



## Teaching Guide

Teaching Guide				
Identifying Data				2020/21
Subject (*)	Financial Planning		Code	611G02034
Study programme	Grao en Administración e Dirección de Empresas			
Descriptors				
Cycle	Period	Year	Type	Credits
Graduate	1st four-month period	Fourth	Obligatory	6
Language	GalicianEnglish			
Teaching method	Face-to-face			
Prerequisites				
Department	Empresa			
Coordinador	Calvo Silvosa, Anxo Ramon	E-mail	anxo.calvo.silvosa@udc.es	
Lecturers	Calvo Silvosa, Anxo Ramon	E-mail	anxo.calvo.silvosa@udc.es	
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Web				
General description	This subject belongs to the financial discipline set. It is aimed to give the students an overview of the financial planning process by using a specific model to draw up proforma financial statements. This model allows the students to assess the feasibility of the financial plan as well as its shareholder value creation capacity.			
	This subject is highly practise-orientated and uses concepts and knowledge drawn from other managing areas.			
Contingency plan	1. Modifications to the contents			
	No modifications			
	2. Methodologies			
	The initially scheduled teaching methodologies would be implemented online.			
	*Teaching methodologies that are modified			
	The aforementioned teaching methodologies would be implemented online.			
	3. Mechanisms for personalized attention to students			
	Tutorials are implemented online.			
	4. Modifications in the evaluation			
	All continuous assessment activities would be implemented online.			
*Evaluation observations:				
If possible, the final test would be implemented in a face-to-face way. Otherwise, it would also be implemented online.				
5. Modifications to the bibliography or webgraphy				
No modifications				

## Study programme competences

Code	Study programme competences
A1	Manage an enterprise or small organization, understanding their competitive and institutional position and identifying their strengths and weaknesses
A2	Integrate in any functional area of micro-firms or SMEs and perform fluently any management task commissioned
A3	Evaluate and foreseeing, from relevant data, the development of a company.
A4	Elaborate advisory reports on specific situations of companies and markets
A5	Write projects about specific functional areas (e.g. management, marketing, financial) of the company
A6	Identify the relevant sources of economic information and to interpret the content.
A8	Derive, based on from basic information, relevant data unrecognizable by non-professionals.



A9	Use frequently the information and communication technology (ICT) throughout their professional activity.
A10	Read and communicate in a professional environment at a basic level in more than one language, particularly in English
A11	To analyze the problems of the firm based on management technical tools and professional criteria
B1	CB1-The students must demonstrate knowledge and understanding in a field of study that part of the basis of general secondary education, although it is supported by advanced textbooks, and also includes some aspects that imply knowledge of the forefront of their field of study
B2	CB2 - The students can apply their knowledge to their work or vocation in a professional way and have competences typically demonstrated by means of the elaboration and defense of arguments and solving problems within their area of work
B3	CB3- The students have the ability to gather and interpret relevant data (usually within their field of study) to issue evaluations that include reflection on relevant social, scientific or ethical
B4	CB4-Communicate information, ideas, problems and solutions to an audience both skilled and unskilled
B5	CB5-Develop skills needed to undertake further studies learning with a high degree of autonomy
B6	CG1-Perform duties of management, advice and evaluation in business organizations
B7	CG2-Know how to use the concepts and techniques used in the various functional areas of the company and understand the relationships between them and with the overall objectives of the organization
B8	CG3- Know how to make decisions, and, in general, assume leadership roles.
B9	CG4-Learn to identify and anticipate opportunities, allocate resources, organize information, select and motivate people, make decisions under conditions of - uncertainty, achieve the proposed objectives and evaluate results
B10	CG5-Respect the fundamental and equal rights for men and women, promoting respect of human rights and the principles of equal opportunities, non-discrimination and universal accessibility for people with disabilities.
C1	Express correctly, both orally and in writing, in the official languages of the autonomous region
C4	To be trained for the exercise of citizenship open, educated, critical, committed, democratic, capable of analyzing reality and diagnose problems, formulate and implement knowledge-based solutions oriented to the common good
C5	Understand the importance of entrepreneurial culture and know the means and resources available to entrepreneurs
C6	Assess critically the knowledge, technology and information available to solve the problems and take valuable decisions
C7	Assume as professionals and citizens the importance of learning throughout life.
C8	Assess the importance of research, innovation and technological development in the economic and cultural progress of society.

