

# Advanced Financial Management (P4)

This syllabus and study guide is designed to help with planning study and to provide detailed information on what could be assessed in any examination session.

## THE STRUCTURE OF THE SYLLABUS AND STUDY GUIDE

### Relational diagram of paper with other papers

This diagram shows direct and indirect links between this paper and other papers preceding or following it. Some papers are directly underpinned by other papers such as Advanced Performance Management by Performance Management. These links are shown as solid line arrows. Other papers only have indirect relationships with each other such as links existing between the accounting and auditing papers. The links between these are shown as dotted line arrows. This diagram indicates where you are expected to have underpinning knowledge and where it would be useful to review previous learning before undertaking study.

### Overall aim of the syllabus

This explains briefly the overall objective of the paper and indicates in the broadest sense the capabilities to be developed within the paper.

### Main capabilities

This paper's aim is broken down into several main capabilities which divide the syllabus and study guide into discrete sections.

### Relational diagram of the main capabilities

This diagram illustrates the flows and links between the main capabilities (sections) of the syllabus and should be used as an aid to planning teaching and learning in a structured way.

### Syllabus rationale

This is a narrative explaining how the syllabus is structured and how the main capabilities are linked. The rationale also explains in further detail what the examination intends to assess and why.

## Detailed syllabus

This shows the breakdown of the main capabilities (sections) of the syllabus into subject areas. This is the blueprint for the detailed study guide.

## Approach to examining the syllabus

This section briefly explains the structure of the examination and how it is assessed.

## Study Guide

This is the main document that students, tuition providers and publishers should use as the basis of their studies, instruction and materials. Examinations will be based on the detail of the study guide which comprehensively identifies what could be assessed in any examination session. The study guide is a precise reflection and breakdown of the syllabus. It is divided into sections based on the main capabilities identified in the syllabus. These sections are divided into subject areas which relate to the sub-capabilities included in the detailed syllabus. Subject areas are broken down into sub-headings which describe the detailed outcomes that could be assessed in examinations. These outcomes are described using verbs indicating what exams may require students to demonstrate, and the broad intellectual level at which these may need to be demonstrated (\*see intellectual levels below).

## Reading lists

ACCA has two approved publishers: BPP Professional Education and Kaplan Publishing Foulks Lynch. Both these publishers base their study texts on the detailed contents of the study guides as published by ACCA. ACCA takes no editorial responsibility for the detailed content of these study texts although ACCA examiners will annually review their content for general appropriateness and relevance in supporting effective study towards ACCA examinations. In addition ACCA examiners will recommend other text books where appropriate, which students may read in order to widen their reading beyond the approved study texts. Relevant articles will also be published in *student accountant*.

## INTELLECTUAL LEVELS

The syllabus is designed to progressively broaden and deepen the knowledge, skills and professional values demonstrated by the student on their way through the qualification.

The specific capabilities within the detailed syllabuses and study guides are assessed at one of three intellectual or cognitive levels:

Level 1: Knowledge and comprehension

Level 2: Application and analysis

Level 3: Synthesis and evaluation

Very broadly, these intellectual levels relate to the three cognitive levels at which the Knowledge module, the Skills module and the Professional level are assessed.

Each subject area in the detailed study guide included in this document is given a 1, 2, or 3 superscript, denoting intellectual level, marked at the end of each relevant line. This gives an indication of the intellectual depth at which an area could be assessed within the examination. However, while level 1 broadly equates with the Knowledge module, level 2 equates to the Skills module and level 3 to the Professional level, some lower level skills can continue to be assessed as the student progresses through each module and level. This reflects that at each stage of study there will be a requirement to broaden, as well as deepen capabilities. It is also possible that occasionally some higher level capabilities may be assessed at lower levels.

## LEARNING HOURS

The ACCA qualification does not prescribe or recommend any particular number of learning hours for examinations because study and learning patterns and styles vary greatly between people and organisations. This also recognises the wide diversity of personal, professional and educational circumstances in which ACCA students find themselves.

Each syllabus contains between 23 and 35 main subject area headings depending on the nature of the subject and how these areas have been broken down.

