

**Commerce 4FQ3 C01
Working Capital Management
Winter 2021 Course Outline**

**Finance Area
DeGroot School of Business
McMaster University**

COURSE OBJECTIVE

The major objective of this course is to understand and apply the principles and techniques of managing working capital or short-term corporation finance. We will examine the key components of working capital, including cash, inventory, receivables, and payables, as well as short-term investment, financing and hedging decisions. The focus will be on financial decision making with regard to working capital issues, the objective being to maximize shareholder wealth. We will also spend some time on short-term survival and liquidity aspects of corporate finance. Both lectures and case studies will be used to explore these topics.

INSTRUCTOR AND CONTACT INFORMATION

Tue 14:30 – 17:20
Dr. Rahman Khokhar
Instructor
khokhaar@mcmaster.ca
Office Hours: Virtual and by
appointment only.

Class Location: Online

TA – Kevin Brewer
kbrewer@mcmaster.ca
Virtual Office Hours: TBA

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): No

COURSE DESCRIPTION

This course examines the various components of working capital (cash, receivables, payables, inventory), how they interact with one another, and how they affect (i) firm liquidity and default risk, and (ii) shareholder wealth. The course will build on the principles of financial management that you have learnt in earlier course(s), and will apply the principles and concepts of financial theory to problems and decisions associated with short-term (working) capital. We will focus on using working capital optimally, so that not too much money is tied up in unproductive assets and at the same time the risk of illiquidity (and related default risk) does not exceed desired limits. The ultimate objective, as always, is to maximize shareholder wealth.

This course includes both theoretical and applied components. Practical applications are useful, but cannot be studied fruitfully without a sound knowledge of the underlying theory. Hence there will be considerable emphasis on the theory. Numerical examples will be very important in illustrating the concepts and applications to be covered in this course. The format will be predominantly lecture-oriented, supplemented by a set of cases. The course should be of interest to students planning careers in corporate finance and financial management.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- analyze the effects of working capital policies on equity value and default risk;
 - design optimal working capital policies (cash, inventory, etc.), given the characteristics of the industry and the firm;
 - determine the best way to invest surplus short-term funds and the best way to raise short-term funds; and
 - design an optimal overall working capital management policy for the firm.
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COURSE MATERIALS AND READINGS

Avenue registration for course content, readings and case guidelines

- <http://avenue.mcmaster.ca>

Textbook. Short-Term Financial Management Revised 5th Edition, 2020, By John Zietlow, Matthew Hill, and Terry Maness, Cognella (hereafter, MHZ); ISBN 978-1-7935-1181-2.

- Required; Available at the bookstore or ordering webpage
link: <https://store.cognella.com/80955-2B-NI-050>.

Case Courseware

- Purchase instructions: TBA

EVALUATION

All work will be evaluated on an individual basis except for case reports where group work is expected. For these case reports, group members will receive the same grade. Your final grade will be calculated as follows:

Components and Weights

In-Class Quizzes (Best 5)	(Individual)	15%
Class Participation	(Individual)	5%
In-class Test 1 (week 6)	(Individual)	30%
In-class Test 2 (week 11)	(Individual)	30%
Case Report & Presentation	(Group)	20%
Total		100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.
- For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar “Requests for Relief for Missed Academic Term Work” and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
 - improper collaboration in group work.
 - copying or using unauthorized aids in tests and examinations.
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AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Zoom, WebEx, Microsoft Teams, Moodle, ThinkingCap, etc.) Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4FQ3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

ADDITIONAL GUIDELINES

Group Assessments

You will be assigned into a group (4 to 6 members each) by the instructor. During classes where groups are making presentations attendance will be taken. Each member is expected to actively participate in the group project work. Further details regarding the group case report and presentation will be provided at the time cases are assigned. There will be no extensions granted to Group Case Report or Presentations due dates. Failure to submit a group report or presentation on time will result in a mark zero (0) FOR ALL MEMEBERS.

Avenue to Learn (A2L) Online Tests

There are two online tests in this course which account for **60%** of your final grade. The exam will cover material from the text book, readings, lectures and class discussion. These online tests will **NOT** cover case content material. These are **open-book** tests including multiple choice and short concept questions as well as problems.

- Students will need to sign in to A2L *quizzes and tests* within the limited time window allowed. Failing to sign in during the permitted time will result in missing the test with a mark of zero.

- The online test *may require video monitoring* of students during the length of the exam using university recommended software and students are expected to have access to a webcam, headset, and mic.
- Students will only be provided *one attempt* for each A2L online test and *must avoid “submit exam” while moving to the next page*. Such early submissions will be marked as is and *no additional attempt* will be provided. If a student is unable complete to online test due to technical issues (such as screen freezing, power outage, etc.), student must contact the BCom office immediately.
- Using any *unauthorized material* or *assistance* during an online test is strictly prohibited and is an academic dishonesty offence under the Academic Integrity Policy.

COURSE SCHEDULE

Commerce 4FQ3 C01 Mergers, Restructuring, and Corporate Control

WEEK	DATE	ASSIGNMENT
1	Tue. Jan. 12	Introductions and Course Syllabus Ch. 1, <i>MHZ</i> . Introduction to Short-Term Financial Management.
2	Tue. Jan. 19	Ch. 2, <i>MHZ</i> . Analysis of Working Capital Cycle.
3	Tue. Jan. 26	Ch. 3, <i>MHZ</i> . Cash Holdings.
4	Tue. Feb. 2	Ch. 4, <i>MHZ</i> . Inventory Management.
5	Tue. Feb. 9	Ch. 5, <i>MHZ</i> . Accounts Receivable Management.
	Tue. Feb. 16	Mid-term Recess (No Class)
6	Tue. Feb. 23	Online Test 1 Ch. 6, <i>MHZ</i> . Credit Policy and Collection.
7	Tue. Mar. 2	Ch. 7, <i>MHZ</i> . Managing Supplier Financing.
8	Tue. Mar. 9	Ch. 9, <i>MHZ</i> . Cash Collection and Concentration Systems.
9	Tue. Mar. 16	Ch. 10, <i>MHZ</i> . Cash Disbursement Systems.
10	Tue. Mar. 23	Ch. 11, <i>MHZ</i> . Cash Forecasting Ch. 12, <i>MHZ</i> . Short-term Investing. Ch. 13, <i>MHZ</i> . Short-term Borrowing.
11	Tue. Mar. 30	Online Test 2 Case Guidelines - <i>Case(s) will be assigned in-class few weeks in advance.</i>
12	Tue. Apr. 6	Case Presentations