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SUPPLEMENT

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### Busse Place (B): Marisa's Dilemma

Arthur I Segel; John H. Vogel Jr.

Added on Jul 26, 2016

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**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 214104-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : IndeStudy2016Finance

Marisa Sanchez, a new Associate at Douglas Private Equity Advisors, confronts a dilemma when she is asked by a Senior Vice President (SVP) to do due diligence on a deal he wants to bring before the investment committee which will include the SVP, Douglas' owner and founder and others. The meeting is timed just before annual bonus season. Marisa's due diligence findings indicate that her boss, the SVP, has significantly misrepresented the market information and that the pricing should be considerably less than he is advocating. He asks her to manipulate the numbers, "to make the numbers work." She has to decide, when asked at the committee meeting, what to say and how.

SUPPLEMENT

EDUCATOR COPY

### Financing of Project Achieve (B)

Mihir A. Desai

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 200053-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : IndeStudy2016Finance

Supplements the (A) case.

CASE

SUPPLEMENTS  
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TEACHING NOTE

### Kendle International, Inc.

Dwight B. Crane; Paul W. Marshall; Indra A. Reinbergs

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School

**Product #** : 200033-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Candace Kendle and Christopher Bergen, the CEO and COO of Kendle International, Inc., are reviewing ways to finance the growth of their privately-owned company. Kendle is a contract research organization that conducts clinical drug trials for pharmaceutical and biotechnology companies. To compete more effectively, Kendle plans to grow through international acquisitions. It is now time to decide whether to go ahead with a full program of two European acquisitions, a large debt financing through Nationsbank, and an initial public offering to repay the debt and provide cash for future acquisitions. The falling stock prices of Kendle's competitors add pressure to the situation. Teaching purpose: To develop skills in designing and implementing an integrated financial and acquisition strategy.

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■ **CASE**

SUPPLEMENTS  
EDUCATOR COPY

**Long-Term Capital Management, L.P. (C)**

Andre F. Perold

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 200009-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Long-Term Capital Management, L.P. (LTCM) was in the business of engaging in trading strategies to exploit market pricing discrepancies. Because the firm employed strategies designed to make money over long horizons—from six months to two years or more—it adopted a long-term financing structure designed to allow it to withstand short-term market fluctuations. In many of its trades, the firm was in effect a seller of liquidity. LTCM generally sought to hedge the risk—exposure components of its positions that were not expected to add incremental value to portfolio performance and to increase the value-added component of its risk exposures by borrowing to increase the size of its positions. The fund's positions were diversified across many markets. This case is set in late August 1998. LTCM's fund was down nearly 40% since the beginning of 1998, with most of this loss having occurred in recent weeks. LTCM was evaluating the fund's liquidity and considering alternative courses of action. Possible choices included attempting a rapid reduction of many of the fund's positions and trying to raise additional capital.

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■ **CASE**

SUPPLEMENTS  
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**Buckingham Park**

Arthur I Segel; Joshua A. Katzin

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 205085-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

In September, 2004, Stephen Lebowitz, President of CBL, a \$6 billion publicly traded shopping mall real estate investment trust (REIT) with over 70 million square feet, is considering acquiring 170 acres for a new retail development at a racetrack site in Southern New Hampshire. First, Stephen has to calculate the value of the land to make his bid based on current market conditions and local zoning. Next, Stephen has to consider how the public securities markets will react, good and bad, to a shopping center REIT doing a new development at this time.

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■ **CASE**

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TEACHING NOTE

**Compass Box Whisky Company**

Romana L. Autrey; Devin Shanthikumar

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School

**Product #** : 108032-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Compass Box Whisky Company is facing a changing supply situation and is evaluating switching to a business model with high inventory and long lead times. The company must consider what the change will mean for operations, risk, and measuring profitability.

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■ **SUPPLEMENT**

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**Sun Microsystems, Inc.--1987 (B)**

TEACHING NOTE

Carliss Y. Baldwin; Jack Soll

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 290052-PDF-ENG  
**Length** :  
**Format** : PDF  
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Describes a specific opportunity to seek financing from AT&T as part of a proposed technological joint venture. Students must consider the price paid and control rights attached to a large block of shares and outline a negotiating position for each side.

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■ **MODULE NOTE FOR INSTRUCTOR**

EDUCATOR COPY

**Finance in Weak Institutional Environments**

Mihir A. Desai; Kathleen Luchs

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 206127-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Instructor's guide - not available for classroom use.