## GUIDE TO EXAM STRUCTURE

The structure of examinations varies within and between modules and levels.

The Fundamentals level examinations contain 100% compulsory questions to encourage candidates to study across the breadth of each syllabus.

The Knowledge module is assessed by equivalent two-hour paper based and computer based examinations.

The Skills module examinations are all paper based three-hour papers. The structure of papers varies from ten questions in the *Corporate and Business Law* (F4) paper to four 25 mark questions in *Performance Management* (F5) and *Financial Management* (F9). Individual questions within all Skills module papers will attract between 10 and 30 marks.

The Professional level papers are all three-hour paper based examinations, all containing two sections. Section A is compulsory, but there will be some choice offered in Section B.

For all three hour examination papers, ACCA has introduced 15 minutes reading and planning time.

This additional time is allowed at the beginning of each three-hour examination to allow candidates to read the questions and to begin planning their answers before they start writing in their answer books. This time should be used to ensure that all the information and exam requirements are properly read and understood.

During reading and planning time candidates may only annotate their question paper. They may not write anything in their answer booklets until told to do so by the invigilator.

The Essentials module papers all have a Section A containing a major case study question with all requirements totalling 50 marks relating to this case. Section B gives students a choice of two from three 25 mark questions.

Section A of each of the Options papers contains 50-70 compulsory marks from two questions, each attracting between 25 and 40 marks. Section B will

offer a choice of two from three questions totalling 30-50 marks, with each question attracting between 15 and 25 marks

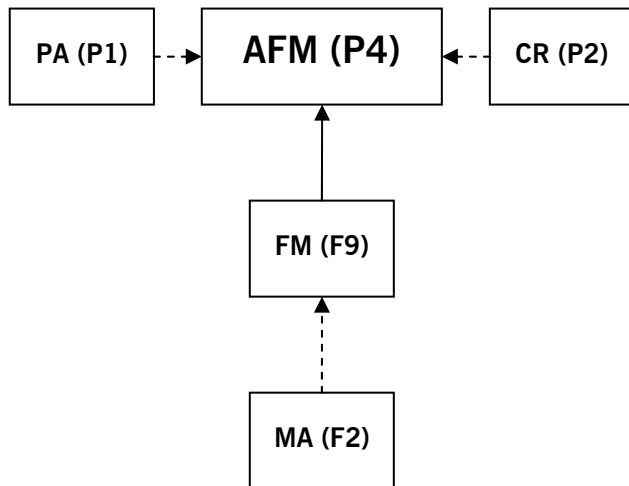
## **GUIDE TO EXAMINATION ASSESSMENT**

ACCA reserves the right to examine anything contained within the study guide at any examination session. This includes knowledge, techniques, principles, theories, and concepts as specified.

For the financial accounting, audit and assurance, law and tax papers, ACCA will publish *examinable documents* every six months to indicate exactly what regulations and legislation could potentially be assessed at the following examination session. Knowledge of new examinable regulations will not be assessed until at least six calendar months after the last day of the month in which documents are issued or legislation is passed. The relevant cut-off date for the June examinations is 30 November of the previous year, and for the December examinations, it is 31 May of the same year.

The study guide offers more detailed guidance on the depth and level at which the examinable documents will be examined. The study guide should therefore be read in conjunction with the examinable documents list.

