First/last sessions: January 7 / March 10
Canvas site: https://seattleu.instructure.com/login

<table>
<thead>
<tr>
<th>FACULTY TEAM</th>
<th>EMAIL, OFFICE</th>
<th>PHONE</th>
<th>OFFICE HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brian Kelly</td>
<td><a href="mailto:kellybr@seattleu.edu">kellybr@seattleu.edu</a>, Office: PIGT 405</td>
<td>(206) 296-5711</td>
<td>Tuesday and Wednesday 4:30 – 5:30 PM and by appointment</td>
</tr>
<tr>
<td>Katya Emm</td>
<td><a href="mailto:emm@seattleu.edu">emm@seattleu.edu</a>, Office: PIGT 526</td>
<td>(206) 296-5785</td>
<td>Tuesday 1:00 – 2:00 PM, class day 4:00 – 5:00 PM, and by appointment</td>
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</table>

CLASS SCHEDULE

<table>
<thead>
<tr>
<th>DATE</th>
<th>INSTRUCTOR</th>
<th>TOPIC</th>
<th>TO READ BEFORE CLASS</th>
<th>DELIVERABLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 7</td>
<td>Kelly</td>
<td>Analyzing Your Resources</td>
<td>Read lightly topic notes 1 through 4 on Canvas</td>
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</tr>
<tr>
<td>Jan 14</td>
<td>Kelly</td>
<td>Your Resources &amp; the Markets You Face</td>
<td>Read topic notes 5 through 7 &amp; article #1, all on Canvas</td>
<td>K.1 Database project</td>
</tr>
<tr>
<td>Jan 21</td>
<td>Kelly</td>
<td>Market Power and Measurement</td>
<td>Read topic notes 8 and 9 all on Canvas</td>
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<tr>
<td>Jan 28</td>
<td>Kelly</td>
<td>Markets &amp; Pricing</td>
<td>Read topic note 10 &amp; article #2, all on Canvas</td>
<td>K.2 Problemsolving exercises</td>
</tr>
<tr>
<td>Feb 4</td>
<td>Kelly</td>
<td>Expanding the Context: to the Broader Economy: Inflation and Interest Rates</td>
<td>Read article #3, and slides will be available in advance for this session</td>
<td>K.3: Price-setting reflection piece</td>
</tr>
<tr>
<td>Date</td>
<td>Emm</td>
<td>Topic</td>
<td>Ch.</td>
<td>Practice Problems</td>
</tr>
<tr>
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<td>--------------------------------------------</td>
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<tr>
<td>Feb 11</td>
<td>Emm</td>
<td>The Financing Decision - Debt</td>
<td>Foerster:</td>
<td>Ch. 1; Ch. 7, pp. 139-143, Ch. 9, pp. 167-173, Ch. 10, pp. 198-202, practice problem 5, 6; Ch. 7, pp. 139-143, practice problem 5, 6; Ch. 9, pp. 167-173, practice problems 1, 2, 3, 9; Ch. 10, pp. 198-202, practice problems 5, 6</td>
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<tr>
<td>Feb 18</td>
<td>Emm</td>
<td>The Financing Decision - Equity</td>
<td>Foerster:</td>
<td>Ch. 7, pp. 143-149; Ch. 9, pp. 173-186, Ch. 10, pp. 202-208, practice problems 3, 7-14</td>
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<td>Feb 25</td>
<td>Emm</td>
<td>Risk analysis in investment decisions</td>
<td>Foerster:</td>
<td>Ch. 8 practice problems 1 – 9</td>
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<tr>
<td>Mar 3</td>
<td>Emm</td>
<td>Business valuation and corporate restructuring</td>
<td>Foerster:</td>
<td>Ch. 13 practice problems 2 – 11</td>
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<tr>
<td>Mar 10</td>
<td>Emm</td>
<td>Company financial analysis – case application</td>
<td>Foerster:</td>
<td>Ch. 14; For an example of company financial analysis, see the solution manual to Chapter 14.</td>
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</table>

**COURSE DESCRIPTION**

What are your resources, how do they relate to your business, and how can you measure them? How does the market and economic context restrict and provide opportunities for applying those resources? What is the value of the enterprise that you create and how does that depend on your financing decisions?

