

## Management

### Break-even Analysis / Cost Volume Profit Analysis :-

Break-even analysis shows the relationships between the costs and profit with sales volume.

$$\text{Sales} = \text{costs} + \text{Profit}$$

$$= \text{Fixed cost} + \text{variable cost} + \text{Profit}$$

It is very useful in knowing -

- 1) The effect of increase or decrease in selling price.
- 2) The effect of changes in sales mix.
- 3) Determination of sales volume to earn the required profit.
- 4) The effect on net profit of introducing new line or discontinuing existing line of product.

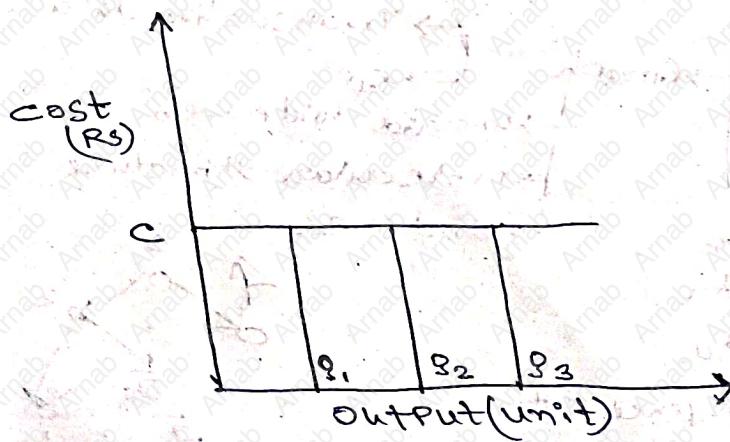
#### Fixed cost :-

It represents those expenses which do not vary in total with the change in the volume of output for a given period of time.

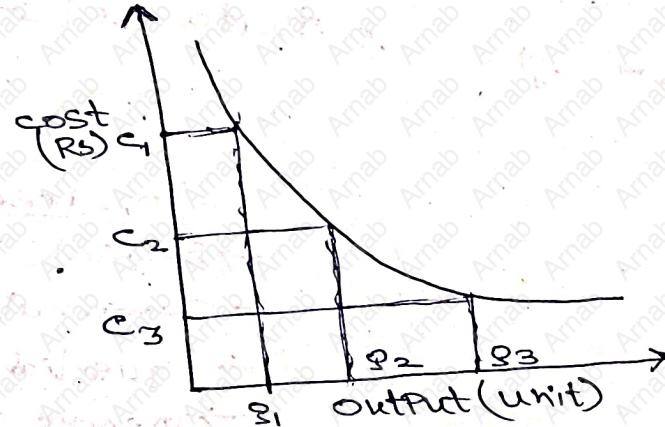
Fixed cost per unit will fluctuate with change in the volume of output.

Ex - Salary, Rent, fire insurance etc.

#### Total Fixed cost



#### Per unit Fixed cost



$$\begin{array}{l} \text{Rent RS } 10,000 \\ 1000 \text{ units } \rightarrow \frac{10,000}{1000} = \text{RS } 10 \text{ / unit} \\ 2000 \text{ units } \rightarrow \frac{10,000}{2000} = \text{RS } 5 \text{ / unit} \\ 10,000 " \rightarrow \frac{10,000}{10,000} = \text{RS } 1 \text{ / unit} \end{array}$$

