

# FINANCIAL MANAGEMENT

PGDBA-204

## BLOCK 1: BASICS OF FINANCIAL MANAGEMENT



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# FINANCIAL MANAGEMENT



Knowledge Management and  
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## **ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING**

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)



## **PREFACE**

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!



# FINANCIAL MANAGEMENT

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## **BLOCK 1: BASICS OF FINANCIAL MANAGEMENT**

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# **BLOCK 1:      BASICS OF FINANCIAL                   MANAGEMENT**

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## **Block Introduction**

Finance is considered to be one of the most important aspects of any business unit, be it small or large scale unit, every business needs finance and without finance none of the business can survive and it is because of this reason the subject of financial management has been introduced in all management and finance related curriculum.

In this block the whole content has been divided into two units. Unit 1 gives an introduction to the subject financial management, whereas the unit 2 discusses about the various sources of long term sources of finance available in front of an organisation. In unit 1 we will be discussing the main functions covered by the financial management, we shall also be studying the objectives of financial management. The role of a finance manager is even very important in the smooth running of the organisation. He has to regularly monitor the finance condition of an organisation. He will have to know as to how much funds will be required in the coming days in an organisation. He has to estimate the funds requirements and arrange the required funds from different sources. He has to even find the different sources through which funds can be raised. He has to properly take care of availability of funds because in absence of funds the whole functioning of the organisation will come to halt. Apart from this in unit 2<sup>nd</sup> we will be discussing the various long term sources of finance available in front of an organisation through which they can meet their funds requirement.

So the study of this block is going to be of great help for the future managers and entrepreneurs in laying the foundation of basics of finance into their minds and giving them an idea of what exactly is this subject all about.

## **Block Objective**

**After learning this block, you will be able to understand:**

- The main functions of financial management.
- Objectives of the financial management.
- The role of finance manager.

Basics of  
Financial  
Management

- The scope of Corporate Finance
- The Need for Long-term Finance
- Long Term Finance
- Equity Capital and Preference Capital, Debenture Capital, Term Loans, Convertible Debentures and Warrants
- Risk return ratio of the different sources

**Block Structure**

**Unit 1: Introduction to Financial Management**

**Unit 2: Sources of Long-Term Finance**

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# **UNIT 1: INTRODUCTION TO FINANCIAL MANAGEMENT**

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## **Unit Structure**

### **1.0 Learning Objectives**

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#### 1.2.1 Meaning and Definition

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## **1.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- The main functions covered by the financial management.
- The main objectives of the financial management.
- The role of finance manager.
- The linkage of the finance functions with other functional areas.
- The scope of Corporate Finance.

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## **1.1 Introduction**

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In this unit, the students will be introduced to the basics of Financial Management. Objective of financial management is the maximization of shareholder's wealth and necessarily the profits of the business. Three basic functions of financial management are financial function, investment function, and dividend function. Students will also learn that the role of finance manager has significantly changed over the years.

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## **1.2 Finance**

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### **1.2.1 Meaning and Definition**

Finance is an integral part of the overall management rather than the fund raising activities. It is connected with all financial activities of planning, raising, allocating and controlling. The scope of financial management is very wide.

Financial management holds the key to all activities. Finance may be regarded as a science, for it is a systematized body of knowledge of the phenomenon of the payment system. “Finance is the management of monetary affairs of a company. It includes determining what has to be paid for and when, raising the money on the best terms available and diverting the available funds to the best uses.”—Paul G. Husings

“Finance has to be co-related with production, marketing and accounting functions of organization in order to reduce or avoid the wastage of funds.” - Charles Gestenberg.

### **Check your progress 1**

1. Finance has to be co-related with production, marketing and accounting functions of organization in order to reduce or avoid the wastage of funds.
  - a. Paul G. Husings
  - b. Charles Gestenberg.

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## **1.3 Financial Management**

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Financial Management is an integral part of general management. It concerns managerial decision making. It helps in allocation of future financial requirements, allocation of resources and appraisal of financial problems.

### **Definition of Financial Management**

“Financial management deals with how the corporations obtain the funds and how it uses them.” —Hoagland

“Financial Management is the application of planning and control functions to the finance function.” ——Archer and Ambrosio

“Financial management may be considered to be the management of the finance function”. —Raymond Chambers

Financial management is the area of business management devoted to a judicious use of capital and a careful selection of sources of capital in order to enable a business firm to move in the direction of reaching its goals. —J.F. Bradley

### **Check your progress 2**

1. Financial management deals with how the corporations obtain the funds and how it uses them.” —
  - a. J.F. Bradley
  - b. Hoagland

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## **1.4 Scope of Financial Management**

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### **Scope of Financial Management:**

- Forecasting [estimation of the financial requirements]
- Financing [acquisition of capital]
  - Allocation of funds
  - Investment of funds
  - Raising funds
- Co-ordination and control of funds [capital budgeting]
- Profit planning and control
- Decision Making
  - Financial decisions
  - Investment decisions
  - Working capital decisions
  - Dividend decisions

### **Check your progress 3**

1. \_\_\_\_\_ is one of the scope of financial management.
  - a. money
  - b. finance
  - c. Forecasting



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## 1.5 Finance and Management Functions

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The important management functions are production, marketing and other functions. There exists inseparable relationship between finance and the other functions. Almost all business activities, directly or indirectly involve the acquisition and use of funds.

The finance function of raising and using money although has a significant effect on the other functions, yet it need not necessarily limit or constrain the general running of the business.

The functions of raising funds, investing them in assets and distributing returns earned from assets to shareholders are respectively known as financing decision, investment decision and dividend decision. A firm attempts to balance cash inflows and outflows while performing these functions. This is called liquidity decision.

### **The finance function includes:**

- Long term asset-mix or investment decision.
- Capital mix or financing decision.
- Profit allocation or dividend decision.
- Short term asset mix or liquidity decision.

Finance functions call for skilful planning, control and execution of a firm's activities.

### **1. Investment decision**

- A firm's investment decision involves capital expenditure.
- A capital budgeting decision involves the decision of allocation of capital or commitment of funds to long term assets that would yield benefits (cash flows) in the future.

### **Important aspects of investment decisions:**

- The evaluation of the prospective profitability of new investments.
- The measurement of a cut off rate against the prospective return of new investments could be prepared.
- Investment proposals should be evaluated in terms of both expected return and risk.

- It also includes replacement decision i.e. decision of recommitting funds when an asset becomes less productive or non-profitable.
- The opportunity cost of capital is the expected rate of return that an investor could earn by investing money in financial assets of equivalent risk.

## **2. Financing Decision**

Financial manager must decide when, where, from whom and how to acquire funds to meet the firm's investment needs. To determine the appropriate proportion of equity and debt is the main aim. The mix of debt and equity is known as the firm's capital structure. The finance manager must strive to obtain the best financing mix or the optimum capital structure for his firm. Capital structure is considered optimum when the market value of shares is maximized.

The change in the shareholder's returns caused by the change in profits is called financial leverage.

There must be a proper balance between return and risk. When the shareholder's return is maximized with given risk, the market value per share will be maximized and the firm's capital structure will be considered optimum.

In practice, a firm considers many other factors such as control, flexibility, loan covenants, legal aspects etc. in deciding the capital structure.

## **3. Liquidity Decision**

Investments in current assets affect the firm's profitability and liquidity. Current assets should be managed efficiently for safeguarding the firm against the risk of liquidity. Lack of liquidity in extreme situations can lead to firm's insolvency.

A conflict exists between profitability and liquidity while managing current assets. If the firm doesn't invest sufficient funds in current assets, it may become illiquid and risky and would lose profitability, as idle current assets would not earn anything.

The profitability-liquidity trade off requires that the financial manager should develop sound techniques for managing current assets. He should estimate firm's needs for current assets and make sure that funds would be made available when needed.

#### 4. Dividend Decision

The financial manager must decide whether the firm should distribute all profits or retain them, or distribute a portion and retain the balance. The proportion of profits distributed as dividends is called the dividend-pay off ratio.