Describes the sixth module in the International Finance course at Harvard Business School. The module explores the issues confronting firms that operate in weak institutional environments. The cases examine situations where investor protections are limited and how firms can respond to these environments, how they impact the financing choices of firms, and the possibility of non-national recourse in response to an expropriation. The module note provides instructors with an overview of the module, the cases, and the teaching notes and explains how this module fits into the overall International Finance course. Includes a brief description of the framework developed in the course and the note explains the application of this framework to the cases in this module. Also includes descriptions of the two cases in the module and the analysis required in each case; an explanation of the learning objectives and suggested assignment questions for the cases; and information on additional materials useful in teaching the cases. The module note concludes with references to relevant academic literature and a bibliography.

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■ **CASE**

SUPPLEMENTS  
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**Tribune Company, 2007**

Timothy A. Luehrman; Eric Seth Gordon

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 208148-PDF-ENG  
**Length** :  
**Format** : PDF  
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This case describes the proposed acquisition of Tribune Company by Sam Zell in 2007. Tribune Company is one of the largest newspapers and broadcasting companies in the United States. Zell's proposed acquisition is unusual in several respects. It is two-tiered, employs an ESOP as the acquisition vehicle, involves a high degree of leverage as well as significant asset sales, and Zell himself will own almost no common stock in the post-deal Tribune. The case is set in late October 2007, at which point the first stage of the acquisition has been completed, but the second stage has not. Recent deterioration in both Tribune's operating results and credit market conditions make it unclear whether the transaction can be closed as scheduled in 2007, or indeed at all.

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■ **SUPPLEMENT**

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**Xedia and Silicon Valley Bank (B2): The Company's Perspective**

TEACHING NOTE

Paul A. Gompers; Jon M. Biotti

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 298121-PDF-ENG  
**Length** :  
**Format** : PDF  
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Supplements the (A) case.

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■ **CASE**

SUPPLEMENTS

**Barclays Bank and Contingent Capital Notes, 2012**

EDUCATOR COPY

Lucy White; Trent Kim

TEACHING NOTE

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 214063-PDF-ENG  
**Length** :  
**Format** : PDF  
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In 2012, regulatory changes following the financial crisis mean that Barclays Bank is faced with the need to raise large amounts of capital in order to comply with increased capital requirements, tightening rules as to the "quality of capital," and increased risk weights for its capital markets assets. The bank is contemplating offering contingent capital bonds, which would act like debt during "normal times" but would convert to create capital should the bank hit a "triggering event." How should these instruments be designed? Can they be attractive for the bank and for investors?

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■ **CASE**

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**Pet Doctors--1999**

Paul A. Gompers

Added on Jul 26, 2016

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**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 200016-PDF-ENG  
**Length** :  
**Format** : PDF  
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Describes the decisions confronting David Hodges and Garret Turley about whether to grow their chain of veterinary clinics in the United Kingdom. Turley and Hodges must decide whether to attempt to speed up their acquisition pace and raise venture capital.

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■ **CASE**

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**Investing in Japan**

Luis M. Viceira; Peter Hecht

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 203036-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

The evolution of the macroeconomic environment, capital markets, financial institutions (including banks, public and private pension funds, and mutual funds), and financial regulation in Japan during the period 1980 to 2002, are examined long-term demographic projections for Japan are presented.

## ■ CASE

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**ABRY Partners, LLC: WideOpenWest**

Josh Lerner; Darren Smart

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 806116-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

ABRY, a Boston-based private equity group, is considering whether to terminate its investment in WideOpenWest or to try to salvage the transaction by acquiring a division of telecommunications unit Ameritech.

## ■ CASE

SUPPLEMENTS  
EDUCATOR COPY  
TEACHING NOTE**Simon's Hostile Tender for Taubman (A)**

Nabil N. El-Hage

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 205052-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

Simon Property Group launched a hostile tender offer for upscale Taubman Centers. This case discusses issues of Real Estate Investment Trust (REIT) valuation, financial policy, and corporate governance, as Robert Taubman and his company's independent directors must decide whether to accept the \$20 per share offer and, if not, what other action to take.

## ■ CASE

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TEACHING NOTE**Tom Paine Mutual Life Insurance Co.**

Ronald W. Moore

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 291030-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

A junior portfolio manager at a major life insurance company must choose among various public and private debt alternatives in connection with the funding of a new Guaranteed Investment Contract. The case serves as an introduction to life insurance companies as suppliers of intermediate- and long-term financing and to the key differences between public corporate debt, private corporate debt, and commercial mortgages.