# Syllabus



## AIM

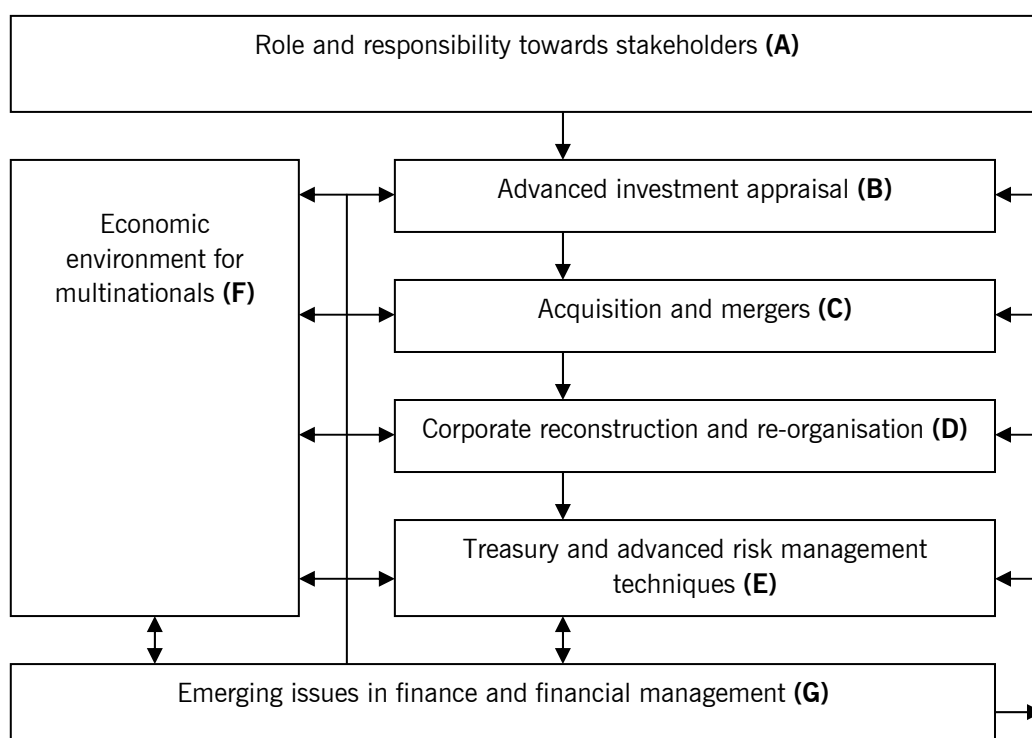
To apply relevant knowledge, skills and exercise professional judgement as expected of a senior financial executive or advisor, in taking or recommending decisions relating to the financial management of an organisation.

## MAIN CAPABILITIES

On successful completion of this paper, candidates should be able to:

- A** Explain the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders
- B** Evaluate potential investment decisions and assessing their financial and strategic consequences, both domestically and internationally
- C** Assess and plan acquisitions and mergers as an alternative growth strategy
- D** Evaluate and advise on alternative corporate re-organisation strategies
- E** Apply and evaluate alternative advanced treasury and risk management techniques
- F** Evaluate the impact of macro economics and recognise the role of international financial institutions in the financial management of multinationals
- G** Identify and assess the potential impact of emerging issues in finance and financial management.

## RELATIONAL DIAGRAM OF MAIN CAPABILITIES



## **RATIONALE**

This syllabus develops upon the core financial management knowledge and skills covered in the F9, *Financial Management*, syllabus at the Fundamentals level and prepares candidates to advise management and/or clients on complex strategic financial management issues facing an organisation.

The syllabus starts by exploring the role and responsibility of a senior executive or advisor in meeting competing needs of stakeholders. The syllabus then re-examines investment and financing decisions, with the emphasis moving towards the strategic consequences of making such decisions in a domestic, as well as international, context. Candidates are then expected to develop further advisory skills in planning strategic acquisitions and mergers and corporate re-organisations.

The next part of the syllabus covers the role of a treasury function in large complex corporate structures. It re-examines, in the broadest sense, the existence of risk in business and the sophisticated strategies which are employed in order to manage such risks. This is a build-up on what candidates would have covered in the F9, *Financial Management*, syllabus and the P1, *Professional Accountant*, syllabus.

The syllabus finishes by examining the impact of the economic environment on multinationals and the impact of emerging issues in finance.