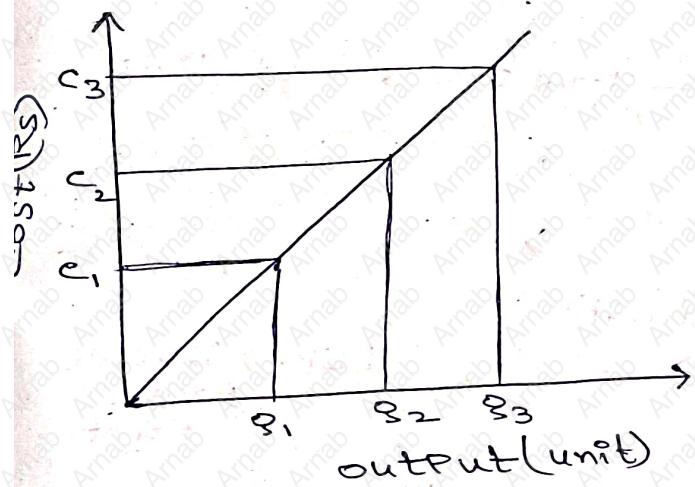
### variable cost :-

variable cost represent those expenses which directly vary in total with the change in the volume of output.

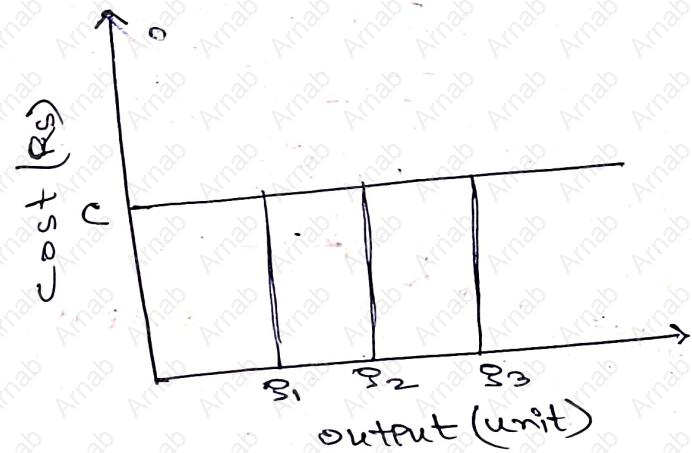
variable cost per unit will not fluctuate with change in the volume of output.

Ex: Materials, Direct labour, Direct expenses etc.

### Total variable cost



### Per unit variable cost



variable cost per unit RS 10

$$1000 \text{ units } \rightarrow 1000 \times 10 = 10,000$$

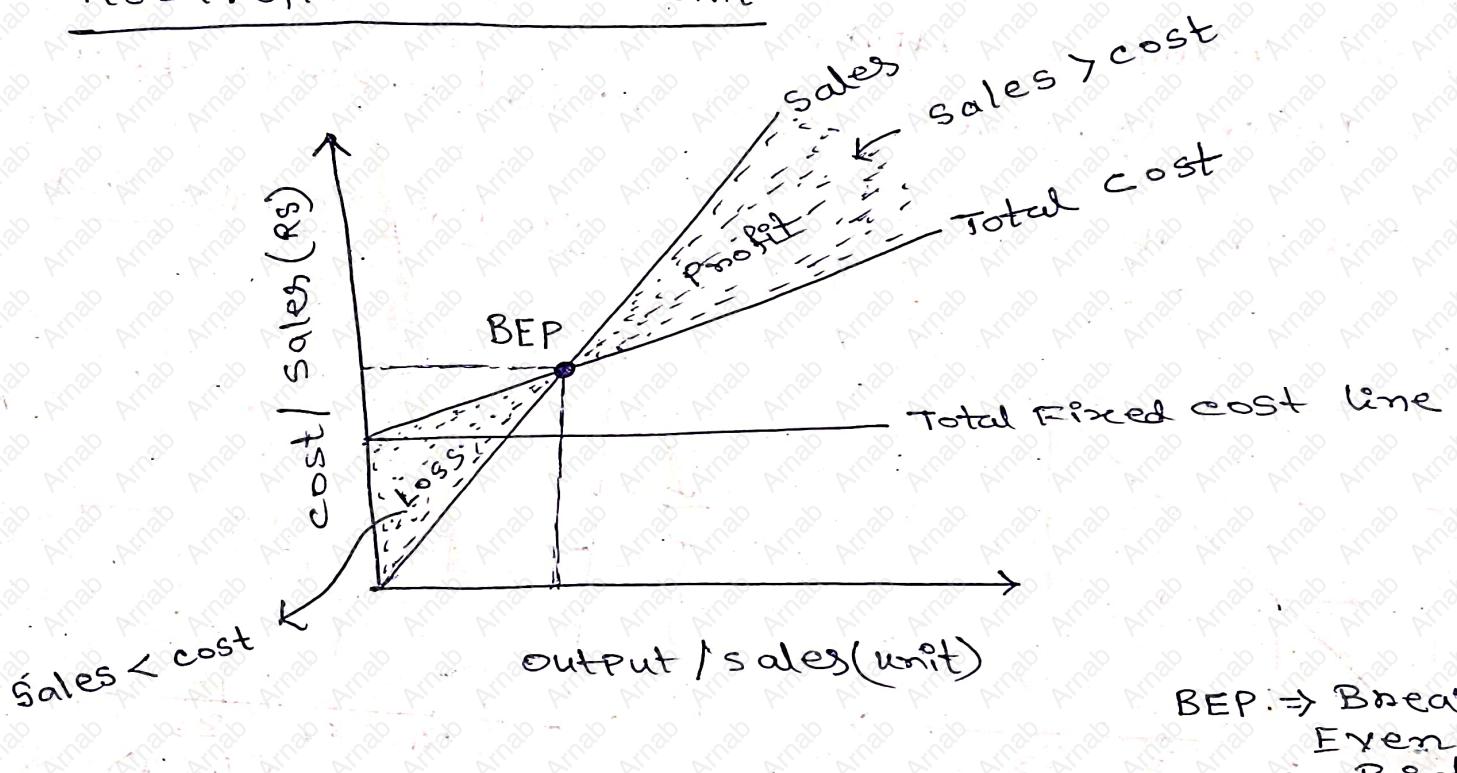
$$2000 \text{ units } \rightarrow 2000 \times 10 = 20,000$$

