Lecture 4

Management

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The next task, after determining the technical and market feasibility of the project, is to determine the profitability from both the financial and economic standpoint.

Profitability is defined as the ability to earn return over and above the cost of capital with consideration of the risks involved.

The following are the profitability indicators:

- Net present value (NPV)
- Benefit-cost ratio (B/C)
- Internal rate of return (IRR)
- Cash Payback period
- Accounting rates of return

Any or a combination of these indicators determine the profitability of the project.

Money **now** is more valuable than money **later on**.

$$PV = FV / (1+r)^n$$



So \$1,000 now is the **same** as \$1,100 next year (at 10% interest).

$$PV = FV / (1+r)^n$$

Example: try to get PV for \$900 in three years, using an interest rate of 6%

The interest rate (r) is now 6%, which is **0.06** as a decimal:

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⇒ PV = FV / (1+r)^n

⇒ PV = $900 / (1 + 0.06)^3

⇒ PV = $900 / 1.06^3

⇒ PV = $755.66 (to nearest cent)
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The first three profitability indicators take into account the relative timing of cost and benefit (revenue) flow through the process of discounting.

The NPV, IRR, and B/C ratio will involve discounting. Discounting is defined as a process of translating future value into their present value worth by applying a discount factor that reflects the diminishing value of the same amount of money as one moves further into the future.

Net present value

The net present value is defined as the difference between the present value project benefit (B) and the value of the present value of the project cost (C).

Net present value

$$NPV = \frac{B_{n_i} - C_{n_i}}{(1+r)^n}$$

Where

B = benefits derived from the project

C = investment, operating and other associated cost incurred by the project.

r = discount rate

 \mathbf{n}_i = number of years

Net present value

The decision rule for the NPV criterion is that accept project where NPV is equal to or greater than 0 and reject otherwise. Derivation of NPV of a project requires the following:

- 1. benefit and cost stream
- 2. a decision on the period over which calculations are to be made, generally the life of the project in question
- 3. the discount rate

The benefits(B) are derived from the market and financial studies while cost stream would include the investment outlay and the operating expenses, extracted from the technical and financial studies.

Benefit cost ratio

The benefit-cost ratio B/C is the ratio of the present value of gross benefit to the present value of gross cost.

$$B/C = \sum \left[\frac{B_{n_i}}{(1+r)^n} / \frac{C_{n_i}}{(1+r)^n} \right]$$

The decision rule is: accept projects with B/C greater or equal to 1; otherwise reject.

Internal rate of return (IRR)

The internal rate of return of a project is that discount rate which equates the present value of the benefit and cost. The new present value of benefit is zero and B/C = 1.

Procedure for estimating IRR:

IRR could be estimated by a trial and error method or by interpolation using positive NPV and negative NPV as upper and lower limits in which NPV = 0.

Internal rate of return (IRR)

$$IRR = R_{_{1}} + \frac{NPV_{_{1}}(R_{_{2}} - R_{_{1}})}{NPV_{_{1}} + \left| NPV_{_{2}} \right|}$$

The decision rule is to accept the project if IRR is greater than or equal to the relevant discount rate; otherwise reject.