## **DETAILED SYLLABUS**

### **A Role and responsibility towards stakeholders**

1. Conflicting stakeholder interests
2. The role and responsibility of senior financial executive/advisor
3. Impact of environmental issues on corporate objectives and on governance
4. Financial strategy formulation
5. Ethical issues in financial management

### **B Advanced investment appraisal**

1. Discounted cash flow techniques and the use of free cash flows
2. Impact of financing on investment decisions and adjusted present values
3. Application of option pricing theory in investment decisions
4. International investment and financing decisions
5. Impact of capital investment on financial reporting

### **C Acquisitions and mergers**

1. Acquisitions and mergers versus other growth strategies
2. Valuation for acquisitions and mergers
3. Regulatory framework and processes
4. Financing acquisitions and mergers

### **D Corporate reconstruction and re-organisation**

1. Predicting corporate failure
2. Financial reconstruction
3. Business re-organisation

### **E Treasury and advanced risk management techniques**

1. The role of the treasury function in multinationals
2. The use of financial derivatives to hedge against forex risk
3. The use of financial derivatives to hedge against interest rate risk
4. Other forms of risk
5. Dividend policy in multinationals and transfer pricing

## **F Economic environment for multinationals**

1. Management of international trade and finance
2. Strategic business and financial planning for multinationals

## **G Emerging issues in finance and financial management**

1. Developments in world financial markets
2. Financial engineering and emerging derivative products
3. Developments in international trade and finance

### **APPROACH TO EXAMINING THE SYLLABUS**

The P4, *Advanced Financial Management*, paper builds upon the skills and knowledge examined in the F9, *Financial Management*, paper. At this stage candidates will be expected to demonstrate an integrated knowledge of the subject and an ability to relate their technical understanding of the subject to issues of strategic importance to the firm. The study guide specifies the wide range of contextual understanding that is required to achieve a satisfactory standard at this level. In particular the ethical and managerial aspects of the role of the senior financial manager or advisor will regularly feature in examination papers.

### **Examination Structure**

The examination will be a three hour paper in two sections:

Section A has two compulsory questions normally worth 60 marks in total. This section will normally cover significant issues relevant to the senior financial manager or advisor and will be set in the form of a short case study or scenario. The requirements of the section A questions are such that candidates will be expected to show a comprehensive understanding of issues from across the syllabus. Each question will contain a mix of computational and discursive elements. Normally, approximately 50 per cent of the marks will be apportioned to each of the two elements. A maximum of 40 marks will be available for either question in Section A.

Section B questions are designed to provide a more focused test of the syllabus with, normally, at least one question being wholly discursive. Candidates will be expected to provide answers in a specified form such as a short report or board memorandum commensurate with the professional level of the paper.

### **Section A:**

Answer both questions, total 60 marks

### **Section B:**

Answer two from three questions, 20 marks each

### **Total 100 marks**

Candidates will be provided with a formulae sheet as well as present value, annuity and standard normal distribution tables.

# Study Guide

## A ROLE AND RESPONSIBILITY TOWARDS STAKEHOLDERS

### 1. Conflicting stakeholder interests

- a) Assess the potential sources of the conflict within a given corporate governance/ stakeholder framework informed by an understanding of the alternative theories of managerial behaviour.<sup>[3]</sup>  
Relevant underpinning theory for this assessment would be:
- The Separation of Ownership and Control
  - Transaction cost economics and comparative governance structures
  - Agency Theory
- b) Recommend, within specified problem domains, appropriate strategies for the resolution of stakeholder conflict and advise on alternative approaches that may be adopted.<sup>[3]</sup>
- c) Compare the emerging governance structures and policies with respect to corporate governance (with particular emphasis upon the European stakeholder and the US/UK shareholder model) and with respect to the role of the financial manager.<sup>[3]</sup>

### 2. The role and responsibility of senior financial executive/advisor

- a) Advise the board of directors of the firm in setting the financial goals of the business and in its financial policy development<sup>[2]</sup> with particular reference to:
- Investment selection and capital resource allocation
  - Minimising the firm's cost of capital
  - Distribution and retention policy
  - Communicating financial policy and corporate goals to internal and external stakeholders
  - Financial planning and control
  - The management of risk
- b) Develop strategies for the achievement of the firm's goals in line with its agreed policy framework.<sup>[3]</sup>

- c) Recommend strategies for the management of the financial resources of the firm such that they are utilised in an efficient, effective and transparent way.<sup>[3]</sup>
- d) Establish an ethical financial policy for the financial management of the firm which is grounded in good governance, the highest standards of probity and is fully aligned with the ethical principles of the Association.<sup>[3]</sup>
- e) Explore the areas within the ethical framework of the firm which may be undermined by agency effects and/or stakeholder conflicts and establish strategies for dealing with them.<sup>[3]</sup>
- f) Prepare advice on personal finance to individual as well as groups of investors, covering areas such as investment and financing.<sup>[3]</sup>