$$10,000 \text{ units } \rightarrow 10,000 \times 10 = 100,000$$

Q. Discuss the behaviour of fixed cost & variable cost in respect of volume of output.

■ Break-even Point:  $\frac{\text{cost}}{\text{sell}} = \text{No Profit No Loss}$   
(BEP)

Break even Point may be defined as that point at which the total sales is equal to total cost or fixed cost & is exactly equal to contribution. It represents that level of output and sales whether neither profit nor loss is incurred. It is also called "no-profit no-loss Point"



BEP  $\rightarrow$  Break Even Point

3) Explain Break-even point with suitable example.

~~ex~~contribution :-

It is the excess of sales over variable cost. In other words, it is the portion of sales remains after recovering variable cost to that extent of sales. It is available towards fixed cost & profit.

$$\text{contribution} = \text{sales} - \text{variable cost}$$

$$\text{Sales} = \text{Fixed cost} + \text{Profit} + \text{variable cost}$$

$$\text{Sales} - \text{VC} = \text{FC} + \text{Profit}$$

$$\boxed{\text{Contribution} = \text{FC} + \text{Profit}}$$

Profit-volume Ratio:

It is the ratio between contribution and sales.

It is generally expressed in percentage. It exhibits the percentage of profit included in sales.

It is an indicator of rate at which the profit is being earned by a concern. It can be improved by increasing selling price per unit.

Higher profit volume ratio indicates higher profitability.

$$\text{Profit - volume (P/v) ratio} = \frac{\text{Contribution}}{\text{Sales}} \times 100$$

$$1> \text{Sales} = FC + VC + \text{Profit}$$

$$2> \text{contribution} = \text{Sales} - VC \\ = FC + \text{Profit}$$

$$3> P/V \text{ ratio} = \frac{\text{Total contribution}}{\text{Total sales}} \times 100$$

$$= \frac{\text{Contribution per unit}}{\text{Selling Price per unit}} \times 100$$
$$= \frac{\text{change in Profit}}{\text{change in sales}} \times 100$$