| 1 999 .998 .997 .996 .995 .994 1 .993 .992 .991 .990 .988 .976 2 .998 .996 .994 .992 .990 .988 2 .986 .984 .982 .980 .976 .977 3 .997 .994 .991 .988 .984 .980 .976 .972 .965 .961 .957 .953 4 .996 .992 .988 .984 .980 .976 .4 .972 .965 .961 .957 .953 5 .995 .990 .985 .980 .975 .971 .5 .966 .961 .965 .961 .947 .942 6 .994 .988 .982 .976 .971 .965 6 .959 .953 .948 .942 .936 .931 7 .993 .986 .979 .972 .966 .959 7 .952 .946 .939 .933 .923 .913 .923 <td< th=""><th colspan="7">PRESENT VALUE OF 1</th><th colspan="7">PRESENT VALUE OF 1</th></td<> | PRESENT VALUE OF 1 | | | | | | | PRESENT VALUE OF 1 | | | | | | |
|---|--------------------|-------|-------|-------|-------|-------|-------|--------------------|-------|-------|-------|-------|-------|-------|
| 1 999 998 997 996 995 .994 1 .993 .992 .991 .990 .988 2 .986 .984 .982 .980 .978 .976 3 .997 .994 .991 .988 .985 .982 3 .979 .976 .973 .971 .968 .965 4 .996 .992 .988 .984 .980 .976 4 .972 .969 .965 .961 .957 .953 5 .995 .990 .985 .980 .975 .971 .5 .966 .961 .956 .951 .947 .942 6 .994 .988 .982 .976 .971 .965 6 .959 .953 .948 .942 .936 .931 7 .993 .986 .979 .972 .966 .959 7 .952 .946 .939 .933 .926 .920 8 .992 .984 .976 .969 .961 .953 8 | YEAR | 0.1% | 0.2% | 0.3% | 0.4% | 0.5% | 0.6% | YEAR | 0.7% | 0.8% | 0.9% | 1.0% | 1.1% | 1.2% |
| 2 998 .996 .994 .992 .990 .988 2 .986 .984 .982 .980 .976 3 .997 .994 .991 .988 .985 .982 3 .979 .976 .973 .971 .968 .965 4 .996 .992 .988 .984 .980 .976 4 .972 .969 .965 .961 .957 .953 5 .995 .990 .985 .980 .975 .971 .5 .966 .961 .956 .951 .947 .942 6 .994 .988 .982 .976 .971 .965 6 .959 .953 .948 .942 .936 .931 7 .993 .986 .979 .972 .966 .959 .7 .952 .946 .939 .933 .926 .920 8 .992 .984 .976 .969 .961 | 0 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 0 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| 3 997 994 .991 .988 .986 .982 3 .979 .976 .973 .971 .968 .965 4 .996 .992 .988 .984 .980 .976 4 .972 .969 .965 .961 .957 .953 5 .995 .990 .985 .980 .975 .971 .5 .966 .961 .956 .951 .947 .942 6 .994 .988 .982 .976 .971 .965 6 .959 .953 .948 .942 .936 .931 .922 8 .992 .984 .976 .969 .961 .953 8 .946 .933 .923 .914 .900 9 .991 .982 .973 .965 .956 .948 9 .933 .923 .914 .906 .898 10 .990 .980 .970 .961 .951 | 1 | .999 | .998 | .997 | .996 | .995 | .994 | 1 | .993 | .992 | .991 | .990 | .989 | .988 |
| 4 .996 .992 .988 .984 .980 .976 4 .972 .969 .965 .961 .957 .953 5 .995 .990 .985 .980 .975 .971 .5 .966 .961 .956 .951 .947 .942 6 .994 .988 .982 .976 .971 .965 6 .959 .953 .948 .942 .936 .931 7 .993 .986 .979 .972 .966 .959 7 .952 .946 .939 .933 .926 .920 8 .992 .984 .976 .969 .961 .953 8 .946 .938 .931 .923 .914 .906 .898 9 .991 .982 .973 .965 .956 .948 9 .939 .931 .923 .914 .906 .898 10 .990 .980 .976 | 2 | .998 | .996 | .994 | .992 | .990 | .988 | 2 | .986 | .984 | .982 | .980 | .978 | .976 |
