

# Package ‘ifm’

March 28, 2017

**Type** Package

**Title** Set of functions for financial evaluation of Software Projects

**Version** 1.0

**Date** 2017-03-28

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**Description** R package with a set of functions for financial evaluation of  
Software Project.

**License** LGPL (>= 2.1)

**URL** <https://github.com/eberschmitz/ifm3>

**BugReports** <https://github.com/eberschmitz/ifm3/issues>

**NeedsCompilation** no

**RoxygenNote** 6.0.1

**Imports** igraph, XLConnect

## R topics documented:

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ifm-package	<i>Set of functions for financial evaluation of Software Projects</i>
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## Description

R package with a set of functions for financial evaluation of Software Project.

## Details

The DESCRIPTION file: This package was not yet installed at build time.

Index: This package was not yet installed at build time.

~~ An overview of how to use the package, including the most important functions ~~

## Author(s)

Eber Schmitz

Maintainer: Alexandre Costa <afcosta@br.ibm.com> and Antoanne Pontes <antoanne@ufrj.br>  
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## References

~~ Literature or other references for background information ~~

## See Also

~~ Optional links to other man pages, e.g. ~~

## Examples

## examples here...

---

cpm	<i>The Critical Path Method (CPM) is a scheduling algorithm that produces the minimum makespan schedule for a project with unlimited resources. As a byproduct, it generates the slacks for the non-critical activities. Input: project activity network data Output: early and late start and finish time for all project activities</i>
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---

## Description

The Critical Path Method (CPM) is an algorithm that generates the minimum makespan schedule for a given project activity network with unlimited resources.

CPM generates also the list of non-critical activities with their respective slack.

## Usage

```
cpm(activities.duration = c(1, 4, 5, 7, 2, 3, 1),
    activities.successors = list(c(2, 3), 4, c(4, 5), 6, 7, 7, c(0)))
```

## Arguments

`activities.duration`:  
vector with the duration of the project activities.

`activities.successors`:  
list with the set of successors for each activity.

## Value

Returns a list with 4 vectors: (1) EST (Early Start Time), (2) EFT (Early Finish Time), (3) LST (Late Start Time), (4) LFT (Late Finish Time)

## See Also

Other scheduling: [cpm.all.schedule](#), [mmf.all.sequences](#), [mmf.get.breakeven](#), [mmf.get.selffunding](#), [mmf.npv](#)

## Examples

```
ex.cpm.activities.duration <- c(1,4,5,7,2,3,1)
ex.cpm.activities.successors <- list(c(2,3), 4, c(4,5), 6, 7, 7, c(0))
ex.cpm <- cpm(ex.cpm.activities.duration,
              ex.cpm.activities.successors)
```

---

cpm.all.schedule	<i>Generates all possible schedules for a cpm network</i>
------------------	---

---

## Description

Generates all possible schedules for a cpm network

## Usage

```
cpm.all.schedule(cpm)
```

## Arguments

est	early start time vector
slack	activities slack

## Value

Matrix with all minimum makespan (the time to complete all jobs) cpm start time schedules

## See Also

Other scheduling: [cpm](#), [mmf.all.sequences](#), [mmf.get.breakeven](#), [mmf.get.selffunding](#), [mmf.npv](#)

## Examples

```
#Use critical.path.method function to calculate a set of project
#activities:

ex.cpm.activities.duration <- c(1,4,5,7,2,3,1)
ex.cpm.activities.successors <- list(c(2,3), 4, c(4,5), 6, 7, 7, c(0))
ex.cpm <- cpm(ex.cpm.activities.duration,
              ex.cpm.activities.successors)

# Now, we have the CPM vector with:
# - est (Early Start Time) - ex.cpm["est"]
# - eft (Early Finish Time) - ex.cpm["eft"]
# - lst (Late Start Time) - ex.cpm["lst"]
# - lft (Late Finish Time) - ex.cpm["lft"]

ex.cpm.activities.schedule <-
  cpm.all.schedule(ex.cpm)
```

---

discount.rate.vector     *Vectorize the Discount Rate*

---

### Description

Generate a vector with discount rate to be applied to each of the time periods.