SUPPLEMENTS

## CASE

## Stryker Corp.: In-sourcing PCBs

Timothy A. Luehrman

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 207121-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Examines a proposed investment in the capability to manufacture printed circuit boards (PCBs) in-house rather than buying them from third-party contract manufacturers. Stryker Corporation's Instruments business is considering the proposal in response to difficulties with existing suppliers. Requires students to formulate and execute basic quantitative capital budgeting analyses, specifically, to compute net present value (NPV) internal rate of return (IRR) and payback period.

## CASE

## Roche's Acquisition of Genentech (audio version)

Carliss Y. Baldwin; Bo Becker; Vincent Dessain

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 210040-AU3-ENG  
**Length** :  
**Format** : Audio MP3  
**Used in Folders** : [IndeStudy2016Finance](#)

Franz Humer, CEO of the Roche Group, must decide whether to mount a hostile tender offer for the publicly-owned shares of Roche's biotechnology subsidiary, Genentech. The case provides opportunities to analyze Roche's strategy with respect to Genentech, the pros and cons of merging the two companies with different cultures, the value of Genentech, and the tactics of a hostile tender offer.

## CASE

## Seeking Alpha in the Afterlife: CMG Life Services and the Life Settlement Industry

Lauren H. Cohen

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 214011-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

The work of CMG Life Services provides a window into the life settlement industry, showing the difficulties that one young company faces in trying to solve a market failure. This case uses CMG's strategic dilemma to both illuminate the mechanics of a small, inefficient market and show how the success or failure of a market can sometimes depend on more than intrinsic value. The case lays out disagreement about the future of the industry, and even within the industry as key players differ on the most promising path forward. Ultimately, the promise of the life-settlement market for both insurance policy holders and investors may not be realized, and the case lays out the strategic impasse and key factors that will dictate its resolution.

## SUPPLEMENT

## Iceland (B): Redefining Aaa-Rated Sovereigns

Aldo Musacchio

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance

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SUPPLEMENTS

AUDIO SAMPLE

TEACHING NOTE

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**Source** : Harvard Business School  
**Product #** : 709012-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

In May of 2008, a team of sovereign debt analysts at Moody's had to decide whether to downgrade the country's sovereign long-term debt from Aaa to Aa1 or lower. Investor sentiment toward Iceland had changed radically in March, and the Moody's team was fearful that the situation could spiral out of control. The Moody's team knew that carry traders increased Iceland's vulnerability to a confidence crisis because they were quick to liquidate their holdings at the first sign of distress. The plunge in the Icelandic Krona since the beginning of 2008 also forced the Icelandic people to confront a decision: would joining the European Union (EU) protect Iceland from capricious swings in investor sentiment? What, if anything, should Iceland do to avoid a future crisis?

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■ **CASE**

**Pinkerton (A)**

Scott P. Mason; Adam S. Berger

Added on Jul 26, 2016

▼ [Details](#)

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 291051-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

A California based security guard firm considers the acquisition of another security guard company. The value of the target firm and the financing of the acquisition are the key issues.

[SUPPLEMENTS](#)  
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[TEACHING NOTE](#)

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■ **CASE**

**Aurora Capital Group - Douglas Dynamics**

Nabil N. El-Hage; Birche Fishback; Blake Gottesman; Michael Marino

Added on Jul 26, 2016

▼ [Details](#)

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 209010-PDF-ENG  
**Length** :  
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To maximize their effectiveness, color cases should be printed in color.

Aurora Capital, a US Private Equity firm, contemplates whether to acquire Douglas Dynamics, the leading US maker of snow plows. Does a business that is highly dependent on the weather, and is seasonal, make a good LBO candidate? This case provides a good introduction to the LBO business. What are the characteristics of a successful LBO? And how do successful PE firms create value by acquiring such companies?

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■ **CASE**

**The Vanguard Group, Inc. in 2015: Celebrating 40**

Adi Sunderam; Luis M. Viceira; Allison M. Ciechanover

Added on Jul 26, 2016

▼ [Details](#)

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 216026-PDF-ENG  
**Length** :  
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## ■ CASE

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TEACHING NOTE

**Continental Carriers, Inc.**

W. Carl Kester

Added on Jul 26, 2016

▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 291080-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

A U.S. trucking company is considering using debt for the first time to acquire another company. The directors of the company are divided in their opinion of the likely impact of leverage on Continental Carriers' performance. Their differences must be reconciled and a decision reached about whether to issue new debt or equity to fund the acquisition. Students are introduced to the impact of leverage on performance variables such as profits, growth, earnings per share, and stock price. A rewritten version of an earlier case.