In MBA 5220, you learned the basics of information flows and of financial structure for a business, which are fundamental to planning and operating an enterprise or a product line. In the first half of this course develops the fundamental economic tools for business decision-making, given that you have a sense of what is involved in operating a business. We will start with perspectives on assessing your resources, particularly the costs involved in your bringing products to customers. We will then move up a level to the market context, exploring how to understand highly competitive markets and markets where you have some degree of market power. We will apply this to the topic of pricing, showing how your choices and opportunities are set both by your own resources and the market that surrounds you. We will then move up another level to consider the macro economy and how it affects your business planning.
In the second half of the course, we will build on this foundation and carry the tool of MBA 5220 further by examining corporate financing and investment decisions in the presence of uncertainty, risk and conflicting goals among stakeholders. You will be introduced to tools and techniques used in valuation and investment decisions.

**LEARNING OUTCOMES**

Upon your successful completion of the course, you will be able to:

1. Apply simple principles concerning your costs of doing business;
2. Apply various pricing strategies, as appropriate to the nature of your business;
3. Understand supply and demand for a business in the context of current market conditions, including macroeconomic forces;
4. Have some understanding of the causes and effects of inflation and interest rate levels.
5. Value a firm’s assets using time value of money tools;

**LEARNING APPROACH**

To enjoy and be successful in MBA 5225 you should be curious about what contributes to the success or failure of businesses, interested in exploring new market opportunities, and excited about collaborating with others and/or leading groups in a business setting. Success will not be guaranteed by effort alone, but by effort supported by the ability to integrate multiple pieces of quantitative and non-quantitative information, leveraged by working effectively as a team, and driven by an unwavering curiosity about what makes businesses thrive.

Come prepared to ask and to answer questions related to class discussions, assigned readings, or from your experience. Take a stand! Bring to the floor alternative points of view. We rely on you to make the course productive and interesting. We promise to do our best to present concepts and techniques clearly and to demonstrate how they can be relevant to your professional and personal formation. But if something remains unclear, please let us know as soon as possible so that we can try again.

Remember too, that your classmates have access to the same class materials and have attended the same lectures. You will be working with each other in and outside of class. It is to your mutual benefit to meet, connect, and get to know each other. We hope that you will be able to trust and rely on each other, as this will help foster invaluable professional relationships and friendships.

*It is our responsibility to present you opportunities to succeed. It is your responsibility to take advantage of those opportunities.*

**ASSIGNMENTS**

Full assignment descriptions will appear on Canvas; this provides an overview.

K.1 Due on Canvas on date noted on calendar. This assignment provides you with the opportunity to explore the business data bases available through Seattle University’s library system. Weight: 15/100

K.2 Due on Canvas on date noted on calendar. This assignment asks you to solve a number of problems and explain concepts to reinforce the material of the first three sessions. Weight: 15/100

K.3 Due on Canvas on date noted on calendar. This assignment asks that you write a brief analysis concerning how prices are set in some market that you know well. Weight: 10/100
K 4  Due on Canvas on date noted on calendar. This is the business analysis of Costco. You will work on this assignment in teams of three. Weight: 10/100.

E.1  Turn in a hard copy at the beginning of the class period on the due date listed in the course calendar. This assignment asks you to solve a number of problems to reinforce the finance material of the previous sessions. You will work on this assignment in teams of two. Weight: 20/100

E.2  Turn in a hard copy at the beginning of the class period on the due date listed in the course calendar. This project asks you to perform a financial analysis of a major public company. You will work on this assignment in teams of three. Weight: 30/100

Joint final project (Small-team project)
Due in two separate submissions, E2 and K4, as noted the course calendar. This project represents an analysis of a major public company’s capital structure decisions (graded by Prof. Emm, weight: 30/100) and a brief analysis of the business choices facing that firm (graded by Prof. Kelly, weight 10/100)

COURSE MATERIALS

Textbook:

Notes:
The first five weeks of the course will use a series of ten short Notes; prepared by Kelly; these are available on Canvas.

Articles:
There will be articles on the Canvas site from the Wall Street Journal or other sources. You have full access to the WSJ through Seattle University libraries. Please do not further distribute these articles.

