Contents

Copyright and Credit Information	xxi
<u>Lindon Robison</u>	
<u>List of Abbreviations</u>	xxiii
Abbreviations & Variables	xxiii
Excel Functions	xxvi
<u>Functions</u>	xxvi
Greek Characters	xxvi
Ratios	xxvii
<u>List of Figures</u>	xxix
<u>List of Tables</u>	xxxiii
<u>Preface</u>	xli
<u>Lindon Robison</u>	
Part I: Management	xli
Part II: Strengths, Weaknesses, Opportunities, and Threats	xli
Part III: Present Value Models	xlii
Part IV: Homogeneous Measures	xliii
Part V: Present Value Model Applications	xliii
<u>Appendices</u>	xliv
Shaded Notes	xliv
Acknowledgements	xlv
<u>Lindon Robison</u>	

Part I. PART I: MANAGEMENT

1.	<u>Financial Management and the Firm</u>	3
	<u>Lindon Robison</u>	
	Introduction to Management	3
	<u>Develop the Firm's Mission Statement</u>	5
	Choose the Firm's Strategic Goals and Tactical Objectives	6
	Identify the Firm's Strengths, Weaknesses, Opportunities, and Threats.	8
	Develop and Evaluate the Firm's Strategy.	8
	Implement the Firm's Strategy.	g
	Evaluate the Firm's Performance.	9
	The Firm Financial Management Process	10
	Trade-offs between Financial Goals and Objectives	13
	Summary and Conclusions	14
	References	15
	Questions	15
2.	Alternative Forms of Business Organizations	17
	<u>Lindon Robison</u>	
	Introduction	17
	Sole Proprietorship	18
	<u>Partnerships</u>	19
	Corporations	21
	Limited Liability Company	25
	Cooperative	27
	<u>Trusts</u>	27
	Farm Business Organization Types in US Agriculture	27
	Summary and Conclusions	29
	Ouestions	29

3.	The Federal Tax System	31
	<u>Lindon Robison</u>	
	Introduction	31
	<u>Individual Taxes</u>	32
	Total Marginal Tax Rates	34
	Bracket Creep	34
	Interest and Dividend Income	35
	Interest Paid by Individuals	36
	<u>Capital Gains and Losses</u>	37
	<u>Tax Credits</u>	38
	Business Taxation	38
	<u>Depreciation</u>	38
	Bonus or Additional Depreciation	43
	Interest and Dividends Received	43
	Interest and Dividends Paid	44
	Summary and Conclusions	44
	Questions	45
4.	Managing Risk	47
	<u>Lindon Robison</u>	
	<u>Introduction</u>	47
	Statistical Concepts Useful in Describing Risky Events and Risky Outcomes	48
	The Normal Probability Density Function (pdf)	53
	<u>Direct and Indirect Outcome Variables</u>	55
	Firm Responses to Risk	56
	Sharing Risky Outcomes	57
	Reducing Risk by Purchasing Insurance	60
	<u>Diversification of Firm Investments</u>	63
	<u>Purchase Risk Reducing Investments</u>	69
	Choosing an Optimal Capital Structure	70
	Summary and Conclusions	74
	References	75
	Questions	75

$\underline{\text{Part II. PART II: STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND}}$ THREATS

5.	<u>Financial Statements</u>	79
	<u>Lindon Robison</u>	
	Introduction	79
	Financial Statements	80
	The Balance Sheet	81
	Checkbooks and Sources and Uses of Funds (SAUF) Statement	85
	Statement of Cash Flow (SCF)	88
	Cash Income Statements	94
	Accrual Income Statement (AIS)	95
	More Complicated Financial Statements	98
	Over-identified Variables	100
	Constructing Consistent Coordinated Financial Statements (CFS): A Case Study	101
	Populating FFF's Cash Income Statements to Conform to HQN's Income Templates	107
	Summary and Conclusions	112
	Ouestions	112

