

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 Edition

SA Adler



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Multinational Financial Management Alan C. Shapiro, 1982-01-01 Throughout the text a variety of real life cases and examples including new mini cases in most chapters demonstrate how to use financial analysis and reasoning to solve real international financial problems **QFINANCE: The Ultimate Resource, 4th edition** Bloomsbury Publishing, 2013-09-26 QFINANCE The Ultimate Resource 4th edition offers both practical and thought provoking articles for the finance practitioner written by leading experts from the markets and academia The coverage is expansive and in depth with key themes which include balance sheets and cash flow regulation investment governance reputation management and Islamic finance encompassed in over 250 best practice and thought leadership articles This edition will also comprise key perspectives on environmental social and governance ESG factors essential for understanding the long term sustainability of a company whether you are an investor or a corporate strategist Also included Checklists more than 250 practical guides and solutions to daily financial challenges Finance Information Sources 200 pages spanning 65 finance areas International Financial Information up to date country and industry data Management Library over 130 summaries of the most popular finance titles Finance Thinkers 50 biographies covering their work and life Quotations and Dictionary **Foreign Exchange Markets-B.Com Programme II Semester (According to SEP Syllabus)** Ms. Suprabha M, Dr. V. Basil Hans, Ms. Vinola Sandra Sequeira, 2025-03-17 Foreign Exchange Markets According to SEP Syllabus is a comprehensive textbook designed for B Com Programme II Semester students Authored by Ms Suprabha M Dr V Basil Hans and Ms Vinola Sandra Sequeira this book provides an in depth understanding of foreign exchange markets currency trading exchange rate mechanisms and international finance principles Tailored to meet academic requirements it serves as a valuable resource for students educators and anyone interested in global financial markets **Financial Management Theory and Pract** Chandra Prasanta, Chandra, 1997 **QFINANCE** Bloomsbury Publishing, 2014-11-20 QFINANCE The Ultimate Resource 5th edition is the first step reference for the finance professional or student of finance Its coverage and author quality reflect a fine blend of practitioner and academic expertise whilst providing the reader with a thorough education in the many facets of finance **The Role of Humanities in Understanding Society: A Broad Perspective 2025 volume-II** Dr. Jyoti Kulshreshtha, Dr. Oinam Sadananda Sing, Dr. Samir Ali, 2025-07-30 **Risk Management** Thomas Wolke, 2017-09-25 This book is the English edition of the German third edition which has proven to be a standard work on the subject of risk management The English edition extends the scope of use to the English language bachelor s and master s degree courses in economics and for potential use especially as a reference work in the professional practice of risk management The subject of the book is company wide risk management based on the Value at Risk concept This includes quantitative and qualitative risk measurement risk analysis based on the RoRaC and various management tools for risk control Other topics covered are the peculiarities of the various risk types e g risk management of the effects of climate change the global financial crisis and risk

reporting The book is rounded off by a comprehensive case study in which all aspects are summarized The volume is thus an indispensable standard work for students and practitioners

Corporate Financial Analysis Diana R. Harrington, 2004 This paperback text emphasizes the financial concepts and tools essential for understanding the financial impacts of business decisions The author uses current examples of actual business situations to demonstrate how financial tools concepts and theories can be used by managers to improve decision making and enhance business performance The text has a global emphasis with an equal number of domestic and international examples The author includes a discussion of international financial statements and the financial impacts of changes in foreign exchange rates The book's major appeal is its direct concise and no nonsense approach to understanding both the basics of finance and current financial concepts which allows even non financial managers to understand financial analysis

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The Journal of Hospitality Financial Management, 2003 *Foundations of Multinational Financial Management* Alan C. Shapiro, 1991 Treating international financial management as a logical extension of principles learned

in the foundations of management course this text build on and extends the valuation framework provided by domestic corporate finance to account for dimensions unique to international finance

Investopedia's Inside Edge: Corp. finance, securities markets and equity, debt, derivatives, alternative investments, and portfolio mgmt, 2006

Recording for the Blind & Dyslexic, ... Catalog of Books, 1996 *Forthcoming Books* Rose Army, 2002 **International**

Trade and Finance Mohd. Akbar Ali Khan, Kuntluru Sudershan, 2006 Contributed articles presented earlier at a National Seminar sponsored by UGC South Eastern Regional Office predominantly on commercial policy of India and the world

The Theory and Practice of International Financial Management Reid W. Click, Joshua Coval, 2002 For MBA courses in International Corporate Finance International Business Finance and Multinational Financial Management This book focuses upon the basic principles which together make a toolkit for analysis of issues in international finance It also captures the importance and excitement of international financial management and highlights the new approaches in the field It covers the theoretical foundations of international financial decisions and contains extensive applications of the theory to financial practice with a main objective of developing critical thinking skills regarding the theory and practice of international financial management

International Business Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett, 2003 Providing a global perspective of international business with a strong theory base this text has a managerial emphasis and a focus on the impact of technology on global business

Cumulative Book Index, 1998 A world list of books in the English language

Multinational Financial Management, 8th Ed Alan C. Shapiro, 2008-02 Market_Desc Economists Business Professionals Students of Business Special Features Presents a comprehensive discussion of the foreign exchange and derivatives markets Details the key parity conditions in international finance that relate interest rates exchange rates and inflation rates and the underlying arbitrage considerations that determine them along with numerous real world applications Describes the distinctions between real and nominal exchange rates and between accounting and economic exposure and their significance for exchange risk management Examines how to finance the multinational corporation and the cost of capital for foreign investments About The Book Multinational Financial Management provides a conceptual framework within which key financial decisions of the multinational firm can be analyzed The approach is to treat international financial management as a natural extension of financial management principles Because of this the book builds on the valuation framework provided by domestic corporate finance to account for dimensions unique to international finance

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