

Length

Format : PDF

Used in Folders : IndeStudy2016Finance

A new credit department manager plans to set the tone of his department by reviewing marginal accounts.

SUPPLEMENT

EDUCATOR COPY
TEACHING NOTE

ALZA and Bio-Electro Systems (B2): The Rights Offering

Josh Lerner; Peter Tufano Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 293126-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Supplements the (A) case. Describes the implementation of the CEO's decision.

CASI

SUPPLEMENTS EDUCATOR COPY

Common Fund Hedge Fund Portfolio

Andre F. Perold; William T. Spitz

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 297014-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

The Common Fund, a nonprofit consortium of educational institutions, is deciding whether to create a fund of hedge funds for its members, and if it does, which hedge fund managers to select.

CASE

EDUCATOR COPY

Blackstone Alternative Asset Management

Robin Greenwood; Luis M. Viceira; Jared Dourdeville

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 213129-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

This case explores reasons for Blackstone Alternative Asset Management's (BAAM's) growth from 2007-2013, a time when the overall fund of hedge funds industry contracted substantially. Additionally, the case analyzes evolving business models and value propositions within the fund of hedge funds industry. J. Tomilson Hill, CEO of BAAM and Vice-Chairman of The Blackstone Group, is the protagonist. At the time of the case, BAAM was considering two potential directions for future growth: 1) providing hedge fund products for the defined contribution pension space, and 2) beginning direct internal "manufacturing" of investments. In the context of the current fund of hedge funds industry, the case considers challenges and opportunities for these potential new areas for growth.

SUPPLEMENT

EDUCATOR COPY

Kohler Co. (B)

Belen Villalonga; Raphael Amit Added on Jul 26, 2016

▼ Details

Discipline : Finance

EDUCATOR COPY

Source : Harvard Business School

Product # : 207025-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Supplements the (A) case.

CASE

Houghton Mifflin Harcourt Stuart C. Gilson; Sarah L. Abbott

Stuart C. Gilson, Saran L. Abi

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 211027-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

One of the leading publishers of textbooks and other educational materials for the U.S. K-12 educational instruction market has suffered a dramatic decline in sales and profits in the wake of the 2008-2009 financial market crisis and economic recession and is now overburdened with debt. To regain its competitiveness, the company has to significantly reduce its debt by billions of dollars. Company management is trying to decide which of several options is best for achieving this goal, including filing for Chapter 11 bankruptcy, restructuring its debt out-of-court, or filing a "pre-packaged" Chapter 11 bankruptcy.

CASE

IBET Pension Fund

Arthur I Segel

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 800133-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Marisa Caris oversees real estate investments for the IBET Pension Fund. She must value each of the existing eight properties and determine a strategy for going forward. A rewritten version of an earlier case.

SUPPLEMENT

ALZA and Bio-Electro Systems (B1): Rights Offering Strategy

Josh Lerner; Peter Tufano Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 293125-PDF-ENG

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

Supplements the (A) case. Describes the CEO's decision.

CASE

Noble Group

C. Fritz Foley; Michael Shih-ta Chen; Matthew Johnson; Linnea Meyer

Added on Jul 26, 2016

▼ Details

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Discipline : Finance

Source : Harvard Business School

Product # : 210021-PDF-ENG

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

What role does trade finance play in facilitating global supply chain management? Richard S. Elman, founder and CEO of Noble Group Ltd., a global commodities trading company based in Hong Kong, must raise capital to support the firm's working capital and investment needs. In evaluating by which means Elman should raise capital, students must consider issues relating to the payment terms and financing arrangements used in world trade, as well as the risk management and operating decisions of a trade intermediary.

CASE

SUPPLEMENTS EDUCATOR COPY

School Specialty, Inc.