#### 4> Break-Even Point (BEP) :-

$$a> \text{BEP (value)} = \frac{FC}{P/V \text{ ratio}}$$

$$b> \text{BEP (unit)} = \frac{FC}{\text{cost per unit}} \\ \text{contribution}$$

#### 5> Estimated Sales on Profit :-

$$a> \text{Sales (value)} = \frac{FC + \text{Profit}}{P/V \text{ ratio}}$$

$$b> \text{Sales (unit)} = \frac{FC + \text{Profit}}{\text{cost per unit}} \\ \text{contribution}$$

#### 6> Margin of safety :-

$$a> \text{Actual sales} - BEP \text{ sales}$$

$$b> \frac{\text{Actual profit}}{P/V \text{ ratio}}$$

Problem:

Sales RS 10,00,000

Fixed cost RS 3,00,000

variable cost RS. 6,00,000

Profit RS 1,00,000

calculate :- 1) contribution = Sales - VC

$$= 10,00,000 - 6,00,000$$

$$= 4,00,000$$

2) Profit - Volume ratio =  $\frac{\text{Total Contribution}}{\text{Total sales}} \times 100$

$$= \frac{4,00,000}{10,00,000} \times 100$$

$$= 40\% = \frac{4}{10} = \left(\frac{2}{5}\right)$$

3) Break-Even Point, BEP =  $\frac{FC}{P/V \text{ ratio}}$

$$= \frac{3,00,000}{\left(\frac{2}{5}\right)} = \frac{15,00,000}{300 \times \frac{5}{2}} = 7,5,000$$

4) Profit when sales value = ~~15,00,000~~  
~~15,00,000~~  
~~15,00,000~~  
~~15,00,000~~

$$15,00,000 = \frac{3,00,000 + \text{Profit}}{\left(\frac{40}{100}\right)}$$

$$\text{Profit} = 3,00,000$$

$$\text{Profit} = 2,00,000$$

5) Sales value when Profit = 2,00,000

$$\text{Sales} = \frac{3,00,000 + 2,00,000}{\left(\frac{40}{100}\right)} \Rightarrow 5,00,000 \times \frac{5}{2} = 12,5,000$$

6) ~~Marginal Safety~~ = 10,00,000 - 7,50,000  
~~Marginal Safety~~ = 2,50,000

Q) Sales volume 80,000 units  
 selling price per unit Rs 20  
 variable cost per unit Rs 10  
 Fixed cost 4,00,000

$$\textcircled{1} \rightarrow \text{contribution per unit} = \frac{(80,000 \times 20) - (80,000 \times 10)}{80,000} \\
 = \frac{80,000}{80,000} \\
 = ₹ 10$$

$$\begin{aligned}
 &= \text{selling price per unit} - \text{VC per unit} \\
 &= 20 - 10 \\
 &= ₹ 10
 \end{aligned}$$

$$\textcircled{2} \rightarrow \text{Profit volume ratio} = \frac{\text{contribution per unit}}{\text{selling price per unit}} \times 100 \\
 = \frac{10}{20} \times 100 \\
 = 50\%$$

$$\textcircled{3} \rightarrow \text{Break Even Point (value)} = \frac{FC}{P/V \text{ ratio}} \\
 = \frac{4,00,000}{(\frac{50}{100})} \\
 = 8,00,000$$

$$\text{BEP (unit)} = \frac{FC}{\text{cont. per unit}} \\
 = \frac{4,00,000}{10} \\
 = 40,000$$

