

CHAPTER 21

CAPITAL BUDGETING AND COST ANALYSIS

21-1 No. Capital budgeting focuses on an individual investment project throughout its life, recognizing the time value of money. The life of a project is often longer than a year. Accrual accounting focuses on a particular accounting period, often a year, with an emphasis on income determination.

21-2 The five stages in capital budgeting are the following:

1. An *identification stage* to determine which types of capital investments are available to accomplish organization objectives and strategies.
2. An *information-acquisition stage* to gather data from all parts of the value chain in order to evaluate alternative capital investments.
3. A *forecasting stage* to project the future cash flows attributable to the various capital projects.
4. An *evaluation stage* where capital budgeting methods are used to choose the best alternative for the firm.
5. A *financing, implementation and control stage* to fund projects, get them under way and monitor their performance.

21-3 In essence, the discounted cash-flow method calculates the expected cash inflows and outflows of a project as if they occurred at a single point in time so that they can be aggregated (added, subtracted, etc.) in an appropriate way. This enables comparison with cash flows from other projects that might occur over different time periods.

21-4 No. Only quantitative outcomes are formally analyzed in capital budgeting decisions. Many effects of capital budgeting decisions, however, are difficult to quantify in financial terms. These nonfinancial or qualitative factors (for example, the number of accidents in a manufacturing plant or employee morale) are important to consider in making capital budgeting decisions.

21-5 Sensitivity analysis can be incorporated into DCF analysis by examining how the DCF of each project changes with changes in the inputs used. These could include changes in revenue assumptions, cost assumptions, tax rate assumptions, and discount rates.

21-6 The payback method measures the time it will take to recoup, in the form of expected future net cash inflows, the net initial investment in a project. The payback method is simple and easy to understand. It is a handy method when screening many proposals and particularly when predicted cash flows in later years are highly uncertain. The main weaknesses of the payback method are its neglect of the time value of money and of the cash flows after the payback period. The first drawback, but not the second, can be addressed by using the discounted payback method.

21-7 The accrual accounting rate-of-return (AARR) method divides an accrual accounting measure of average annual income of a project by an accrual accounting measure of investment. The strengths of the accrual accounting rate of return method are that it is simple, easy to understand, and considers profitability. Its weaknesses are that it ignores the time value of money and does not consider the cash flows for a project.

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John K. Harris



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Table of Contents Chapter 21 Capital Budgeting And Cost Analysis Solutions

1. Understanding the eBook Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - The Rise of Digital Reading Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Advantages of eBooks Over Traditional Books
2. Identifying Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - User-Friendly Interface
4. Exploring eBook Recommendations from Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Personalized Recommendations
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions User Reviews and Ratings
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions and Bestseller Lists

5. Accessing Chapter 21 Capital Budgeting And Cost Analysis Solutions Free and Paid eBooks
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions Public Domain eBooks
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions eBook Subscription Services
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions Budget-Friendly Options
6. Navigating Chapter 21 Capital Budgeting And Cost Analysis Solutions eBook Formats
 - ePub, PDF, MOBI, and More
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions Compatibility with Devices
 - Chapter 21 Capital Budgeting And Cost Analysis Solutions Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Highlighting and Note-Taking Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Interactive Elements Chapter 21 Capital Budgeting And Cost Analysis Solutions
8. Staying Engaged with Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Chapter 21 Capital Budgeting And Cost Analysis Solutions
9. Balancing eBooks and Physical Books Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Chapter 21 Capital Budgeting And Cost Analysis Solutions
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Setting Reading Goals Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Fact-Checking eBook Content of Chapter 21 Capital Budgeting And Cost Analysis Solutions
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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