Stuart C. Gilson; Kristin Mugford

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 214084-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Set in 2013, School Specialty was a financially troubled supplier of educational products to primary and secondary schools in the United States. The company planned to file Chapter 11 in order to address its excessive debt load, but needed to arrange debtor-in-possession financing to provide liquidity while in bankruptcy. The company has received a financing proposal from its existing term loan lender that includes some aggressive and unusual features. This includes the requirement that, immediately upon filing for Chapter 11, School Specialty undertake to sell its assets under Section 363 of the U.S. Bankruptcy Code. The Company must decide whether to accept this proposal, and what other options may be available.

CASE

EDUCATOR COPY

Paul Capital Partners: Secondary Limited Partnership Investing

David S. Scharfstein Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 209089-PDF-ENG

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

This case examines the proposed purchase by Paul Capital Partners of a limited partnership (LP) interest in a private equity fund. Paul Capital has a fund dedicated to buying these "secondary" LP interests. The case is intended as a vehicle for discussing the secondary LP market as well as the valuation of LP interests.

SUPPLEMENTS EDUCATOR COPY

Wilson Lumber Co.

Thomas R. Piper Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 286122-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

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The Wilson Lumber Co. is faced with a need for increased bank financing due to its rapid sales growth and low profitability. Students must determine the reasons for the rising bank borrowing, estimate the amount of borrowing needed, and assess the attractiveness of the loan to the bank. A rewritten version of an earlier case by J.K. Butters.

CASE

Dimensional Fund Advisors--1993

Jay O. Light

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 294025-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

A small California-based money manager is now offering specialty products for institutional investors based upon recent financial research findings.

CASE

EDUCATOR COPY TEACHING NOTE

China Merchants Bank: Here Just For You

F. Warren McFarlan; Chen Guoqing; Zhu Hengyuan; Bin Yang; Michael Shih-ta Chen; Wai Shun;

Yan Yang; G.A. Donovan Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 307081-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Founded in 1987, China Merchants Bank (CMB) is a pioneer in the use of technical innovation and IT as a competitive tool in the rapidly evolving Chinese banking sector. With a relatively small branch network when compared to its larger competitors, CMB uses an IT-driven strategy to introduce an "all-in-one" card, which integrates a suite of financial products to drive its personal banking business enabling CMB to be ranked 6th among China's commercial banks and 2nd among the other national commercial banks in terms of total assets as of June 2006. Underlying its excellence in personal banking is CMB's leadership in developing its credit card business. By April 2006, CMB had issued a total of over 5 million credit cards, capturing one-third of the Chinese credit card market. In September 2006, CMB's IPO in Hong Kong fetched about \$2.4 billion and, given deregulation in the banking sector in China, CMB's President was presented with new challenges and opportunities concerning how such funds should be productively allocated to ensure CMB's competitiveness.

CASE

E.I. du Pont de Nemours & Co.--1983

Robert R. Glauber Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 284062-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Reviews changes in Du Pont's debt policy from 1965 to 1982. This period ended with a dramatic increase in Du Pont's debt level attendant upon the merger with Conoco. Students are asked to develop a new debt policy for Du Pont in the 1980s.

CASE

Fremont Financial Corp.

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TEACHING NOTE

Erik Sirri; Ann Zeitung Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 294054-PDF-ENG

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

Fremont Financial is an asset-based lender to middle-market companies. The firm has three options to raise capital to finance its loan portfolio. Fremont can (1) extend its existing bank line of credit, (2) issue commercial paper through a special purpose-conduit, or (3) securitize and sell the loan portfolio into the capital markets. The case emphasizes the problems and potential solutions to asymmetric information and moral hazard problems that are endemic to financial intermediation.

■ SUPPLEMENT

EDUCATOR COPY
TEACHING NOTE

Xerox Technology Ventures: January 1997

Josh Lerner

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 298109-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Supplements Xerox Technology Ventures: March 1995.

■ CASE EDUCATOR COPY

Dollarama Inc. Andre F. Perold Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 210041-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

To maximize their effectiveness, color cases should be printed in color.

