that the permission of the Lecturer to audit his/her lecture in other sections does not imply that students can receive class attendance in those sections – there is no such thing as 'make-up class attendance.'

**Speak English in Class**

***All students must speak English in class both to teacher and peers.*** The complaints from international students who cannot participate in group-work due to the language barrier such that local students do not communicate in English will seriously be considered for penalty.

**Communication Devices in Class**

Active mobile phones or any communication devices are not welcome in the classroom. If you regularly carry one of these devices during the day, make sure you turn it off before the class starts.

---

**OTHER CLASSROOM POLICIES: DEPARTMENT OF FINANCE**

- **Students need to comply with AU Dress Code, Time Conflict Examination Regulations, Laws on Smoking Cigarette, and Restrictions on Foods and Drinks V10.1, June 2010.**
- **Attendance policies:**
  - 2 times of ten-minute late for class is considered as 1 absence.
  - Make-up classes are not allowed.
  - **80% attendance** is strictly required regardless of any reason.
  - No checking attendance for other classmates. Violation of the policies will result in being automatically withdrawn from the class.
  - Attendance is checked since the first day of class regardless of any reason. Thus, **students' excuses for absences including adding the subject late, medical reports, being away for work and travel programs, etc. will not be considered under any circumstances.**
- **Manner in class:**
  - Behave in a polite manner
  - Pay respect to instructors and class participants
  - Turn off all communication devices
  - Do not leave and re-enter the classroom
  - **Prohibited manners:** Eating, drinking, chatting, talking on the phone, using any kind of communication devices, text-messaging, sleeping, reading other materials, doing other subjects' assignments/homework, walking in-out, etc.
  - **Improper behavior will result into attendance checked.**
- **Dress code:**
  - Follow AU dress code
  - Improper dress code will result in no attendance checked.
- **Class assignments (Homework, reports, project, presentation, paper, etc.):**
  - No Plagiarism.
  - **Cheating and/or plagiarism of any assignments and/or projects will not be tolerated. It will result in failure or "F" of the course and other disciplinary action.**
  - Submit all class assignment on time, both soft copy and hard copy, where applicable.
  - **Late submission will not be graded.**
- **Class participation:**
  - **Not the same as attendance**
  - Be participative and attentive in class
  - The students are also required to comply with all classroom policies.
  - Violation of the classroom policies will result in "zero" or "negative" participation marks and/or "no attendance" checked.
- **Request for make-up quizzes (if applicable):**
  - The students requesting for the make-up quizzes need to submit their names with valid evidence (ABAC related issues) to the respective lecturer within the specified dates.
  - Failure to do so, the students will NOT be allowed to take the make-up quizzes.
- **Grade inquiry:**
  - The students can request for a review for their marks or grades.
  - The students need to **submit petition** to the respective Chairperson at Martin de Tours School of Management and Economics **Office** at D Building, 6<sup>th</sup> floor, Huamak Campus or MSM Building, 2<sup>nd</sup> floor, Suvarnabhumi Campus within **ONE-MONTH period** after their marks or grades have been officially announced. Petition submitted after the specified period will **NOT be considered.**
  - **Reevaluation process:** The students' class assignments or exam answer scripts will be reevaluated by the internal committees assigned by the respective department. Please note that the students' marks may or may not be adjusted after the reevaluation process and it can also be higher, lower, or unchanged. The result of the reevaluation is considered as a **"final consensus"** between the students and the committees.

**ADDITIONAL INFORMATION:****Details and objectives of the case(s)****Case 1 (Callaway Golf Company): Formulating Corporate and Business Strategies**

- Formulate corporate, business and functional strategies
- QSPM
- Construct a company's strategy map
- Incremental value with new strategy(s): Firm Valuation
- AFN
- Implementation plan
- Evaluation and Control plan
- Contingency plan

**Case 2 (Starbucks): Formulating Corporate and Business Strategies**

- Formulate corporate, business and functional strategies
- QSPM
- Create a company's strategy map
- Incremental value with new strategy(s): Firm Valuation
- AFN
- Implementation plan
- Evaluation and Control plan
- Contingency plan
- Capital budgeting and Risk analysis
- Optimal capital structure
- New capital design
- Dividend policy

**Case 3: Compass Records**

The case provides the opportunity for students to learn about capital budgeting and resources allocation.

**Case 4: Deluxe Corporation**

Students will learn how to make the capital structure.

**Case 5: Any Public Company (TBA)**

Students need to prepare a comprehensive report covering the following topics:

- Problem(s) if any (Checking Evaluation & Control)
- SWOT
- Corporate/Business/ Functional Strategies
- NPV/IRR for each strategy (Valuation)
- Sensitivity / Scenario / Simulation Analysis
- QSPM
- Capital Rationing
- Contingency Plan(s) / Real Option
- Optimal Level of Cash / Marketable Security / Account Receivable / Inventory
- Optimal Capital Structure
- Dividend Policy
- Pro Forma Financial Statements (Financial model: 3 integrated financial statements + DCF table)
- AFN
- Cost of Not Taking Discount VS. Cost of S-T Loan
- Sources of S-T, L-T Debt and Equity
- Currency, Interest and Price of Raw Material Risk Management
- Good Governance Check List
- Strategy Map
- Implementation/HRM Plan
- Evaluation and Control Plan

*AU Dress Code, Time Conflict examination regulations, Prerequisite Subject Requirement, Laws on Smoking Cigarette, and Restrictions on Foods and Drinks V10.1, June 2010*

### AU DRESS CODE REQUIREMENTS

Following are the University's dress codes students are obligated to strictly observe upon entering campus, attending classes, and using the University's facilities on weekdays, except in sport arenas, AU mall and resident halls:

- ✓ Tuck the rim of their shirts or blouses in their trousers or skirts,
- ✓ Wear only black, brown, dark blue or gray colored trousers (for male students), and knee-length straight skirts (for female students)
- ✓ Please note that when attending the University's formal functions i.e. examinations, quizzes, ethic seminar, class presentations, field trips etc., students are required to wear full uniform with the design stipulated in the University's dress code.