ϵ	5. <u>Financial Ratios</u>	117
	<u>Lindon Robison</u>	
	Introduction	118
	Financial Ratios	119
	Solvency Ratios	122
	Profitability Ratios	124
	Efficiency Ratios	127
	<u>Liquidity Ratios</u>	131
	Leverage Ratios	133
	Other Sets of Financial Ratios	135
	The DuPont Equation	135
	Comparing Firm Financial Ratios with Industry Standards	137
	Using Financial Ratios to Determine the Firm's Financial Strengths and Weaknesses	138
	<u>Limitations of Ratios</u>	140
	Strengths and Weaknesses Summary	141
	Summary and Conclusions	142
	Questions	143
7	7. System Analysis	145
	<u>Lindon Robison</u>	
	<u>Introduction</u>	145
	<u>Understanding Systems</u>	146
	What-Is Analysis and SPELL Ratios	151
	What-if Analysis and SPELL Ratios	152
	Endogenizing Exogenous Variables and Parameters	161
	What-If Analysis and Scenarios	163
	How Much Analysis and Goal Seek	165
	Creating Subsystems by Exogenizing Endogenous Variables	168
	Common Size Balance Sheets and Income Statements	170
	What-if Analysis and Trade-offs	172
	Common Size Statements and Forecasting	174
	Summary and Conclusions	175
	Questions	177
	Appendix to System Analysis	178

Part III. PART III: PRESENT VALUE MODELS

8.	<u>Present Value Models & Accrual Income Statements</u>	189
	<u>Lindon Robison</u>	
	Introduction	189
	AIS and PV Models	190
	AIS Earnings and Rates of Return on Assets and Equity	191
	AIS and IRR Models	195
	AIS and IRRA Models	196
	AIS and IRRE Models	200
	AIS Earnings and NPV Models	202
	After-tax ROE and ROA	206
	After-tax Multiperiod IRRE(1-T) Model	207
	After-tax Multi-period IRRA(1–T*) Model	212
	Rates of Return on Assets and Equity	213
	Conflicting Asset and Equity Earnings and Rates of Return Rankings	214
	<u>Summary and Conclusions</u>	216
	Questions	217
	Appendix to Present Value Models & Accrual Income Statements	218

9.	<u>Present Value Models</u>	227
	<u>Lindon Robison</u>	
	Introduction	227
	Kinds of PV Models	227
	Net Present Value Models	228
	Internal Rate of Return (IRR) Models	230
	Break-Even Models	231
	Maximum Bid (Minimum Sell) Models	232
	Break-even Cash Flow Models	233
	Annuity Equivalent (AE) Models	235
	Capitalization Formulas	236
	Optimal Life Models	237
	The Payback Model	237
	Present Value Models and Rates of Return	238
	Summary and Conclusions	240
	Questions	241
10.	<u>Incremental Investments</u>	243
	<u>Lindon Robison</u>	
	<u>Introduction</u>	243
	Measuring Contributions from Incremental Investments	244
	Optimal Service Extractions Rates from Stand-alone and Incremental Investments	248
	Incremental Investments and Homogeneity of Size	249
	Green and White Services: A Stand-Alone Investment	252
	An Incremental Investment Problem: Adding Landscaping Services to GWS	263
	Brown and Round Doughnuts	265
	Summary and Conclusions	271

11.	Forecasting and Present Value Models	273
	<u>Lindon Robison</u>	
	Introduction	273
	Forecast Equations	275
	Forecast Equations and What we Know	276
	Deterministic Forecasts	279
	Linear Regression Forecasts	281
	Forecasts and Shocks	290
	Forecasting Exogenous Variables and the Accuracy of Endogenous Variables	291
	Qualitative Forecasts	297
	PV Models and Forecasts	297
	Summary and Conclusions	301
	<u>Appendix</u>	303
	Part IV. PART IV: HOMOGENEOUS MEASURES	
12.	Ranking Investments and Homogeneous Measures	309
	<u>Lindon Robison</u>	
	Introduction	309
	Opportunity Costs	310
	One-dimensional Ranking Measures	312
	Homogeneous Measures	313
	Homogeneous Cash Flow Measures	315
	Other Homogeneous Measures	318
	Summary and Conclusions	322

