

Global Banking and Capital Markets – Course Syllabus



Course FINC-GB.3387.00

Summer Session One—2017

Professor Frederick C. Militello, Jr.

Department of Finance

Subject to Revision

Course Description

This course is focused on the competitive dynamics and performance of the global banking industry and financial markets. The course emphasizes case studies, group work and interactive class discussions. With an emphasis on industry and financial market developments the course addresses organizational strategy, capital market products and market developments—covering the US, Europe, and the emerging markets. It also looks at the risks and opportunities of doing business in today’s financial markets and the challenges presented by both regulators and market participants. Throughout the course, relevant current events are examined and used to illustrate and reinforce discussion points.

This course, on its own or coupled with the Finance Department’s offering of Financial Services Industry, will serve students well—whether seeking advancement or employment in the banking industry, understanding financing opportunities for entrepreneurial initiatives or working for organizations seeking more effective relationships with their bankers and/or other financial services providers.

Global Banking and Capital Markets – Course Syllabus

Course Outline

Week One¹

The Financial Crisis, Regulatory Repercussions and the World of Global Banking and Capital Markets

Morning

Participants, Markets and Strategies

This opening session explores financial market evolution, the financial crisis of 2007-08, and the roles and responsibilities of financial institutions. Topics discussed include:

- How have global financial markets evolved and what factors have been key drivers in this evolutionary process?
- What are the roles and responsibilities of financial organizations?
- What do we mean by corporate, investment and universal banking?
- What are the global capital markets and what is their function?
- What is systemic risk?
- What is the “shadow” banking system and its implications?

Reading Assignment:

“GB” Chapter 12-14

Please read and be prepared to discuss:

UBS—the Crisis Years (posted to NYU Classes)

Question: Looking at it from the perspective of UBS—what did you walk-a-way with in terms of the three main causes of the financial crisis?

Assignment: Please prepare a one-page summary response to the above question and email it to me prior to attending class.

¹ Note: The first two classes are designed to provide a common framework for discussion and reference. As we move forward and discuss strategies and market practices we shall relate back to this framework. Also, we use this framework—as the course progresses—to help formulate a vision of what the new financial order (and playing field) will look like and how it is likely to impact the future of global banking/capital markets and related practices.

Global Banking and Capital Markets – Course Syllabus

Afternoon

Risk and Regulation

This session further explores how sound banking practices—when ignored, abused or misinterpreted—lead to the breakdown of financial organizations and global financial markets; and, the regulation of industry businesses, behaviors and practices. Topics discussed include:

- What do we mean by the “winning” strategies of global banking?
- Where is the focus of these strategies given the emergence of a new regulatory architecture?
- What have been some of the specific regulatory initiatives, e.g., the Dodd-Frank Act, The Volcker Rule, Basel III; and, their impact on a new architecture of global finance?
- Case up-date: How have they manifested themselves by the strategic initiatives undertaken by UBS—and other universal banks—since the financial crisis?
- What aspects of systemic risk are likely to continue to shape the thinking of regulators and regulatory reform?

Reading assignment:

“GB” Chapter 15

Other Postings to be Announced

Week Two

The Global Capital Markets

Morning

Financial Market Integration/Indicators

The session is designed to further introduce participants to the global capital markets. The focus is on explaining the development of the components of these (and other) financial markets and their interrelationships.

In this session we learn how to “read” the markets for funding/investment opportunities. We view the world from the perspective of both issuers and investors; and, we explore some of the capital market indicators—for example, the term structure of interest rates, credit spreads, the level of interest rates (real and nominal), the implied level of volatility in the markets) and how they impact various opportunities for capital funding and investment activities. We apply these

Global Banking and Capital Markets – Course Syllabus

indicators to an in-class case study of market integration and discuss the future of such transactions in a world of increased regulation.

Case Assignment:²

CNP – Meeting Borrower/Investor Needs: Structuring a Capital-Market Transaction in Global Financial Markets (posted to NYU Classes)

Assignment (follow-up):

For the week of June 4th—prior to attending class please prepare and email to me a one-page summary of the key lessons you learned from the case and the class discussion.

Reading Assignment:

“GB” Chapter 1

Other Postings to be Announced

Afternoon

Raising Capital in the Global Capital Markets—1

The Loan Markets

This session is designed to expose participants to the practices of the loan markets and how they relate to the facilitation of derivative and capital market transactions. Topics discussed include:

- The risks of loan origination.
- Loan markets (1)—the key players and their strategies.
- Loan markets (2)—bilateral, multilateral and syndicated loan facilities.
- Loan markets (3)—their role in emerging and developed financial markets.
- Other topics—time permitting

Reading Assignment:

“GB” Chapters 2 & 3

Other Postings to be Announced

² This case is to be completed and discussed in class. It will be posted on “NYU Classes” prior to the session on the Saturday the 21st—please have a copy for your reference and please review the case before coming to class. Please see above for the follow-up assignment due June 4th.