The dividend policy should be determined in terms of its impact on the shareholder's value.

The optimum dividend policy is one that maximizes the market value of the firm's shares.

Dividends are generally paid in cash. But a firm may issue bonus shares.

The function of financial management is to review and control decisions to commit or recommit funds to new or ongoing uses. Thus, in addition to raising funds financial management is directly concerned with production, marketing and other functions within an enterprise whenever decisions are made about the acquisition or distribution of assets.

#### Check your progress 4

1. The mix of debt and equity is known as the firm's \_\_\_\_\_.
  - a. capital ratio
  - b. capital structure
2. \_\_\_\_\_ must decide when, where, from whom and how to acquire funds to meet the firm's investment needs.
  - a. HR Manager
  - b. Financial manager
3. \_\_\_\_\_ assets should be managed efficiently for safeguarding the firm against the risk of liquidity.
  - a. Current
  - b. fixed
4. The proportion of profits distributed as \_\_\_\_\_ is called the dividend-pay off ratio.
  - a. dividends
  - b. interest

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## 1.6 Objectives of Financial Management

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Financial management evaluates how funds are used and procured. The core of financial policy is to maximize earnings in the long run and optimize them in the short run. Financial management is an improved resource, mainly capital funds. The firm's investment and financing decisions are unavoidable and continuous. In order to make them rationally, the firm must have a goal. A firm's financial management may have the following as their objective:

- Maximization of firm's profit
- Maximization of firm's wealth

### 1.6.1 Maximization of Firm's Profit/Profit Maximization

The maximization of profit is often considered as an implied objective of a firm. To achieve the aforesaid objective various types of financial decisions may be taken. Firms producing goods and services may function in a market economy. In a market economy prices of goods and services are determined in competitive markets. Firms in the market economy are expected to produce goods and services desired by society as efficiently as possible.

Price system is the most important aspect of market economy which indicates what goods and services society wants.

Higher demand for goods and services leads to higher prices resulting in higher profit for firms. It attracts other producers due to which competition in the market increases. An equilibrium price is reached when the supply of goods in a market matches the demand for those goods. The prices and profits of those goods and services tend to fall which has no demand by the society. Prices are determined by the demand and supply conditions as well as the competitive forces and they guide the allocation of resources for various productive activities.

Profit maximization implies that a firm either produces maximum output for a given amount of input or uses minimum input for producing a given output. It is assumed that profit maximization causes the efficient allocation of resources under competitive market conditions and profit is considered as the most appropriate measure of a firm's performance.

## **Objections/ criticism to profit maximization**

This objective has been criticized. It is argued that profit maximization assumes perfect competition and in the phase of imperfect competition it fails to achieve its goal.

In the new business environment, profit maximization is regarded as unrealistic, difficult, inappropriate and immoral. There is a possibility of production of goods and services that are wasteful and unnecessary from the society's point of view. Also, it might lead to inequality of income and wealth. Firms producing same goods and services differ substantially in terms of technology, costs and capital. In such conditions, it is difficult to have a truly competitive price system and thus, it is doubtful if the profit maximizing behaviour will lead to optimum social welfare.

### **1.6.2 Wealth Maximization**

Wealth maximization objective is as important as profit maximization. The operating objective of financial management is to maximize wealth or NPV (Net Present Value) of a firm.

The wealth of owners of a corporation is maximized by raising the price of the common stock. This is achieved when the management of a firm operates efficiently and makes optimal decisions in areas of capital investment, financing, dividend and current assets management.

The market price of a firm's stock represents the focal judgment of all market participants as to what the value of a particular firm is. It takes into account present and prospective future earnings per share, the timing and risk of these earnings, the dividend policy of the firm and many other factors that bear upon the market price of the stock.

The value/wealth maximization objective of a firm is superior to profit maximization objective due to the following reasons:

- The value maximization objective of a firm considers all future cash flows, dividends, EPS, risk of a decision etc. whereas profit maximization objective does not consider the effect of EPS, dividend paid or any other returns to shareholders.
- A firm that wishes to maximize the shareholder's wealth may pay regular dividends, whereas a firm that wishes to maximize profit may refrain from paying dividend payment to its shareholders.

- Shareholders would prefer an increase in the firm's wealth against its generation of increasing flow of its profits.
- The market price of a share reflects the shareholder's expected return considering the long term prospects of the firm, reflects the differences in timings of the returns, considers risk and recognizes the importance of distribution or returns.

The maximization of a firm's value as reflected in the market price of a share is viewed as a proper goal of the firm. The profit maximization can be considered as a part of wealth maximization.

### Check your progress 5

1. \_\_\_\_\_ is one of the long term objective of financial management.
  - a. Maximization of firm's wealth
  - b. maximisation of firms's profit
2. \_\_\_\_\_ evaluates how funds are used and procured.
  - a. management
  - b. Financial management
3. The core of financial policy is to maximize earnings in the \_\_\_\_\_ run and optimize them in the short run.
  - a. short
  - b. long
4. In a market economy prices of goods and services are determined in \_\_\_\_\_ markets.
  - a. competitive
  - b. good
5. \_\_\_\_\_ maximization implies that a firm either produces maximum output for a given amount of input or uses minimum input for producing a given output.
  - a. wealth
  - b. Profit

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## 1.7 Role and Functions of Finance Manager

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A finance manager is a person who is responsible to carry out the finance functions. He is one of the members of the top management team and his role is more intensive and significant in solving the complex funds management problems. The finance manager is responsible for shaping the fortune of the enterprise and is involved in the most vital decision of the allocation of capital. He/she must have broader and farsighted outlook and must ensure that the funds of the enterprise are utilized in the most efficient manner.

- He/she plays instrumental role in the overall functioning of an enterprise.
- He is recognized as an integral part of corporate management.
- He is involved in almost all the crucial decision making affairs because every problem and every decision entails financial implications.
- He groups activities in such a way that areas of responsibility and accountability are clearly defined.
- His focus is on profitability of the firm.
- He is in charge of planning, developing strategies and guiding the management in all financial decisions.
- Preparation of financial planning, planning for investment economic appraisal, cost reduction strategies, protection of assets and preparation of annual report and other important issues are looked after him.
- He is also responsible for maintaining good relationship with the banker and financial institutions.
- He has to fulfil the requirements of periodical payment of interest and the principal.
- He is also responsible for submitting the regular inventory statements, cash and fund flow statements to the banker as per the terms and conditions of the loan agreements.
- He has to take key decisions on the allocation and use of money by various departments.
- He should anticipate financial needs, acquire financial resources and allocate funds to various departments of the business.

Since the financial manager is an integral part of the top management, he should shape his decisions and recommendations to contribute to the overall

progress of the business. It is his prime objective to maximize the value of the firm to its stock holders.

A financial manager often finds himself in a dilemma when he has to choose between profitability and liquidity. Although both are desirable, sometimes one has to be sacrificed for the other. His central role requires that he understands the nature of problems so that he may take proper decisions. Apart from this the main functions of a financial manager are:

- Funds raising
- Funds allocation
- Profit planning
- Understanding capital markets

### **Check your progress 6**

1. \_\_\_\_\_ is one of the main functions of finance manager.
  - a. marketing
  - b. Funds raising
2. A finance manager is a person who is responsible to carry out the \_\_\_\_\_ function.
  - a. finance
  - b. marketing
3. The finance manager is responsible for shaping the fortune of the enterprise and is involved in the most vital decision of the allocation of \_\_\_\_\_.
  - a. capital
  - b. finance
4. A financial manager often finds himself in a dilemma when he has to choose between profitability and \_\_\_\_\_.
  - a. returns
  - b. liquidity



## 1.8 Changing Role of Finance Manager

The information age has given a fresh perspective on the role of finance management and finance managers. The role of the CFO has emerged and acts as a catalyst to facilitate changes in an environment where the organization succeeds through self managed teams. The CFO must transform himself from a back office manager to a front end organizer and leader who spends more time in networking, analyzing the external environment, making strategic decisions and managing and protecting cash flows. In due course of time the role of the CFO will shift from an operational to a strategic level. Of course on an operational level, the CFO can't be excused from his backend duties. The knowledge requirements for the evolution of a CFO extend from being aware about capital productivity and cost of capital to human resource initiatives and competitive environment analysis. He has to develop general management skills for the wider focus encompassing all aspects of business that depend on or dictate finance.