Dollarama is the leading operator of dollar stores in Canada. The firm performed extraordinarily well after a leveraged buyout in 2004, and recently executed a highly successful IPO. The company sources its goods primarily from Asia. It has strong brand recognition and competitive advantages in operations, purchasing, and merchandising. In the face of margin pressures, Dollarama recently took the risky decision to move from the single one dollar price point to multiple price points. The additional price points offer some flexibility, but customers' appetite for purchasing products priced above \$1 has yet to be fully determined. Dollarama is on a fast growth track but remains chiefly concerned about its vulnerability to supply disruptions and to increases in merchandise costs from higher input prices. The firm appears quite overvalued based on a multiples analysis, but considerably undervalued based on a discounted cash flow analysis.

■ CASE EDUCATOR COPY

Sarvega

Paul A. Gompers; Vanesa Del Valle Broussard

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 204137-PDF-ENG

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Length

Format : PDF

Used in Folders : IndeStudy2016Finance

David Cowan, general partner at Bessemer Venture Partners, has taken the lead on Sarvega, a Bessemer-backed company that was recently orphaned by the departure of one of Bessemer's other general partners. Cowan must decide whether to reinvest in Sarvega and, if so, under what terms.

CASE

Rosetree Mortgage Opportunity Fund

Victoria Ivashina; Andre F. Perold

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 209088-PDF-ENG

Length

Format : PDF

Used in Folders : IndeStudy2016Finance

In December 2008, in the midst of the worst financial crisis since the Great Depression, Rosetree Capital Management was evaluating the purchase of a pool of U.S. residential mortgages. The firm had formed an investment vehicle to acquire troubled residential mortgages from banks and other motivated sellers. The idea was to purchase mortgage loans at a discount and to work with individual borrowers to restructure their debts. Performing mortgages could then potentially be resold in the secondary market. The case provides cash flow projections in various economic scenarios that are revealing of the economics of troubled mortgages and home foreclosure. Rosetree needed to decide whether and how much to bid for the loans.

CASE

Yale University Investments Office

Josh Lerner; Jay O. Light Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 296040-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Yale University's investment office was responsible for managing its endowment, which totaled nearly \$4 billion in June 1995. Yale had developed a rather different approach to endowment management, including substantial investments in "less efficient" equity markets such as private equity, real estate, and "absolute return" investments. The investment office was now considering devoting even more of their assets to these markets.

■ CASE EDUCATOR COPY

CityCenter (B): Economics and Delivery

A. Eugene Kohn; John D. Macomber; Ben Creo

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 209094-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

To maximize their effectiveness, color cases should be printed in color.

Bill Smith is informed by his general contractor that a key component of the Aria Resort is going to be delayed. Aria is the centerpiece of CityCenter: a \$9 billion complex and a bet-the-firm decision for MGM Mirage. Smith must make a decision as to whether to force the general contractor to complete construction or to have the MGM Design Group

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take over this piece of the construction. The case also looks at the economics of the CityCenter project and discusses the organizational underpinnings needed to make a massive construction process a success.

■ CASE EDUCATOR COPY

Chad-Cameroon Petroleum Development and Pipeline Project (C)

Benjamin C. Esty; Aldo Sesia

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 206129-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Supplements the (A) case.

CASE EDUCATOR COPY

Polance: A Fachionable Opportunity

TEACHING NOTE

Polanco: A Fashionable Opportunity

Arthur I Segel; Ben Creo Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 209012-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

To maximize their effectiveness, color cases should be printed in color.

Roberto Charvel is a young MBA graduate making his first personal real estate investment in his native Mexico City. Charvel is planning to purchase and renovate a nine unit apartment building. Is the market good? Should he sell or lease the units? How should he handle other issues like the architectural designs, the construction process, and the legal process? How should he balance all the competing demands on his time? This case serves as an introduction to the multifamily property type.

SUPPLEMENT

Chase's Strategy for Syndicating the Hong Kong Disneyland Loan (B)

Benjamin C. Esty; Michael Kane

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 201086-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Supplements the (A) case.