Week Three

Raising Capital in the Global Capital Markets—2

Morning

Review CNP Case

The Debt Capital Markets

The session focuses on raising capital through the utilization of the global debt capital markets and the syndicated loan markets. The first part of the session focuses on some of the specifics of the debt capital markets and possible debt capital-raising structures. It also discusses the role of syndicated lending as a bridge to the capital markets; and, the use of derivatives (interest and currency) to facilitate the borrowing in markets of comparative advantage—while managing risk exposure. In this session, we discuss:

- The loan market in transition—securitization
- Types of securities issuance, e.g., public versus private placements, domestic, foreign and international bonds.
- Bond markets in emerging and developed markets.
- The meaning and determinants of comparative advantage.
- The role and use of derivatives in the realization of comparative advantage financing.
- The mechanics of structuring synthetic debt—utilizing interest rate derivatives

Reading Assignment:

“GB” Chapter 4 & 6

Other Postings to be Announced

Afternoon

Raising Capital in the Global Capital Markets—3

The Case of Phillip Morris

Through a case study discussion, this session demonstrates some of the more specific workings of various capital market instruments. It also looks at various market practices related to raising capital and their impact on the role of financial intermediaries, investors and borrowers. Topics discussed include:

- The importance of market timing—windows of opportunity.

Global Banking and Capital Markets – Course Syllabus

- The role of bank credit—bridge financings—in capital market transactions.
- The role of shelf registrations.
- Factors leading to “bought” and “negotiated” deals.
- Various debt instruments—with an emphasis on how their structures are designed to influence investor appetites.

Reading Assignment:

“GB” Chapter 4 & 6 (review)

Please read and be prepared to discuss:

HB Cases: Phillip Morris Companies, Inc. (A) (B) (C)
Purchased at NYU Professional Bookstore

Question: What approaches to raising capital were noted in the case—and how did they differ in terms of how companies raise capital and why they may choose one approach over another?

Assignment: Please submit a one-page summary of your response to the above question prior to attending class.

Week Four

Morning

Mid-term Examination

Afternoon

Raising Capital in the Global Capital Markets—4

The Global Equities Markets

This session focuses on the raising of capital through the global equities markets. Included in this discussion, is the use of certain hybrid structures designed to provide borrowers/investors with both the benefits of equity and debt. This session also looks at the use of equity derivatives as part of the increased management of equity issuance programs including those related to privatizations and related goals of increased employee stock-ownership participation. Topics discussed include:

Global Banking and Capital Markets – Course Syllabus

- The ins and outs of equity issuance—from the involvement of the CEO to the increasing role of investor activism.
- The equity markets (primary and secondary markets).
- Initial Public Offerings (IPOs) and follow-on Issues—recent deals and trends.
- Equity issuance and privatizations.
- The use and role of equity derivatives.

Reading Assignment:

“GB” Chapter 5 & 8

For the opening of the following week’s class (June 18th) please read and be prepared to discuss:

“NYU Classes” Deutsche Telecom 1 & 2 (posted to NYU Classes)

Question: What factors led to the privatization of the company and what decisions had to be made regarding the issuance and pricing of the IPO?

Assignment: Please prepare a one-page response to the above question and email it to me prior to attending class on June 18th.

Week Five

Morning

Discussion of Deutsche Telekom Case

Morning/Afternoon

Putting Capital to Work

Mergers and Acquisitions

Perhaps no other area has gone through such dramatic changes in thinking and practice than that of mergers and acquisitions (M&A). No-doubt M&A has been a huge driver of capital market activities—especially those involving business portfolio management and organizational restructuring. Also, the business of M&A has gone through dramatic changes in terms of participants and the sources of capital that fund such transactions. Accordingly, topics discussed include:

Global Banking and Capital Markets – Course Syllabus

- Trends in M&A activity.
- The business drivers of M&A.
- Getting deals done—financial sponsors and strategic buyers.
- Value drivers—diversification, core competencies and adjacencies.
- Financial tools for realizing value—equity separations.

Reading Assignment:

“GB” Chapter 7 & 10

Other Postings to be Announced

Week Six

Morning

Financial Industry Restructuring and Competitive Challenges

This session is designed to take us back to our first reflections together. We take a new look at the global banking and capital market arenas and make a final assessment of their future.

Specifically, we explore—using the tools of competitive strategy analysis—the following areas:

- A concluding look at the competitive dynamics of the industry—utilizing various strategy models, e.g., the five forces (Porter), CAP (Walter).
- The strategic positioning of financial organizations in the new global order.
- Getting one’s strategy right—back to the “winning” strategies.
- The future of risk-taking activities.
- The future of capital-raising activities.
- The future of bank-funding/lending activities.
- The future of what it means to be a “banker.”

Reading Assignment:

“GB” Chapters 16 & 17

Other Postings to be Announced

Afternoon

Final Examination

Course Information

Global Banking and Capital Markets – Course Syllabus

Course Prerequisites

Students registering for this course should have had previous courses in basic economics, accounting and financial analysis at the undergraduate or graduate level. Prerequisites can be waived by consent of the instructor.