Fig 1.1 Changing role of finance manager

### Financing Decisions

Relationship between Investment, Financing and Dividend decisions

The corporate finance theory has broadly categorized the financial decisions into investment, financing and dividend decisions. All these financial decisions aim at the maximization of shareholder's wealth through maximization of firm's wealth.

### **Investment decisions**

The firm should select only those capital investment proposals whose net present value is positive and the rate of return on the project exceeds the marginal cost of capital. In situations of capital rationing, the investment proposals are selected based on maximization of net present value. The profitability of each individual project will contribute to the overall profitability of the firm and leads to creation of wealth.

### **Financing decisions**

In general, the financing of capital investment proposals are done in two forms of finances i.e. equity and debt. The finance decisions should consider the cost of finance available in different forms and the risks attached to it. The reduction in cost of capital of each component would lead to reduction in overall weighted average cost of capital. The principle of trading on equity should be kept in view while selecting the debt-equity mix or capital structure decisions. The relative advantages and risk attached to debt financing and equity financing should also be considered. The lower cost of capital and minimization of risks in financing will lead to the profitability of the organization and create wealth to the owners.

### **Dividend decisions**

The dividend distribution policies and retention of profits will have ultimate effect on the firm's wealth. The company should retain its profits in the form of reserves for financing its future growth and expansion schemes. The conservative dividend payments will adversely affect the firm's share prices in the market. Therefore, an optimal dividend distribution policy will lead to the maximization of shareholders' wealth.

In conclusion, it is viewed that the basic aim of the investment, financing and dividend decisions is to maximize the firm's wealth. If the firm enjoys the stability and growth, its share prices in the market will improve and will lead to capital appreciation of shareholder's investment and ultimately maximizes the shareholder's wealth.

### **Techniques of Financial Management**

The important techniques of Financial Management are summarized as follows:

**Ratio Analysis:** Ratio analysis is used as an important tool in analysis of financial statements. Ratios are used as an index or yardstick for evaluating the financial

position and performance of a firm. Ratio is the expression of one figure in terms of another. It is the expression of the relationship between mutually independent figures. Ratio analysis used financial report and data and summarizes the key relationship in order to appraise financial performance. It helps the analysts to make quantitative judgment about the financial position and performance of the firm. There are various ratios which are used by different parties for different purposes and can be calculated from the information given in financial statements. The comparison of past ratios with future ratios shows the firm's relative strength and weaknesses. Capital Budgeting Techniques Investment in long-term assets for increasing the revenue of firm is called 'capital budgeting'. It is a firm's decision to invest funds in long-term activities for future benefits that increase the wealth of the firm thereby increase the wealth of owners. Capital budgeting refers to long-term planning for proposed capital outlays and their financing. The future growth of a firm depends on capital expenditure decisions. Capital budgeting involves large amount of funds, risk and uncertainty and they are of an irreversible nature. Estimation of cash flow is very important for evaluating the investment proposals. Capital budgeting results from the exchange of current fund for future benefits which will occur over a series of years to come. The important techniques used in capital investment appraisal are as follows:

- Payback period method
- Accounting rate of return method
- Net present value method
- Internal rate of return method
- Profitability index method
- Discounted payback period method etc.

**Working Capital Management:** In the efficient working capital management some of the techniques like economic order quantity, ABC analysis, fixation of inventory levels, cash management models are adopted.

**Capital Structure:** The finance manager has to decide an optimum capital structure to maximize the wealth of shareholders. In capital structure, decision-analysis of operating and financial leverages, cost of different components of capital, EPS-EBIT (Earnings per Share-Earnings before Interest and Tax) analysis, ascertainment of EPS of different financing alternatives, determination of financial Break-Even Point, indifference point analysis and other mathematical models are used.

## **Other Maximization Objectives**

**Sales Maximization:** The interests of the company are best served by the maximization of sales revenue, which brings with it the benefits of growth, market share and status. The size of the firm, prestige, and aspirations are more closely identified with sales revenue than with profit.

**Growth Maximization:** Managers seek the objectives which give them satisfaction, such as salary, prestige, status and job security. On the other hand, the owners of the firm (shareholders) are concerned with market values such as profit, sales and market share. These differing sets of objectives are reconciled by concentrating on the growth of size of the firm, which brings with it higher salaries and status for managers and larger profits and market share for the owners of the firm.

**Return on Investment Maximization:** The strategic aim of a business enterprise is to earn a return on capital. If, in any particular case, the return in the long-run is not satisfactory, then the deficiency should be corrected or the activity be abandoned for a more favourable one. Measuring the historical performance of an investment centre calls for a comparison of the profit that has been earned with capital employed. The rate of return on investment is determined by dividing net profit or income by the capital employed or investment made to achieve that profit. Return on investment analysis provides a strong incentive for optimal utilization of the assets of the company. This encourages managers to obtain assets that provide satisfactory return on investment and to dispose off assets that are not providing an acceptable return. In selecting amongst alternative long-term investment proposals, ROI provides a suitable measure for assessment of profitability of each proposal.

**Social Objectives** - The business enterprise is an integral part of the functioning of a country. As such, in return for the privileges and rights granted to it by the state, the business firm should be made increasingly responsible for social objectives. The objectives of social accounting include:

- To identify and measure the net social contribution of an individual firm internally and also those arising from external factors affecting the different segments of the society.
- To determine whether an individual firm's strategies and practices are consistent with widely shared social principles, e.g. discrimination on the basis of caste, creed or sex will not be permitted.

- To make available, relevant information about the firm's goals, policies, programmes, performances, use of and contribution to scarce resources etc. for example, companies have to disclose their use and earnings of foreign exchange. Relevant information is that which provides for public accountability and also facilitates public decision making regarding capital choices and social resources allocation.

**Financial Objectives of a Firm** - The primary financial objectives of a firm are as follows:

- Return on capital employed or return on investment
- Value addition and profitability
- Growth in earnings per share and price/earnings ratio
- Growth in the market value of the share
- Growth in dividends to shareholders
- Optimum level of leverage
- Survival and growth of the firm

### **Financial Management and Accounting**

Just as production and sales are major functions of an enterprise, finance too is an independent specialized function and it is well knit with other functions. Financial management is a separate management area. In many organizations accounting and finance functions are clubbed and the finance function is often considered as part of the functions of the Accountant. But the Financial management is something more than an art of accounting and book keeping in the sense that, accounting function discharges the function of systematic recording of transactions relating to the firm's transactions in books of account and summarizing the same for presenting in financial statements viz., profit and loss account and balance sheet, funds flow and cash flow statements. The finance manager will make use of the accounting information in analysis and review of the firm's business position in decision making. In addition to the analysis of financial information available from the books of account and records of the firm, a finance manager uses the other methods and techniques like capital budgeting techniques, statistical and mathematical models and computer applications in decision making to maximize the value of the firm's wealth and value of the owners' wealth. In view of the above, finance function is a distinct and separate function rather than simply an extension of accounting function. Financial management is a key function; many firms prefer to centralize the function to

keep constant control on i.e. finances of the firm. Any inefficiency in financial management will be concluded with a disastrous situation. But, as far as, the routine matters are concerned, the finance function could be decentralized with adoption of responsibility accounting concept. It is advantageous to decentralize accounting function to speed-up the process of information. But since the Recounting information is used in taking financial decisions, proper control should be exercised on accounting functions in processing of accurate and reliable information to the needs of the firm. The centralization or decentralization of accounting and finance functions mainly depends on the attitude of the Top level management.

### **Financial Management and Economics**

The finance manager must be familiar with the micro and macroeconomic environment aspects of business.