Furthermore, the dress codes also proscribe the wearing of the following:

- × below-waist trousers or skirt.
- × tight trousers/blouses, or short skirt.
- × trousers or skirts made from jeans, corduroy, or velvet.
- × trousers with the design resemble to jeans (for male students).
- × half-pleated skirt with design similar to straight skirt on the upper part and pleated skirt on the bottom part (for female students).

- ⊙ **Breaching the aforementioned dress codes will result in students being denied entry or being requested to leave the university's premises, or being dismissed from classes – in such case, students may lose their class attendance. The rule of debarment will also be applied to the students with less than 80% class attendance.**

(Lecturers and university officers have been authorized to deny university entry permission to students violating this regulation and to request them to leave university's premises, as well as to confiscate their student ID card)

- ⊙ **Please note that all AU students are obligated to carry the University's student ID card upon entering the University's premise, and present it to the University Officers upon being requested. Failing to present their student ID card irrespective of reasons will subject students to a fine of up to 200 baht.**

**Remark:** Students whose ID cards are confiscated are required to contact Students Affairs Office (13<sup>th</sup> floor, CL Building; or 3<sup>rd</sup> floor, Students Organization Building for the ID card being confiscated at Suvarnabhumi campus or Hua Mak campus respectively), within 5 working days after their ID cards are confiscated to retrieve their ID cards, pay a fine of up to 200 baht, and be informed about other punitive actions, if any. Students who do not retrieve their ID cards within the stated period will be required to apply and pay 200 baht fee for their new students' ID card. The process of applying for the new ID cards requires students to obtain a letter from Office of Students Affairs to verify the termination of their ID cards, and subsequently contact the Bank officers for their new ID cards.) For future reference, it is advisable for the students to ask for names of lecturers or officers who confiscated their ID cards.

### TIME CONFLICT EXAMINATION APPLICATION PROCEDURE

#### Period to apply for time conflict examination

- AT1. **As stipulated in the registration regulations, only graduating students will be allowed to appear for the time conflict examinations without obtaining Dean's approval, provided that their petition is turned in to the Office of Registrar within specified period (refer to AT3), as such, the non-graduating students must ascertain during the pre-registration and adding periods that the subjects they prefer to enroll or add do not have examination time conflict.**
- AT2. **Should the non-graduating students wish to enroll or add the subjects with conflicting examination time, advices and approval for the time conflict examination must be obtained from the Dean prior to their registration of the subjects. The Dean concerned may exercise his/her discretion in declining the non-graduating students' request for time conflict examination. The decision of the Dean pertaining to the request is final.**
- AT3. **All petitions for the time conflict examination for both graduating and non-graduating students who obtain the Dean's approval must be submitted to Office of Registrar within the first three weeks (15 working days) of the semester/summer session.**
- AT4. **The students need to keep the "receipt" issued by the Office of Registrar, and present it to the Office in case that their names are not included in the "time conflict examination list".**
- AT5. **Ignorant of the Time Conflict Examination Application Procedures or personal reasons causing students to miss the Time Conflict Examination Application's dead line are not justifiable reasons for the late submission of the**

---

**Time Conflict Examination Application.****Checking the time conflict examination schedule and venue**

SV1. *The students are also required to contact Office of the Registrar five working days before the first day of the examination period for the time conflict examination schedule as well as the "time conflict examination room". Usually the date of the examination with time conflict would remain unchanged, while the examination time would be rescheduled i.e. one subject would take place before the other - "back-to-back examinations", and the venue would be the examination room designated only for "Time Conflict Examination".*

**Venue for Time Conflict Examination**

**The students must appear for the examinations, only in the assigned "Time Conflict Examination Room".** *Should the students sit for the examination of any subject with time conflict examination in regular examination rooms, they will not be allowed to appear for another examination or apply for "late examination", and will hence obtain automatic withdrawal for the subject.*

**PREREQUISITE SUBJECT REQUIREMENT**

A prerequisite is a subject or multiple subjects that students must complete before taking an advanced course. For example, students must complete *MGT1101 Introduction to Business* before taking *MGT2900 Principles of Management*. Students who did not meet this requirement will result in automatic debarment and no chance to take the final exam.

**LAW ON SMOKING CIGARETTE**

As the Health Ministry stipulates the University as a health protection area where smoking is prohibited, hence ***smoking cigarette is only allowed in the designated areas.*** Breaching the law will subject students to a fine of **2,000 baht.**

**RESTRICTIONS ON FOODS AND DRINKS IN THE CLASSROOM BUILDINGS**

**Foods and Drinks are not allowed to be brought into classroom buildings.** *Should the students violate the regulation, their students' ID card will be confiscated.*

***Office of Vice President for Academic Affairs***