13.	Homogeneous Sizes	325
	<u>Lindon Robison</u>	
	Introduction	325
	Periodic and Initial Investment Sizes	327
	Consistent IRR and NPV Rankings When the Reinvestment Rate is the Defender's IRR	328
	Consistent IRR and NPV Rankings Assuming Reinvestment Rates are the Challenging Investments' IRRs	332
	Resolving Initial Size Differences by Scaling	335
	Resolving Initial Size Differences by Addition	338
	Four Consistent Investment Ranking Models	340
	Comments on the Four Investment Models and Ranking Consistency	342
	When to Rank Challengers Using Four Models	343
	Ranking Investments when the Challengers are not Mutually Exclusive	344
	Common Practice, Common Problems, and Reinvestment Rates	345
	Summary and Conclusions	345
	Questions	346
14.	Homogeneous Terms	351
	<u>Lindon Robison</u>	
	<u>Introduction</u>	351
	<u>Present Values and Capitalization Rates</u>	352
	Present Value (PV) Models and Averages	355
	More Complicated Capitalization Formulas	358
	Ranking One-time Investments with Unequal Terms using NPV Models	360
	IRR and NPV Models for Analyzing Repeatable Investments	362
	Ranking One-Time Investments	363
	<u>Using Annuity Equivalents (AE) to Rank Repeatable Investments</u>	365
	Finding the Optimal Replacement Age for Different Repeatable Investments	370
	Summary and Conclusions	374
	Ouestions	374

15.	Homogeneous Tax Rates	377
	<u>Lindon Robison</u>	
	Introduction	377
	After-tax PV Models for Defenders and Challengers	378
	A General Approach for Finding the Defender's After-tax IRR	378
	Tax Adjustment Coefficients in Finite Models	387
	Ranking Investments and Taxes	388
	Summary and Conclusions	389
	Questions	390
16.	Homogeneous Liquidity and Currency	393
	<u>Lindon Robison</u>	
	Introduction	393
	Current-to-Total-Returns (CTR) Ratio	394
	<u>Liquidity, Inflation, and Real Interest Rates</u>	396
	<u>Liquidity Implications</u>	400
	Price-to-earnings (PE) Ratios	401
	Coverage (C) Ratios	404
	Exchange Rates and PV Models	406
	Summary and Conclusions	410
	Questions	411

Part V. PART V: PRESENT VALUE MODEL APPLICATIONS

17.	<u>Loan Analysis</u>	415
	<u>Lindon Robison</u>	
	<u>Introduction</u>	415
	Comparing the Actuarial Rate, Annual Percentage Rate (APR), and Effective Interest Rate	416
	Constant Payment Loans	418
	Comparing Interest Paid, Loan Term, and Payment Amounts for Constant Payment Loans	420
	Creating an Amortization Table for Constant Payment Loans	422
	PVs of Special Loans	424
	Concessionary Interest Rate Loans	424
	The Refinance Problem	426
	Moderated Payment Loans	426
	<u>Disguised Interest Rate Loans</u>	429
	<u>Future Values</u>	431
	Summary and Conclusions	432
	Questions	433
18.	<u>Land Investments</u>	435
	<u>Lindon Robison</u>	
	<u>Introduction</u>	435
	Why are land prices so volatile?	436
	Maximum Bid (Minimum Sell) Price Models and Transaction Costs	442
	Land Values, Transaction Costs, and Liquidity	443
	Other Factors Contributing to Asset Liquidity	444
	Maximum Bid (Minimum Sell) Land Price Models with Taxes	446
	Finding the Tax Adjustment Coefficient $ heta$	449
	Price-to-earnings Ratios for Land	452
	Summary and Conclusions	453
	Questions	454

19.	<u>Leases</u>	457
	<u>Lindon Robison</u>	
	Introduction	457
	Types of Lease Agreements	458
	<u>Lease Agreements and Taxes</u>	459
	Lease Liquidity and Risk	459
	Net Present Cost of Leasing versus Purchasing	460
	Comparative Advantages for Leasee and Leasor	464
	Summary and Conclusions	467
	Questions	468
20.	Financial Investments	471
	<u>Lindon Robison</u>	
	Introduction	471
	Valuation of Riskless Securities	472
	Compound Interest	475
	<u>Bonds</u>	477
	Coupons and Bonds	478
	Common Stocks	480
	Summary and Conclusions	482
	Questions	483
	Derivation 20.1.	485
	Derivation 20.2.	486
21.	Yield Curves	487
	<u>Lindon Robison</u>	
	Introduction	487
	Geometric Means and Periodic Discount Rates	488
	Predicting Future Economic Activities and Opportunities and Threats	491
	Summary and Conclusions	492
	Questions	493

