

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.

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James C. Van Horne



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International Money and Finance ,1982 Earlier place of publication varies *Options Markets* George M.

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Management Accounting, Organizational Theory and Capital Budgeting: 3 Surveys Robert W Scapens, 1984-11-19 Management Principles for Finance in the Multinational David B. Zenoff, 1980 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

Financial Innovations in International Debt Management Walter Berger, 1990 The international debt problem has already generated a huge number of publications Why then another publication Many publications address macroeconomic implications of the debt problem others investigate special new financing instruments such as debt equity swaps others discuss the economic or legal aspects of debt reschedulings This work of Walter Berger concentrates on the evolution of the financial side of the debt problem This evolution is fascinating since it reveals a continuous expansion of the financial instruments being used and a surprising change in intercreditor relationships While in the seventies equal treatment of creditors was not of much concern this changed dramatically in the eighties But lately equal treatment turned out to be a strong impediment to the creditors management of loan portfolios Hence inequality of treatment is growing again This development represents a challenge to everyone who tries to explain legal changes by using economic theory Another characteristic of Walter Berger's work is that he starts from a broad institutional perspective Most economists analyze the debt problem by assuming a world where everybody follows the same principles of rationality and optimization Walter Berger questions this approach by arguing that cultural discrepancies among creditor countries and indebted countries make it difficult to define efficiency by Western standards only Moreover different cultures create what Berger calls institutional obfuscation that is creditors have substantial difficulties to predict the behavior of differently minded debtors and vice versa This lack of information creates a transaction risk for each contracting party

The British National Bibliography Arthur James Wells, 2002

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