### 3. Impact of environmental issues on corporate objectives and on governance

- a) Assess the issues which may impact upon corporate objectives and governance from:<sup>[3]</sup>
- Sustainability and environmental risk
  - The carbon-trading economy and emissions
  - The role of the environment agency
  - Environmental audits and the triple bottom line approach

### 4. Financial strategy formulation

- a) Recommend the optimum capital mix and structure within a specified business context and capital asset structure.<sup>[3]</sup>
- b) Recommend appropriate distribution and retention policy.<sup>[3]</sup>
- c) Establish capital investment monitoring and risk management systems.<sup>[3]</sup>
- d) Develop a framework for risk management comparing and contrasting risk mitigation, hedging and diversification strategies.<sup>[3]</sup>

### 5. Ethical issues in financial management

- a) Assess the ethical dimension within business issues and decisions and advise on best

practice in the financial management of the firm.<sup>[3]</sup>

- b) Demonstrate an understanding of the interconnectedness of the ethics of good business practice between all of the functional areas of the firm.<sup>[2]</sup>
- c) Recommend an ethical framework for the development of a firm's financial policies and a system for the assessment of their ethical impact upon the financial management of the firm.<sup>[3]</sup>

## **B ADVANCED INVESTMENT APPRAISAL**

### **1. Discounted cash flow techniques and the use of free cash flows**

- a) Evaluate the potential value added to a firm arising from a specified capital investment project or portfolio using the net present value model.<sup>[3]</sup> Project modelling should include explicit treatment of:
  - i) Inflation and specific price variation
  - ii) Taxation and the assessment of fiscal risk
  - iii) Multi-period capital rationing to include the formulation of programming methods and the interpretation of their output.
- b) Establish the potential economic return (using internal rate of return and modified internal rate of return) and advise on a project's return margin and its vulnerability to competitive action.<sup>[3]</sup>
- c) Forecast a firm's free cash flow and its free cash flow to equity (pre and post capital reinvestment).<sup>[2]</sup>
- d) Advise, in the context of a specified capital investment programme, on a firm's current and projected dividend capacity.<sup>[3]</sup>
- e) Advise on the value of a firm using its free cash flow and free cash flow to equity under alternative horizon and growth assumptions.<sup>[3]</sup>

### **2. Impact of financing on investment decisions and adjusted present values**

- a) Assess the impact of financing upon investment decisions of:<sup>[3]</sup>

- i) Pecking order theory
- ii) Static trade-off theory
- iii) Agency effects and capital structure

- b) Apply the adjusted present value technique to the appraisal of investment decisions that entail significant alterations in the financial structure of the firm, including their fiscal and transactions cost implications.<sup>[3]</sup>

- c) Outline the application of Monte Carlo simulation to investment appraisal.<sup>[2]</sup> Candidates will not be expected to undertake simulations in an examination context but will be expected to demonstrate an understanding of:

- i) Simple model design
- ii) The different types of distribution controlling the key variables within the simulation.
- iii) The significance of the simulation output and the assessment of the likelihood of project success.
- iv) The measurement and interpretation of project value at risk.

### **3. Application of option pricing theory in investment decisions**

- a) Demonstrate an understanding of option pricing theory:<sup>[2]</sup>
  - i) Determine, using published data, the five principal drivers of option value (value of the underlying, exercise price, time to expiry, volatility and the risk-free rate).
  - ii) Discuss the underlying assumptions, structure, application and limitations of the Black-Scholes model.
- b) Evaluate embedded real options within a project, classifying them into one of the real option archetypes.<sup>[3]</sup>
- c) Assess and advise on the value of options to delay, expand, redeploy and withdraw using the Black Scholes model.<sup>[3]</sup>

### **4. International investment and financing decisions**

- a) Assess the impact upon the value of a project of alternative exchange rate assumptions<sup>[3]</sup>.