## ■ CASE

EDUCATOR COPY

**S&P Indices and the Indexing Business in 2012**

Luis M. Viceira; Alison Berkley Wagonfeld

Added on Jul 26, 2016

▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 213049-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

In June 2012, Standard & Poor's Indices is finalizing a deal with the CME Group, the largest global exchange for futures and options and majority owner of Dow Jones Indexes, to combine their respective indices business into a new joint venture called S&P Dow Jones Indices. This case discusses the index provider business model through the lenses of this transaction: sources of revenue and profitability, business valuation, uses of indexes in the money management industry, types of indexes, intellectual property protection issues, and competition, marketing, and growth opportunities. The case makes special emphasis on the strategic drivers for business consolidation and combination in an environment of increased competition, trends toward self-indexation, and growth of indexing at a global scale.

## ■ CASE

SUPPLEMENTS  
EDUCATOR COPY**Nexgen: Structuring Collateralized Debt Obligations (CDOs)**

George Chacko; Peter Hecht; Marti Subrahmanyam; Vincent Dessain; Anders Sjoman

Added on Jul 26, 2016

▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 205121-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

A client asks Luc Giraud, CEO of the structured finance solutions provider Nexgen Financial Solutions, to put together a solution that allows the client to add AAA-rated bonds to its portfolio. The client cannot find suitably priced top-rated bonds in the market and wonders whether Nexgen can use lower grade bonds to create AAA-equivalent instruments. The process of securitization packages together securities to create new securities with different risk and return profiles.

## ■ CASE

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**Gemini Investors**

Richard S. Ruback; Royce Yudkoff

Added on Jul 26, 2016

▼ Details



**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 211066-PDF-ENG  
**Length** :  
**Format** : PDF  
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Gemini Investors was a private equity firm focused on small and lower middle market businesses. Gemini's target investment size was between \$4 million and \$6 million and a typical portfolio company had revenue of between \$8 million and \$30 million. In early 2015, Gemini was completing the investment of Gemini's Fund V and it was deciding whether it should raise a fund sized similarly to their prior funds, or alternatively, raising a significantly larger fund.

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■ **CASE**

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TEACHING NOTE

**Vanguard Group, Inc. (A)**

Jay O. Light; James E. Sailer

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 293064-PDF-ENG  
**Length** :  
**Format** : PDF  
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Deals with the general mission and strategy of a large mutual fund complex.

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■ **CASE**

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TEACHING NOTE

**An Tai Bao Coal Mining Project**

W. Carl Kester; Richard P. Melnick

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 288041-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

An Tai Bao is the world's largest open-pit coal mine and is located in China's Shanxi province. After eight years of planning and negotiating, Occidental Petroleum, the foreign partner in the deal, is about to sign an ownership and financing agreement for \$475 million that involves \$20 million of its own equity and limited recourse. The deal contains a number of unusual features including the tying of recourse to nonconcurrent, partial competition tests, and a covenant forcing sponsors to buy back the entire project from the joint venture owning it in the event of postcompletion default. Students are required to determine if the terms of the deal are attractive to each of the parties involved.

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■ **CASE**

SUPPLEMENTS

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TEACHING NOTE

**AIT Group Plc**

G. Felda Hardymon; Josh Lerner; Ann Leamon

Added on Jul 26, 2016

▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 803104-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

A U.S. venture capital firm has just learned that the deal structure for purchasing an illiquid U.K. software firm is unacceptable to institutional investors. The group must decide if it still wants to go through with the deal. This

decision hinges on whether the investors are confident that their due diligence has uncovered all the issues that affect both the price the investors will pay for the company and the additional amount they need to provide to help it recover.

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**CASE**

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**Zeswitz Music**

Richard S. Ruback; Royce Yudkoff

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 215034-PDF-ENG  
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**CASE**

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**Private Equity Finance Vignettes: 2014**

Paul A. Gompers; J. Daniel Kim

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 213026-PDF-ENG  
**Length** :  
**Format** : PDF  
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This case contains four vignettes that provide an introduction to the issues covered in the course, Private Equity Finance.

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**CASE**SUPPLEMENTS  
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TEACHING NOTE**Fojtasek Companies and Heritage Partners--March 1995**

Samuel L. Hayes; Josh Lerner

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 297046-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

The Fojtasek Companies, a family business, faces several financing choices to address generational succession issues. Several buyouts have expressed interest in acquiring the firm outright; an investment bank has proposed a leveraged recapitalization; and a private equity group, Heritage Partners, has proposed a hybrid transaction.

