

**NEW YORK UNIVERSITY
STERN SCHOOL OF BUSINESS**

**Investment Banking
B40.2334.30, Spring, 2010**

**Professor Charles J. Murphy
cmurphy@stern.nyu.edu**

Goals of the Course

This course provides a broad overview of investment banking and of the forces that are continuing to change it worldwide. It focuses on three big questions: (1) how are things done in this business? (2) why are they done that way? (3) how are they likely to be done in the future? Our approach will be to examine each of the principal businesses in which various financial service firms have been involved, including: raising capital; financial advisory; broker/dealer positions; trading; investing the firm's own capital; managing the assets of others, both institutions and individuals and risk management.

Throughout, there are a number of overarching themes. Among these are: the interplay of regulation, globalization, and technology; the emergence of private equity funds and hedge funds as both critical clients and potential competitors for the major investment banks; the search for new, high-margin products, and whether that process has reached its limits; and the changing relationships among the different groups within a bank.

By the end of the semester, each student should be well prepared either for an entry-level position in any financial service firm or for a comparable position at a client firm, where he or she needs to interact with financial service firms. All students should find that they are able to understand the financial press and economic commentary with a new perspective of the global financial system.

Required Readings

A course packet (in lieu of a text) is available at the Professional Bookstore. Other required readings – e.g., current articles- will be distributed in class. **Students are expected to keep up with the financial news throughout the course. The Financial Times, The Economist and Bloomberg.com are recommended.**

Blackboard

“Blackboard” is an integral part of this course, and you are responsible for any information posted there. **In particular, be sure to look under the “Announcements”, “Assignments” and “Course Documents” tabs in preparing for each class.**

Grading

The final grade will be allocated according to the following formula:

Class Participation	10%
Midterm Exam	30%
Paper	20%
Final Exam	40%

As you can see, attendance, preparation and class participation are an integral part of this course. In particular, students who have a large number of unexcused absences, who consistently arrive late or who disrupt the class will have their course grade reduced as a result.

At NYU Stern we seek to teach challenging courses that allow students to demonstrate differential mastery of the subject matter. Assigning grades that reward excellence and reflect differences in performance is important to ensuring the integrity of our curriculum.

The grade distribution will follow the Stern guidelines, i.e., no more than 35% of the grades will be “A” or “A-”.

All students are expected to abide by the NYU Stern Honor Code.

Students with Disabilities

Students whose class performance may be affected due to a disability should notify the professor early in the semester so arrangements can be made, in consultation with the Henry and Lucy Moses Center for Students with Disabilities, to accommodate their needs.

Please see www.nyu.edu/csd for more information.

Schedule of Classes

February 11th-Overview of the Financial Services Industry and the function of the Investment Banking Business.

- The landscape is changing
- A complex DNA
- Financial intermediation
- Trusted advisor: relationship vs. product
- Transformation of the investment banking business
- The legal/regulatory framework of investment banking

Readings: Course Packet (“CP”), Articles starting page 1, 29 & 39

February 18-Private Equity and Hedge Funds

- Evolution of Private Equity business
- Business objective and organization of the private equity firm
- GP/LP structure
- The PE fund: structure, operation, participants, investment objectives
- Conflict and opportunities for the investment bank
- Evolution of the hedge fund industry
- Business objective and organization of the hedge fund firm
- The hedge fund: structure, operation, participants, investment objectives
- The prime broker and prime brokerage business
- Conflict and opportunities for the investment bank

Readings: CP, Articles starting page 59, 73 & 81

February 25-Raising Public and Private Equity

- Why go public?
- Role of the investment banker
- Origination, underwriting, distribution and after-market support
- Stock demand vs. allocation
- Structure and justification of the spread
- There must be a better way?
- The Dutch Auction: A taste of Googling
- Primary, secondary and seasoned offerings
- Privatizations
- Rights offering- “cash call”
- SPAC’s and PIPE’s