SUPPLEMENT

Efficient Market Services: August 1993 (B1), EMS Management

Paul A. Gompers; Jeffrey A. Ferrell

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 298010-PDF-ENG

Length : Format : PDF

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Used in Folders : IndeStudy2016Finance

Supplements the (A) case.

SUPPLEMENT

Patel Food and Chemicals Private Limited (C) G. Felda Hardymon; Ann Leamon

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 808144-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Alok Patel, the founder and chairman of a Gujarat-based, privately held edible oils processor, is considering long-term liquidity opportunities for the company and its investors. He could list the company on one of the Indian exchanges, opt for a trade sale, or acquire a struggling French oils processor and after some consolidation, exit via a listing on the New York or London exchanges. Each options presents personal and professional benefits and disadvantages.

CASE

Metromedia Broadcasting Corp.

Scott P. Mason; Sally E. Durdan

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 286044-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Describes the market for high-yield, or "junk," bonds and includes summaries of academic research on the risk/return characteristics of high-yield securities. Describes the role of Drexel Burnham Lambert in the primary and secondary markets for high-yield debt. Decision focus is on a public offering of four high-yield securities issued by Metromedia Broadcasting Corporation in November 1984. The offering was used to refinance bank borrowings incurred in connection with Metromedia's June 1984 leveraged buyout. The securities offered included Serial Zero Coupon Notes due 1988-93, Senior Exchangeable Variable Rate Debentures due 1996, 15 5/8% Senior Subordinated Debentures due 1999, and Adjustable Rate Participating Subordinated Debentures due 2002. Proceeds from the offering totaled \$1.2 billion.

CASE

Patagonia Sur: For-Profit Land Conservation in Chile

Arthur I Segel; Nicolas Ibanez; Jay Verjee

Added on Jul 26, 2016

▼ Details

Discipline : Finance Source : Harvard Business School : 211103-PDF-ENG Product # Length : PDF **Format Used in Folders** : IndeStudy2016Finance To maximize their effectiveness, color cases should be printed in color. Warren Adams founded Patagonia Sur in 2007 as one of the world's first for-profit land conservation businesses. His goal was to purchase over 100,000 acres of land in southern Chile and to run a variety of sustainable businesses to generate annual returns for investors. Patagonia Sur planned to derive various streams of revenue from the land-including eco-tourism, sustainable land development, carbon credits, water rights and eco-brokeragethereby giving a financial return to investors on top of achieving a positive environmental impact. By 2011, Warren had raised over \$20 million from high net worth individuals and Patagonia Sur had over 60,000 acres in Patagonia

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under management. However, institutional investors seriously questioned whether Patagonia Sur could ever do more than break even on an annual basis. Further, they worried that in fact the risk of the investment went up significantly as the company spent both its capital and management time on so many different revenue streams. In addition, some investors felt that for-profit conservation was morally wrong. Warren needed to convince both individual and institutional investors that his vision would succeed in both generating returns and preserving the natural beauty of Patagonia.

SUPPLEMENT

Clarks at a Crossroads (C)

John A. Davis; Suzanne Stroh

Added on Jul 26, 2016

▼ Details

Length

Discipline : Finance

Source : Harvard Business School

Product # : 812115-PDF-ENG

Format : PDF

Used in Folders : IndeStudy2016Finance

Clarks (C) describes the turnaround of C&J Clarks Ltd., 1993-2002. It describes the roles of family chairman Roger Pedder, and CEO Timothy Parker, in this successful effort.

CAS

Bardhaman (A): Shrachi and the West Bengal Housing Board

John D. Macomber; Viraal Balsari

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 210062-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

To maximize their effectiveness, color cases should be printed in color.