④  $\hookrightarrow$  Profit when Sales value is Rs. 20,00,000 on  
1,00,000 unit

$$\text{Sales (value)} = \frac{FC + \text{Profit}}{\text{P/V ratio}}$$

$$20,00,000 = \frac{4,00,000 + \text{Profit}}{\left(\frac{50}{100}\right)}$$

$$\Rightarrow \boxed{\text{Profit} = 6,00,000}$$

$$\text{Sales (unit)} = \frac{FC + \text{Profit}}{\text{cont. per unit}}$$

$$1,00,000 = \frac{4,00,000 + \text{Profit}}{10}$$

$$\Rightarrow \boxed{6,00,000 = \text{Profit}}$$

⑤  $\hookrightarrow$  Sales value when Profit is Rs 2,00,000

$$\text{Sales (value)} = \frac{FC + \text{Profit}}{\text{P/V ratio}}$$

$$= \frac{4,00,000 + 2,00,000}{\left(\frac{50}{100}\right)}$$

$$\boxed{\text{Sales (value)} = 12,00,000}$$

$\hookrightarrow$  Margin of safety = Actual sales - BEP sales

$$\begin{aligned}
 &= \cancel{8,00,000} - 8,00,000 \\
 &= (8,00,000 \times 20) - 8,00,000 \\
 &= 16,00,000 - 8,00,000 \\
 &= 8,00,000
 \end{aligned}$$

$$\begin{aligned}
 \text{Marginal of safety} &= \frac{\text{Actual Profit}}{\text{P/V ratio}} \\
 &= \frac{\text{Selling Price} - \text{FC} - \text{VC}}{(50/100)} \\
 &\quad \cancel{= \frac{80 \times 16,000 - 4,00,000}{(50/100)}} \\
 &= \frac{(80,000 \times 20) - 4,00,000 - (80,000 \times 10)}{(1/2)} \\
 &= \frac{4,00,000}{(1/2)} \\
 &= 8,00,000
 \end{aligned}$$

What would be the new selling price per unit if  
 BEP is reduced to 32,000 unit?

Problem

Sales = 4000 units

Selling Price per unit = 25

Variable cost = RS 12,000

Fixed cost = 16,800

Find out -

1) P/N ratio

2) Break even Point (unit & value)

3) what additional unit should be sold to obtain the same amount of profit if selling price per unit is reduced to RS ~~25~~ 20,

$$(1) P/N = \frac{\text{contribution}}{\text{Sales}} \times 100$$

$$= \frac{28,000}{1,00,000} \times 100$$

$$= 28\%$$

$$= \frac{25 - 12}{25} \times 100$$

$$= \frac{13}{25} \times 100$$

$$= 28\%$$

$$(2) B.E.P. = \frac{F.C.}{P/N \text{ ratio}}$$

$$= \frac{16,800}{28\%}$$

$$= 60,000$$

$$B.E.P. = \frac{F.C.}{\text{cont. per unit.}} = \frac{16,800}{2} = 2400$$

$$(3) \text{ contrib.} = F.C. + \text{Profit}$$

$$28,000 = 16,800$$

$$\text{Profit} = \frac{11,200}{2400}$$

$$\begin{array}{r} 28,000 \\ - 16,800 \\ \hline 11,200 \end{array}$$

$$\text{cont. per unit} = 20 - 18 = 2$$

$$\text{Sales} = \frac{F.C. + \text{Profit}}{\text{cont. per unit.}} = \frac{16,800 + 11,200}{2}$$

$$= \frac{28,000}{2}$$

$$= 14,000 \text{ units}$$

Additional  $(14,000 - 4,000) = 10,000$  units need to be sold.

<u>Years</u>	<u>Sales (Rs)</u>
2023	1,20,000
2024	1,40,000

<u>Profit (Rs)</u>
9,000
13,000

calculate

- 1) P/V ratio =
- 2) Fixed cost
- 3) Variable cost for 2023 and 2024
- 4) BEP
- 5) Profit when sales value is 2,00,000
- 6) Margin of safety (2023 & 2024)

$$\textcircled{1} \quad \text{P/V ratio} = \frac{\Delta \text{Profit}}{\Delta \text{Sales}} \times 100$$

$$= \frac{4,000}{20,000} \times 100$$

$$= 20\%$$

$$\textcircled{2} \quad \text{Sales} = \frac{FC + \text{Profit}}{\text{P/V ratio}}$$