22.	Econs and Humans	495
	<u>Lindon Robison</u>	
	Introduction	495
	Anomalies	496
	Commodities and Relational Goods	497
	Two setting for exchanging relational goods	499
	Anomalies and Isoutilities	500
	Summary and Conclusions	502
	Questions	502
	Appendix Lindon Robison	505
	<u>Introduction</u>	505
	Excel Financial Functions	51 1
	An Application of Goal Seek to HQN's Coordinated Financial Statements (CFS)	515
	References	529
	<u>Lindon Robison</u>	
	Index Topics	531
	<u>Lindon Robison</u>	
	Author's Note	539
	<u>Lindon Robison</u>	
	About the Authors	54 1
	<u>Lindon Robison</u>	

Index Topics

LINDON ROBISON

Α

- · accounting problems
- · accounts payable
- · accounts receivable
- accrual income statements (AIS)
- accrued COGS
- · accrued income
- · accrued liabilities
- accrued OE
- accuracy
- · actuarial rate
- addition
- · addition to retained earnings
- · adjusted gross income
- after-tax cash flow (ATCF)
- · after-tax IRR
- · after-tax PV models
- · AIS data
- alternative loans
- · alternative reinvestment rate
- · amortization schedule
- · amortization table
- amortize
- annual percentage rate (APR)
- · annual rate
- · annuities due
- · annuity equivalent (AE) models
- annuity equivalents (AE)
- anomalies
- · appreciation
- · arc elasticity
- · arithmetic means
- assets
- · asset turnover (ATO) ratio
- · asset turnover time (ATOT) ratio
- attachment value goods (AVG)

- · average collection period
- · average tax rate

В

- · balance sheet
- · balloon metaphor
- · beginning cash balance
- beta coefficient (β)
- bonds
- · book value
- bracket creep
- · break-even model
- · break-even points
- break-even purchase price
- brokers
- · Brown and Round Doughnuts
- · business organizations

C

- capital accounts
- · capital budgeting problems
- · capital gains
- · capital investments
- · capitalization formula
- · capitalization rates
- capitalizing AE
- · capital lease
- · capital losses
- · capital market
- · capital structure
- · cash and marketable securities
- cash expenses (CE)
- · cash flow
- cash flow measures
- · cash flow patterns

- · cash flow principle
- cash income
- · cash income statement
- cash purchases
- cash receipts (CR)
- · C corporations
- · certainty equivalent incomes
- · certificate of deposit
- · challenger
- · checkbook
- · commodities
- · common size balance sheets
- · common size financial statements
- common stock
- companion ratios
- comparative advantage
- compounding
- · compound interest
- · compound rate
- concessionary interest rate loans
- consistency
- consistent rankings
- · constant loan payment
- · constant payment loan
- · constant returns to scale
- Consumer Price Index (CPI)
- · control variable
- cooperative
- coordinated financial statements (CFS)
- corporation
- · correlation coefficient
- costs
- costs of goods sold (COGS)
- · coupons
- · covariance measures
- · coverage (C) ratio
- credit
- currency
- · current assets
- · current liabilities
- current ratio (CT)
- current-to-total returns (CTR) ratio

D

- · data deficiencies
- dealers
- debt
- debt-to-equity (DE) ratio
- · debt-to-service (DS) ratio
- · deductions
- defender
- depreciation
 - modified accelerated cost recovery system (MACRS)
 - straight line (SL)
- depreciation recapture
- · detective metaphor
- · deterministic
- direct expensing
- · direct outcome variables
- discounting
- · discount loans
- · discount rates
- · disguised interest rate loans
 - · discount loan
 - points-added loans
- diversification
- · dividend expenses
- · dividend income
- double taxation
- DuPont equation
- durability
- · durable price volatility