In-class materials (slides, etc.):
Each instructor will post materials used in-class on Canvas.

Websites:
- Canvas course site..............................  https://seattleu.instructure.com/login - Contains class notes, articles, homework, some grades and other course materials. If you are missing handouts, go here first. We suggest using either Chrome or Firefox for full Canvas functionality.
- Lemieux Library ................................  https://seattleu.edu/library/ - Access relevant articles (WSJ, NYT, Harvard Business Review, CFO Magazine, Strategic Finance, etc.) via the SU library. Type the journal name (e.g. Wall Street Journal) into the Library Search box, then narrow the search to electronic sources only on the next screen.
- Wharton Research Data Services ......  https://wrds-web.wharton.upenn.edu/wrds/ - Password needed.

COURSE POLICIES

- Canvas: The course site (https://seattleu.instructure.com/login) contains class notes, articles, homework assignments, grades and other course materials and is also the location of the drop boxes where you will turn in all assignments for this course. We suggest using either Chrome or Firefox for full Canvas functionality.
• **Technology**: To minimize distractions and disruptions, all electronic devices (cell phones, laptops, recording, etc.), including ours, must be turned off during class except by prior agreement or if deemed to be course-relevant by the instructor.

• **Email**: You are responsible for messages and assignments that we send via Canvas or SU email. To help us keep track of your emails, please put “MBA 5225-02” or “MBA 5225 Wednesday” in the subject line along with purpose of your message (e.g., MBA5225-02: Question regarding Assignment).

• **Classmates**: Your classmates are a valuable resource because they have access to the same class materials, notes, etc. You will be working with your classmates in class and outside of class, so it is to your mutual benefit to get to know each other. We hope that you will be able to rely on each other as this will help foster precious, professional relationships and friendships.

**PERFORMANCE ASSESSMENT**

Grades are assigned based on the following scale:

<table>
<thead>
<tr>
<th>Grading scale</th>
<th>Letter grade</th>
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<tbody>
<tr>
<td>94% and higher</td>
<td>A</td>
</tr>
<tr>
<td>90% - 93.99%</td>
<td>A-</td>
</tr>
<tr>
<td>87% - 89.99%</td>
<td>B+</td>
</tr>
<tr>
<td>84% - 86.99%</td>
<td>B</td>
</tr>
<tr>
<td>80% - 83.99%</td>
<td>B-</td>
</tr>
<tr>
<td>77% - 79.99%</td>
<td>C+</td>
</tr>
<tr>
<td>74% - 76.99%</td>
<td>C</td>
</tr>
<tr>
<td>70% - 73.99%</td>
<td>C-</td>
</tr>
</tbody>
</table>

Any unacknowledged sharing or copying any (even partial) solutions among students or teams violates SU’s Academic Integrity Policy and will be penalized in accordance with SU/Albers policies as referenced under the “University resources and policies” section on the prior page.

**Class schedule**: Your learning is our primary concern in this course, so we may modify this schedule if, for instance, we discover it is beneficial to spend more time on a certain topic and less on another. The course is comprised of modules covering key topics; modules are often covered during one class session, but there are exceptions—see schedule on pages 1-2. The instructors will make any additional information available about their specific module(s) in a timely fashion.

**Academic Resources**

- Library and Learning Commons (http://www.seattleu.edu/learningcommons/)
  (This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)
- Academic Integrity Tutorial (found on Canvas and SU Online)

**Academic Policies on Registrar website** (https://www.seattleu.edu/redhawk-axis/academic-policies/)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy (only for those professional programs to which it applies)
Notice for students concerning Disabilities
If you have, or think you may have, a disability (including an ‘invisible disability’ such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.

Notice Regarding Religious Accommodations
It is the policy of Seattle University to reasonably accommodate students who, due to the observance of religious holidays, expect to be absent or endure a significant hardship during certain days of their academic course or program. Please see, Policy on Religious Accommodations for Students (https://www.seattleu.edu/media/policies/Policy-on-Religious-Accommodations-for-Students---FINAL.PDF).”

Office of Institutional Equity
Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University’s Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student.

For more information, please visit https://www.seattleu.edu/equity/. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (email: oie@seattleu.edu; phone: 206.296.2824) University Resources and Policies