

UNIVERSITY OF CALIFORNIA, DAVIS
GRADUATE SCHOOL OF MANAGEMENT

CFO for Technology Industry Immersion

Winter 2018
Gallagher 2102
Fri 9am-4pm

MGT 290-005

Professor
Ayako Yasuda
3206 Gallagher Hall

Tel: 530-752-0775, Fax: 530-752-2924

Email: asyasuda@ucdavis.edu, Homepage: <http://www.ayakoyasuda.com/>

Office hours: By appointment. Please email suggested times. Questions can be asked via email as well.

This course introduces students to the tools and expertise required of a technology company CFO. The course will run on five alternating Fridays and feature guest speakers with deep expertise in relevant functional areas in the technology industry. Each session will focus on specific tech CFO-related topics, such as: measuring and driving performance, balancing strategic direction and financial success of the company, turnaround management and divestitures, acquisitions and post-acquisition integration, capital budgeting, risk management, and forecasting. Guest speakers will expose students to real world challenges and opportunities faced by tech industry CFOs by presenting real-world case studies in class, and students will be asked to work on the cases in-class in small groups and present their recommendations to the class at the end of each speaker session. Students will also be asked to produce individual write-ups after each speaker session with summary of the lessons they learned.

READINGS

A required coursepack will be made available. Please note that, after you download the initial coursepack before or at the beginning of the quarter, some additional coursepack materials may be added to study.net in the middle of the quarter. This is due to the fact this course features multiple industry speakers and it may not be possible to know all the relevant materials for the cases they are presenting prior to the start of the quarter. Best efforts will be made to make all materials available to students with as much advance notice as possible. In addition to

the cousepack containing copyrighted materials, some additional non-copyrighted readings and supplemental materials may be made available on the Canvas course website. Students are expected to download those materials from the Canvas site and read them either before class or use during class, as specified.

EVALUATION

The course grade will be based on class attendance, in-class group presentations, individual write-ups, non-graded pre-class quiz (if any), and class contribution for a total of 500 possible points.

Attendance for all classes is mandatory and is a requirement for passing the course. Exemption from this requirement is granted (i) only in cases with extenuating circumstances and (ii) only for missing up to one Friday. Even when a student is granted such an exemption, s/he will automatically lose the class attendance points. Short, non-graded, multiple-choice quizzes may be assigned prior to some of the classes.

For the in-class group presentations, evaluation criteria considered include (but are not limited) the followings: the depth of real time analysis performed, clarity and persuasiveness of arguments used to support conclusion, demonstration of oral communication skills by the group, efforts made to improve the group's performance over the course of the quarter, and the overall teamwork quality on display. Evaluation criteria for individual write-ups include (but are not limited to) the followings: demonstration of active participation in and active learning during the sessions, efforts made to crystalize ideas and concepts that came up during the session into coherent thoughts through writing, and the precision and the overall quality in prose.

Class attendance and non-graded quizzes – 50 points (10%)

In-class presentations – 200 points (40%)

Individual write-ups – 150 points (30%)

Class contribution – 100 points (20%)

TENTATIVE COURSE SCHEDULE, READINGS AND DUE DATES

| | Date | Topics / Speaker | Reading/due date |
|----|-------------|--|---------------------------------|
| 1 | Jan. 5 (F) | Overview: roles of tech CFOs | Notes on CFO Ch. 11 &12 VCFI |
| 2 | Jan. 5 (F) | Managing Performance Metrics David Faugno, CFO, Qualtrics | Notes on IPO |
| | Jan. 12 (F) | | Write-up #1 due |
| 3 | Jan. 19 (F) | Public Company Board and CFO Mike Kourey, CFO, Medallia | |
| 4 | Jan. 19 (F) | Turnaround Management / Divestiture Chris Chillingworth, Partner, CFOs2Go | |
| | Jan. 26 (F) | | Writeup #2 due |
| 5 | Feb. 2 (F) | Strategic Acquisition and CFO Brian Moriarty, CFO, twoXAR | See Canvas (TBA) |
| 6 | Feb. 2 (F) | Post-M&A Integration David Cole, Head of M&A Integration, Intuit | |
| | Feb. 9 (F) | | Writeup #3 due |
| 7 | Feb. 16 (F) | Capital budgeting / role of divisional CFO Mike Coffey/Shareron Willis, AT&T | See Canvas (TBA) |
| 8 | Feb. 16 (F) | Startup Inflection Point and CFO Paul Bergholm, CFO, Personal Capital | |
| | Feb. 23 (F) | | Writeup #4 due |
| 9 | Mar. 2 (F) | Risk Management and CFO Margaret McCarthy, CFO, WideOrbit | See Canvas (TBA) |
| 10 | Mar. 2 (F) | Financial Forecasting Kyle Wakamiya, Origin Materials | |
| | Mar. 9 (F) | | Writeup #5 due |