

Courseguide



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Minor Treasury Management – Tax module

- 2020-2021 – B (nov-dec 2020)
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1 Course Description

The focal point of the course are international tax issues related to tax and treasury management functions. It may serve as an introduction for an assistant treasurer or financial controllers job.

Emphasize will be on the following subjects.

In general: Advising on tax related issues of companies (corporates, larger SME, evt. listed) and non-profit organizations.

- Understanding basic tax rules
 - Evaluating international corporate tax planning
 - Analyzing a firms' tax position (also in an international perspective)
 - Debating on tax ethics and tax evasion
 - Understanding transfer pricing and other tax compliance schemes
 - Discussing new plans on avoiding tax evasion (such as BEPS, digitax)
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2 Course Goals and Learning Objectives

Purpose of the course is to extend knowledge and skills to students to successfully manage international tax management issues. Emphasize is on (strategic) tax planning, debating on tax ethics, tax planning instruments, tax compliance and the future for international tax rules.

We will use real life cases and guest lectures to evaluate and discuss the different subjects in order to make the learning effect as realistic as possible.

TABLE 1: LEARNING GOALS AND LEARNING OBJECTIVES

Learning Goals (Dublin Descriptor)	Associated General Learning Goals	Learning Objective fine tuned to the course	Assessment
DD1: Knowledge & Understanding	Student will recognize and understand the nature, the impact of and the concepts of tax management in a globalizing context.	Obtain knowledge on tax planning and tax compliance and its environment within the firm. Understanding the background of tax in international trading. The workings of various taxation methods and the tax base and how to compute it. The problems and issues involved in tax evasion, avoidance and profit shifting.	Paper and presentation
DD2: Applying Knowledge	Student will identify and apply the appropriate methods and tools to solve contemporary business challenges.	Problems and real life situation cases in which issues and dilemma's of international tax structures are exposed and evaluated. Real life cases will be analysed and commented on.	Paper and presentation
DD3: Judgment	Student will evaluate and determine	Being able to oversee the solutions and alternatives to managing international	Paper and presentation

	responsible business decisions that impact on both organizational performance and society.	tax positions. Making responsible decisions in tax related choices. Understanding and applying tax compliance with new regulations coming in place.	
DD4: Communication	Student will be able to discuss, debate as well as provide convincing ideas to a variety of multicultural stakeholder groups.	Communicate the analysis made on problems and cases to his/her colleagues and to the instructor in a paper and in professional meetings.	Paper and presentation
DD5: Self-Direction	Student will be able to work autonomously and determine their own learning needs.	How to find relevant information using online resources. How to conduct an independent research of analyzing and evaluating the performance of some tax related matter. How to develop and deliver written and oral presentations and respond to different inquiries and questions.	Paper and presentation

3 Place in the Curriculum and Related Courses

This practical course comes with the other minor courses; students should be able to understand balance sheets, profit- & loss accounts and cash flow statements on beforehand.

4 Assessment

After completion of the 7 week term the final paper and presentation will be graded. To pass, the grade has to be at least a 5.5.

Assessment (2,5EC):

Write a paper and give a presentation with advice on developments in international taxation.

- The paper should include:
 - a. What is the issue, why is it a problem, what are the risks, who is involved?
 - b. Background, explanation of situation and history
 - c. What are the arguments pro and con?
 - d. What are the solutions and alternatives and for which situations?
 - e. What is the path forward?

Some examples for specific subjects are:

- a. Did Apple pay too little tax?
- b. Tax planning or tax ethics?
- c. Why The Netherlands is called a tax haven?
- d. What is the impact of BEPS?
- e. Why a digital tax plan?

The paper should have a maximum of 2500 words. The presentation is 15 minutes (excluding questions from the audience).