**Microeconomics:** deals with the economic decisions of individuals and firms. It focuses on the operating strategies based on the economic data of individuals and firms. The concepts of microeconomics helps the finance manager in taking decisions about price fixation, determination of capacity and operating levels, break-even analysis, volume-cost-profit analysis, capital structure decisions, dividend distribution decisions, profitable product mix decisions, fixation of levels of inventory, setting the optimal cash balance, pricing of warrants and options, interest rate structure, present value of cash flows etc.

**Macroeconomics:** looks at the economy as a whole, in which a particular business concern is operating. Macro economics provide insight into policies by which economic activity is controlled. The success of the business firm is influenced by the overall performance of the economy and is dependant upon the money and capital markets, since the investible funds are to be procured from the financial markets. A firm operating within the institutional framework operates on the macroeconomic theories. The government fiscal and monetary policy will influence the strategic financial planning of the enterprise. The finance manager should also look into the other macroeconomic factors like rate of inflation, real interest rates, level of economic activity, trade cycles, market competition both from new entrants and substitutes, international business conditions, foreign exchange rates, bargaining power of buyers, unionization of labor, domestic savings rate, depth of financial markets, availability of funds in capital markets, growth rate of economy, government foreign policy, financial intermediation and banking system etc.

**Financial Management- Science or Art?** : Financial management is neither a pure science nor an art. It deals with various methods and techniques which can be adopted, depending on the situation of business and the purpose of the decision. As a science it uses various statistical and mathematical models and computer applications for solving the financial problems relating to the firm, for example, capital investment appraisal, capital allocation and rationing, optimizing capital structure; mix, portfolio management etc. Along with the above, a finance manager is required to apply his analytical skills in decision making. Hence, financial management is both a science as well as an art.

### **Significance of Financial Management**

The importance of financial management is known from the following aspects:

**Applicability:** The principles of finance are applicable wherever there is cash flow. The concept of cash flow is one of the central elements of financial analysis, planning, control and resource allocation decisions. Cash flow is important because financial health of the firm depends on its ability to generate sufficient amounts of cash to pay its employees, suppliers, etc.

- **Creditors and owners** - Any organization, whether motivated with earning of profit or not, having cash flow requires to be viewed from the angle of financial discipline. Therefore, financial management is equally applicable to all forms of business like sole traders, partnerships and companies. It is also applicable to non-profit organizations like trusts, societies, government organizations, public sector enterprises etc.

Chances of failure of a firm having latest technology, sophisticated machinery, high calibre marketing and technical experts, etc. may fail to succeed unless its finances are managed on sound principles of Financial Management. The strength of business lies in its financial discipline. Therefore, finance function is treated as primary, which enable the other functions like production, marketing, purchase, and personnel etc. to be more effective in achievement.

### **Check your progress 7**

1. The firm should select only those capital investment proposals whose net present value is \_\_\_\_\_.
  - a. equal
  - b. negative
  - c. positive
2. The firm should select only those capital investment proposals whose net present value is \_\_\_\_\_
  - a. positive
  - b. negative
3. In general, the financing of capital investment proposals are done in two forms of finances i.e. \_\_\_\_\_ and debt
  - a. loan
  - b. equity

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## **1.9 Organization of Finance Function**

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### **1.9.1 The Interface of Financial Policy with Corporate Strategic Management**

**The two important functions of the finance manager are:**

- Allocation of funds (investment decision)
- Generation of funds (financing decisions)

The theory of finance makes two crucial assumptions to provide guidance to the finance managers in making these decisions. These are:

- The objective of the firm is to maximize the wealth of the shareholders.
- The capital markets are efficient.

The corporate finance theory implies that:

- Owners have the primary interest in the firm.
- The current value of share is the measure of shareholder's wealth.



- The firm should accept only those investments which generate positive net present values.
- The firm's capital structure and dividend decisions are irrelevant as they are solely guided by efficient capital markets and management no control over them.

However, the theory of finance has undergone fundamental changes over the past. It is felt that finance theory is not complete and meaningful without its linkage with the strategic management. Strategic management establishes an efficient and effective match between the firm's competence and opportunities with the risks created by the environmental changes.

### **1.9.2 Interface of Finance Policy and Strategic Management**

- Finance policy requires the resource deployment such as materials, labour etc. Strategic management considers all markets such as material, labour and capital as imperfect and changing. Strategies are developed to manage the business firms in uncertain and imperfect market conditions and environment. For forecasting, planning and formulation of financial policies, for generation and allocation of resources, the finance manager is required to analyze changing market conditions and environment.
- The strategy focuses on how to compete in a particular product market segment or industry. For framing strategy it is considered that the shareholders are not the only interested group in the firm. There are many other influential constituents such as lenders, employees, customers, suppliers etc. The success of a company depends on its ability to survive in product market environment which is possible only when the company considered maintaining and improving its product market positions. Such considerations have important implications for framing corporate financial policies.

Hence, the financial policy of a company is closely linked with its corporate strategy.

The company's strategy establishes an efficient and effective match between its competencies and opportunities and environmental risks. Financial policies of a company should be developed in the context of its corporate strategies. With the overall framework of the firm's strategy there should be a consistency between financial policies-investment, debt and

dividend e.g. a company can sustain a high growth strategy only when investment projects generate high profits and it follows a policy of low payout and high debt.

### **1.9.3 Interrelationship between Investment Financing and Dividend Decisions**

The finance functions are divided into 3 major decisions viz. investment, financing and dividend decisions. It is correct to say that these decisions are interrelated because the underlying objective of these 3 decisions is the same i.e. maximization of the shareholder's wealth. Since investment financing and dividend decisions are all interrelated one has to consider the joint impact of these decisions on the market price of the company's share and these decisions should also be solved jointly. The decision to invest in a new project needs finance for investment. The financing decision in turn is influenced by dividend decision because retained earnings used in internal financing deprive shareholder of their dividends. An efficient finance management can ensure optimal joint decisions. This is possible by evaluating each decision in relation to its effects on the shareholder's wealth.

#### **The impact of taxation on corporate financial management**

The tax payments represent a cash outflow from business and therefore these tax cash outflows are critical part of the financial decision making in a business. Taxation affects a firm in numerous ways. The most significant effects are as under:

**Tax implication and financial planning:** While considering the financial aspects or arranging the funds for carrying out the business, the tax implications arising there should also be taken into account. The income of the business undertakings is subject to tax at the rates given in finance act.

- The weighted average cost of capital is reduced because interest payments are allowable for computing taxable income.
- Where a segment of the firm incurs loss but the firm gets overall profits from other segments
- The income tax act allows depreciation on plant, furniture, and buildings owned by the assessed and used by him for carrying on his business, occupation and profession. This depreciation is allowed for full year if an

asset was used for the purpose of business or profession for more than 180 days. Unabsorbed depreciation can be carried forward indefinitely.

**Capital budgeting decisions:** The setting up of a new project involves consideration of tax effects. The decision to set up a project under a particular form of business organization at a particular place, choice of nature of business, and the type of activities to be undertaken etc. requires that a number of tax considerations should be taken into account before arriving at the appropriate decision from the angle of sound financial management. The choice of particular manufacturing activity may be influenced by the special tax concessions available such as-

- Higher depreciation allowance
- Amortization of expenditure on know-how, scientific research related to business, preliminary expenses etc.
- Deductions in respect of profit derived from the publication of books etc.
- Deductions in respect of profit derived from export business.