Pedagogy

The course is conducted over six weeks (twelve Saturday morning/afternoon sessions)—including the final examination.

The course is discussion and case-oriented, and accordingly emphasizes classroom participation; requiring students to apply principles developed in class to actual global corporate and investment banking situations. All assigned readings and case preparations should be completed prior to the class for which they are assigned. Questions will be posted for case preparations. Cases and reading assignments are noted in the outline. Others will be assigned and noted in class.

Required Text Book/Course Packet

Roy C. Smith, Ingo Walter and Gayle DeLong, *Global Banking*, Third Edition (New York: Oxford University Press, 2012).

There is a course packet covering Phillip Morris Companies, Inc. (A) (B) (C). It is available through the NYU bookstore.

Besides assigned readings in the required texts, there will be other readings, case study discussion questions and other up-dates posted to “NYU Classes.” Classes will also be video-taped for student review.

Examinations

To be discussed.

Grading

Grades are comprised of class participation, case work, group project work (if assigned) and the final examination. Class participation is important and students are encouraged to attend class. Please advise by email if you cannot attend class. Case work assignments (preparation questions) will be posted each week. Grades are assigned according to School/Departmental guidelines.

Professor Biography

Global Banking and Capital Markets – Course Syllabus

Frederick C. Militello, Jr., is an advisor to senior corporate and banking executives on a wide-range of organizational initiatives. He is a former vice president, managing director and division executive at Chase Manhattan Bank (JP Morgan Chase). His responsibilities included corporate relationship banking, non-loan financial products and services, treasury consulting and financial advisory. He has worked as a banker and advisor for many of the world's leading corporations including Apple Computer, Georgia-Pacific, Mead Corporation, McDonalds, Monsanto, Gillette, Hewlett Packard, Dow Chemical, Pfizer, Estee Lauder, Warner Lambert, Baxter Laboratories, Sandoz Corporation and many others.

He is an adjunct professor of finance at New York University's Leonard N. Stern School of Business. He teaches courses on both Global Banking and Capital Markets; and, Investment Banking and the Financial Services Industry. He has been teaching at Stern since 1990.

Since the early 1970s Frederick has been a leading practitioner and advisor to bankers and corporate financial executives around the world. Specifically:

Financial and Senior Banking Executive:

- Professor Militello has worked his way up Wall-Street holding financial positions for US Steel Corporation, Mobil Oil Corporation, the Bank of Boston International and the American Stock Exchange. Starting at the “bottom”—as a messenger, Federal Reserve clearing-house “runner” and exchange floor clearing clerk—he moved-up through the ranks to senior management positions in international and corporate banking departments. He also was employed by Business International Corporation (acquired by the Economist Intelligence Unit) where he launched one of the first financial publications for senior financial executives; namely, Business International Money Report.

He is a former vice president, managing director and division executive at Chase Manhattan Bank (JP Morgan Chase).

Business and financial Entrepreneur:

- Professor Militello has been founder and co-owner of two Wall Street-based financial/educational advisory practices with an emphasis on corporate and investment banking—organizational structure, business and product line development and a wide-range of senior leadership issues and challenges.

In the capacity of a senior thought leader thousands of bankers attended his seminars and workshops on both product skills and behavioral competencies.

Board Member and Investor:

Global Banking and Capital Markets – Course Syllabus

- Professor Militello has been an angel investor and board member for start-up operations ranging from encryption technologies to those seeking to reshape the travel and entertainment industries.

He also has sat on the board of non-profit organizations including the Children’s Media Project and served as Chairperson of the Durham Valley Preservation Commission.

Author and Financial Commentator:

- Professor Militello has written books in the fields of finance and banking including:
 - . Leverage Competencies: What Financial Executives Need to Lead;
 - . The Empowered Organization: Redefining the Roles and Practices of Finance;
 - . Integrity-Based Financial Leadership and Ethical Behavior;
 - . Reassessing Corporate Banking Relationships: Issues, Practices and New Directions;
 - . Foreign Exchange Risk Management: A Survey of Corporate Practices

Public Speaker and Educator:

- Besides his more than twenty years of educational service and dedication to improving the banking profession at NYU Stern, Frederick has been a speaker and Chair Person for educational organizations including the Belgian-American Chamber of Commerce, Management Centre Europe, the American Management Association and a guest professor at the Rotterdam School of Management and the Vlerick Gent Leuven School of Management. Frederick was also a teaching fellow and Adjunct Associate Professor of Economics at Pace University.

Other Accomplishments:

As a young scholar Frederick was awarded the Wall Street Journal Student Achievement Award in Economics.

Educated in New York, Frederick studied at Pace and Columbia Universities earning advanced degrees in economics and international economics.

Professor Militello has a passion for cooking and is a graduate of the Culinary Institute of America—Boot Camp Program. For almost thirty years his family was active in the thoroughbred horse breeding business operating their farm out of Durham, New York. He and his wife recently moved to Albany, New York.

Global Banking and Capital Markets – Course Syllabus