E

- · earning rates
- Earnings Before Interest and Taxes (EBIT)
- Earnings Before Taxes (EBT)
- econs
- · effective annual rate
- · effective interest rate
- · effective tax rate
- · efficiency ratios

- asset turnover (ATO) ratio
- asset turnover time (ATOT) ratio
- inventory turnover (ITO) ratio
- inventory turnover time (ITOT) ratio
- payable turnover (PTO) ratio
- payable turnover time (PTOT) ratio
- receivable turnover (RTO) ratio
- receivable turnover time (RTOT) ratio
- elasticity
- elasticity of term
- · endogenous variables
- equity
- equity multiplier (EM) ratio
- Excel
 - · fixed cells
 - formatting cells
 - · Goal Seek
 - library of functions
 - user supplied functions
- Excel functions
 - EXP function
 - IPMT function
 - IRR function
 - NPER function
 - NPV function
 - PMT function
 - PPMT function
 - PV function
 - RATE function
 - SUM function
- · Excel PV templates
- · Excel spreadsheets
- exchange rate
- exchanges
- · exemptions
- exogenous variables
- · expected growth rates
- expected values
- expected value-variance (EV)
- expenses

- Federal Income Tax Rates
- · federal tax system
- · financial functions
- financial investments
- · financial lease
- financial market
- financial objectives
- · financial problems
- · financial ratios
- · financial statements
- · fixed investments
- Food and Agricultural Policy Research Institute (FAPRI)
- forecasting
- · forecasting future values
- · foreclosure risk
- · fundamental accounting equation
- fundamental rates of return identity
- future time periods
- · future value elasticity

G

- generally accepted accounting practices (GAAP)
- · general partnership
- geometric decay model
- geometric growth model
- · geometric mean
- goals
- Goal Seek
- Green and Clean Services
- · gross income

Н

- · hard data
- · homogeneity of measures principle
- · homogeneity of term measures
- · homogeneous measures
 - · cash flow
 - investment
 - liquidity

F

- profit
- rates of return
- risk
- size
- tax rate
- term
- time
- total costs and returns
- · homogeneous terms
- · how much questions
- humans

I

- · idle capacity risk
- · immobility
- income statements
- · inconsistent rankings
- indirect outcome variables
- · industry standards
- inflation
- · inflationary growth
- · inflationary interest rates
- inflation index
- · initial investment sizes
- insurance
 - · discrete disaster event insurance
 - revenue insurance
- · intangible goods
- interest
- interest costs
- · interest expenses
- · interest income
- · interest rates
- intermediaries
- internal rate of return (IRR) models
 - after-tax multi-period IRR models
- · inventories
- inventory turnover (ITO) ratio
- inventory turnover time (ITOT) ratio
- · investment liquidity
- · investment models

- investment ranking models
- investment rankings
- investment returns
- investments
 - · continuous decay
 - growth and decay
 - incremental investments
 - · irregular periodic cash flows
 - light bulb
 - · nature of
 - ranking
 - repeatable
 - returns on
 - stand-alone investments
- IRR rankings
- · isoutilities

L

- · land investments
- · lease agreement
 - operating leases
 - sale and leaseback
- · leases
 - liquidity
 - risk
- · least cost expansion path
- · level of detail
- leverage
- · leverage ratios
 - debt-to-equity (DE) ratio
 - equity multiplier (EM) ratio
- liabilities
- Limited Liability Company (LLC)
- · limited partnership
- liquidity
- · liquidity measure
- · liquidity ratios
 - current ratio (CT)
 - quick ratio (QK)
- · loan analysis

- loan equality equation
- · loan payment
- · loan term
- long-term assets
- long-term discount rates

M

- · management process
- · marginal periodic rates
- · marginal tax rate
- mathematical notation
- · maximum bid price models
- · maximum bid price models with taxes
- · minimum sell price models
- · minimum sell price models with taxes
- mission statement
- modified IRR model (MIRR)
- modified NPV model (MNPV)
- motives