- b) Forecast project or firm free cash flows in any specified currency and determine the project's net present value or firm value under differing exchange rate, fiscal and transaction cost assumptions.<sup>[2]</sup>
- c) Evaluate the significance of exchange controls for a given investment decision and strategies for dealing with restricted remittance.<sup>[3]</sup>
- d) Assess the impact of a project upon a firm's exposure to translation, transaction and economic risk.<sup>[3]</sup>
- e) Assess and advise upon the costs and benefits of alternative sources of finance available within the international equity and bond markets.<sup>[3]</sup>

## 5. Impact of capital investment on financial reporting

- a) Assess the impact of a significant capital investment project upon the reported financial position and performance of the firm taking into account: <sup>[3]</sup>
  - i) Alternative financing strategies
  - ii) Foreign exchange translation
  - iii) Taxation and double taxation
  - iv) Capital allowances and the problem of tax exhaustion.

## C ACQUISITIONS AND MERGERS

### 1. Acquisitions and mergers versus other growth strategies

- a) Discuss the arguments for and against the use of acquisitions and mergers as a method of corporate expansion.<sup>[2]</sup>
- b) Evaluate the corporate and competitive nature of a given acquisition proposal.<sup>[3]</sup>
- c) Advise upon the criteria for choosing an appropriate target for acquisition.<sup>[3]</sup>
- d) Compare the various explanations for the high failure rate of acquisitions in enhancing shareholder value.<sup>[3]</sup>
- e) Evaluate, from a given context, the potential for synergy separately classified as:<sup>[3]</sup>
  - i) Revenue synergy

- ii) Cost synergy
- iii) Financial synergy

### 2. Valuation for acquisitions and mergers

- a) Outline the argument and the problem of overvaluation.<sup>[1]</sup>
- b) Estimate the potential near-term and continuing growth levels of a firm's earnings using both internal and external measures.<sup>[3]</sup>
- c) Assess the impact of an acquisition or merger upon the risk profile of the acquirer distinguishing:<sup>[3]</sup>
  - i) Type 1 acquisitions that do not disturb the acquirer's exposure to financial or business risk
  - ii) Type 2 acquisitions that impact upon the acquirer's exposure to financial risk
  - iii) Type 3 acquisitions that impact upon the acquirer's exposure to both financial and business risk.
- d) Advise on the valuation of a type 1 acquisition of both quoted and unquoted entities using:<sup>[3]</sup>
  - i) 'Book value-plus' models
  - ii) Market relative models
  - iii) Cash flow models, including EVA<sup>TM</sup>, MVA
- e) Advise on the valuation of type 2 acquisitions using the adjusted net present value model.<sup>[3]</sup>
- f) Advise on the valuation of type 3 acquisitions using iterative revaluation procedures.<sup>[3]</sup>
- g) Demonstrate an understanding of the procedure for valuing high growth start-ups.<sup>[2]</sup>

### 3. Regulatory framework and processes

- a) Demonstrate an understanding of the principal factors influencing the development of the regulatory framework for mergers and acquisitions globally and, in particular, be able to compare and contrast the shareholder versus the stakeholder models of regulation.<sup>[2]</sup>
- b) Identify the main regulatory issues which are likely to arise in the context of a given offer and
  - i) assess whether the offer is likely to be in the shareholders' best interests

- ii) advise the directors of a target company on the most appropriate defence if a specific offer is to be treated as hostile.<sup>[3]</sup>

#### **4. Financing acquisitions and mergers**

- a) Compare the various sources of financing available for a proposed cash-based acquisition<sup>[3]</sup>
- b) Evaluate the advantages and disadvantages of a financial offer for a given acquisition proposal using pure or mixed mode financing and recommend the most appropriate offer to be made.<sup>[3]</sup>
- c) Assess the impact of a given financial offer on the reported financial position and performance of the acquirer.<sup>[3]</sup>

### **D CORPORATE RECONSTRUCTION AND RE-ORGANISATION**

#### **1. Predicting corporate failure**

- a) Assess the risk of corporate failure within the short to medium term using a range of appropriate financial evaluation methods (this will require an ability to use multivariate techniques such as the Z and Zeta score models).<sup>[3]</sup>
- b) Advise on the application of financial distress models to firms in emerging markets given local regulatory and financial market conditions.<sup>[3]</sup>

