

## 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 prominent. 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

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Malliaris**



## **Multinational Financial Management Shapiro 9th Solutions 2:**

*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 Aanwinsten van de Centrale Bibliotheek (Queteletfonds) Bibliothèque centrale (Fonds Quetelet), 1991 **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 **Journal of International Money and Finance** ,1982 Earlier place of publication varies *Management Accounting, Organizational Theory and Capital Budgeting: 3 Surveys* Robert W Scapens, 1984-11-19 **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 this rapidly expanding area of financial economics Topics include the theory pricing and empirical evidence on equity derivatives fixed income derivatives exotics real options numerical methods and risk management As a comprehensive and integrated collection of articles Options Markets is an invaluable companion to intermediate and advanced textbooks on derivatives The historical perspective provided in this collection and the distinctiveness of its articles will appeal to both the applied and the theoretical researcher seeking fresh insights into derivatives *Books in Print Supplement* ,2002 **Subject Guide to Books in Print** ,1997

**Foreign Exchange Management in Multinational Firms** Vinh Quang Tran,1980 **American Book Publishing Record** ,2003 **Books in Print** ,1994 Cumulated Index Medicus ,1983 *Bookseller and the Stationery Trades' Journal* ,1982 **Public Affairs Information Service Bulletin** Public Affairs Information Service,1981 *Journal of Economic Literature* ,1989 International Financial and Managerial Accounting Ahmed Riahi-Belkaoui,2002 There are linkages ramifications conditions and demands made by the global economy on domestic as well as multinational firms and executives must be aware of all of them One way is through the medium of accounting information and the special way it reflects the realities of international business Providing this crucial information is the task of accounting executives and their staffs worldwide Dr Riahi Belkaoui sees it as a distinctly new type of information that applies to external and international users of all kinds operating in different nations and cultures He identifies the various issues and problems that are most critical to the efficient management of multinational firms provides practical solutions to international accounting problems and with his focus on normative as well as descriptive solutions helps confer on international accounting the status of a legitimate multidisciplinary inquiry Dr Riahi Belkaoui begins by outlining environmental factors in the global economy and their affect on the definition dimensions and conduct of international accounting He deals next with the international issues of taxation philosophies types systems treaties havens and other relevant matters before moving to the problems of determining and estimating exchange rates and the management of economic exposure He elaborates on this in Chapter 4 with discussions of international arbitrage then moves to the problems facing multinational firms when they decide on a choice of organizational structure and attempt to evaluate decisional performance Chapter 6 addresses the use and misuse of accounting information for various purposes Chapter 7 the specifics of capital budgeting He then looks at the accounting and tax issues involved in the determination of transfer prices by multinational firms and next at the accounting treatments associated with foreign currency translation transactions and futures contracts Chapter 10 concludes the book with an examination of the various asset valuation and income determination models available for dealing with international inflation

## Reviewing **Multinational Financial Management Shapiro 9th Solutions 2**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**Multinational Financial Management Shapiro 9th Solutions 2**," an enthralling opus penned by a very acclaimed wordsmith, readers embark on an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve in to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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