A real estate developer decides whether to enter into a public private partnership with the government of West Bengal to develop a township on farmland. The decisions include whether to expand operations from the company's base in Kolkata to Bardhaman, 100 km away; whether to subdivide and sell raw land lots or follow the developer's vision and build a planned township; whether to enter into a public private partnership with the government of West Bengal, led by the Left Front and the Communist Party of India as equity partners; or whether to also accept a private equity firm into the project, what to build, and in what sequence.

SUPPLEMENT

One South: Investing in Emerging Markets (B)

Nicolas P. Retsinas; Justin Ginsburgh

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 210027-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

A United States private equity fund, The Saboput Group, must decide whether to invest in a new technology park development in Chennai, India. The B case provides the reader with due diligence observations, which reveal numerous potential problems with the investment. The reader must decide whether the The Saboput Group should go through with the investment.

CASE

503 Cricket Road

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TEACHING NOTE

William J. Poorvu; Donald A. Brown

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 396001-PDF-ENG

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

In September 2003, Mason Sexton, a young, inexperienced developer, was making plans to replace a rooming house he had inherited next to the University of Virginia campus in Charlottesville with a new 14-unit, 5-story apartment house. His attempts to assemble the information, approvals, and resources necessary to point out the steps and risks inherent in the development process. Using the example of a small-scale residential project, this case illustrates development lessons applicable to projects of any scale. A rewritten version of an earlier case.

CASE

Pioneer Petroleum Corp.

Richard S. Ruback Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 292011-PDF-ENG
Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

Pioneer is an integrated oil company. Its operations include exploration and development, production, transportation, and marketing. The case focuses on Pioneer's cost of capital calculations and its choice between a single company-wide cost of capital or divisional costs of capital. Provides students the opportunity to learn how to calculate a company-wide weighted average cost of capital. An appropriate measure of the cost of equity capital is presented so that students are able to challenge their understanding of key concepts by critiquing the company's measure and suggesting their own.

CASE

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TEACHING NOTE

General Motors Corp. (A): Overview

Peter Tufano; Markus F. Mullarkey; William J. Wildern

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 299006-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

The first in a four-part series, this case details the financial policies and practices at General Motors from 1990 to 1996. This part provides a brief introduction to the company.

■ SUPPLEMENT

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Ocean & Oil Holdings and the Leveraged Buyout of Agip Nigeria (C)

Peter Hecht; Onche Ugbabe

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 205045-PDF-ENG

Length : PDF

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Used in Folders IndeStudy2016Finance

Supplements the (A) case.

■ SUPPLEMENT The Abraaj Group and the Acibadem Healthcare Investment (B)

Paul A. Gompers; Bora Uluduz; Firdevs Abacioglu

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School : 214022-PDF-ENG Product #

Lenath : PDF Format

Used in Folders IndeStudv2016Finance

This case provides an update on the ultimate outcome of the transaction presented in The Abraaj Group and the Acibadem Healthcare Investment (A).

EDUCATOR COPY CASE

Bankers Trust: Global Investment Bank

Andre F. Perold; Kuljot Singh Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School Product # : 295010-PDF-ENG

Lenath

: PDF Format

Used in Folders IndeStudy2016Finance

This case is available in only hard copy format (HBP does not have digital distribution rights to the content). As a result, a digital Educator Copy of the case is not available through this web site.

In October 1992, Eugene Shanks, president of Bankers Trust New York Corp., and Brian Walsh, head of the Global Investment Bank (GIB) business unit, are considering a proposal for a large and complex financing involving the North Sea Oil Co. (NSOC). The financing structure involves the use of derivatives, exposing Bankers Trust New York Corp. to substantial oil price risk and credit risk. Its size of \$700 million and lengthy duration makes managing and laying off these risks in the financial markets a matter of prime concern. The proposed deal has been brought together by GIB, which was formed recently by merging Bankers Trust's capital markets and corporate finance functions. If successful, this deal will be an important barometer of the value that can be created by combining these traditionally separate functions.