#### **2. Financial reconstruction**

- a) Assess a company situation and determine whether a financial reconstruction is the most appropriate strategy for dealing with the problem as presented.<sup>[3]</sup>
- b) Assess the likely response of the capital market and/or individual suppliers of capital to any reconstruction scheme and the impact their response is likely to have upon the value of the firm.<sup>[3]</sup>
- c) Recommend a reconstruction scheme from a given business situation, justifying the proposal in terms of its impact upon the reported

performance and financial position of the firm.<sup>[3]</sup>

### **3. Business re-organisation**

- a) Recommend, with reasons, strategies for unbundling parts of a quoted company.<sup>[3]</sup>
- b) Evaluate the likely financial and other benefits of unbundling.<sup>[3]</sup>
- c) Advise on the financial issues relating to a management buy-out and buy-in.<sup>[3]</sup>

### **E TREASURY AND ADVANCED RISK MANAGEMENT TECHNIQUES**

#### **1. The role of the treasury function in multinationals**

- a) Describe the role of the money markets in:<sup>[1]</sup>
  - i) Providing short-term liquidity to industry and the public sector
  - ii) Providing short-term trade finance
  - iii) Allowing a multinational firm to manage its exposure to FOREX and interest rate risk.
- b) Explain the role of the banks and other financial institutions in the operation of the money markets.<sup>[1]</sup>
- c) Describe the characteristics and role of the principal money market instruments:<sup>[1]</sup>
  - i) Coupon bearing:
  - ii) Discount instruments
  - iii) Derivatives
- d) Outline the role of the treasury management function within:<sup>[2]</sup>
  - i) The short term management of the firm's financial resources
  - ii) The longer term maximisation of shareholder value
  - iii) The management of risk exposure

#### **2. The use of financial derivatives to hedge against forex risk**

- a) Demonstrate an understanding of the operations of the derivatives market, including:<sup>[3]</sup>
  - i) The relative advantages and disadvantages of exchange traded versus OTC agreements.

- ii) Key features, such as standard contracts, tick sizes, margin requirements and margin trading.
- iii) The source of basis risk and how it can be minimised.

- b) Evaluate, for a given hedging requirement, which of the following is the most appropriate strategy, given the nature of the underlying position and the risk exposure:<sup>[3]</sup>
  - i) The use of the forward exchange market and the creation of a money market hedge
  - ii) Synthetic foreign exchange agreements (SAFE's)
  - iii) Exchange-traded currency futures contracts
  - iv) Currency swaps
  - v) FOREX swaps
  - vi) Currency options
- c) Advise on the use of bilateral and multilateral netting and matching as tools for minimising FOREX transactions costs and the management of market barriers to the free movement of capital and other remittances.<sup>[3]</sup>

### 3. The use of financial derivatives to hedge against interest rate risk

- a) Evaluate, for a given hedging requirement, which of the following is the most appropriate given the nature of the underlying position and the risk exposure:<sup>[3]</sup>
  - i) Forward Rate Agreements
  - ii) Interest Rate Futures
  - iii) Interest rate swaps
  - iv) Options on FRA's (caps and collars), Interest rate futures and interest rate swaps.

### 4. Other forms of risk

- a) Assess the firm's exposure to political, economic, regulatory and fiscal risk and the strategies available for the mitigation of such risk.<sup>[3]</sup>
- b) Assess the firm's exposure to credit risk, including:<sup>[2]</sup>
  - i) Explain the role of, and the risk assessment models used by, the principal rating agencies.

- ii) Estimate the likely credit spread over risk free.
- iii) Estimate the firm's current cost of debt capital using the appropriate term structure of interest rates and the credit spread.