Readings: CP, Articles starting page 101 & 107

March 4-Investment Grade Public and Private Debt

- Credit- counterparties, covenants and ratings
- The role of the rating agencies
- Critical review of rating agencies
- Outlook for future of rating agencies
- The fixed income research analyst
- Importance of credit analysis
- Competitive vs. negotiated fixed income deals
- Rule 415: Shelf Registration
- The private placement market
- Rule 144A: Private/Public solution

Readings: CP, Articles starting page 111

March 11-Syndicated Lending, Leveraged Lending and Leveraged Finance

- Evolution of bank loan to syndicated loan
- Creative syndicated lending
- High yield- developing a product
- Milken's competitive advantages
- High yield to distressed to vulture financing
- Leveraged lending- "we can do that"
- When it all works and when it does not: effect on the investment banking business

Readings: CP, Articles starting page 115

March 25-MIDTERM EXAM- First hour of the lecture

Financial Engineering and Securitization

- Creation of the mortgage backed industry
- A financial service business needs an investment banking solution
- Creative products for complex problems
 - GNMA's
 - CMO's
 - REMIC's
- Creation of the asset backed industry
- Another financial service business needs an investment banking solution
- Creative products for complex problems
 - Dissecting a receivable
 - SPV's
 - AAA Ratings
 - Revolving periods
- Collateralized debt obligations- too creative?
- Sub prime- what went wrong

Readings: CP, Articles starting page 137

April 1-Convertible Securities and Structured Products

- The Hybrid
 - Debt plus equity option in a single security
 - Client rational
- The logic of a convertible security
 - Optionality
 - Cross-over product
- Changing nature of convertibles
- Options, futures, derivatives- "The Olive Press"
- Swaps: foreign exchange, interest rate and credit
- Indexes: real estate, market, weather, heart attack
- Risk: Who doesn't want it, who does and why?

- Future of structured product and the financial service industry

April 8-Secondary Market Sales and Trading

- Functional roles and client interface
- Physical geography and back office coordination
- Capital allocation and risk management
- Financing dealer positions
- Proprietary trading vs. market liquidity
- Exchanges, technology and order execution priorities
 - Algorithmic Trading
 - Flash Trading
 - Dark Pools

Readings: CP, Articles starting page 163 & 171

April 15-Mergers, Acquisitions, and Strategic Advisory

- The CEO attraction: client and investment bank
- Development of the product; a decade at a time
- Role of the investment banking team
 - Buy side assignment
 - Sell side assignment
- The Big Deal
 - Cast of characters
 - Act I, Act II, Act III
 - Audience reaction
 - Critic's reviews
- Other investment banking advisory businesses
 - Bankruptcy/Reorganization
 - Project Financing
 - Defense
 - Privatizations

Readings: CP, Articles starting page 151

April 19 - PAPER DUE

April 22-Asset Management and Private Wealth Management

- The asset management business
- Relevance to investment banking firm
- Structure of asset management division
 - Equity funds
 - Fixed income funds
 - Alternative investments: liquid, illiquid
 - Products, investment solutions and marketing

- Globalization of asset management
- Factors encouraging its development and growth
- Conflicts and synergies
- Should it be part of the bank?
- Rational for private wealth management
- The Swiss model
- Margins and synergies invite competition
- From commissions to assets under management
- A multi product service is perfected
- Scale forces efficiency, risk categorization, liability management
- Changing client needs demand advanced skills
- Relevance to the bank

Readings: CP, Articles starting page 181 & 199

April 29-Managing the Firm: Market Risk and People Risk, The Administrative Functions

- Measuring and managing market risk
- The concept of “VAR”
- Credit risk
- Liquidity risk
- Operating risk
- Systemic risk
- Human risk
 - Honest mistakes
 - Not so honest mistakes
- Compensation risk
- Hubris/Greed
- Administrative Functions
 - finance
 - legal
 - human resources
 - operations
 - information technology

Readings: CP, Articles starting page 181 & 199

May 6-The Future of Financial Services

- Industries
- Regions
- Products
- Management
- Ownership

FINAL EXAM- Given during the second half of the lecture