This seminar will explore the history of American business during the final two decades of the 20th century to the present. Throughout this period, American business has seen a transformation in the way risk is evaluated, capital is raised, and organizations are led. Above all, the “rules of the game” during this era have altered regarding corporate control, business management and wealth creation. We will explore the transformations in business and commerce during the past four decades that have led to current trends and problems.

Students interested in the recent history of Wall Street, financial markets, and business culture will enjoy this seminar. This class will also appeal to people intrigued by late 20th and early 21st century American society – specifically how business and American industry have influenced America’s identity. Those who may want to explore a career involving business should find the seminar helpful in preparing for many types of professions across disciplines.

Students will be exposed to topics such as leveraged buyouts, junk bonds, venture capital investing, the “Internet Bubble”, entrepreneurial management, hedge funds and derivatives. In addition, we will explore public policy trends around issues including corporate takeovers, technology transfers, risk management, government bailouts and business investment. A common theme throughout the quarter will be how capitalism has evolved over the past few decades, and how this has changed the mindset of business professionals and the American workforce. It will be up to you to determine if this evolution has been beneficial or detrimental to American society.

This will **not** be a seminar grounded in heavy technical economic, financial analysis or market theory. You will not need an academic background in economics to understand the topics of the seminar. No pre-requisites are necessary to take this class.

Because students are not expected to have previous knowledge on these topics, the reading list is extensive. Students are expected to complete readings prior to class. Please refer to the reading list for primary texts that will be used to prepare for each class. The supplemental reading list includes books that will be helpful for class discussions and papers, but are not mandatory. Participants will read an average a book a week except when papers are due. It will be noted if students do not come prepared to class.

As part of the class, we will have a series of guest panels and lectures by business professionals from Chicago and from out of town.

Grading will be based 40% on class participation and 60% on written assignments. Written assignments will include two short essays – roughly 3-5 pages in nature (30% of total grade,
15% each) and one final paper – roughly 12 pages in nature (30% of total grade). Class participation will include ownership and mastery of discussion topics.

**Required Readings**

The following books are required for the class. Other articles will be distributed in class. Students should bring the assigned texts and copies of all articles to class for discussion.

*Den of Thieves* by James Brewer Stewart

*Barbarians at the Gate: The Fall of RJR Nabisco* by Bryan Burrough, John Helyar

*Dot.con: The Greatest Story Ever Sold*, by John Cassidy

*The New New Thing: A Silicon Valley Story* by Michael Lewis

*When Genius Failed: The Rise and Fall of Long-Term Capital Management* by Roger Lowenstein

*Maestro: Greenspan's Fed and the American Boom* by Bob Woodward

*Too Big To Fail* by Andrew Ross Sorkin

**Supplemental Reading List**

The following books are not required, but will be helpful for papers.

*The Money Culture* by Michael Lewis

*The New Financial Capitalists: Kohlberg Kravis Roberts and the Creation of Corporate Value* by George P. Baker, George David Smith

*Infectious Greed: How Deceit and Risk Corrupted the Financial Markets* by Frank Partnoy

*Big Deal: 2000 and Beyond* by Bruce Wasserstein

*Liar's Poker: Rising Through the Wreckage on Wall Street* by Michael Lewis

*The Predators' Ball: The Inside Story of Drexel Burnham and the Rise of the Junk Bond Raiders* by Connie Bruck

*The Crisis of Global Capitalism: Open Society Endangered*, by George Soros, Geoff Shandler (Editor)

*Monkey Business: Swinging Through the Wall Street Jungle* by John Rolfe, Peter Troob

*Pipe Dreams: Greed, Ego, and the Death of Enron*, by Robert Bryce, Molly Ivins
The New Gilded Age: The New Yorker Looks at the Culture of Affluence
by David Remnick

Masters of the Universe: Winning Strategies of America's Greatest Deal Makers,
by Daniel J. Kadlec

House of Cards by William D. Cohan

Film Viewings

Throughout the quarter, students will be required to view films outside of class time. Films will be on reserve at the library, and are also available through Netflix.

Wall Street (1987)
American Psycho (2000)
Startup.com (2001)
Enron: The Smartest Guys in the Room (2005)
The Flaw (2010)
Hank: Five Years From the Brink (2013)
Class Schedule

WEEK 1 (Thursday, January 6):

Assignments:

➢ Watch Wall Street
➢ Begin reading Den of Thieves
➢ Read select articles

Class Overview:

➢ Introduction and Expectations
➢ Brief Discussion: MBA 101 -- basic business economics, investment theory, money and banking and corporate finance
➢ Preview of invest banking

WEEK 2 (Thursday, January 13):

Assignments:

➢ Finish Den of Thieves
➢ Read select articles

Class Overview:

➢ The fall of the “Chinese Wall” – the insider trading scandals
➢ The rise and fall of Michael Milken
➢ The overthrow of the old financial order
➢ Preview of LBOs