TABLE 3 SCORING RUBRIC PAPER

	Criteria	Weight
DD4	Overall Structure of the subject set How well is the explanation of the issue structured in general? Does it make sense? Is it easy for the reader to follow what the students are doing?	10%
DD3	Structured and clear answer Is your argumentation logical, clear and convincing? Are your arguments consistent?	30%
DD3	Presentation Are the answers presented clearly?	20%
DD2	Analysis Is the analysis correct? To what extent does the analysis deviate from the correct analysis?	40%

The paper is written in groups of two. In the exceptional case three students can work on one paper.

Group grades are assigned. If there is reason to suspect that individual group members do not actively or not sufficiently participate in assignments, the lecturer has the right to lower the grade for the respective person accordingly. The group can propose to the lecturer a differentiated score per group member based on member's contribution.

As this project invites to group-loyalty in order to obtain the full benefit of the project, being present and taking part in the lectures contribute to achieving a good grade. Absence and freeriding contribute to an insufficient grade and not passing the course.

The assignments will be graded based on the following criteria (not conclusive and assignment specific):

- Content
- Structure
- Correctness
- Analysis
- Argumentation
- Innovativeness
- Engagement
- Completeness
- Proposed solutions
- Persuasiveness
- Reasonability
- Referencing

Each group member has to present approximately for the same length as an other group member. The presentation will be graded on the following:

Criteria	Very poor (4)	Poor (5)	Sufficient (6)	Good (8)	Excellent (10)
Time Management (10%)	The presentation is based on the set time too long or too short.		The presentation stays within the set time. The speaker does not have to rush. The time could have been spread better over the various parts of the presentation.	The presentation is within the set time (not too short not too long). The speaker does not have to rush. The time is spread well over the various subjects.	
Content (30%)	The relevance is unclear, the goal is not clearly defined. From the presentation it shows that the student has insufficient understanding of the used sources. Statements are not sufficiently supported by adequate arguments and relevant examples.		Relevance is clear, goals is clearly formulated. From the presentation it shows that the student understand the outlines of the sources used and relevant terms but this could be better formulated. Statements can be better supported by adequate arguments and relevant examples.	Relevance is clear, the goal is clearly formulated. From the presentation it shows that the student has a good understanding of the used sources and relevant terms and is able to formulate this clearly. Statements are supported by adequate arguments and well chosen examples.	
Structuring (20%)	The structuring is messy and/or does not serve the content. The presentation is hard to follow.		The structuring fits to the purpose of the content. The presentation can be followed, however the steps in the arguments can be made clearer.	The structuring is logical and fits to the purpose of the content. The presentation is easy to follow. The steps in the arguments are clear.	
Presenting (20%)	Has little contact with the audience and therefore struggles to keep the attention. Hardly recovers from a mistake. Does not finetune the way of presenting for the type of audience and the situation.		Makes contact with the audience and is in general able to keep the attention (e.g. by making eye contact, body language, posture and speed of speech. Recovers after making a mistake and aligns the way of presenting to the audience and situation.	Makes good contact with the audience and knows how to keep the attention (e.g. by making eye contact, body language, posture and speed of speech. Recovers quick after making a mistake. The way of presenting is aligned to the audience and situation. Relevant terms are used in a clear and understandable way.	
Respond to questions (10%)	Has difficulties to respond to questions. Does hardly react on and hardly reacts on critical comments.		Can answer most questions. Reacts on critical comments.	Has convincing answers for most of the questions. Uses critical comments for a reflection on the presentation.	

5 Work load

2.5 EC, being 70 hours workload:

- Instruction lectures 7 x 120 min. 14 hrs.

- Study materials 36 hrs.
- Prepare and present draft and final paper 20 hrs.

6 Pre-requisites

Three years of the bachelor program have to be completed successfully of Business Economics, Finance, Tax & Advice, Technical Business Management or comparable bachelor programs.

7 Exemption Possibilities

Not Applicable.

8 Didactic Forms

The course consists out of lectures and work group meetings. The draft paper is reviewed by and discussed with a peer group. Presentation of the paper.

9 Student Activities

Subject to changes!