### Check your progress 8

1. \_\_\_\_\_ policy requires the resource deployment such as materials, labour etc.
  - a. Insurance
  - b. Tax
  - c. Finance
2. The two important functions of the finance manager are \_\_\_\_\_ and generation of funds.
  - a. allocation of funds
  - b. distribution of funds
3. \_\_\_\_\_ policy requires the resource deployment such as materials, labour etc.
  - a. marketing
  - b. Finance



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## 1.11 Financial Management and Accounting

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Similar to production and sales, finance is an independent specialized function, integrated with other functions. Financial management is a separate management area. Many organisations have one department for accounting and finance functions and the finance function is often considered as part of the functions of the Accountant. But the Financial management is something more than an art of accounting and book keeping in the sense that, accounting function discharges the function of systematic recording of transactions relating to the firm's transactions in books of account and summarizing the same for presenting in financial statements viz., profit and loss account and balance sheet, funds flow and cash flow statements. The finance manager uses the accounting information in analysis and review of the firm's business position to make decisions. Besides the analysis of financial information available from the books of account and records of the firm, a finance manager can also use techniques like capital budgeting techniques, statistical and mathematical models and computer applications in decision making to maximize the value of the firm's wealth and value of the owners' wealth. Considering these facts, finance function is a distinct and separate function rather than simply an extension of accounting function. Financial management being an important function; many firms prefer to centralize the function to keep constant control on the finances of the firm. Any inefficiency in financial management will be disastrous for the firm, but for the routine matters, the finance function could be decentralized with adoption of responsibility accounting concept. It is advisable to decentralize accounting function to speed-up the process of information. But since the Recounting information is used in taking financial decisions, proper control should be exercised on accounting functions in processing of accurate and reliable information to the needs of the firm. The centralization or decentralization of accounting and finance functions mainly depends on the attitude of the top level management.

**Check your progress 10**

1. The \_\_\_\_\_ uses the accounting information in analysis and review of the firm's business position to make decisions.
  - a. HR manager
  - b. director
  - c. admin manager
  - d. finance manager
  
2. The finance manager uses the accounting information in \_\_\_\_\_ of the firm's business position to make decisions.
  - a. review
  - b. calculation
  - c. analysis and review
  - d. none of the above

---

## 1.12 Financial Management and Economics

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It is imperative for the finance manager to be familiar with the micro and macroeconomic environment aspects of business.

The inverted pyramid of global liquidity

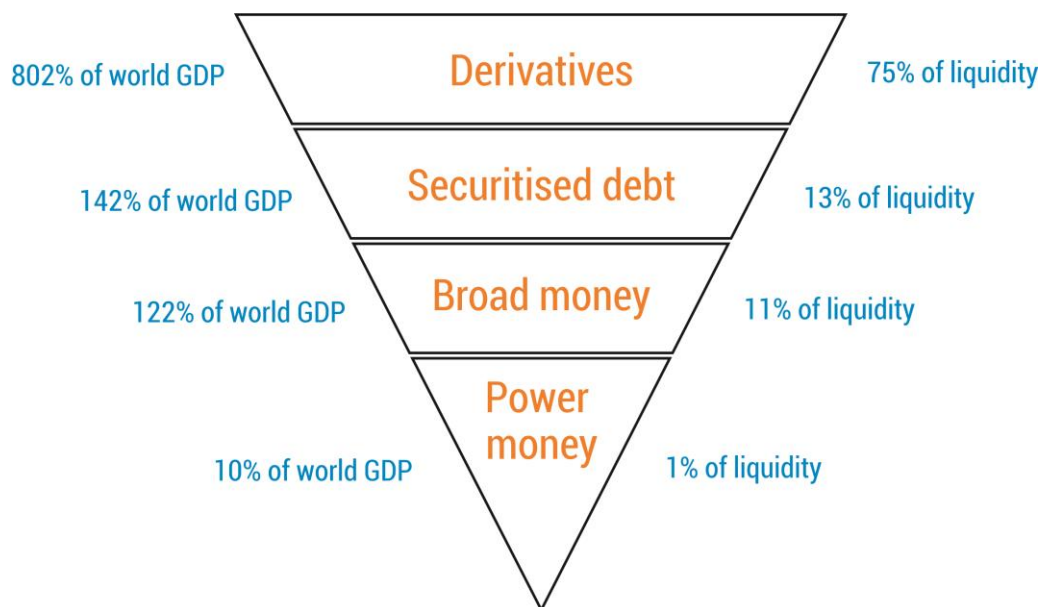


Fig 1.2 Liquidity and Macroeconomics

## Microeconomics

This is the study of the economic decisions of individuals and firms. It focuses on the Optimal operating strategies based on the economic data of individuals and firms. The concepts of microeconomics helps the finance manager in taking decisions about price fixation, determination of capacity and operating levels, break-even analysis, volume-cost-profit analysis, capital structure decisions, dividend distribution decisions, profitable product mix decisions, fixation of levels of inventory, setting the optimal cash balance, pricing of warrants and options, interest rate structure, present value of cash flows etc.

## Macroeconomics

This looks at the economy as a whole, in which a particular business concern is operating. Macro economics explain policies to control economic activity. The success of the business firm depends upon the overall performance of the economy and is affected by the money and capital markets, since the investible funds are to be procured from the financial markets. A firm operating within the institutional framework operates on the macroeconomics theories. The government's fiscal and monetary policy will influence the strategic financial planning of the enterprise. The finance manager must also consider the other macroeconomic factors like rate of inflation, real interest rates, level of economic activity, trade cycles, market competition both from new entrants and substitutes, international business conditions, foreign exchange rates, bargaining power of buyers, unionization of labor, domestic savings rate, depth of financial markets, availability of funds in capital markets, growth rate of economy, government foreign policy, financial intermediation and banking system etc.

### Check your progress 11

1. \_\_\_\_\_ is the study of the economic decisions of individuals and firms.
  - a. macro economics
  - b. micro economics
2. \_\_\_\_\_ economics looks at the economy as a whole, in which a particular business concern is operating.
  - a. micro
  - b. Macro

3. A firm operating within the institutional framework operates on the \_\_\_\_\_ economics theories.
  - a. macro
  - b. micro
4. The \_\_\_\_\_ manager must also consider the other macroeconomic factors
  - a. admin
  - b. marketing
  - c. HR
  - d. finance

---

### **1.13 Financial Management-Science or Art**

---

Financial management is neither a pure science nor an art. It involves various methods and techniques which can be adopted, depending on the situation of business and the purpose of the decision. As a science it uses various statistical and mathematical models and computer applications for solving the financial problems relating to the firm, for example, capital investment appraisal, capital allocation and rationing, optimizing capital structure mix, portfolio management etc. In addition to this, a finance manager is required to apply his analytical skills in decision making. Hence, financial management is both a science as well as an art.

#### **Check your progress 12**

1. \_\_\_\_\_ is neither a pure science nor an art.
  - a. finance
  - b. accounting
  - c. Financial management



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## 1.14 Significance of Financial Management

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The importance of financial management can be understood from the following aspects

**Applicability:** The principles of finance are applicable wherever there is cash flow. The concept of cash flow is one of the central elements of financial analysis, planning control and resource allocation decisions. Cash flow is important because the financial health of the firm depends on its ability to generate sufficient amounts of cash to pay its employees, suppliers, creditors and owners. Any organisation, whether motivated with earning of profit or not, having cash flow requires to be viewed from the angle of financial discipline. Therefore, financial management is equally applicable to all forms of business like sole traders, partnerships and companies. It is also applicable to non-profit organizations like trusts, societies, government organisations, public sector enterprises etc.

**Chances of Failure:** A firm having latest technology, sophisticated machinery, highly capable marketing and technical experts, etc. may fail unless its finances are managed on sound principles of Financial Management. The strength of business lies in its financial discipline. Therefore, finance function becomes primary, enabling the other functions like production, marketing, purchase, personnel etc. to be more effective in achievement of organizational goals and objectives.

**Return on Investment** Anybody who invests his money will earn a reasonable return on his investment. The owners of business try to maximize their wealth. It depends on the amount of cash flows expected to be generated for the benefit of owners, the timing of these cash flows and the risk attached to these cash flows. The greater the time and risk associated with the expected cash flow, the greater is the rate of return required by the owners. The Financial management studies the risk-return perception of the owners and the time value of money.