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**CASE**SUPPLEMENTS  
EDUCATOR COPY  
TEACHING NOTE**BEA Associates: Enhanced Equity Index Funds**

Andre F. Perold

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 293024-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

BEA's enhanced index fund product uses derivatives and cash market securities to find the most efficient way to "track an index." The considerations involve transaction costs, custodial fees, withholding taxes on dividends, and fees from securities lending. In this case, BEA is faced with the task of investing an off-shore portfolio so as to track the S&P 500. The choices include buying the underlying stocks, buying an S&P 500-index-linked note, buying futures or doing an S&P 500 swap, and investing in a variety of short-term fixed-income alternatives.

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**CASE**

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**Longbow Capital Partners**

Malcolm P. Baker; Samuel G. Hanson; James Weber

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 215026-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Longbow Capital Partners is a value-oriented long/short hedge fund focused on stocks in the energy sector. In January 2011, Longbow invested in NiSource, a Fortune 500 company that owns a diverse portfolio of regulated energy businesses. In late 2014, Longbow was deciding whether or not to maintain its position in NiSource. To make this decision, students must perform a discounted dividend analysis to determine the fundamental value of NiSource's stock. Students are also asked to perform a sum-of-the-parts analysis to assess the implications of NiSource's recent proposal to pursue a tax-advantaged spin-off its pipeline business.

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**SUPPLEMENT**

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TEACHING NOTE

**The Politics and Economics of Accounting for Goodwill at Cisco Systems (B)**

Karthik Ramanna

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 109003-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Studies the role of Cisco in setting current US accounting standards for acquisitions and goodwill. Students are asked to analyze an acquisition in the context of an ongoing political debate on mergers accounting.

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**CASE**SUPPLEMENTS  
EDUCATOR COPY**Atlantic Corp.**

Peter Tufano

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 286004-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Two forest products manufacturers negotiate the sale of a group of assets. ACRS would allow the buyer to rapidly depreciate the stepped up basis to justify a high valuation. The seller recently paid greenmail, and this transaction may be linked to its desire to avoid paying off a second investor.

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**CASE**

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**Richina Capital Partners Ltd.**

William A. Sahlman; Jason Green

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 396059-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

Richard Yan and Suzanne Foels raise a \$52.5 million fund to invest in Chinese companies in concert with major multinational companies. They face all the challenges of starting a business from scratch in addition to the challenges of operating in a cross-cultural environment with poor infrastructure and a strict regulatory environment. At issue is how to expand successfully beyond their initial investments.

## ■ CASE

**Steel Street**

Arthur I Segel; William J. Poorvu; Ben Creo; Justin Ginsburgh

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 210010-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

The case involves repositioning an old 6-story warehouse in Pittsburgh and many of the issues of rehabilitation and selecting and managing the development team especially in a world of capital market uncertainty. The case also demonstrates the alignment of interests of the players, the construction process and the various methods available to contract with the general contractor including lump sum, cost-plus and guaranteed maximum price.

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TEACHING NOTE

## ■ CASE

**Affinity Plus (A)**

Dennis Campbell; Peter Tufano

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 209026-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

The executive team at Affinity Plus Federal Credit Union has pushed the concept of members first deeply throughout the organization, empowering employees to put member-owners' interests ahead of either the organization's interests or their own interests. As a result of this focus, the credit union must determine what to do with its profitable indirect auto lending business, which some see as inconsistent with the strategic direction set by the management team.

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TEACHING NOTE

## ■ CASE

**Zoots--Financing Growth (A)**

Michael J. Roberts; William A. Sahlman; Todd Krasnow

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 807139-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

Traces the genesis and founding of Zoots, the largest chain of dry cleaning establishments in the U.S. Founded by

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some of the founders of the very successful Staples chain, the company raises a very large amount of capital without fully proving its business model, and by 2006 is in need of yet more funding. Pushes students to dissect the business model and current operations--and their financial performance--and figure out what went wrong initially, if the business model and operations are now on solid footing, and, assuming capital can be raised, whether it is better to take the "bird in the hand" of significant capital at an admittedly disappointing valuation, or wait for a strategic investor who would pay a higher price but will need significantly more time to complete due diligence.