WEEK 3 (Thursday, January 20):

Assignments:

➢ Read Barbarians At The Gate
➢ Read select articles

Class Overview:

➢ RJR Nabisco: The Big Deal
➢ The role of the LBO in business history
➢ The fight for control of American corporations
WEEK 4 (Thursday, January 27):

Assignments:

- First Paper due
- Watch American Psycho
- Read select articles
- Prepare questions for panel

Class Overview:

First Half:

- The 1987 stock market crash
- Public policy issues: Reagan’s America and liberation of markets
- The material culture
- The S&L scandals and recession

Second Half:

- Guest Presentation

WEEK 5 (Thursday, February 3):

Assignments:

- Read The New New Thing
- Read select articles and excerpts from Maestro
- Watch Startup.com

Class Overview:

- The seeds of 1990s economic recovery
- The migration of debt financing to equity financing
- The internet revolution
- The new power structure in business and the flight of talent from corporations to startups and financial boutiques
- The IPO of Netscape
- The venture capitalist as business hero
- The 90s culture
WEEK 6 (Thursday, February 10):

Assignments:
- Read *When Genius Failed*
- Watch *The Smartest Guys In The Room*
- Read select articles

Class Overview:
- LTCM -- the birth of the hedge fund
- The evolution of “financial engineering”
- The “efficiency” of markets
- The new financial scandals – Enron

WEEK 7 (Thursday, February 17 via ZOOM):

Assignments:
- Read selections from *Dot.con*
- Read select articles
- Prepare questions for panel

Class Overview:
First Half:
- The new order overthrows the old order: The AOL Time Warner deal
- The bust of the Internet bubble
- 911 and its economic aftermath

Second Half:
- Guest Presentation

WEEK 8 (Thursday, February 24):

Assignments:
- Read *Too Big To Fail*
- Read select article
- Watch *Hank: Five Years from the Brink*

Class Overview:
- The post-911 economic boom – the 1980s revisited?
- The economic policies of the Fed and the Bush Administration
- Wall Street “consumes” Main Street
- The Great Recession

**WEEK 9 (Thursday, March 3):**

Assignments:

- **Second Paper due**
- Read select articles
- Watch *The Flaw*

Class Overview:

First half:

- What economic recovery?
- An uncertain future
- Class Wrap Up

Second half:

- Guest Panel
Guest Speakers

Week 4 Panel Discussion

Jeff Douthit
Managing Director
Goldman Sachs

Week 7 Panel Discussion

Cary Grace
Former CEO
Aon Global Retirement, Investments and Human Capital

Week 9 Panel Discussion

Paul Yuvovich
CEO
Lake Capital
Paper Questions

**Paper #1 (3-5 Pages) due January 27 in class**

If you were to tell the story of the 1980s, would Michael Milken be cast as a hero or villain? Why?

Or

All things considered, was the wave of leveraged buyouts in the 1980s good for business? Explain.

**Paper #2 (3-5 Pages) due March 3 in class**

Did Alan Greenspan have it right when he said the 90s saw a massive wave of “irrational exuberance”? Was the dot.com revolution just a modern day version of “tulip mania”? In your answer, offer a point of view on if you think business fundamentals related to understanding economic value of companies changed.

Or

Was the “new economy” actually new? Was it more similar to or different from that which preceded it or what has come since?

**Final Paper (12 Pages) due during Finals Week, date TBD**

Thinking historically, has greed been “good” for American society?

Or

“Economic history looks remarkably static. The dominant themes are market manipulation and greed. The only major advance has been the increased sophistication of the tools to create wealth.” Agree or disagree.

Or

“Over the past three decades, we have seen a migration of power from CEOs and bankers to entrepreneurs and venture capitalists/investors. Large companies are no longer the backbone of American business, innovation, or talent.” Agree or disagree.
About the Instructor

Matthew Levin is President and CEO of Benefitfocus (NASDAQ: BNFT), a leader in benefits administration and health technology solutions for employers and health plans. Prior to Benefitfocus, Matthew was Chief Strategy Officer at ADP, a global provider of human capital solutions. Earlier in his career, Matt served as Executive Vice President and Head of Global Strategy for Aon plc, a global leader in insurance and human capital services and Senior Vice President of Corporate Development and Strategy for Hewitt Associates, an industry pioneer in employee benefits consulting and outsourcing. Matthew began his career in the First Scholar Program at what is now JP Morgan Chase.

Matt holds an M.B.A from the University of Chicago and a bachelor's degree from Northwestern University. He serves as a visiting lecturer at both schools in the departments of History and Business Institutions. Matt is a member of the World Economic Forum and the Economic Club of Chicago. Matthew was named to Crain’s Chicago Business 40 Under 40 Class of 2011 and was named a Young Global Leader by the World Economic Forum in 2012. Matthew lives in Chicago with his wife, Deneese, who is also an alum of Northwestern and their three children, Simon, Malini and Rania.

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