TABLE 2: SCHEDULE

Week	Subject	Preparation before class	In class activity	Deliverables
1 11 Nov	Kick-off	Create an account on: https://www.coursera.org/learn/international-taxation/home/welcome	Course introduction and explanation of assessment. Tax basics.	
2 18 Nov	What is the issue?	Watch The Debate: https://www.coursera.org/learn/international-taxation/lecture/0r8UL/the-debate Why does Starbucks pay so little tax? - MoneyWeek Investment Tutorials https://www.youtube.com/watch?v=Th4fxMFRit0 The Netherlands: Worlds Biggest Tax Haven? https://www.youtube.com/watch?v=i0FOUR5x5Rg Thin capitalization: https://www.youtube.com/watch?v=QEAqxlybxf8 https://www.theguardian.com/business/2019/sep/20/british-american-tobacco-issued-with-900m-dutch-tax-bill	Understanding the issue of international tax planning	Groups formed by Monday 23 Nov COB.
3 25 Nov	Guest lecturer	https://www.coursera.org/learn/international-taxation/lecture/Z6Dk0/taxable-base-rate-tax-havens-preferential-tax-regimes https://www.coursera.org/learn/international-taxation/lecture/8hp77/background-key-stakeholders	Ruud Wiegers, International Tax Director Nutreco	Brainstorm on subject for paper. Deliver by Monday 30 Nov COB.

		https://www.coursera.org/learn/international-taxation/lecture/XLpz4/introduction-base-case https://www.coursera.org/learn/international-taxation/lecture/wRSfc/introduction-to-transfer-pricing-and-why-it-is-important		
4 2 Dec	Case Apple	Read article Insead: Did Apple pay too little tax?	Discuss case Apple	One A4 with outline of paper incl. three articles and/or knowledge clips on the subject. Deliver Monday 7 Dec COB.
5 9 Dec	Way forward	https://www.coursera.org/lecture/international-taxation/the-oecd-the-eu-wjmCR https://www.oecd.org/tax/beps/ https://www.internationaltaxreview.com/article/b1ntym05qyfq5n/this-week-in-tax-oecd-and-un-digital-tax-proposals-released Read article: How The Netherlands Became a Tax Haven for Multinationals Jan Vleggeert and Henk Vording	Discuss measures and way forward	Draft paper. Deliver by Monday 16 Dec COB to lecturer and peer group. Comment to peer group. Deliver by Tuesday 17 Dec COB.
6 18 Dec	Draft paper feedback	Review paper of peer group.	General feedback on draft papers. Q&A	Final paper: deliver by Monday 21 Dec 2021. Presentation: deliver by 6 Jan.
7 6 Jan 2021	Final paper, presenta tion and evaluati on	Final paper and presentation	Presentations of all groups	Evaluation course by 6 Jan.

Optional course material:

- News item – PBS NewsHour - How American companies change their address to avoid corporate taxes (2014).
[Click here to watch](#)
- Corporate Tax Avoidance: How it happens, how it is changing, and what to do about it.
https://www.youtube.com/watch?v=Ci_bfP4DTMY
- VPRO documentary: <https://www.dailymotion.com/video/x58fncw>
- <https://www.coursera.org/learn/international-taxation/supplement/34pQX/resources-media-on-the-international-tax-planning-debate>
- Sage Business Case: Apple Incorporated: European Commission Fines for Tax Evasion (A)
- <https://www.internationaltaxreview.com/>
- <https://www.internationaltaxreview.com/article/b1ns2yq3r1dwkc/the-oecd-updates-digital-tax-plan-consensus-possible-by-mid2021>
- https://www.ey.com/en_gl/tax-guides/worldwide-transfer-pricing-reference-guide-2020
- <https://www.oecd.org/ctp/>

10 Course Material and Literature

Case information and assignments; handouts; powerpoints

11 Course Evaluation

After completion of the course a written evaluation is conducted using the standard evaluation tool.