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**CASE**

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**Higgins vs. Commissioner**

Henry B. Reiling

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 285008-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Discusses the issue of whether an activity is a trade or business. The Court held that the taxpayer's very substantial stock and bond portfolio management activities were not a trade or business, whereas the taxpayer's real estate activities did constitute a trade or business. Following the case, an important 1987 U.S. Supreme Court decision reaffirming Higgins is summarized. By Justice Reed.

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**Xedia and Silicon Valley Bank (C): The Final Agreement**

Paul A. Gompers; Jon M. Biotti

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 298122-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Supplements the (A) case.

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**CASE**SUPPLEMENTS  
EDUCATOR COPY**Vanguard Group, Inc.--1998**

Andre F. Perold

Added on Jul 26, 2016

## ▼ Details

**Discipline** : Finance  
**Source** : Harvard Business School  
**Product #** : 299002-PDF-ENG  
**Length** :  
**Format** : PDF  
**Used in Folders** : [IndeStudy2016Finance](#)

Since the beginning of 1997, Vanguard's assets under management have increased more than 60% from \$240 billion to almost \$400 billion, making it second in market share only to Fidelity. Vanguard views this success as another vindication of its low-cost strategy of no-load funds, small expense ratios, candid client communication, high-quality service, and predictable performance. But the organization also is mindful of the unprecedented changes occurring in the financial services industry. Financial institutions have been rapidly consolidating, with firms such as Citigroup, UBS, and Merrill Lynch each now holding customer and other assets in excess of a trillion dollars. And technology-especially the Internet-is dramatically altering the creation, pricing, and delivery of financial services. Vanguard has to carefully consider its future, and faces key decisions such as expanding its range of products and offering asset management services in other countries.

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**Fitzpatrick Hotel Group (B1): Niall Carroll**

Paul A. Gompers; Catherine Conneely

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 298003-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

Supplements the (A) case.

## ■ SUPPLEMENT

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**BlackRock Money Market Management in September 2008 (B)**

Kenneth A. Froot; David Lane

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 209139-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

This case highlights the issues surrounding money market mutual funds in the financial crisis of 2008.

## CASE

AUDIO SAMPLE

**Loewen Group, Inc. (audio version)**

Stuart C. Gilson; Jose Camacho

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 201062-AU3-ENG
<b>Length</b>	:
<b>Format</b>	: Audio MP3
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

A publicly traded funeral home and cemetery consolidator faces imminent financial distress. The company has aggressively grown through use of debt. Restructuring the debt is potentially very costly to creditors, shareholders, suppliers, and other corporate stakeholders. Cross-border and accounting issues potentially complicate the restructuring.

## ■ CASE

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**Sunbeam Oster Co., Inc.**

Steven R. Fenster; Paul J. Reiferson

Added on Jul 26, 2016

## ▼ Details

<b>Discipline</b>	: Finance
<b>Source</b>	: Harvard Business School
<b>Product #</b>	: 291052-PDF-ENG
<b>Length</b>	:
<b>Format</b>	: PDF
<b>Used in Folders</b>	: <a href="#">IndeStudy2016Finance</a>

Japonica Partners, an investment firm, is trying to determine whether there is any unseen value in Sunbeam Oster Co., Inc., a Chapter 11 debtor. If there is, Japonica must consider the means by which they can acquire control of a company in Chapter 11.

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CASE

Legacy Fund, Inc.

Jeffry A. Timmons; James Weber

Added on Jul 26, 2016

▼ Details

Discipline	: Finance
Source	: Harvard Business School
Product #	: 291010-PDF-ENG
Length	:
Format	: PDF
Used in Folders	: IndeStudy2016Finance

Two young HBS graduates propose to create a new venture capital fund in 1989. The case focuses on: 1) evaluation of the venture capital industry; 2) whether there is an opportunity for a new specialized fund; 3) the structuring of risks and rewards in the fund; 4) analysis of the required experience, know-how and networks needed to launch such a fund; and 5) the critical decisions facing the founders.

CASE

Real Property Negotiation Game: Buyer Case, Celia Hernandez (A)

Arthur I Segel; John H. Vogel Jr.

Added on Jul 26, 2016

▼ Details

Discipline	: Finance
Source	: Harvard Business School
Product #	: 209034-PDF-ENG
Length	:
Format	: PDF
Used in Folders	: IndeStudy2016Finance

The Real Property Negotiation Game simulates the experience negotiating the sale, purchase, or financing of a property. The class competes as either a lender, buyer, or one of two groups of sellers, Raleigh, North Carolina and Las Vegas, Nevada. The buyer case for the Real Property Negotiation Game. Celia Hernandez must decide which of two properties to purchase.

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