$$1,20,000 = \frac{FC + 9000}{(20/100)}$$

$$\Rightarrow 1,20,000 \times \frac{20}{100} = FC + 9000$$

$$\Rightarrow 24,000 - 9,000 = FC$$

$$\Rightarrow \boxed{15,000 = FC}$$

$$1,40,000 = \frac{FC + 13,000}{(20/100)}$$

$$\Rightarrow 28,000 - 13,000 = FC$$

$$\Rightarrow \boxed{FC = 15,000}$$

$$③ \text{ Sales} = FC + VC + Profit$$

$$1,20,000 = 15,000 + VC + 9,000$$

$$96,000 = (VC)_{2023}$$

$$1,40,000 = 15,000 + VC + 13,000$$

$$\Rightarrow 1,12,000 = (VC)_{2024}$$



$$④ \text{ BEP (value)} = \frac{FC}{P/V \text{ ratio}} = \frac{15,000}{\frac{20}{100}}$$

$$= 15,000 \times \frac{100}{20} = 75,000$$

$$⑤ \text{ Sales} = \frac{FC + Profit}{P/V \text{ ratio}}$$

$$2,00,000 = \frac{15,000 + Profit}{\left(\frac{20}{100}\right)}$$

$$\Rightarrow 40,000 - 15,000 = Profit$$

$$\Rightarrow Profit = 25,000$$

$$\Rightarrow 1,20,000 - 75,000$$

$$\begin{aligned} ⑥ \text{ Margin of safety} &= 1,20,000 - 75,000 \\ &= (45,000)_{2023} \\ &= 1,40,000 - 75,000 \\ &= (65,000)_{2024} \end{aligned}$$

## Capital Budgeting on Investment Decision

Capital Budgeting is the process of identifying, designing, evaluating, planning & financing major investment project of an organization. Decision to expand production facility, starting new business, acquiring new machine, constructing road and buildings are all example of capital expenditure decision.

It includes modification, addition, disposition and replacement of fixed assets.

In most cases there are always more than one alternative available. Decision takers has to consider the cost & benefit of all possible alternatives & choose that one which will be more profitable.

## Objectives of Capital Building :-

- 1) Improving quality of product & creating new document.
- 2) Expansion of production facilities etc.
- 3) cost reduction
- 4) Meeting satisfaction of consumers
- 5) Improvement of Efficiency
- 6) Achievement of other social objectives.
- 7) Maximisation of Profit.
- 8) to ensure the selection of right sources of financial at right time.
- 9) To ensure the selection of profitable project.
- 10) To ensure proper control over capital expenditure.
- 11) To make ~~capital expenditure~~ estimation of capital expenditure during budget period.

## Methods of Capital Budgeting :-

- 1) Pay Back Period
- 2) Net Present Value
- 3) Profitability Index
- 4) Internal Rate of Return.

### Pay Back Period (PBP) :-

It is defined as the no. of years required to recover the initial investment in full with the help of annual cash inflows generated by the project.

$$PBP = \frac{\text{Initial Investment}}{\text{Annual cash Inflows}}$$

cost of a machine RS. 50,000

Annual cash inflows (after tax) = 10,000

Life of Project = 10 years

$$\text{Pay Back Period} = \frac{50,000}{10,000} = 5$$

The machine is profitable & can be accepted

Q. There are two alternatives Project available A & B.  
Each requires initial investment Rs. 80,000.  
Each project is 6 years and generates annual cash inflows (after tax) as under:-

Year	A	B
1.	30,000	20,000
2.	25,000	25,000
3.	23,000	30,000
4.	22,000	22,000
5.	20,000	18,000
6.	18,000	16,000

Calculate Pay Back Period & offer your comment.