### Usage

```
discount.rate.vector(interest.rate, number.of.periods,
  begin.of.period = FALSE)
```

### Arguments

`interest.rate`     A number that represents the nominal Interest Rate, presented by year.

`number.of.periods`  
                          Times that interest rate should be applied.

`begin.of.period`  
                          A boolean that represents if the Tax Rate will be applied at the beginning of period. FALSE by default, represents that Tax Rate will be applied at second period .

### Value

vector with discount rates

### See Also

Other financial: [discounted.csf](#), [draw.cfs](#), [ifir](#), [net.future.value](#), [net.present.value](#)

### Examples

```
ex.disc.vector <- discount.rate.vector(0.0619, 12)
```

---

discounted.csf             *The cash flows incomes/outcomes applying the Tax Rate to the present time.*

---

### Description

The cash flows incomes/outcomes applying the Tax Rate to the present time.

### Usage

```
discounted.csf(cfs = c(-350, 100, 200, 150, 75), interest.rate = 0.0619,
  begin.of.period = FALSE)
```

## Arguments

`cfs` A vector with a series of cash flows.

`interest.rate` A number that represents the nominal Interest Rate, presented by year.

`begin.of.period` A boolean that represents if the Tax Rate will be applied at the beginning of period. FALSE by default, the Tax Rate will be applied to the second period.

## Value

The vector of cash flows incomes/outcomes applying the Tax Rate to the present time.

## See Also

Other financial: [discount.rate.vector](#), [draw.cfs](#), [ifir](#), [net.future.value](#), [net.present.value](#)

## Examples

```
ex.disc.csf <- discounted.csf(c(-350,100,200,150,75), 0.0619, FALSE)
```

---

draw.cfs

*Draw the graph of cash flow*

---

## Description

Draw the graph of cash flow in order to facilitate the study and the effects of the analysis of a certain application.

Cash flow is a mathematical concept that can be plotted in order to facilitate the study and the effects of the analysis of a certain

application, which may be an investment loan, finance, etc.

Normally a cash flow contains inputs and outputs of capital, marked in the timeline starting at  $t = 0$ .

A typical example is the graph that represents a bank loan held by a form of business that shall return this loan in  $n$  equal installments over the following months.

E1 E2 E3 ... En-1 En

^

I

0 1 2 3 ... n-1 n

III

V V V

S1 S2 S3 ... Sn-1 Sn

Is possible to note that the value is entered in the company's cash (cash was positive) and S1, S2, ..., Sn are the values of the parcels will leave

the company's cash (negative).

The fact that each arrow is pointing upward (positive) or down (negative), it is assumed by convention, and the cash flow will depend on who receives or pays the Capital at a certain time, and:

$t = 0$  indicates the current day;

$E_k$  is the capital input at a time  $k$ ;

$S_k$  is the capital output at a time  $k$ .

### Usage

```
draw.cfs(cfs, gt = "Cash Flow Graphic", to.file = FALSE,
  filename = "output/draw.cfs.graph.png")
```

### Arguments

cfs	A vector with a series of cash flows.
gt	A title for the graph.
to.file	Save or not the graph in the file
filename	File's name

### Value

A plot with cash flow series

### See Also

Other financial: [discount.rate.vector](#), [discounted.csf](#), [ifir](#), [net.future.value](#), [net.present.value](#)

### Examples

```
ex.cfs <- c(-2000,1000,1500,-500,500)
draw.cfs(ex.cfs, 'My Cash Flow')
```

---

draw.discounted.cash    *Draw Discounted Cash vs Time*

---

### Description

Draw Discounted Cash vs Time

### Usage

```
draw.discounted.cash(discounted.cash, smooth = 1,
  title = "Discounted Cash vs Time")
```

**Arguments**

discounted.cash	A vector with discounted cash flow for each timestamp.
smooth	Multiplier used to smooth line
title	Used to define the title of plot

**See Also**

Other draw: [draw.graph](#)

---

draw.graph	<i>Draw the graph imported from the spreadsheet.</i>
------------	--

---

**Description**

This function is responsible for plotting the graph based on the edges and export the image to a file.

