Overview
This is an upper level course in International Finance. In this class, we focus on the special risk faced by firms when they operate in an environment subject to changes in exchange rates. The course combines class lectures with case discussions. The class lectures, roughly in the first half of the course, will provide the necessary tools and theory that will then be useful for analyzing the cases in the second half of the course. Each case focuses on a problem faced by top executives of the firm that stems from the international environment that the firm operates within. We will discuss possible solutions, focusing considerably on the quantification of the risk and the different ways in which the risk can be managed. The objective of the class is to get students to develop the ability to distil the major issues, develop alternative strategies to deal with them, and evaluate pros and cons of each alternative in a coherent manner.

Class Preparation & Participation
Class preparation and participation is a must. It is expected that each student has read the case and is prepared to start the discussion. I will call upon a student to summarize the case. The cases will typically be discussed over two days. I will discuss the case and analyze the main issues on the first day. On the second day, there will be case presentations by student groups.

Grading
The course grade will be based on the following requirements – one mid-term, four group write-ups of cases, and a final. The final element of the grade is linked to class participation and the group work required in the course.

30% - Mid-term
There will be only one mid-term exam.

40% - Write-ups
Each group must turn in four case write-ups, and present two of these cases in class. You decide which four cases you want to write up, and which of these four you want to present in class. The write-ups should be professional,
addressed to the CEO/CFO as an internal or consulting report. This means you must be precise and comprehensive. The write-ups should be no longer than 2 pages, plus a few appendices or tables as needed.

No detailed background is needed in the write-up – a few lines should suffice (in other words, don’t repeat the material from the case except to the extent that you want to focus on a particular number). On the other hand, do not assume I am intimately familiar with every number in the case. Exercise judgment on what is necessary to make the write-up coherent. In any event,

- Take a clear stand on the central case problem
- Provide a recommended course of action.

20% - Final Exam
There will be a final exam which will test the analytical skills developed by the case analyses.

10% -- Peer Evaluations and class participation
Towards the end of the semester, each student will evaluate every other group member individually. Use participation and attendance in group meetings, contribution to group preparation, write-ups and the term project, and the overall rating as a team player as criteria to grant these grades. In addition, I will also take into account the class participation and attendance of the student in determining this portion of the grade. Please note that this portion of the grade can significantly change the overall grade.

Course Package
The course packet consists of 13 Harvard Business School cases and notes.
1. HBS # 9-799-088 Currency Crises
2. HBS #9-799-089: Note on Currency Crises
3. HBS #9-205-016 Note on Foreign Exchange Markets
4. HBS #9-288-016 Note on Fundamental Parity Conditions
5. HBS #9-288-017: Note on Transaction and Translation Exposure
6. HBS # 9-288-018: Note on Operating Exposure to Exchange Rate Changes
8. HBS #9-205-026: Hedging Currency Risk at AIFS
9. HBS #9-295-047 Tiffany & Co. 1993
10. HBS #9-284-019: Hintz-Kessels-Kohl A.G.
11. HBS# 9-286-006: Universal Circuits, Inc.
12. HBS #9-290-005: Jaguar plc, 1984
13. HBS #9-205-096: Foreign Exchange Hedging Strategies at GM: Competitive Exposures
DETAILED CLASS SCHEDULE
Monday October 13 is Columbus Day, and Monday schedule will be followed on Tuesday, October 14.
Tuesday, November 11 is Veterans Day, and Tuesday schedule will be followed on Wednesday November 12
Thanksgiving recess begins Wednesday November 26.
Last day of class is December 12.

Week 1: September 3
Introduction and Overview of Class

Week 2: September 8 and 10
The risks imposed by exchange rates, and the challenge faced by corporations:
Exchange Rates and Currency Crises

Reading:
HBS Case # 9-799-088 Currency Crises
HBS #9-799-089: Note on Currency Crises

Week 3: September 15 and 17
Student Case Presentation: Exchange Rate Crises
Exchange Rate Markets

Reading:
HBS #9-205-016 Note on Foreign Exchange Markets

Week 4: September 22 and 24
The Parities: Purchasing Power Parity, Interest Rate Parity

Reading:
HBS #9-288-016 Note on Fundamental Parity Conditions

Week 5: September 29 and October 1
Hedging Instruments: Forwards

Reading:
Class Notes

Week 6: October 6 and 8
Hedging Instruments: Options
Reading:
Class Notes

Week 7: October 14 and 15
Tuesday: **Mid-Term Exam**

Wednesday: Hedging Currency Risk at AIFS
Reading:
HBS #9-205-026: Hedging Currency Risk at AIFS
HBS #9-288-017: Note on Transaction and Translation Exposure

