

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 Solutions

Manual Chapter6

Charles G. Renfro



Multinational Financial Management Shapiro Solutions Manual Chapter6:

Multinational Financial Management Alan C. Shapiro, 2003 This comprehensive book 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 Thus it builds on the valuation framework provided by domestic corporate finance to account for dimensions unique to international finance De economie van list en bedrog George A. Akerlof, Robert J. Shiller, 2017-04-07 Al sinds Adam Smith luidt een van de basisregels van de economie dat vrije markten ons als door een onzichtbare hand voorzien van materieel welzijn In De economie van list en bedrog plaatsen Nobelprijswinnaars George Akerlof en Robert Shiller bij dit idee een paar fundamentele vraagtekens Zolang er winst kan worden gemaakt spelen bedrijven via manipulatie en misleiding systematisch in op de psychologische zwakheden en onwetendheid van ons als consument De vrije markt is niet inherent goedaardig en leidt niet vanzelf tot algemeen heil Integendeel hij zit vol valkuilen trucs en prikkels om ons in de val te lokken Akerlof en Shiller illustreren dit idee met tientallen verhalen waaruit blijkt dat list en bedrog iedereen raakt in bijna alle facetten van het leven Meer dan ooit worden we door reclames verleid We geven ons geld uit tot op de laatste cent en vragen ons dan af hoe we de rekeningen voor de volgende maand moeten betalen We betalen te veel voor sportscholen auto's huizen en creditcards Farmaceutische bedrijven brengen dure ingenieuze producten op de markt waar we weinig aan hebben en die soms ronduit gevaarlijk zijn De economie van list en bedrog geeft fascinerende details hoe manipulatie en misleiding in al deze gebieden werkzaam zijn Daarnaast vertelt het boek over mensen die zich tegen economisch bedrog verzetten en hoe dat bedrog met meer kennis hervormingen en wetgeving kan worden teruggedrongen Subject Guide to Books in Print, 1997 *Computational Econometrics* Charles G. Renfro, 2004 This publication contains a substantial amount of detail about the broad history of the development of econometric software based on the personal recollections of many people For economists the computer has increasingly become the primary applied research tool and it is software that makes the computer work *Marketing Information Guide*, 1963 Management of Foreign Exchange Risk Laurent L. Jacque, 1978 **The Publishers' Trade List Annual**, 1985 Statistics Catalog 2005 Neil Thomson, 2004-09 **Books in Print Supplement**, 1984 **International Books in Print**, 1987

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