**Arguments**

edges	- A vector defining the edges, the first edge points from the first element to the second, the second edge from the third to the fourth, etc.
-------	---

**Value**

graph.image.path - The path to the generated graph file.

**See Also**

Other draw: [draw.discounted.cash](#)

**Examples**

```
ex.graph.image.path <- draw.graph(c(1,2, 1,3, 2,3, 3,4))
```

---

excel.list.to.xls	<i>Export the generated ifm package results to a spreadsheet.</i>
-------------------	---

---

**Description**

This function is responsible for reading a list of objects and export a spreadsheet with the results proccessed by the IFM package. The file contains:

- The raw data frame used to calculate the maxNPV, minSF and minBKE;
- The image oh the generated graph;
- The image oh the "Discounted Cash x Time" chart;
- The image oh the "MPV (ca\$h) x Schedulling ID" chart;
- The image oh the "Self Funding (time) x Schedulling ID" chart;
- The image oh the "Breaking Event (time) x Schedulling ID" chart;



**Arguments**

list.ifm.result

The list with all results processed by the IFM package.

**Value**

file.path The path to the generated file.

**See Also**Other utility: [excel.xls.to.list](#), [predecessors.to.edges](#)**Examples**

```

ex.sheet.data <- excel.xls.to.list("../resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

ex.mmf.seq <- mmf.all.sequences(ex.sheet.data.predecessors)

ex.mmf <- mmf.npv(ex.sheet.data.cfs,
                  ex.sheet.data.durations,
                  ex.mmf.seq,
                  ex.sheet.data.interest.rate)

ex.mmf.schedules <- ex.mmf[['schedules']]
ex.mmf.cfs.nominal <- ex.mmf[['cfs.nominal']]
ex.mmf.cfs.discounted <- ex.mmf[['cfs.discounted']]
ex.mmf.npv <- ex.mmf[['npv']]

ex.mmf.npv.selffunding <- mmf.get.selffunding(ex.mmf.cfs.discounted)
ex.mmf.npv.breakeven <- mmf.get.breakeven(ex.mmf.cfs.discounted)

ex.mmf.df.1r <- mmf.df.1r(ex.mmf.seq,
                          ex.mmf.schedules,
                          ex.mmf.npv,
                          ex.mmf.npv.selffunding,
                          ex.mmf.npv.breakeven)

ex.file.path <- excel.list.to.xls(ex.mmf.df.1r)

```

excel.xls.to.list

---

*Extract a list of variables from the spreadsheet to be used on the maxNPV function.*


---

**Description**

This function is responsible for reading a spreadsheet representing the project, and return a list with the following information (in this order): The interest rate, the list of activities, the list of durations of activities, the list of predecessors of activities, the matrix that represents the cash flow series and the graph edges based on the predecessor list

**Arguments**

`xls.spreadsheet.path`

The complete path to the spreadsheet that represents the project.

**Value**

List of variables to be used on the maxNPV function.

**See Also**

Other utility: [excel.list.to.xls](#), [predecessors.to.edges](#)

**Examples**

```
ex.sheet.data <- excel.xls.to.list("../resources/spreadsheet.xls")
```

---

ifir

*Calculate the Inflation-free Interest Rate.*

---

**Description**

Calculate the Inflation-free Interest Rate.

**Usage**

```
ifir(interest.rate = 0.1425, inflation.rate = 0.0759)
```

**Arguments**

`interest.rate` A number that represents the nominal Interest Rate, presented by year.

`inflation.rate` A number that represents the Inflation Rate, presented by year.

**Value**

Returns the inflation-free interest rate

**See Also**

Other financial: [discount.rate.vector](#), [discounted.csf](#), [draw.cfs](#), [net.future.value](#), [net.present.value](#)

**Examples**

```
ex.ifir <- inflation.free.interest.rate(0.1425, 0.0759)
```

---

mmf.all.sequences	<i>Generates the topsorts list</i>
-------------------	------------------------------------

---

**Description**

Generates the list of all possible MMF sequences (topsorts), constrained by the predecessors.

