



Financial Management and Business Controlling
Master Degree
Syllabus
III 2.3
MBA 523
Specialty: 073 “Management”
Educational program “Business Administration”

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Course Description

The course will continue to build student’s background in finance, accounting and investments. In contrast to BBA level courses MBA course will concentrate to more in-depth theories and practical techniques of corporate finance, risk management and investment analysis and decision-making. The course includes theory, practical applications and problem-solving techniques. Students will be exposed to various issues of finance and accounting work.

Learning Outcomes

Upon successful completion of this course, students will be able to:

- PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.
- PH.2. Identify problems in the organization and justify methods for solving them.
- PH.4. Substantiate and manage projects, generate business ideas.
- PH.5. Plan the activities of the organization in strategic and tactical sections.
- PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility.
- PH.10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.
- PH.12. Be able to delegate authority and management of the organization (unit).
- PH.13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).

Competences

- 3K6. Ability to generate new ideas (creativity);
3K7. Ability to abstract thinking, analysis and synthesis;
CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;
CK2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;
CK4. Ability to effectively use and develop the organization's resources;
CK6. Ability to form leadership qualities and demonstrate them in the process of managing people;
CK7. Ability to develop projects, manage them, show initiative and entrepreneurship.

Internationality:

This course provides students with information on multinational approaches and trends in financial management, new global concepts, innovative international risk-return approaches to investment portfolio strategy development. It includes topics dedicated to the global financial markets and foreign financial instruments, and also best practices of financial crises management

Communications

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Student Responsibilities

Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones, and microphone), as well as access to the Internet.

Only students signed-in with their own first and last names are allowed into video lectures in Zoom.

Grading Policy

The course is based on mastery of course outcomes. The student's grade for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is **70% (for Master's degree)**

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

<i>Grade</i>	<i>ECTS Grade</i>	<i>International Grade</i>
90% - 100%	<i>A</i>	5 (Excellent)
83% - 89%	<i>B</i>	4 (Very Good)
75% - 82%	<i>C</i>	4 (Good)
70% - 74%	<i>D</i>	3 (Good)
35% - 69%	<i>FX</i>	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – **1000** points incl. (midterm and final exam are **60%** of overall evaluation, where Midterm – **20%** and Final – **40%**)

- Test / Assignment / Project – **25** points (every Class / several times during the course)

- Midterm exam - 200 points
- Final exam - 400 points

Assignment Format

- *All work should be shown in time. If the student misses the deadline – the task is failed*
- *Assignments (projects) should be done in Word MS/PPT, contain an introduction, main part, conclusions, and references. The volume up to 15 pages/slides*
- *Midterm covered topics from previous lectures (Classs 1-7). It included multiple choice questions and cases (essays) and took about 1 hour.*
- *The final exam covered all course material and included multiple choice questions and cases (essays). It longs for 2 hours. Admission to the final exam is possible only if all the tasks of the curriculum are covered*

Academic dishonesty

- Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Any violation of this principle constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. Forms of academic dishonesty include:

Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.

Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination.

Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.

Fabrication – altering or transmitting, without authorization, academic information or records.

- *Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop. Students who will not meet this requirement will be expelled from the course with grade "0".*
- *In case of missed midterm or final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.*
- *Submission or retaken of any assessment activities after deadlines are forbidden.*

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

****** NO MAKE –UP QUIZZES AND EXAMS ******

Schedule

Class #	Research Projects	Assignments Due	Points (for each assessment activity)
Class 1	Topic 1 Theoretical and organizational basis for financing decision making Intro, Concept of financing decision making, An Overview of Financial Management and Financial Environment	Review Lecture Test Assignment	15 10 Total 25
Class 2	Topic 2 The Basic of Capital Budgeting Essence, and function of capital. Classification of capital. Goals and stages of capital management	Review Lecture Test Assignment	20 5 Total 25
Class 3	Topic 3 Tactical Financial decisions Key indicators of capital management efficiency. Choice of sources of funds. Duration.	Review Lecture Assignment	Total 25
Class 4	Topic 4 Capital valuation and structure optimization Equity valuation techniques. Calculation of the weighted average cost of capital.	Review Lecture Assignment	Total 20
Class 5	Topic 5 Capital structure optimization Factors affecting the structure of capital. Concept and criteria for optimizing the structure of capital. Models of capital structure optimization	Review Lecture Test Assignment	20 10 Total 30
Class 6	Complex quiz Grant Element. Loan Duration. Bond Duration	Test	Total 30
Class 7	Calculations. Capital valuation and structure optimization Weighted average cost of capital, Effect of financial leverage	Assignment	Total 20
Class 8	Topic 6 Portfolio management The concept of «asset portfolio», approaches to their classification. Tasks and peculiarities of portfolios management. The concept, goals and objectives of managing a portfolio of securities. Strategies for the formation of the portfolio of securities.	Review Lecture Test Assignment	20 10 Total 30
Class 9	Topic 7 Investment policy Investment project. Types of investment policy. Risks affecting investment decision. Risk Balanced Scorecard.	Review Lecture Test Assignment	20 10 Total 30
Class 10	Topic 8 Risk-adjusted return Sharpe Ratio. Treynor Ratio. Jensen's Alpha Risk Adjusted Return. Modigliani Risk Adjusted Performance	Review Lecture Test Assignment	20 5 Total 30

Class 11	Topic 9 Cash Flow Management Purpose, tasks and stages of cash flow management. Concept, criteria and methods for optimizing cash flows. Baumol model. The Miller and Orr (MO) model. Cash flow budget and payment schedule.	Review Lecture Test Assignment	20 10 Total 30
Class 12	Topic 10 Liquidity provision. External and internal factors influencing on the level of liquidity. Strategies and tools for managing liquidity. Immunization of the balance. GAP.	Review Lecture Test Assignment	20 20 Total 25
Midterm Exam (20%)			200
Class 13	Topic 11 Profitability management Goals and objectives of profitability management. Profit formation and distribution. Interrelation between risks and profitableness. Strategies for maximizing profits and minimizing risks.	Review Lecture Test Assignment	20 5 Total 25
Class 14	Topic 12 Financial Stability and Reliability The concept, goals and objectives of financial stability and reliability assessment. Indicators for assessing financial stability and reliability, their criteria values. Model of financial equilibrium	Review Lecture Test Assignment	20 5 Total 25
Class 15	Topic 13 Crisis financial management Financial crisis and its consequences. The essence and mechanism of preventive crisis management. Strategies for financial recovery at different stages of the crisis. Methods of bankruptcy forecasting. Tools of crisis financial management.	Review Lecture Test Assignment	20 5 Total 25
<i>Final Exam (40%)</i>			<i>400</i>

* *The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 22.01.2022 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



Л.В.Жарова

Викладач



Т.М.Гордієнко