Week 8: October 20 and 22
Monday: Student presentation of AIFS

Wednesday: Tiffany & Co. 1993
Reading:
HBS #9-295-047 Tiffany & Co. 1993

Week 9: October 27 and 29
Monday: Student Presentation of Tiffany Case

Wednesday: Hintz-Kessels-Kohl A.G.
Reading:
HBS #9-284-019: Hintz-Kessels-Kohl A.G.
HBS # 9-288-018: Note on Operating Exposure to Exchange Rate Changes

Week 10: November 3 and 5
Monday: Student Presentation of Hintz-Kessels-Kohl Case

Wednesday: Universal Circuits, Inc
Reading: HBS 9-286-006: Universal Circuits, Inc.

Week 11: November 10
Monday: Student Presentation of Universal Circuits Case
Week 12: November 17 and 19
Monday: Risk management and corporate strategy

Wednesday: Jaguar plc, 1984
Reading: HBS 9-290-005: Jaguar plc, 1984

Week 13: November 24 and 26
Monday: Student Presentation of Jaguar Case

Wednesday: Hard truths and challenges of the 21st Century

Thanksgiving break

Week 14: December 2 and 4
Monday: Review for Final Exam

Wednesday: General Motors
Reading:
HBS #9-205-096: Foreign Exchange Hedging Strategies at GM: Competitive Exposures

Week 15: December 9 and 11
Monday: Student presentation of GM case

Wednesday: Wrap up and Final
Case Questions

1. Currency Crises
   a. For each of the unidentified country, discuss whether the country is on the verge of a crisis.
   b. Suppose you were in charge of the financial policies of the country that you think is most likely to be subject to a crisis. What would you do to prevent it?

2. Hedging Currency Risk at AIFS
   a. Recommend a hedging strategy for AIFS. Specifically, state what percentage of the costs should be covered, and whether the firm should use options or forward contracts.
   b. What are the risks of your hedging strategy? Please quantify the risk.

3. Tiffany and Co.
   a. Should Tiffany actively manage its yen-dollar exchange rate risk? Why or why not?
   b. If Tiffany were to manage exchange rate risk activity, what should be the objectives of such a program? Specifically, what exposures should be actively managed? How much of the exposures should be covered and for how long? What instruments should be used – options or forward/futures?

4. Hintz-Kessels-Kohl A. G.
   a. How attractive would the Costa Rican contract be to HKK assuming alternatively, (i) no change in the $/As exchange rate, and (ii) a depreciating dollar. For simplicity, assume no OKB financing at this stage.
   b. How much OKB financing could be potentially be made available in connection with the Costa Rican contract? How much more attractive might the contract be because of such financing?
   c. Would you cover the currency exposure? Why or why not?
   d. Given your analysis, evaluate the possible choices faced by the firm for this project. In addition, provide long-term recommendations of any changes that the firm should make.

5. Universal Circuits
   a. Does Universal Circuit’s Irish controller have a convincing argument for the weakness of the dollar? Why or why not? How do you interpret the evidence?
b. In view of the fact that the dollar is the Irish subsidiary’s “functional currency,” should the controller be worried about its exchange value? What is the nature of the foreign exchange exposure(s) faced by the Irish subsidiary? Why isn’t the Irish subsidiary’s functional currency the Irish punt?

c. Would you approve the controller’s request to buy the punt forward? What considerations factor into your decision?

d. What policies would you recommend so that you do not face similar problems in the future?

6. Jaguar plc, 1984

a. Consider Jaguar’s exchange rate exposures. To which currency is Jaguar exposed? What are the sources of these exposures? How would the company be affected by a 25% decline in the real value of the dollar?

b. How should investor’s value Jaguar’s shares? In particular, should they be concerned with foreign exchange risk?

c. Given investor’s concerns, what should management do before the IPO?

7. Foreign Exchange Hedging Strategies at GM: Competitive Exposures

a. Quantify the impact of Yen exchange rate risk on GM.

b. Should bond-holders worry about this exchange rate risk? Specifically, assess the probability of default after accounting for management’s optimal response to Japanese competitors.

c. What recommendations would you give to the management? In particular, what are the feasible policy options that are available, given the special circumstances of GM?