**Usage**

```
mmf.all.sequences(predecessors = 0)
```

**Arguments**

`predecessors` List of Predecessors - Zero for none. The index of the list of predecessors represents the id of MMF and the value.

**Value**

List of all possible MMF sequences.

**See Also**

Other scheduling: [cpm.all.schedule](#), [cpm](#), [mmf.get.breakeven](#), [mmf.get.selffunding](#), [mmf.npv](#)

**Examples**

```
ex.activities.predecessors<-list(0,1,2,3,1,5,c(4,6))
ex.mmf.seq <- mmf.all.sequences(ex.activities.predecessors)
```

---

mmf.df.1r	<i>Generates a data frame with Sequence, Schedule, NPV, Breakeven and Self Funding</i>
-----------	--

---

**Description**

Generates a data frame with Sequence, Schedule, NPV, Breakeven and Self Funding

**Usage**

```
mmf.df.1r(mmf.seq, mmf.sched, mmf.npv, mmf.npv.selffunding, mmf.npv.breakeven)
```

**Arguments**

<code>mmf.seq</code>	A list of sequences
<code>mmf.sched</code>	A list of schedules
<code>mmf.npv</code>	A list of NPV values
<code>mmf.npv.selffunding</code>	A list of Selffunding times
<code>mmf.npv.breakeven</code>	A list of Breakeven times

## Examples

```

ex.sheet.data <- excel.xls.to.list("resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

ex.mmf.seq <- mmf.all.sequences(ex.sheet.data.predecessors)

ex.mmf <- mmf.npv(ex.sheet.data.cfs,
                  ex.sheet.data.durations,
                  ex.mmf.seq,
                  ex.sheet.data.interest.rate)

ex.mmf.schedules <- ex.mmf[['schedules']]
ex.mmf.cfs.nominal <- ex.mmf[['cfs.nominal']]
ex.mmf.cfs.discounted <- ex.mmf[['cfs.discounted']]
ex.mmf.npv <- ex.mmf[['npv']]

ex.mmf.npv.selffunding <- mmf.get.selffunding(ex.mmf.cfs.discounted)
ex.mmf.npv.breakeven <- mmf.get.breakeven(ex.mmf.cfs.discounted)

ex.mmf.df.1r <- mmf.df.1r(ex.mmf.seq,
                          ex.mmf.schedules,
                          ex.mmf.npv,
                          ex.mmf.npv.selffunding,
                          ex.mmf.npv.breakeven)

```

---

mmf.df.infr	<i>Generates a data frame with Schedule, NPV, Breakeven and Self Funding</i>
-------------	--

---

## Description

Generates a data frame with Schedule, NPV, Breakeven and Self Funding

## Usage

```
mmf.df.infr(mmf.sched, mmf.npv, mmf.npv.selffunding, mmf.npv.breakeven)
```

## Arguments

mmf.sched	A list of schedules
mmf.npv	A list of NPV values
mmf.npv.selffunding	A list of Selffunding times
mmf.npv.breakeven	A list of Breakeven times

## Examples

```
ex.sheet.data <- excel.xls.to.list("resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

ex.mmf.df.infr <- mmf.df.infr(ex.cpm.schedules,
                             ex.cpm.npv,
                             ex.cpm.npv.selffunding,
                             ex.cpm.npv.breakeven)
```

---

mmf.get.breakeven	<i>Get a list with all Breakeven points from CFS</i>
-------------------	--

---

## Description

Get a list with all Breakeven points from CFS

## Usage

```
mmf.get.breakeven(mmf.cfs)
```

## Arguments

`mmf.cfs` A list with a vector with a series of cash flows for each MMF sechedule.