<u>Year</u>	<u>A</u>	<u>B</u>	<u>Cumulative cash inflows</u>	
			<u>A</u>	<u>B</u>
1	30,000	20,000	30,000	20,000
2.	25,000	25,000	55,000	45,000
3.	23,000	30,000	78,000	75,000
				93,000
4.	22,000	22,000	1,00,000	1,15,000
5.	20,000	18,000	1,20,000	<del>1,08,000</del> 1,31,000
6.	18,000	16,000	1,38,000	

$$PBP(A) = \frac{(80,000 - 78,000)}{22,000} + 3$$

$$= \frac{2000}{22000}$$

$$= \frac{1}{11} + 3 = 0.09 + 3$$

$$= 3.09$$

$$PBP(B) = 3 + \frac{(80,000 - 75,000)}{22,000}$$

$$PBP(A) = 3 + \frac{5000}{22000}$$

$$= 3 + 0.227$$

$$= 3.22 \text{ years}$$

Project A has shorter PBP. So A can be selected.

$$\text{If, } PBP(A) = 3 \text{ year}$$

$$PBP(B) = 3 \text{ year}$$

### Profitability

$$A = 1,38,000 - 80,000 = 58,000$$

$$B \Rightarrow 1,31,000 - 80,000 = 51,000$$

Pay Back Period

## Management

PBP

✓ A

— 4 yrs

B

— 4 yrs

C

— 4 yrs

Profitability

$$\frac{1,38,000 - 80,000}{1,38,000} = 58,000$$

$$\frac{1,32,000 - 80,000}{1,32,000} = 51,000$$

## Net Present Value (NPV) :-

$$\text{Years} = 2000 \Rightarrow 50,000$$

$$\text{Year} = 2025 = +50,000$$

under this method, a specific compound rate of interest is given. Net cash inflows are discounted to present value using this rate of interest. The total present value of cash inflows is deducted from initial investment. The resulting surplus is called net present value (NPV).

Method: Total PV of cash inflows - Initial Investment

$$NPV = \text{Total PV of cash inflows} - \text{Initial Investment}$$

If  $NPV > 0 \Rightarrow$  Project accepted }  
 $NPV < 0 \Rightarrow$  Project rejected }

## Time value of Money :-

It is considered that money received immediately is of greater value than an equivalent sum to be received at some future.

If the rate of interest is not zero, money has a net productivity over time. A given sum of money at two points of time do not have same value. So, there is a general preference to receive money at present than at future date.

■ Calculate Present value factor of Rs 1 at 10% compound ~~rate~~ interest for first 6 years.

$$y_n = \frac{1}{(1+n)^n}$$

$$y_1 = \frac{1}{(1+0.10)^1} = \frac{1}{1.10} = 0.91$$

$$y_2 = \frac{1}{(1+0.10)^2} = \frac{1}{1.21} = 0.83$$

$$y_3 = \frac{1}{(1+0.10)^3} = \frac{1}{1.331} = 0.75$$

$$y_4 = \frac{1}{(1+0.10)^4} = \frac{1}{1.4641} = 0.68$$

$$y_5 = \frac{1}{(1+0.10)^5} = \frac{1}{1.61051} = 0.62$$

$$y_6 = \frac{1}{(1+0.10)^6} = \frac{1}{1.77147} = 0.56$$

$$y_7 =$$

$$\begin{array}{rcl} \text{PV} \\ \hline 9100 \\ 10,000 \end{array}$$

$$\begin{array}{rcl} 8300 \\ 10,000 \end{array}$$

$$\begin{array}{rcl} 7500 \\ 10,000 \end{array}$$

$$\begin{array}{rcl} 6800 \\ 10,000 \end{array}$$

$$\begin{array}{rcl} 6200 \\ 10,000 \end{array}$$

$$\begin{array}{rcl} 5600 \\ 10,000 \end{array}$$

1 numerical (4 mark) = 1

2 short  $(2 \times 1) = 2$

2 short  $(2 \times 2) = 4$

- what is contribution
- BEP (Break Even Point)
- P/V ratio
- Fixed cost, variable cost
- Pay Back Period
- Net Present value
- time value of money.
- capital Budgeting.
- what are its objectives