CASE **EDUCATOR COPY**

Southland Corp. (B)

Richard S. Ruback; Elizabeth H. McNair

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School : 291039-PDF-ENG Product #

Length **Format** : PDF

Used in Folders : IndeStudy2016Finance

Examines Southland's financial difficulties following the LBO in 1987 up to the first restructuring plan in July 1990. The teaching objectives are: to explore the complexities of a failed leverage buyout and the operating restrictions that result from financial distress, to recognize that financing decisions can restrict future flexibility, to examine the dynamics of a restructuring with particular focus on the role of new equity, and the payoffs received by pre-existing claimholders, and to explain the complexity of accomplishing a restructuring outside of bankruptcy.

■ MODULE NOTE FOR INSTRUCTOR

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Financial Services for the World's Poor, Module Note for Instructors

Shawn Cole

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 213107-PDF-ENG

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

■ CASE Carol Brewer's Investments

Richard S. Ruback; Julia D. Stevens

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 204017-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Following her husband's death in 1994, Carol Brewer took over the management of her family's investments. This case describes the decisions Brewer made during this process, including her choice to seek active account management, her selection of an investment firm, and her determination of asset allocation within her portfolio. In 2003, Brewer is reassessing her previous investment choices and considering changes she might need to make in the future in light of her plans to retire in six years and live on the income from her investments.

 ■ CASE
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 Via Verde
 TEACHING NOTE

Arthur I Segel; Nicolas P. Retsinas; Philip Berkman; Sean Liu; Jared Katseff; Shawn Tuli Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School
Product # : 214105-PDF-ENG

Length : PDF

Used in Folders : IndeStudy2016Finance

Developers Jonathan Rose and Adam Weinstein were trying to determine which of three proposals to submit to the city of New York in response to a RFP to create an affordable housing project in the South Bronx. The site, referred to as Via Verde, was a 1.5-acre triangular brownfield in one of the poorest neighborhoods in New York City. It was 2006 and the housing market was peaking but had not yet crashed. Both Rose and Weinstein were experienced developers of low-income housing, the former as CEO of the Jonathan Rose Companies, a national developer, and the latter as CEO of Phipps Houses, the largest non-profit developer and manager of low-income housing in NYC. The three proposal options differed in their risk and return profiles for the developers, and differed in how much they incorporated health-oriented, mixed-income living for the residents.

CASE

Progressive Corporation: Variable Dividends

Timothy A. Luehrman; Brenda Chia

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 209004-PDF-ENG

Length

SUPPLEMENTS EDUCATOR COPY

: PDF **Format**

Used in Folders : IndeStudy2016Finance

To maximize their effectiveness, color cases should be printed in color.

In 2006, Progressive Corporation announced a change in its dividend policy. Henceforth, dividends would be paid annually rather than quarterly and, more important, would be set according to a formula that would result in considerably greater year-to-year variability than was the case historically. Under the new policy, dividends would be tied to the company's underwriting results, its performance relative to pre-determined goals, and a target payout ratio. Progressive's new policy was intended to help with overall capital management in the cyclical property and casualty insurance business.

CASE

EDUCATOR COPY TEACHING NOTE Mobile Energy Services Co.

Benjamin C. Esty; Aldo Sesia

Added on Jul 26, 2016

▼ Details

Discipline : Finance

: Harvard Business School Source

: 203061-PDF-ENG Product #

Length :

Format : PDF

Used in Folders : IndeStudy2016Finance

When Al "Chainsaw" Dunlap became CEO of the Scott Paper Co., the company owned a large, vertically integrated production facility in Mobile, Alabama. Dunlap sold part of the production facility, a cogeneration power plant (later known as Mobile Energy Services Co.), to the Southern Co. for \$350 million. This case is set in August 1995, when Mobile Energy Services Co. was trying to issue two bonds worth \$340 million to refinance its acquisition bridge loans. Potential bond investors must consider the risks associated with an "inside the fence" energy complex. In particular, they must consider how the transformation from a vertically integrated to a vertically separated facility will affect the power plant's creditworthiness and whether the contractual agreements that bind the parties and govern the operations will be as effective as uniform ownership. Because of vertical separation, Mobile Energy Service's ability to service its debt obligation depends on the long-term viability of the energy supply contract it has with the mills.

