

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

**Ms. Suprabha M, Dr. V. Basil Hans, Ms.
Vinola Sandra Sequeira**

Multinational Financial Management Shapiro 9th Edition:

Multinational Financial Management Alan C. Shapiro,1996 Grounded in modern financial theory this text provides a conceptual framework wherein the key financial decisions of the multinational firm can be analyzed As in previous editions the book s approach treats international financial management as a natural and logical extension of principles learned in the foundations of financial management courses This fifth edition has been updated and improved to reflect the most recent developments in the field **QFINANCE: The Ultimate Resource, 4th edition** Bloomsbury Publishing,2013-09-26

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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 may facets of finance

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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 **QFinance**, 2009-10-13 Compiled by more than 300 of the world's leading professionals visionaries writers and educators this is THE first stop reference resource and knowledge base for finance QFINANCE covers an extensive range of finance topics with unique insight authoritative information practical guidance and thought provoking wisdom Unmatched for in depth content QFINANCE contains more than 2 million words of text data analysis critical summaries and bonus online content Created by Bloomsbury Publishing in association with the Qatar Financial Centre QFC Authority QFINANCE is the expert reference resource for finance professionals academics students journalists and writers QFINANCE The Ultimate Resource Special Features Best Practice and Viewpoint Essays Finance leaders experts and educators address how to resolve the most crucial issues and challenges facing business today Finance Checklists Step by step guides offer problem solving solutions including hedging interest rate risk governance practices project appraisal estimating enterprise value and managing credit ratings Calculations and Ratios Essential mathematical tools include how to calculate return on investment return on shareholders equity working capital productivity EVA risk adjusted rate of return CAPM etc Finance Thinkers and Leaders Illuminating biographies of 50 of the leading figures in modern finance including Joseph De La Vega Louis Bachelier Franco Modigliani Paul Samuelson and Myron Scholes Finance Library digests Summaries of more than 130 key works ranging from Against the Gods to Portfolio Theory Capital Markets and The Great Crash Country and Sector Profiles In depth analysis of 102 countries and 26 sectors providing essential primary research resource for direct or indirect investment Finance Information Sources A select list of the best resources for further information on finance and accounting worldwide both in print and online including books journal articles magazines internet and organizations Finance Dictionary A comprehensive jargon free easy to use dictionary of more than 9 000 finance and banking terms used globally Quotations More than 2 000 business relevant quotations Free access to QFinance Online Resources www.qfinance.com Get daily content updates podcasts online events and use our fully searchable

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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

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