### Check your progress 13

1. The \_\_\_\_\_ the time and risk associated with the expected cash flow, the greater is the rate of return required by the owners.
  - a. greater
  - b. lower

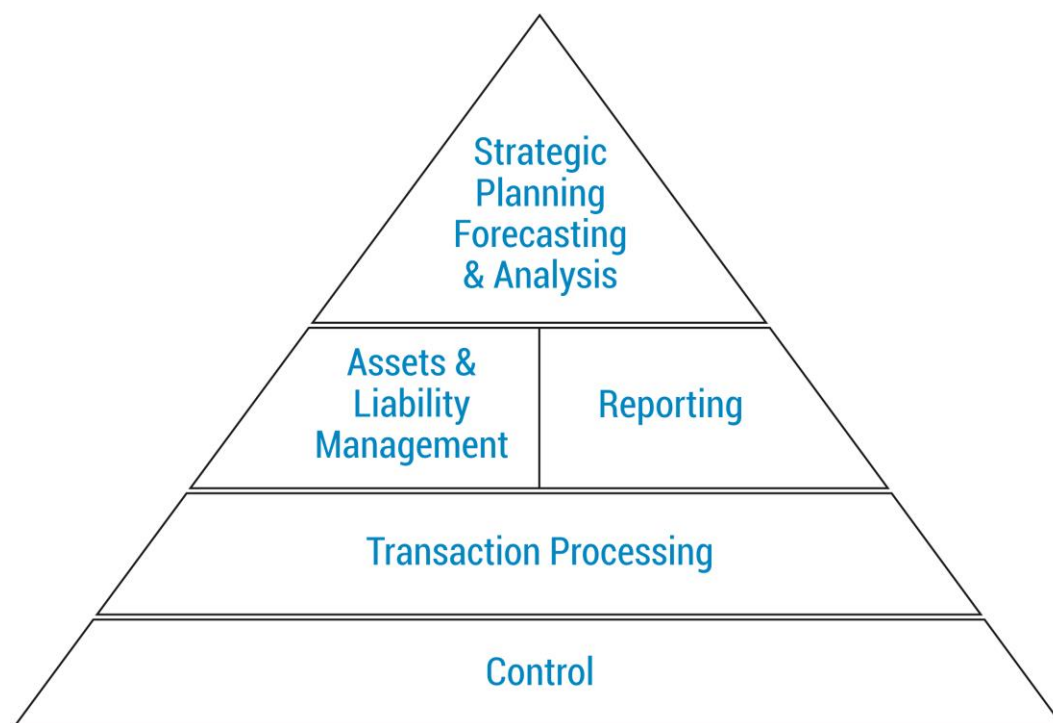
2. Anybody who invests his money will earn a reasonable \_\_\_\_\_ on his investment.
  - a. dividend
  - b. return
3. A firm having all the best resources may fail unless its \_\_\_\_\_ are managed on sound principles of Financial Management.
  - a. finances
  - b. principles

---

## 1.15 Strategic Financial Management

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Strategic planning is long range in scope and has its focus on the organization as a whole. The concept is based on an objective and comprehensive assessment of the present situation of the organization and the setting up of targets to be achieved in the context of an intelligent and knowledgeable anticipation of changes in the environment. The strategic financial planning involves financial planning, financial forecasting, provision of finance and formulation of finance policies which should lead the firm's survival and success. The responsibility of a finance manager is to provide a basis and information of strategic positioning of the firm in the industry. The firm's strategic financial planning should be able to meet the challenges and competition and it would lead to firm's failure or success. The strategic financial planning should enable the firm to judicious allocation of funds, capitalization of relative strengths, mitigation of weaknesses, early identification of shifts in environment, counter possible actions of competitor, reduction in financing costs, effective use of funds deployed, timely estimation of funds requirement, identification of business and financial risk etc.



**Fig 1.3 The elements of Strategic financial planning**

The strategic financial planning is needed to counter the uncertain and imperfect market conditions and highly competitive business environment. While framing financial strategy, the shareholders should be considered as one of the constituents of a group of stakeholder's viz., shareholders, debenture holders, banks, financial institutions, government, managers, employees, suppliers, customers etc. The strategic planning should concentrate on multidimensional objectives like profitability, expansion growth, survival, leadership, business success, positioning of the firm, reaching global markets, brand positioning etc. The financial policy requires the deployment of firm's resources for achieving the corporate strategic objectives. The financial policy should align with the company's strategic planning. It allows the firm in overcoming its weaknesses, enable to maximize the utilization of its competencies and mould the prospective business opportunities and threats to the advantage of the firm. Therefore, the finance manager should take the investment and finance decisions in consonant to the corporate strategy. In accordance with the classical management theory, the financial function of an enterprise has five main objectives, viz., forecasting, organizing, planning, co-ordination and control. Each of these objectives has its own range of related themes.

### **Forecasting**

- Demand and sales volume/revenues
- Cash flows

- Prices
- Inflation rates
- Labour union behaviour
- Technology changes
- Inventory requirements

### **Organizing**

- Financial relation
- Liaison with financial institutions and clients
- Accounting system

### **Planning**

- Investment planning
- Man power planning
- Development process
- Marketing strategies

### **Co-ordination**

- Linking finance function with other areas
- Linking with national budget and five year plans
- Linking with labour union policies
- Liaison with media

### **Control**

- Financial charges
- Achievement of desired objectives
- Overall monitoring of the system
- Equilibrium in the capital

### Check your progress 14

1. The finance manager should take the investment and finance decisions in consonant to the \_\_\_\_\_
  - a. company policy
  - b. corporate strategy
2. The \_\_\_\_\_ requires the deployment of firm's resources for achieving the corporate strategic objectives.
  - a. financial policy
  - b. fiscal policy
3. The \_\_\_\_\_-financial planning is needed to counter the uncertain and imperfect market conditions and highly competitive business environment.
  - a. complete
  - b. strategic

---

## 1.16 Techniques of Financial Management

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The following are some important techniques of Financial Management.

**Ratio Analysis** - This is an important tool in analysis of financial statements. Ratios are used as an index or yardstick for evaluating the financial position and performance of a firm. Ratio is the expression of one figure in terms of another. It is the expression of the relationship between mutually independent figures. Ratio analysis makes use of financial report and data and summarizes the key relationship in order to appraise financial performance. It is used by the analysts to make quantitative judgment about the financial position and performance of the firm. There are various ratios which are used by different parties for different purposes and can be calculated from the information given in financial statements. The comparison of past ratios with future ratios shows the firm's relative strength and weaknesses.

**Capital Budgeting Techniques** - Investment in long-term assets for increasing the revenue of firm is called as 'capital budgeting'. It is a decision to invest funds in long-term activities for future benefits to increase the wealth of the firm, hence that of the owners. Capital budgeting refers to

long-term planning for proposed capital outlays and their financing. The future growth of a firm depends on capital expenditure decisions. Capital budgeting involves large amount of funds, risk and uncertainty and they are of an irreversible nature. Estimation of cash flow is very important for evaluating the investment proposals. Capital budgeting results the exchange of current fund for future benefits which will occur over a series of years to come. The important techniques used in capital investment appraisal are as follows:

- Payback period method
- Accounting rate of return method
- Net present value method
- Internal rate of return method
- Profitability index method
- Discounted payback period method etc.

**Working Capital Management** - Techniques like economic order quantity, ABC analysis, fixation of inventory levels, cash management models etc are adopted in the efficient working capital management.

**Capital Structure** - The finance manager has to decide an optimum capital structure to maximize the wealth of shareholders. In capital structure decisions - analysis of operating and financial leverages, cost of different components of capital, EPS - EBIT analysis, ascertainment of EPS and different financing alternatives, determination of financial breakeven point, indifference point analysis and other mathematical models are used.

### Check your progress 15

1. Investment in long-term assets for increasing the revenue of firm is called as \_\_\_\_\_
- a. capital ratio
  - b, capital structure
  - c. capital budgeting'

2. Capital budgeting refers to \_\_\_\_\_-term planning for proposed capital outlays and their financing.
  - a. short
  - b. long
3. The finance manager has to decide an \_\_\_\_\_capital structure to maximize the wealth of shareholders.
  - a. minimum
  - b. optimum

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## 1.17 Let Us Sum Up

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In this unit we discussed the scope of financial management. In this unit we came across several important topics of financial management.