EDUCATOR COPY CASE

Windward Investment Management

Luis M. Viceira; Ricardo De Armas

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School

Product # : 211005-PDF-ENG

Length

: PDF **Format**

Used in Folders : IndeStudy2016Finance

To maximize their effectiveness, color cases should be printed in color.

Windward Investment Management has experienced rapid growth in assets under management in just ten years, from under \$30 million at year end 1999 to \$3.6 billion in 2010. Windward is one of the leading firms in the Registered Investment Advisor (RIA) industry that seeks to value for its investors through asset diversification and active macro-level investing. The firm implements its proprietary investment model by trading exclusively exchange traded funds (ETF). Windward is considering a range of future growth opportunities and how to finance those opportunities, including raising external capital. The case focuses on the decision of what opportunities Windward should consider and on the valuation of the firm if it decides to raise external capital.

EDUCATOR COPY CASE

CircleLending, Inc. 2006

Nabil N. El-Hage; Peter Tufano; Daniel Schneider

Added on Jul 26, 2016

▼ Details

: Finance Discipline

: Harvard Business School Source

7/26/2016 9:33 AM 14 of 16

: 206137-PDF-ENG Product #

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CircleLending, an innovative start-up, offered individuals the ability to set up and manage informal loans made between relatives and friends. The company must decide which market segment to focus on and then how much money to raise from investors. CircleLending is a pioneer in the informal lending market, a largely unstudied and little understood consumer finance segment. Asheesh Advani, the founder and CEO of CircleLending, must evaluate the relative attractiveness of various segments, including housing, small business, and other lending.

SUPPLEMENTS **AUDIO SAMPLE**

Refinancing of Shanghai General Motors (A) (audio version) Mihir A. Desai: Mark F. Veblen

TEACHING NOTE

SUPPLEMENTS **EDUCATOR COPY**

TEACHING NOTE

Added on Jul 26, 2016

▼ Details Discipline

: Finance

Source : Harvard Business School : 204031-AU3-ENG

Product #

Length

Format : Audio MP3

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The CFO of General Motors' joint venture in Shanghai, Shanghai General Motors (SGM), wants to refinance almost \$900 million of project finance it raised to begin operations. The highest priority is improving the terms of the financing with regard to costs and specific covenants. Several factors complicate the CFO's objective, including the presence of capital controls, the impending entry of China into the World Trade Organization, the joint venture partner's captive finance subsidiary, and the conflicting goals of the joint venture partners. The case illustrates how subsidiary financial decisions must trade off entity-level and parent-level concerns. It also illustrates how multinational financial decision making--including transfer pricing, repatriation, and funding decisions--must be designed to accommodate governance concerns, financial objectives, and the potentially divergent interests of joint venture partners. The framework of the on-going operational and investment decisions that Shanghai General Motors undertakes in its early growth demonstrates the "life cycle" of subsidiary finance. The case also touches on elements of foreign governments' attempts to regulate capital markets, the dynamic between domestic and international banks in competing for lending opportunities to multinational subsidiaries, and how subsidiary management can achieve the most desirable funding terms.

CASE

Bourland Companies

William J. Poorvu; John H. Vogel Jr.

Added on Jul 26, 2016

▼ Details

Discipline : Finance

Source : Harvard Business School Product # : 395151-PDF-ENG

Length : PDF **Format**

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Michael Bourland, the president of the Bourland Companies, needs to refinance two properties, an office building in southern New Hampshire and a retail property in Massachusetts. He is considering three alternatives: a renewal of a bank mini-perm, a 15-year mortgage from an insurance company, and a new securitized loan offered by the Bank of Boston. The case focuses on issues related to mortgage securitization and how it stacks up against other products in the market. Also raises issues about family real estate businesses.

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