| 5 .995 .990 .985 .980 .975 .971 .5 .966 .961 .956 .951 .947 .942 .936 .931 .942 .936 .931 .942 .936 .931 .920 .933 .926 .939 .933 .926 .920 .988 .992 .984 .976 .966 .959 .952 .946 .939 .933 .926 .920 .988 .992 .984 .976 .969 .961 .953 .946 .938 .931 .923 .916 .909 9 .991 .982 .973 .965 .956 .948 .99 .939 .931 .923 .914 .906 .898 10 .990 .980 .970 .961 .951 .942 .10 .933 .923 .914 .906 .896 .887 .877 12 .988 .976 .965 .953 .942 .931 | 3 | .997 | .994 | .991 | .988 | .985 | .982 | 3 | .979 | .976 | .973 | .971 | .968 | .965 |
| 6 .994 .988 .982 .976 .971 .965 6 .959 .953 .948 .942 .936 .931 7 .993 .986 .979 .972 .966 .959 7 .952 .946 .939 .933 .926 .920 8 .992 .984 .976 .969 .961 .953 8 .946 .938 .931 .923 .916 .909 9 .991 .982 .973 .965 .956 .948 9 .939 .931 .923 .914 .906 .898 10 .990 .980 .970 .961 .951 .942 .10 .933 .923 .914 .905 .896 .888 11 .989 .978 .968 .957 .947 .936 .11 .926 .916 .906 .886 .887 .877 .867 12 .988 .976 .965< | 4 | .996 | .992 | .988 | .984 | .980 | .976 | 4 | .972 | .969 | .965 | .961 | .957 | .953 |
| 7 .993 .986 .979 .972 .966 .959 7 .952 .946 .939 .933 .926 .920 8 .992 .984 .976 .969 .961 .953 8 .946 .938 .931 .923 .916 .909 9 .991 .982 .973 .965 .956 .948 9 .939 .931 .923 .914 .906 .898 10 .990 .980 .970 .961 .951 .942 10 .933 .923 .914 .905 .896 .888 11 .989 .978 .968 .957 .947 .936 .11 .926 .916 .906 .886 .887 .877 12 .988 .976 .965 .953 .942 .931 .12 .920 .909 .898 .887 .877 .867 13 .987 .974 .962 .94 | 5 | .995 | .990 | .985 | .980 | .975 | .971 | 5 | .966 | .961 | .956 | .951 | .947 | .942 |
| 8 .992 .984 .976 .969 .961 .953 8 .946 .938 .931 .923 .916 .909 9 .991 .982 .973 .965 .956 .948 9 .939 .931 .923 .914 .906 .898 10 .990 .980 .970 .961 .951 .942 .10 .933 .923 .914 .905 .896 .888 11 .989 .978 .968 .957 .947 .936 .11 .926 .916 .906 .896 .887 .877 12 .988 .976 .965 .953 .942 .931 12 .920 .909 .898 .887 .877 .867 13 .987 .974 .962 .949 .937 .925 .13 .913 .902 .890 .879 .867 .856 14 .986 .972 .959 | 6 | .994 | .988 | .982 | .976 | .971 | .965 | 6 | .959 | .953 | .948 | .942 | .936 | .931 |
| 9 | 7 | .993 | .986 | .979 | .972 | .966 | .959 | 7 | .952 | .946 | .939 | .933 | .926 | .920 |
| 10 .990 .980 .970 .961 .951 .942 10 .933 .923 .914 .905 .896 .888 11 .989 .978 .968 .957 .947 .936 11 .926 .916 .906 .896 .887 .877 12 .988 .976 .965 .953 .942 .931 12 .920 .909 .898 .887 .877 .867 13 .987 .974 .962 .949 .937 .925 13 .913 .902 .890 .879 .867 .856 14 .986 .972 .959 .946 .933 .920 14 .907 .894 .882 .870 .858 .846 15 .985 .970 .956 .942 .928 .914 .15 .901 .887 .874 .861 .849 .836 16 | 8 | .992 | .984 | .976 | .969 | .961 | .953 | 8 | .946 | .938 | .931 | .923 | .916 | .909 |
| 11 .989 .978 .968 .957 .947 .936 11 .926 .916 .906 .896 .887 .877 12 .988 .976 .965 .953 .942 .931 12 .920 .909 .898 .887 .877 .867 13 .987 .974 .962 .949 .937 .925 13 .913 .902 .890 .879 .867 .856 14 .986 .972 .959 .946 .933 .920 14 .907 .894 .882 .870 .858 .846 15 .985 .970 .956 .942 .928 .914 .15 .901 .887 .874 .861 .849 .836 16 .984 .969 .953 .938 .923 .909 16 .894 .880 .866 .853 .839 .826 17 .983 .967 .950 .934 .919 .903 .17 .888 .873 .859 .844 .830 <td>9</td> <td>.991</td> <td>.982</td> <td>.973</td> <td>.965</td> <td>.956</td> <td>.948</td> <td>9</td> <td>.939</td> <td>.931</td> <td>.923</td> <td>.914</td> <td>.906</td> <td>.898</td> | 9 | .991 | .982 | .973 | .965 | .956 | .948 | 9 | .939 | .931 | .923 | .914 | .906 | .898 |