- c) Explain the role of option pricing models in the assessment of default risk, the value of debt and its potential recoverability<sup>[1]</sup>

### 5. Dividend policy in multinationals and transfer pricing

- a) Determine a firm's dividend capacity and its policy given:<sup>[3]</sup>
  - i) The firm's short- and long-term reinvestment strategy
  - ii) The impact of any other capital reconstruction programmes on free cash flow to equity such as share repurchase agreements and new capital issues
  - iii) The availability and timing of central remittances
  - iv) The corporate tax regime within the host jurisdiction
- b) Develop company policy on the transfer pricing of goods and services across international borders and be able to determine the most appropriate transfer pricing strategy in a given situation reflecting local regulations and tax regimes.<sup>[3]</sup>

## F ECONOMIC ENVIRONMENT FOR MULTINATIONALS

### 1. Management of international trade and finance

- a) Advise on the theory and practice of free trade and the management of barriers to trade.<sup>[3]</sup>
- b) Demonstrate an up to date understanding of the major trade agreements and common markets and, on the basis of contemporary circumstances, advise on their policy and strategic implications for a given business.<sup>[3]</sup>
- c) Discuss the objectives of the World Trade Organisation.<sup>[2]</sup>
- d) Discuss the role of international financial institutions within the context of a globalised

economy, with particular attention to the International Monetary Fund, the Bank of International Settlements, The World Bank and the principal Central Banks (the Fed, Bank of England, European Central Bank and the Bank of Japan).<sup>[2]</sup>

- e) Assess the role of the international financial markets with respect to the management of global debt, the financial development of the emerging economies and the maintenance of global financial stability.<sup>[2]</sup>

## 2. Strategic business and financial planning for multinationals

- a) Advise on the development of a financial planning framework for a multinational taking into account:<sup>[3]</sup>
- i) Compliance with national governance requirements (for example the LSE requirements for admission for trading)
  - ii) The mobility of capital across borders and national limitations on remittances and transfer pricing.
  - iii) The pattern of economic and other risk exposures in the different national markets
  - iv) Agency issues in the central coordination of overseas operations and the balancing of local financial autonomy with effective central control.

## G EMERGING ISSUES

### 1. Developments in world financial markets

Demonstrate awareness, and discuss the significance to the firm, of latest developments in the world financial markets with particular reference to the removal of barriers to the free movement of capital and the international regulations on money laundering <sup>[2]</sup>

### 2. Financial engineering and emerging derivative products

Demonstrate awareness, and discuss the significance to the firm, of latest derivative products with particular emphasis on the risks in derivative trading and the application of the following in their management:<sup>[2]</sup>

- i) Value at Risk
- ii) Scenario analysis

iii) Stress testing

### 3. Developments in international trade and finance

Demonstrate an awareness of new developments in the macroeconomic environment, establishing their impact upon the firm, and advising on the appropriate response to those developments both internally and externally <sup>[2]</sup>

## READING LIST

ACCA's approved publishers:

### BPP Professional Education

Contact number: +44(0)20 8740 2222

Website: [www.bpp.com/acca](http://www.bpp.com/acca)

### Kaplan Publishing Foulks Lynch

Contact number: +44(0)118 989 0629

Website: [www.kaplanfoulkslynch.com](http://www.kaplanfoulkslynch.com)

Additional reading:

Accountancy Tuition Centre (ATC) International

Contact number: +44(0)141 880 6469

Website: [www.atc-global.com](http://www.atc-global.com)

Stern, Joel, M., and Chew, Donald, H., (2003) The Revolution in Corporate Finance, 4e, Blackwell Publishing ISBN 1-40510-781-2

Buckley, Adrian, Multinational Finance, 5e, FT Prentice Hall ISBN 0-27368209-1

Chisholm, Andrew, M., An Introduction to Capital Markets – products, strategies and participants, Wiley Finance ISBN 0-471-49866-1

Koller, Tim, Goedhardt, Marc, and Wessels, David, (2005) Valuation – measuring and managing the value of companies, Wiley. ISBN 0-471-70221-8

I Demirang and S Goddard, Financial Management for International Business, McGraw Hill, ISBN 0077078691

Ryan, Bob (2006), Corporate Finance and Valuation, Thompson Press, ISBN 978-1-84480-271-5

Wider and regular reading of articles in the *Student Accountant* and finance journals is encouraged.