N

- Net Income After Taxes (NIAT)
- net present value (NPV) models
- net working capital (NWC)
- · nominal discount rates
- nominal interest rates
- nominal rate
- · noncash expense
- · non-current long-term debt
- · nonfinancial investments
- · nonfinancial objectives
- normal distribution
- normal probability density function
- · NPV rankings

o

- · objectives
- objects
- · obsolescence risk
- one-time investments

- operating leases
- · opportunities
- opportunity analysis
- opportunity cost
- · optimal capital structure
- · optimal leverage ratio
- optimal life
- optimal life model
- · optimal replacement age
- · optimal service extraction rates
- · ordinary annuities
- · overhead expenses (OE)
- · over identified variables
- · owner draw

P

- partnerships
- payable turnover (PTO) ratio
- payable turnover time (PTOT) ratio
- · payback model
- performance
- · periodic cash flow
- periodic discount rates
- periodic interest rates
- · periodic investment size
- periodic liquidity measure
- · periodic rate
- · periodic rates of return
- periodic size differences
- personal deductions
- · point elasticity
- points added loans
- predict future financial opportunities and threats
- preferred stockholders
- premiums
- present value (PV) model
- price-to-earning (PE) ratios
- price-to-earnings (PE) ratio
- · price variability
- · probability density function
- profitability

- · profitability ratios
 - profit margin (m) ratio
 - · return on assets (ROA) ratio
 - return on equity (ROE) ratio
- profit margin (m) ratio
- pro forma balance sheet
- pro forma income statement
- property tax
- · PV models
- · PV templates
 - endogenous variables
 - forecasts
 - liquidation values
 - populating
 - projecting margins

Q

- quantity theory of money (QTM)
- quick ratio (QK)

R

- random variables
- · ranking consistency
- · ranking investments
- · ranking models
- · ranking PV models
- · rates of return
- · real discount rates
- · real growth rate
- · real interest rates
- realized capital gains (losses) (RCG)
- · receivable turnover (RTO) ratio
- receivable turnover time (RTOT) ratio
- · refinance problems
- · refinancing a constant payment loan
- · refinancing loans
- · relational goods
- · relationships
- · rental agreements
- · repeatable investments
- · resolving size differences

- addition
- scaling
- return on assets (ROA)
- return on equity (ROE)
- returns
- revenue
- risk
 - diversifiable
 - non-diversifiable
- · risk aversion
- · risk preferences
- risk premiums
- risk responses
 - diversification
 - purchase risk reducing investments
 - purchasing insurance
 - sharing outcomes
- · risk response strategies
- · risky events

S

- · sale and leaseback lease
- · sales of long-term assets
- · sampling error
- · scaling
- · S corporations
- · securities market
- sharing risk
- single period discount rates
- · social capital
- socio-emotional goods (SEG)
- · soft data
- sole proprietorship
- solvency
- solvency ratios
 - debt-to-service (DS) ratio
 - times interest earned (TIE) ratio
- Sources and Uses of Funds (SAUF) statement
- SPELL ratios
- Squeeze versus the Bulge

- · standard deviation
- statement of cash flow (SCF)
- · static analysis
- stochastic
- stocks
- · strategic goals
- strategy
- · strengths
- Subchapter C corporations
- Subchapter S corporations
- subsystems
- · system analysis
- system metaphors

Т

- · tactical objectives
- · taxable income
- · tax adjustment coefficient
- · tax advantages
- · tax credits
- taxes
 - · lease agreements
 - non-neutral taxes
- · tax exclusion
- tax liability
- tax rates
- · tax shield
- · templates
- temporal CT ratio
- term
- · term differences
- · threat analysis
- threats
- time and use costs
- · time dated cash flow

- · time deposits
- times interest earned (TIE) ratio
- · total costs and returns principle
- · trade-off analysis
- · trade-offs
- · transaction costs
- · trend analysis
- · true rate
- trust

U

- · uncertain events
- · unequal terms
- · unlimited liability
- $US_0(r^f/m, mn)$
- US₀(r, n)

\mathbf{v}

- · value in use model
- variance

W

- weaknesses
- · weather forecast metaphor
- weighted cost of capital (WCC)
- · what if analysis
 - scenarios

Y

· yield curve