

CHAPTER 1

INTRODUCTION

Chapter 1 emphasizes the internationalization of business and economic activity that has occurred since the end of World War II. Although international business activities have existed for centuries, primarily in the form of exporting and importing, it is only in the postwar period that multinational firms have become preeminent. The distinguishing characteristic of the MNC is its emphasis on global, rather than affiliate, performance. Specifically, MNCs ask, "Where in the world should we build our plants, sell our products, raise capital, and hire personnel?" Thus the true multinational is characterized more by attitude than the physical reality of an integrated system of marketing and production activities worldwide. It involves looking beyond the boundaries of the home country, and treating the world as "our oyster." Good examples include the globalization of GE's medical systems division and Arco Chemical.

After stimulating student interest with this vision of the MNC, I then introduce the financial decisions that multinationals must make. I begin by discussing the key concepts and lessons from domestic finance that apply directly to international corporate finance. The lessons include the emphasis on cash flow rather than accounting earnings, the time value of money, the importance of taxes, and the unwillingness of investors to reward companies for activities (like corporate diversification) which investors could replicate for themselves at no greater cost.

The key concepts, which I point out will arise time and again in the course, are arbitrage, market efficiency, and the separation of risk into systematic risk, which must be rewarded, and unsystematic risk, which is not rewarded. The latter concept, of course, is the intuition underlying both the capital asset pricing model (CAPM) and the arbitrage pricing theory (APT). Although imperfect, the theoretical framework of domestic corporate finance provides a useful frame of reference, and understanding it is essential before proceeding with the more complex aspects of international financial management. I devote some time to explaining that total risk matters, even if the CAPM or APT holds. Otherwise the astute student will see a conflict between the irrelevance of unsystematic risk and hedging activities.

I then outline the key decision areas in international financial management: foreign exchange risk management, managing working capital and the internal financial system, financing foreign units, capital budgeting, and evaluation and control. I emphasize the additional parameters that MNC financial executives must cope with, including multiple currencies, rates of inflation, tax systems, and capital markets, as well as foreign exchange and political risks.

SUGGESTED ANSWERS TO "GENERAL ELECTRIC GLOBALIZES"

1. What advantages does General Electric seek to attain from its international business activities?

ANSWER. Aside from gaining access to markets worldwide, GE focuses on taking advantage of its global reach to find less expensive materials abroad and intellectual capital, thereby lowering its cost of designing and manufacturing products.

2. What actions is it taking to gain these advantages from its international activities?

ANSWER. GE is acquiring companies abroad, and setting up joint ventures with other foreign companies, to gain their assets and ability to service local customers. It is setting up manufacturing facilities abroad to access lower cost labor and materials and also sourcing more purchases abroad for the same reasons. It also is identifying and hiring engineering and scientific talent from around the world to boost its intellectual capital and is setting up R&D facilities where this talent can work.