In this unit we studied the important concept of wealth and revenue maximisation. It has been also explained that the wealth maximization and not profit maximization should be the objective of finance managers. Financial management is all about how a company obtains the fund and how it utilizes in today's world. Scope of the financial management is wide - from the forecasting the funds to the decision making in investment and finance areas. We even came across the finance manager's role and found that it is not restricted to fund mobilization and deployment of funds but he works beyond that and plays a crucial role in strategy formulation, helping the top management in decision making process, helping other departments like accounting, credit, cash, data processing and tax and informing them about the day to day activities. We have even studied the techniques of financial management like Trend Ratios, Cash flow Analysis, Funds Flow Analysis, Ratio Analysis, Capital Budgeting Techniques Payback period method, Accounting rate of return method, Net present value method, Internal rate of return method, Profitability index method, Discounted payback period method, Working Capital Management, Capital Structure.

So at the end of this unit the readers would have got sufficient introduction to the subject and gained a lot about the unit.

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## 1.18 Answers for Check Your Progress

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**Check your progress 1**

Answers: (1-b)

**Check your progress 2**

Answers: (1-b)

**Check your progress 3**

Answers: (1-c)

**Check your progress 4**

Answers: (1-b), (2-b), (3-a), (4-a)

**Check your progress 5**

Answers: (1-a), (2-b), (3-b), (4-a), (5-b)

**Check your progress 6**

Answers: (1-b), (2-a), (3-a), (4-b)

**Check your progress 7**

Answers: (1-c), (2-a), (3-b)

**Check your progress 8**

Answers: (1-c), (2-a), (3-b), (4-b), (5-a)

**Check your progress 9**

Answers: (1-d)



**Check your progress 10**

Answers: (1-d), (2-c)

**Check your progress 11**

Answers: (1-b), (2-b), (3-a) (4-d)

**Check your progress 12**

Answers: (1-c)

**Check your progress 13**

Answers: (1-a) (2-b) (3-a)

**Check your progress 14**

Answers: (1-b), (2-a), (3-b)

**Check your progress 15**

Answers: (1-c) (2-b) (3-b)

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## 1.19 Glossary

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1. **Account Receivable** - A balance due from a customer.
2. **Accounting Profit** - A firm's net income as reported on its income statement.
3. **Accruals** - Continually recurring short-term liabilities, especially accrued wages and accrued taxes.
4. **Annual Report** - A report issued annually by a corporation to its stockholders. It contains basic financial statements, as well as management's opinion of the past year's operations and the firm's future prospects.

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## 1.20 Assignment

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Why is financial management more significant for corporate entities than partnership firms?

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## **1.21 Activities**

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Why is integration of finance, investment and dividend functions necessary?

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## **1.22 Case Study**

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Visit any company in your area and discuss the functions of a finance manager.

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## **1.23 Further Readings**

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1. Fundamentals of financial management- Dr. Prasanna Chandra.
2. Financial management -Dr. Mahesh Kukris.

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## **UNIT 2: SOURCES OF LONG-TERM FINANCE**

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### **Unit Structure**

#### **2.0 Learning Objectives**

#### **2.1 Introduction**

#### **2.2 Types of Capital**

2.2.1 Equity Capital

2.2.2 Preference Capital

2.2.3 Debenture Capital

2.2.4 Term Loan

2.2.5 Convertibles

2.2.6 Warrants

2.2.7 Leasing

2.2.8 Hire Purchase

2.2.9 Initial Public Offer

2.2.10 Rights Issue

2.2.11 Private Placement

#### **2.3 Let Us Sum Up**

#### **2.4 Answers for Check Your Progress**

#### **2.5 Glossary**

#### **2.6 Assignment**

#### **2.7 Activities**

#### **2.8 Case Study**

#### **2.9 Further Readings**

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## 2.0 Learning Objectives

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**After learning this unit, you will be able to understand:**

- The Need for Long-term Finance.
- The Important Sources and types of Long Term Finance.
- The Features of Equity Capital and Preference Capital, Debenture Capital, Term Loans, Convertible Debentures and Warrants.
- Differentiate between all the sources of capital.
- Discuss Risk return ratio of the different sources.

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## 2.1 Introduction

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India is geared up to achieve 8% growth rate p.a. Any economy needs finance to grow as finance is called “Life Blood” of the businesses. Companies need finance mainly for two reasons – To meet the long-term requirements and for meeting the day to day requirements i.e. working capital requirements.

The long term decisions of the company include setting up the business, diversification, modernization, expansion and such capital expenditure decisions. These decisions are for the long term and it takes a long gestation period to see the benefits. Since these decisions involve enormous investment and are irrevocable in nature, long-term funds are best for them. In this, Asset-Liability management plays a paramount role. Companies should be prudent in meeting the long-term requirements by the long-term sources of funds instead of short-term sources of funds. If this is done otherwise, meeting the long-term requirement by the short-term sources then there would be a mismatch and this would lead to interest rate risk and interest burden and the company will have to face liquidity risk eventually.

## 2.2 Types of Capital

Companies can issue three types of capital – Equity, Preference and Debenture (Loan) capital. These sources distinguish amongst themselves on the risk, return and ownership pattern.

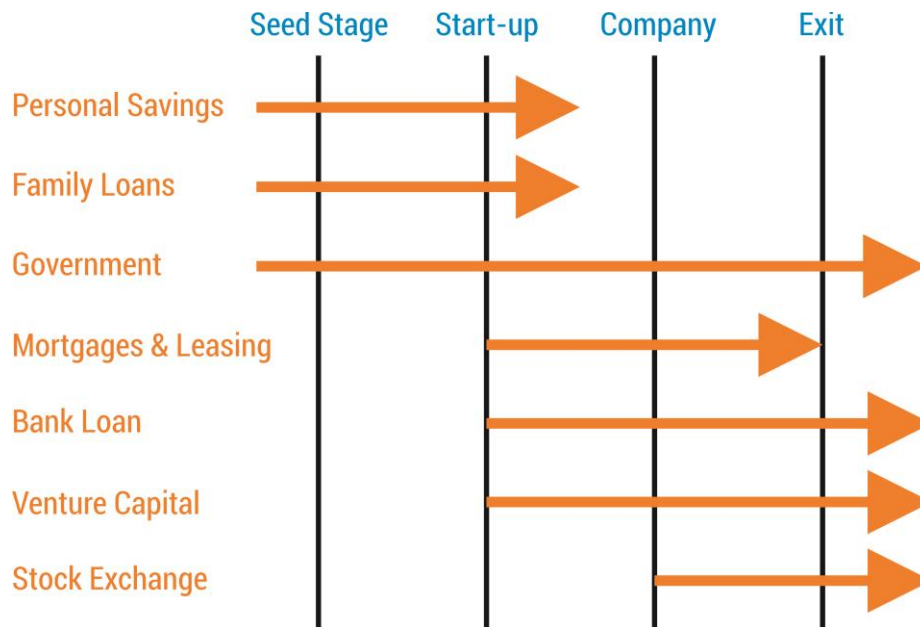


Fig 2.1 Types of Capital

### 2.2.1 Equity Capital

Equity shareholders are the owners of the company. After paying a part of profit to the preference shareholders and other creditors of the company, they enjoy the residual profits of the company. Their liability is limited to the amount of share capital they contribute to the company. The benefit of equity capital to the issuing company is that without any fixed commitment for the payment of dividends, it offers lifetime capital with limited liability for repayment. Considering the cost of capital, the cost of equity capital is higher than any other form of capital as –

- The equity dividends are not tax deductible expenses.
- The high cost of issue.
- The equity shareholders enjoy voting rights, so excess of equity capital in the company's capital structure leads to dilution of effective control.