Learning outcomes			
Learning outcomes		Study programme competences	
To understand the importance of corporate planning and financial planning in management.		A1	B1
		A4	B2
		A5	B3
		A6	B4
		A8	B6
		A11	B7
			B8
to understand valuation basis and logic more deeply.			B10
		A3	B1
		A4	B5
		A5	B7
		A6	B9
		A8	
		A9	
		A11	



To learn the bases of corporate financial modelling as well as to understand the links among financial concepts and different financial statements.	A1	B3	C5
	A2	B5	C6
	A3		C7
	A4		C8
	A5		
	A6		
	A9		
to be able to elaborate, communicate and defend a corporate plan using different financial planning models and widespread software tools.	A11		
	A1	B4	C1
	A5	B6	C4
	A6	B8	C5
	A10		C7
			C8

Contents	
Topic	Sub-topic
Chapter 1: Firm value creation and Value based Management	1.1. Financial planning objective: Value creation 1.1.1 Value measurement: Discounted cash flows and some other metrics 1.1.2. Strategy and value creation 1.2. The planning process
Chapter 2: Pro-forma EBITDA Statement	2.1. Introduction to Pro-forma EBITDA Statement 2.2.. Origin of earnings and results 2.3. Uses of EBITDA 2.3.1 Depreciation policy. 2.3.2 Dividend policy. 2.3.3 Internal Financing
Chapter 3: Working capital planning	3.1. Introduction to Pro-forma Working Capital Net Need Statement 3.2. Working capital policies 3.2.1. Inventories 3.2.2. Accounts receivable (customers and short-term debtors) 3.2.3. Operating cash holdings 3.2.4. Short term financing
Chapter 4: The Capital Budget	4.1. Capital budget: concept, uses and structure 4.2. The investment budget 4.3. The funding budget. Optimal Capital Structure. 4.4. Financial implications
Chapter 5: The Cash Budget	5.1. Introduction 5.2. Structure and content. 5.3. Cash Policies
Chapter 6: General Analysis and Control of Financial Plan.	6.1. General Analysis 6.2. Control of Financial plan 6.2.1. ex-ante control 6.2.2. ex-post control

Planning				
Methodologies / tests	Competencies	Ordinary class hours	Student?s personal work hours	Total hours



Guest lecture / keynote speech	A10 A11 B1 B2 B3 B4 B5 B6 B7 B9 B10 C1 C4 C5 C6 C7 C8	17	17	34
Case study	A1 A2 A3 A4 A5 A6 A8 A9 A10 A11 B2 B3 B4 B6 B7 B8 B9 B10 C1 C5 C6	25	75	100
ICT practicals	A1 A3 A4 A5 A8 A9 A11 B3 B4 B5 B7 B9 C5	4	4	8
Mixed objective/subjective test	A1 A3 A4 A6 A8 A9 A10 A11 B1 B2 B3 C1	2	2	4
Personalized attention		4	0	4
(*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.				

Methodologies	
Methodologies	Description
Guest lecture / keynote speech	Theoretical contents will be presented in Guest lectures. Lecturers will focus on those issues which more difficulties to be understood. To support these classes, spreadsheet and presentations will be used.
Case study	A set of teaching cases will be given to our students. They will analyse, discuss or/and solve them individually or in groups. They must use the spreadsheet as basic calculation instrument. This methodology is part of continuous assessment.
ICT practicals	Development and implementation of analysis models using spreadsheets. Teamwork oriented sessions are to be scheduled.
Mixed objective/subjective test	This test takes place in the official evaluation period. This exam is made up of a set of different format questions in order to assest to what extent the learning aims are achieved.

Personalized attention	
Methodologies	Description
Case study Guest lecture / keynote speech ICT practicals	We will use personal and small group tutorials to give specific support to the students. We will focus on theoretical or/and practical issues related to keynote speech, solving problems or case sessions which might require further explanations. They are implemented online.

Assessment			
Methodologies	Competencies	Description	Qualification
Case study	A1 A2 A3 A4 A5 A6 A8 A9 A10 A11 B2 B3 B4 B6 B7 B8 B9 B10 C1 C5 C6	Students will discuss and solve the cases which will be put forward by the lecturers throughout the term. Teaching will be structured in two cases. Coming from them, a certain number of minicases will be assessed . Continuous assessment system is to focus on case study.	60
Mixed objective/subjective test	A1 A3 A4 A6 A8 A9 A10 A11 B1 B2 B3 C1	Students are to sit a mixed test in the official evaluation period. This exam is made up of a set of different format questions in order to assest to what extent the learning aims are achieved.	40
Others			

Assessment comments
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The assessment system mentioned above is common for the first and the second opportunities.