| 12 .988 .976 .965 .953 .942 .931 12 .920 .909 .898 .887 .877 .867 13 .987 .974 .962 .949 .937 .925 13 .913 .902 .890 .879 .867 .856 14 .986 .972 .959 .946 .933 .920 14 .907 .894 .882 .870 .858 .846 15 .985 .970 .956 .942 .928 .914 15 .901 .887 .874 .861 .849 .836 16 .984 .969 .953 .938 .923 .909 16 .894 .880 .866 .853 .839 .826 17 .983 .967 .950 .934 .919 .903 17 .888 .873 .859 .844 .830 .816 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 | 10 | .990 | .980 | .970 | .961 | .951 | .942 | 10 | .933 | .923 | .914 | .905 | .896 | .888 |
| 13 .987 .974 .962 .949 .937 .925 13 .913 .902 .890 .879 .867 .856 14 .986 .972 .959 .946 .933 .920 14 .907 .894 .882 .870 .858 .846 15 .985 .970 .956 .942 .928 .914 15 .901 .887 .874 .861 .849 .836 16 .984 .969 .953 .938 .923 .909 16 .894 .880 .866 .853 .839 .826 17 .983 .967 .950 .934 .919 .903 17 .888 .873 .859 .844 .830 .816 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 .807 19 .981 .963 .945 <td< td=""><td>11</td><td>.989</td><td>.978</td><td>.968</td><td>.957</td><td>.947</td><td>.936</td><td>11</td><td>.926</td><td>.916</td><td>.906</td><td>.896</td><td>.887</td><td>.877</td></td<> | 11 | .989 | .978 | .968 | .957 | .947 | .936 | 11 | .926 | .916 | .906 | .896 | .887 | .877 |
| 14 .986 .972 .959 .946 .933 .920 14 .907 .894 .882 .870 .858 .846 15 .985 .970 .956 .942 .928 .914 15 .901 .887 .874 .861 .849 .836 16 .984 .969 .953 .938 .923 .909 16 .894 .880 .866 .853 .839 .826 17 .983 .967 .950 .934 .919 .903 17 .888 .873 .859 .844 .830 .816 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 .807 19 .981 .963 .945 .927 .910 .893 19 .876 .860 .843 .828 .812 .797 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 | 12 | .988 | .976 | .965 | .953 | .942 | .931 | 12 | .920 | .909 | .898 | .887 | .877 | .867 |
| 15 .985 .970 .956 .942 .928 .914 15 .901 .887 .874 .861 .849 .836 16 .984 .969 .953 .938 .923 .909 16 .894 .880 .866 .853 .839 .826 17 .983 .967 .950 .934 .919 .903 17 .888 .873 .859 .844 .830 .816 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 .807 19 .981 .963 .945 .927 .910 .893 19 .876 .860 .843 .828 .812 .797 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 .788 21 .979 .959 .939 <td< td=""><td>13</td><td>.987</td><td>.974</td><td>.962</td><td>.949</td><td>.937</td><td>.925</td><td>13</td><td>.913</td><td>.902</td><td>.890</td><td>.879</td><td>.867</td><td>.856</td></td<> | 13 | .987 | .974 | .962 | .949 | .937 | .925 | 13 | .913 | .902 | .890 | .879 | .867 | .856 |