## Value

A list with all Breakeven points for each MMF

## See Also

Other scheduling: [cpm.all.schedule](#), [cpm](#), [mmf.all.sequences](#), [mmf.get.selffunding](#), [mmf.npv](#)

## Examples

```
ex.sheet.data <- excel.xls.to.list("resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

ex.mmf.seq <- mmf.all.sequences(ex.sheet.data.predecessors)

ex.mmf <- mmf.npv(ex.sheet.data.cfs,
                 ex.sheet.data.durations,
                 ex.mmf.seq,
```

```

ex.sheet.data.interest.rate)

ex.mmf.npv.selffunding <- mmf.get.breakeven(ex.mmf[['cfs.discounted']])

```

---

`mmf.get.selffunding`     *Get a list with all Selffunding points from CFS*

---

## Description

Get a list with all Selffunding points from CFS

## Usage

```
mmf.get.selffunding(mmf.cfs)
```

## Arguments

`mmf.cfs`             A list with a vector with a series of cash flows for each MMF sechedule.

## Value

A list with all Selffunding points for each MMF

## See Also

Other scheduling: [cpm.all.schedule](#), [cpm](#), [mmf.all.sequences](#), [mmf.get.breakeven](#), [mmf.npv](#)

## Examples

```

ex.sheet.data <- excel.xls.to.list("resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

ex.mmf.seq <- mmf.all.sequences(ex.sheet.data.predecessors)

ex.mmf <- mmf.npv(ex.sheet.data.cfs,
                  ex.sheet.data.durations,
                  ex.mmf.seq,
                  ex.sheet.data.interest.rate)

ex.mmf.npv.selffunding <- mmf.get.selffunding(ex.mmf[['cfs.discounted']])

```

---

mmf.max.npv	<i>Return Max NPV</i>
-------------	-----------------------

---

### Description

this function identifies the sequence of activities and respectives schedules where with the optimized NPV

### Usage

```
mmf.max.npv(mmf.npv, mmf.seq = list(), mmf.schedules = list())
```

### Arguments

mmf.npv	Vector of Net Present Value
mmf.seq	Vector with the sequence of activities
mmf.schedules	Vector with the collection of possible schedules

### Value

list with NPV, sequence and schedule of the sequence with the maximum NPV

### Examples

```
ex.sheet.data <- excel.xls.to.list("resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

ex.mmf.seq <- mmf.all.sequences(ex.sheet.data.predecessors)

ex.mmf <- mmf.npv(ex.sheet.data.cfs,
                  ex.sheet.data.durations,
                  ex.mmf.seq,
                  ex.sheet.data.interest.rate)

ex.mmf.schedules <- ex.mmf[['schedules']]
ex.mmf.cfs.nominal <- ex.mmf[['cfs.nominal']]
ex.mmf.cfs.discounted <- ex.mmf[['cfs.discounted']]
ex.mmf.npv <- ex.mmf[['npv']]
```

mmf.npv

*Calculates NPV for all schedules***Description**

Calculates NPV for all schedules

**Usage**

```
mmf.npv(cfs, durations, all.sequences, interest.rate, begin.of.period = FALSE)
```

**Arguments**

cfs	A vector with a series of cash flows.
durations	A vector with a list of activities durations.
all.sequences	List of all possible MMF sequences.
interest.rate	A number that represents the nominal Interest Rate, presented by year.
begin.of.period	A boolean that represents if the Tax Rate will be applied at the beginning of period. FALSE by default, represents that Tax Rate will be applied at second period .

**Value**

A list with all shedules, all npv csf and sum of each npv.

