

“Managerial Analysis”

FINA 6387

Fall 2023

Instructor: Dom Berta
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Course Objectives:

This EMBA “Managerial Analysis” course focuses on providing students with the tools and frameworks to make informed managerial decisions.

One of the most critical components in the success of a company, and of its management is to the ability to define the best Strategy, and to choose and implement the right Projects that follow it. This class will showcase a process used extensively by major companies that helps to make these decisions. Students will be applying it on actual case studies, be they Medical, Technical, Negotiation and Operational.

Additionally, students will be introduced to the concepts of Trading and of Game Theory, presented by experts in these domains.

Instructor:

Dom Berta has been working in the oil and gas industry for 39 years in executive, managerial and professional positions, be they finance, business development and engineering. He teaches “Corporate Strategy & Project Decisions” FINA 7397, “Upstream Project Economics” FINA 7372, “Corporate Planning & Strategy”, “Project Planning & Financing” FINA 7A97 and two EMBA classes “Managerial Finance”, and this class.

He also teaches “Finance to non-Finance managers” as part of the Continuous Education program at Bauer.

Appendix A:
FINA 6387 - “Managerial Analysis”
Class Schedule, Topics and Assignments

7/20/2023			
FINA 6387 - “Managerial Analysis” EMBA - Bauer School of Business, University of Houston Fall 2023 - Dom Berta			
<i>Note: Due to the impact of unexpected events, I reserve the right to adapt this schedule</i>			
Session	Date	Class Contents	Assignment for next class
#1	Fri Oct 20 th	<ul style="list-style-type: none"> • Course introduction • Introduction of the “Decision Analysis under Risks & Uncertainties” process (DARU) • <u>Step #1</u>: Issue Raising / Issue Sorting • In-class Case Study: “Bidding” • <u>Step #2</u>: Influence Diagram • Apply Influence diagram concept to the Bidding case • Introduction “Team-Project” 	Design the Team-Projects
#2	Sat Oct 21 st	<ul style="list-style-type: none"> • Update on “Team-Projects” • <u>Step #3</u>: Skeleton Decision Tree • Introduce the “Medical” Case • Apply steps #1, #2, and #3 to the Medical Case • Probability Assessments • Risk Tolerance & Aversion 	Run steps #1, #2 and #3 to the “Team-Projects” Define P10/P50/P90 to the “Team-Projects” Uncertainties
#3	Fri, Nov 3 rd	<ul style="list-style-type: none"> • Quiz #1 • Update of the “Team-Projects” • Introduce the case study “Manufacturing” • Apply steps #1 to #3 to the “Manufacturing” case • <u>Step #4</u>: Tornado Diagram • Apply the concept of Tornado Diagram to the “Bidding” and “Manufacturing” cases 	
#4	Sat Nov 4 th	<u>Guest Speaker</u> : Cecile Zinder, VP American Express <ul style="list-style-type: none"> • Apply concept of Tornado Diagram to the “Team-Projects” • <u>Step #5</u>: “Decision Tree” • Apply step #5 to the “Bidding”, “Medical” and “Manufacturing” cases 	Apply “Decision Tree” to the Team-Projects

#5	Fri Nov 17 th	<ul style="list-style-type: none"> • Update on the “Team-Projects” • “Strategy”, by “Decision Frameworks” 	
#6	Sat Nov 18 th	<ul style="list-style-type: none"> • “Game Theory”, by Paul Papayoanou, Senior Advisor 	
#7	Fri Dec 1 st	<ul style="list-style-type: none"> • Update on the “Team-Projects” • “Trading” by Rick Marriner, CEO RIL-Trading 	
#8	Sat Dec 2 nd	<p><u>Guest Speaker</u>: Rob Lesnick, World Bank consultant</p> <ul style="list-style-type: none"> • Negotiations under cultural constraints 	
#9	Fri Dec 15 th	<p><u>Guest Speaker</u>: Dave Charlesworth</p> <ul style="list-style-type: none"> • Open Session 	
#10	Sat Dec 16 th	<ul style="list-style-type: none"> • Teams present the final version of their projects 	

Recommended Books:

“Project Economics and Decision Analysis, Volume 1, 2nd ed,” M. A. Mian (PennWell Publishing, 2011)

“Introduction to Decision Analysis”, David Skinner - ISBN-13: 978-0964793866 / ISBN-10: 0964793865

Course Materials The course material will consist of: (1) lecture notes and other reading material relating to the analytical frameworks used in the course and case studies of “real-life” decision-making situations that invite students to bring together their knowledge and apply it to situations that challenge top-management.