| 16 .984 .969 .953 .938 .923 .909 16 .894 .880 .866 .853 .839 .826 17 .983 .967 .950 .934 .919 .903 17 .888 .873 .859 .844 .830 .816 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 .807 19 .981 .963 .945 .927 .910 .893 19 .876 .860 .843 .828 .812 .797 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 .788 21 .979 .959 .939 .920 .901 .882 21 .864 .846 .828 .811 .795 .778 22 .978 .957 .936 .916 .896 .877 .22 .858 .839 .821 .803 .786 <td>14</td> <td>.986</td> <td>.972</td> <td>.959</td> <td>.946</td> <td>.933</td> <td>.920</td> <td>14</td> <td>.907</td> <td>.894</td> <td>.882</td> <td>.870</td> <td>.858</td> <td>.846</td> | 14 | .986 | .972 | .959 | .946 | .933 | .920 | 14 | .907 | .894 | .882 | .870 | .858 | .846 |
| 17 .983 .967 .950 .934 .919 .903 17 .888 .873 .859 .844 .830 .816 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 .807 19 .981 .963 .945 .927 .910 .893 19 .876 .860 .843 .828 .812 .797 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 .788 21 .979 .959 .939 .920 .901 .882 21 .864 .846 .828 .811 .795 .778 22 .978 .957 .936 .916 .896 .877 22 .858 .839 .821 .803 .786 .769 | 15 | .985 | .970 | .956 | .942 | .928 | .914 | 15 | .901 | .887 | .874 | .861 | .849 | .836 |
| 18 .982 .965 .948 .931 .914 .898 18 .882 .866 .851 .836 .821 .807 19 .981 .963 .945 .927 .910 .893 19 .876 .860 .843 .828 .812 .797 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 .788 21 .979 .959 .939 .920 .901 .882 21 .864 .846 .828 .811 .795 .778 22 .978 .957 .936 .916 .896 .877 22 .858 .839 .821 .803 .786 .769 | 16 | .984 | .969 | .953 | .938 | .923 | .909 | 16 | .894 | .880 | .866 | .853 | .839 | .826 |
| 19 .981 .963 .945 .927 .910 .893 19 .876 .860 .843 .828 .812 .797 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 .788 21 .979 .959 .939 .920 .901 .882 21 .864 .846 .828 .811 .795 .778 22 .978 .957 .936 .916 .896 .877 22 .858 .839 .821 .803 .786 .769 | 17 | .983 | .967 | .950 | .934 | .919 | .903 | 17 | .888 | .873 | .859 | .844 | .830 | .816 |
| 20 .980 .961 .942 .923 .905 .887 20 .870 .853 .836 .820 .803 .788 21 .979 .959 .939 .920 .901 .882 21 .864 .846 .828 .811 .795 .778 22 .978 .957 .936 .916 .896 .877 22 .858 .839 .821 .803 .786 .769 | 18 | .982 | .965 | .948 | .931 | .914 | .898 | 18 | .882 | .866 | .851 | .836 | .821 | .807 |
| 21 .979 .959 .939 .920 .901 .882 21 .864 .846 .828 .811 .795 .778 22 .978 .957 .936 .916 .896 .877 22 .858 .839 .821 .803 .786 .769 | 19 | .981 | .963 | .945 | .927 | .910 | .893 | 19 | .876 | .860 | .843 | .828 | .812 | .797 |
| 22 .978 .957 .936 .916 .896 .877 22 .858 .839 .821 .803 .786 .769 | 20 | .980 | .961 | .942 | .923 | .905 | .887 | 20 | .870 | .853 | .836 | .820 | .803 | .788 |
| | 21 | .979 | .959 | .939 | .920 | .901 | .882 | 21 | .864 | .846 | .828 | .811 | .795 | .778 |
| 23 .977 .955 .933 .912 .892 .871 23 .852 .833 .814 .795 .778 .760 | 22 | .978 | .957 | .936 | .916 | .896 | .877 | 22 | .858 | .839 | .821 | .803 | .786 | .769 |
| | 23 | .977 | .955 | .933 | .912 | .892 | .871 | 23 | .852 | .833 | .814 | .795 | .778 | .760 |

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