Multinational Financial Management Shapiro 9th Solutions 2

JS Bruner



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Multinational Financial Management Alan C. Shapiro, Paul Hanouna, 2019-12-12 The eleventh edition of *Multinational Financial Management* is a comprehensive survey of the essential areas of the international financial market environment including foreign exchange and derivative markets risk management and international capital markets and portfolio investment Designed for upper level undergraduate and masters level courses in international finance and management this textbook offers readers a conceptual framework for analyzing key financial decisions of multinational firms The authors both explain and simplify multinational financial management by illustrating how its basic principles share the same foundation as domestic corporate finance Assuming no prior knowledge of international economics or finance this substantially revised new edition builds upon the fundamental principles of domestic financial management to examine the unique dimensions of international finance Readers are presented with a solid theoretical knowledgebase for examining decision problems as well as practical analytical techniques that clarify the often ambiguous guidelines used by international financial executives All the traditional areas of corporate finance are explored from the perspective of a multinational corporation focusing on elements rarely encountered in domestic finance such as multiple currencies segmented capital markets and political risks of nationalization or expropriation The Publishers' Trade List Annual ,1985 **Study Guide to Accompany Foundations of Multinational Financial Management, 5th Edition** Alan C. Shapiro, Andrea L DeMaskey, 2004-08-27 Work more effectively and gauge your progress along the way This Study Guide is designed to accompany Shapiro s Foundations of Multinational Financial Management 5th Edition It contains detailed chapter outlines and a number of solved questions and problems Now updated and reorganized Alan Shapiro s Foundations of Multinational Financial Management 5th Edition emphasizes broad concepts and practices and provides a clear conceptual framework for analyzing key financial decisions in multinational firms The text treats international financial management as a natural and logical extension of the principles learned in the foundations course in financial management Thus it builds on and extends the valuation framework provided by domestic corporate finance to account for dimensions unique to international finance **Journal of International Money and Finance** ,1982 Earlier place of publication varies *Management* David H. Holt, 1993 This practical study of the process of management uses real life global examples to show how the principles of management are universally applied Organized around principles of planning organization leading and control the text highlights smaller businesses as well as larger companies Forthcoming Books Rose Arny, 2002 *Business Administration Reading Lists and Course Outlines* James W. Dean, 1985 Aanwinsten van de Centrale Bibliotheek (Queteletfonds) Bibliothèque centrale (Fonds Quetelet), 1991 **Options Markets** George M. Constantinides, A. G. Malliaris, 2001 *Options Markets* presents an authoritative collection of the most important articles and papers on derivatives published during the last 35 years These three volumes offer a unique and convenient resource for the reader to review the most important research at the frontier of

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Table of Contents Multinational Financial Management Shapiro 9th Solutions 2

1. Understanding the eBook Multinational Financial Management Shapiro 9th Solutions 2
 - The Rise of Digital Reading Multinational Financial Management Shapiro 9th Solutions 2
 - Advantages of eBooks Over Traditional Books
2. Identifying Multinational Financial Management Shapiro 9th Solutions 2
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Multinational Financial Management Shapiro 9th Solutions 2
 - User-Friendly Interface
4. Exploring eBook Recommendations from Multinational Financial Management Shapiro 9th Solutions 2
 - Personalized Recommendations
 - Multinational Financial Management Shapiro 9th Solutions 2 User Reviews and Ratings
 - Multinational Financial Management Shapiro 9th Solutions 2 and Bestseller Lists

5. Accessing Multinational Financial Management Shapiro 9th Solutions 2 Free and Paid eBooks
 - Multinational Financial Management Shapiro 9th Solutions 2 Public Domain eBooks
 - Multinational Financial Management Shapiro 9th Solutions 2 eBook Subscription Services
 - Multinational Financial Management Shapiro 9th Solutions 2 Budget-Friendly Options
6. Navigating Multinational Financial Management Shapiro 9th Solutions 2 eBook Formats
 - ePub, PDF, MOBI, and More
 - Multinational Financial Management Shapiro 9th Solutions 2 Compatibility with Devices
 - Multinational Financial Management Shapiro 9th Solutions 2 Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Multinational Financial Management Shapiro 9th Solutions 2
 - Highlighting and Note-Taking Multinational Financial Management Shapiro 9th Solutions 2
 - Interactive Elements Multinational Financial Management Shapiro 9th Solutions 2
8. Staying Engaged with Multinational Financial Management Shapiro 9th Solutions 2
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Multinational Financial Management Shapiro 9th Solutions 2
9. Balancing eBooks and Physical Books Multinational Financial Management Shapiro 9th Solutions 2
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Multinational Financial Management Shapiro 9th Solutions 2
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Multinational Financial Management Shapiro 9th Solutions 2
 - Setting Reading Goals Multinational Financial Management Shapiro 9th Solutions 2
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Multinational Financial Management Shapiro 9th Solutions 2
 - Fact-Checking eBook Content of Multinational Financial Management Shapiro 9th Solutions 2
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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