The lecture notes will be posted on Blackboard.

Basic knowledge of Excel is a must.

Basic knowledge of PowerPoint will be helpful.

Students must be using a laptop for this class, as experience has shown that the screens of smartphones are too small.

Class Content

Class time will be divided between lectures on the analytic material and discussion of cases that highlight the practical management issues raised by the theoretical

frameworks. The cases are carefully chosen to do much more than simply illustrating the concepts covered in the lectures. The cases will often point to ambiguities in the concepts or invite attention to subtle issues that do not usually come through in the study of the text-book. The assignment of cases and the focus questions to help in the preparation or analysis of these cases are clearly spelt out in the syllabus below, and the case discussions are an integral part of the course. Class attendance is very important and strongly encouraged.

Course Requirements:

Students will be required to present both written work and oral analysis of the cases. The written work will involve homework exercises and case reports. The case report assignments and their due dates are clearly spelt out below. Oral analysis will be presented in case discussions. I expect students to have read the cases and prepared the assignment questions prior to the class session. Inadequate preparation not only means losing grading points but also lowers the entire class standard.

Grading:

The grading weights of the course-work are as under:

1. Quizzes - 10%
2. Homework assignments - 10%
3. Team Projects - 60%
4. Final - 20%
5. Class contribution/participation - 10%

Please note that I reserve the right to modify these percentages as a function of the class.

Class participation reflects the standard of contribution to class discussions, especially in the cases. In terms of grading criteria for case discussions, I will look for whether the student (1) has thoroughly prepared the case, (2) is a good listener, i.e., can link his or her arguments to the comments of others, and (3) is willing to be “creative” in offering new ideas. Please see Appendix B.

Please note that I may have to vary the grading coefficients in order to accommodate for the current CoVid situation.

Class Participation:

I will use participation during our weekly sessions as a potential curve. Please note that I will frequently call on you for your input or opinions, so be prepared. Please review Appendix A for details.

Excused Absence Policy:

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston Undergraduate Excused Absence Policy and Graduate Excused Absence Policy for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Additional policies address absences related to military service, religious holy days, pregnancy and related conditions, and disability.

Recording of Class:

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the Center for Students with Disabilities. If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with anyone without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

Syllabus Changes:

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible.

Resources for Online Learning:

The University of Houston is committed to student success and provides information to optimize the online learning experience through our Power-On website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access

to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner Program; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHonline@uh.edu.

UH Email:

Email communications related to this course will be sent to your UoH Exchange email account that each University of Houston student receives. The Exchange mail server can be accessed via Outlook, which provides a single location for organizing and managing day-to-day information, from email and calendars to contacts and task lists. Exchange email accounts can be accessed by logging into Office 365 with your CougarNet credentials or through Access UH. They can also be configured on IOS and Android mobile devices. Additional assistance can be found at the Get Help page.

Webcams:

Access to a webcam is required for students participating remotely in this course. Webcams must be turned on during all live course meetings to enable discussion.

Honor Code Statement:

Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: "I understand and agree to abide by the provisions in the Houston Graduate Academic Honesty Policy. I understand that academic honesty is taken very seriously, and, in the cases of violations, penalties may include suspension or expulsion from the University of Houston."

Hyflex Online Courses:

This course is being offered as an Hyflex format. Class meetings will take place according to the class schedule. Some students will be physically in-class, whereas others will be online. The instructor may have to alter some of the class format, schedule, contents and grading percentages due to the application of this novel format.

Helpful Information:

COVID-19 Updates: <https://uh.edu/covid-19/>

Coogs Care: <https://www.uh.edu/dsaes/coogscare/>

Laptop Checkout Requests: <https://www.uh.edu/infotech/about/planning/off-campus/index.php#do-you-need-a-laptop>

Health FAQs: <https://uh.edu/covid-19/faq/health-wellness-prevention-faqs/>

Student Health Center: <https://uh.edu/class/english/lcc/current-students/student-health-center/index.php>

Professor Evaluation:

The C.T. Bauer College of Business has a policy for its instructors to be evaluated by students to provide feedback on how their teaching performance can be improved. I encourage you to participate in the evaluation process. I am available throughout the semester to receive any informal input. I rely on your input to improve the class each time I teach it.

Disability-Based Accommodations:

The C.T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, students must register with the Center for Students with Disabilities (CSD) (Telephone 713-743-5400) It is the mission of the Disability Resource Center (DRC) to be committed to providing access to the educational environment for students. Students who may need accommodations should contact the DRC to discuss their needs and begin the registration process.