The continuous evaluation activities will be generally assessed when tasks are performed

according to their schedule for the corresponding group. The final continuous evaluation grade will be figured out only including the six best marks out of the seven quizzes/tests the student has got during the ordinary teaching period. Each quiz/test is worth one point. However, the mark of one of these quizzes/tests could be replaced with the mark coming from taking part in complementary scheduled activities (talks, seminars and so on).

For the second opportunity, students will be allowed to resit for the continuous evaluation process. They will be required to take a comprehensive test about the cases of the teaching period. The maximum grade will be 4 points. Should the grade of this test be lower than the continuous evaluation assessment got in the first opportunity, the student would keep the grade got in the first opportunity.

There are specific conditions for the early call opportunity (art. 19 Normas de Avaliación, Revisión e Reclamacións das Cualificacións dos Estudos de Grao e Mestrado Universitario). In this case, evaluation is

carried out by a specific mixed exam, comprehensive of all contents and skills of the subject. This exam accounts for 100% of final mark.

Part-time students will be assessed following the general system.

## Sources of information

<b>Basic</b>	<ul style="list-style-type: none"> <li>- Arnold, G. (2008). Corporate Financial Management. Prentice Hall, Harlow, 4th Ed.</li> <li>- Asch, D.; Kaye, G.R. (1989). Financial Planning. Modelling Methods and Techniques. Kogan Page, Londres</li> <li>- Berk, J.; DeMarzo, P. (2017). Finanzas Corporativas. Pearson</li> <li>- Brealey, R.; Myers, S.; Allen, F. (2010). Principios de Finanzas Corporativas. McGraw-Hill, 9ª Ed.</li> <li>- Durbán, S.; Irimia, A.I.; Oliver, M.D.; Palacín, M.J. (2009). Planificación financiera en la práctica empresarial. Ediciones Pirámide, Madrid.</li> <li>- Fernández, P. (1999). Valoración de Empresas. Gestión 2000</li> <li>- Morris, J.R.; Daley, J.P. (2009). Introduction to Financial Models for Management and Planning. Chapman &amp; Hall/CRC Finance</li> <li>- Rodríguez, A. (2009). Planificación Financiera Aplicada. Tórculo Edicións, Santiago de Compostela.</li> <li>- Rodríguez, A.; Iturralde, T. (2008). Modelización Financiera Aplicada. Modelos de Planificación Financiera con Excel. Delta Publicaciones, Madrid.</li> </ul>
<b>Complementary</b>	<ul style="list-style-type: none"> <li>- Boquist, J.; Milbourn, T.; Thakor, A. (2010). The Value Sphere. The Corporate Executives' handbook for creating and retaining Shareholder wealth. World Scientific, Singapore</li> <li>- Cibrán, P.; Villanueva, M.; Fernández, M.T. (2008). Planificación Financiera. Teoría y Casos Prácticos. Tórculo Edicións, Santiago de Compostela</li> <li>- Ruiz, R.J.; Gil, A.M. (2000). La Planificación Financiera de la Empresa. Instituto Superior de Técnicas y Prácticas Bancarias, Madrid</li> <li>- Rodríguez, A.; Barros, F. (2009). Planificación Financiera de Cooperativas. Modelos de Planificación Financiera de Cooperativas con Excel. Centro de Estudios Cooperativos (CECOOP), USC, Santiago de Compostela.</li> <li>- Mascareñas, J. (2010). Finanzas para directivos. Pearson, Madrid.</li> </ul>

## Recommendations

### Subjects that it is recommended to have taken before

Financial Operations Analysis/611G02004

Investment Theory/611G02020

Finance Theory/611G02021

### Subjects that are recommended to be taken simultaneously

### Subjects that continue the syllabus

### Other comments



In a hybrid teaching method, in-person and online session will be blended according to the guidelines issued by the UDC. In in-person and hybrid teaching methods, the teaching team would try to implement the possibility of online attending of in-person sessions, as much as possible. Using electronic devices (laptops, tablets, mobile phones and so on) will be permitted only for academic purposes.

(\*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.