**See Also**Other scheduling: [cpm.all.schedule](#), [cpm](#), [mmf.all.sequences](#), [mmf.get.breakeven](#), [mmf.get.selffunding](#)**Examples**

```
# Loading data from XLS
ex.sheet.data <- excel.xls.to.list("../resources/spreadsheet.xls")
ex.sheet.data.interest.rate <- ex.sheet.data[[1]]
ex.sheet.data.activities <- ex.sheet.data[[2]]
ex.sheet.data.durations <- ex.sheet.data[[3]]
ex.sheet.data.predecessors <- ex.sheet.data[[4]]
ex.sheet.data.cfs <- ex.sheet.data[[5]]

# Generating all possible implementation sequences
ex.mmf.seq <- mmf.all.sequences(ex.sheet.data.predecessors)

# Calculating NVP to all possible sequences
ex.mmf.npv <- mmf.max.npv(ex.sheet.data.cfs,
                        ex.sheet.data.durations,
                        ex.mmf.seq,
                        ex.sheet.data.interest.rate)

# Selecting sequence ID which max NPV
ex.mmf.npv.max <- which.max(ex.mmf.npv[[3]])
```



```

ex.mmf.sched <- ex.mmf.npv[[1]]
ex.mmf.npv <- ex.mmf.npv[[2]]
ex.mmf.npv.sum <- ex.mmf.npv[[3]]

# Index of sequence with max NPV
# ex.mmf.npv.max <- which.max(ex.mmf.npv.sum)

# Value of max NPV
ex.mmf.npv.max.value <- ex.mmf.npv.sum[[ex.mmf.npv.max]]

# Sequence with best NPV
ex.mmf.npv.max.sequence <- ex.mmf.seq[ex.mmf.npv.max]

# Schedule of sequence with best NPV
ex.mmf.npv.max.sched <- ex.mmf.sched[ex.mmf.npv.max]

```

---

net.future.value	<i>Net Future Value is a combination of different future values from different times, all which are put into one larger present value.</i>
------------------	--

---

## Description

Net Future Value is a combination of different future values from different times, all which are put into one larger present value.

## Usage

```
net.future.value(cfs = c(-350, 100, 200, 150, 75), interest.rate = 0.0619,
  begin.of.period = TRUE)
```

## Arguments

cfs	A vector with a series of cash flows.
interest.rate	A number that represents the nominal Interest Rate, presented by year.
begin.of.period	A boolean that represents if the Tax Rate will be applied at the beginning of period. FALSE by default.

## Value

A future value of a cash flow series.

## See Also

Other financial: [discount.rate.vector](#), [discounted.csf](#), [draw.cfs](#), [ifir](#), [net.present.value](#)

## Examples

```
ex.nfv <- net.future.value(c(-350,100,200,150,75), 0.0619, TRUE)
```

---

net.present.value	<i>Difference between the present values of cash inflows and outflows</i>
-------------------	---

---

### Description

calculates the difference between the present values of cash inflows and outflows.

### Usage

```
net.present.value(cfs = c(-350, 100, 200, 150, 75), interest.rate = 0.0619,
  begin.of.period = TRUE)
```

### Arguments

cfs	A vector with a series of cash flows.
interest.rate	A number that represents the nominal Interest Rate, presented by year.
begin.of.period	A boolean that represents if the Tax Rate will be applied at the beginning of period. FALSE by default, the Tax Rate will be applied to the second period.

### Value

The sum of cash flows incomes/outcomes applying the Tax Rate to the present time

### See Also

Other financial: [discount.rate.vector](#), [discounted.csf](#), [draw.cfs](#), [ifir](#), [net.future.value](#)

### Examples

```
ex.npv <- net.present.value(c(-350,100,200,150,75), 0.0619, TRUE)
```

---

predecessors.to.edges	<i>Generate a vector with the edges to be plotted by draw.graph function.</i>
-----------------------	---

---

### Description

This function is responsible for reading a vector with all activities predecessors and generate a list of the edges that will be plotted by the draw.graph function.

### Usage

```
predecessors.to.edges(list.of.predecessors = list())
```

### Arguments

list.of.predecessors	The vector that contain all activities predecessors.
----------------------	--

**Value**

edges - List of edges to be used on the draw.graph function.

**See Also**

Other utility: [excel.list.to.xls](#), [excel.xls.to.list](#)

**Examples**

```
ex.edges <- predecessors.to.edges(ex.sheet.data$predecessors)
```

---

schedules.1r	<i>Generates all schedules for ONE resource, Denne Method.</i>
--------------	--

---

**Description**

Generates all schedules for ONE resource, Denne Method.

**Usage**

```
schedules.1r(sequences, durations)
```

**Arguments**

- |           |                        |
|-----------|------------------------|
| sequences | All sequences          |
| durations | Duration of activities |

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