## 2.2.2 Preference Capital

Preference shares combine the attributes of equity shares and debentures. Like in the case of equity shareholders, there is no mandatory payment to the preference shareholders and the preference dividend is not tax deductible (unlike in the case of the debenture holders, wherein interest payment is mandatory). The preference shareholders earn a fixed rate of return for their dividend payment similar to the debenture holders. In addition to this, the preference shareholders have preference over equity shareholders to the post-tax earnings in the form of dividends and assets in the event of liquidation. Preference shareholders generally do not have any voting rights. They may be entitled to conditional voting rights.

Most preference shares in India carry a cumulative dividend feature, requiring that all past unpaid preference dividends be paid before any ordinary dividends are paid. In India, both redeemable and perpetual preference shares can be issued. Perpetual or irredeemable preference shares do not have a maturity date. Redeemable preference shares have a specified maturity. In India, redeemable preference shares are not often retired in accordance with the stipulation since there are no serious penalties for violation of redemption feature. The call feature permits the company to buy back preference shares at a predetermined buy back or call price. Call price may be higher than the par value. Normally, it decreases with the passage of time. The difference between call price and par value of the preference share is called call premium.

Preference shares may or may not be convertible. A convertible preference share permits preference shareholders to convert their preference shares, fully or partly, into ordinary shares at a specified price during a given period of time.

Preference shares allow more flexibility and fewer burdens to a company. The dividend rate is less than that of equity shares and it is fixed. In addition, the company can redeem it when it does not require the capital. Normally, when a company reconstructs its capital, it may convert preference capital into equity capital. Occasionally, equity capital may be converted into preference capital. For example, IDBI in 1994 proposed to convert its equity capital as preference capital.

## 2.2.3 Debenture Capital

A debenture is a marketable legal contract whereby the company promises to pay its owner, a specified rate of interest for a defined period of time and to repay the principal at the specific date of maturity. A debenture is a long term promissory note for raising loan capital. The firm promises to pay interest and

principal as stipulated. The owners of debentures are called debenture holders. An alternative form of debenture in India is Bond. Bonds are issued primarily by public sector companies in India.

Debentures are usually secured by a charge on the immovable properties of the company. If the company issues debentures with a maturity period of more than eighteen months, then it has to create a Debenture Redemption Reserve (DRR), which should be at least half of the issue amount before the redemption commences. The company can also attach call and put options. With the call option, the company can redeem the debentures at a certain price before the maturity date and similarly, the put option allows the debenture holder to surrender the debentures at a certain price before the maturity period.

The interest rate on a debenture is fixed and known. It indicates the percentage of the par value of the debenture that will be paid out annually or semi-annually or quarterly in the form of interest. Thus, irrespective of whatever might be the market price of the debenture, say, with a 12% interest rate, and a Rs. 1000 par value, it will pay out Rs. 120 annually in the form of interest until maturity. Paying the interest is legally binding on a company. Debenture interest is tax deductible for computing the company's corporate tax.

Debentures are issued for a specific period of time. In India, a debenture is generally redeemed after seven to ten years in instalments.

The yield on a debenture is related to its market price; therefore, it could be different from the coupon rate of interest. Two types of yield could be distinguished. The current yield on a debenture is the ratio of the annual interest payment to the debenture's market price. For example, the current yield of a 12% Rs. 1000 debenture currently selling at Rs. 800 is -

$$\begin{aligned}\text{Current Yield} &= \text{Annual Interest} / \text{Market Price} \\ &= 120 / 800 \\ &= 0.15 \text{ or } 15\%\end{aligned}$$

The yield to maturity considers the payments of interest and principal over the life of the debenture. So, it is the internal rate of return of the debenture. The yield to maturity is the discount rate that equates the present value of the interest and principal payments with the current market price of the debentures.

In liquidation, the debenture holders have a claim on assets prior to that of share holders. However, secure debenture holders have priority over the unsecured debenture holders

## **Types of Debentures**

Debentures can be classified based on the conversion and security. A few types of debentures are discussed below:

- Non-Convertible Debentures(NCDs)
- Fully-Convertible Debentures(FCDs)
- Partly-Convertible Debentures(PCDs)

### **Non-Convertible Debentures (NCDs)**

NCDs are pure debentures without a feature of conversion.They are not repayable on maturity. The investor is entitled for interest and repayment of principal.

For example, ICICI offered for public subscription unsecured redeemable debentures of Rs. 1000 each. These bonds are fully non-convertible and so, here, the investor is not given the option of converting it into equity. Interest on the ICICI debentures willbe paid half yearly on June 30 and December 31 each year. The company plans to redeem these debentures at par on the expiry of five years from the date of allotment that means the maturity period is five years. However, ICICI has also allowed its investors the option of requesting the company to redeem all or part of the bonds held by them on the expiry of three years from the date of allotment, provided the debenture holders give the prescribed notice to the company.

### **Fully-Convertible Debentures (FCDs)**

FCDs are converted into shares as per the terms of the issue with regard to price and time of conversion. These debentures can be converted into equity shares after a specified period of time at one stroke or in instalments. In the case of a fully established company with an established reputation and good stable market price, FCDs are very attractive to the investors as their debentures are getting automatically converted to shares which may at the time of conversion be quoted much higher in the market compared to what the debenture holders paid at the time of FCD issue. Nowadays, companies in Indiaare issuing FCDs with zero rate of interest.

### **Partly-Convertible Debentures (PCDs)**

These debentures issued by companies in India have two parts: a convertible part and a non-convertible part. Such debentures are known as partly convertible debentures.The investor has the advantage of both convertible and non-convertible debentures combined into one debenture. For example, Proctor and



Gamble Ltd (PandG) issued 4, 00,960 PCDs of Rs. 200 each to its existing shareholders in July 1991. Each PCCD has two parts: convertible portion of Rs. 65 each to be converted into one equity share of Rs. 10 each at a premium of Rs. 55 per share at the end of 18 months from the date of allotment and non-convertible portion of Rs. 135 payable in three equal instalments on the expiry of 6th, 7th and 8th years from the date of allotment.

### **Advantages of Debentures**

- Is a cheaper source of finance because, investors consider debentures as a less risky investment and therefore require a lower rate of return and interest payments are tax deductible.
- Since debenture holders do not carry voting rights, debenture issue does not cause dilution of ownership.
- Debenture holders do not have share in extra ordinary earnings of the company. So the payments are limited to interest.
- In the periods of high inflation, debenture issue benefits the company. Its commitment of paying interest and principal which are fixed decline in real terms.

### **Disadvantages of Debentures**

- Debentures carry legal obligation of interest and principal payment, which, if not paid, can force the company into liquidation.
- In the case of companies which have fluctuating sales and earnings, debentures prove to be disadvantageous due to increased financial leverage.
- At the time of maturity, debenture involves substantial cash outflows.

## **2.2.4 Term Loans**

Apart from Debentures or Bonds, Term Loans is another major source of debt finance. Term loans are sources of long term debt and are obtained from banks and financial institutes like IDBI, ICICI etc. As term loans are obtained for financing large projects, this method of financing is also called project financing.

Term Loans have a maturity of more than one year but less than ten years. Term loans provided by FIs generally have maturity of 6 to 10 years while the ones provided by banks have maturity of around 3 to 5 years.

Term loans are negotiated by a firm directly with a bank or FI, thereby making term loans a private placement unlike debentures that are placed for public subscription. This gives term loans the advantage of low loan raising cost as well as ease of negotiation. Also, as term loans need not be underwritten, they also avoid commission and other related costs.

Security is always guaranteed in case of term loans. Primary Security secures the term loans specifically by using the assets obtained from term loan funds. Secondary or Collateral Security is used to secure the term loans generally by using the company's current or future assets. Fixed or Floating charge can be created against the firm's assets.

In case of fixed charge, the firm needs to pay stamp duty of around 10.5% of the loan amount while for floating charge; it needs to pay stamp duty of only 0.5%.

Other than asset security, the FIs impose a number of restrictive covenants on the borrowing firms. Some of these covenants include ensuring that the firm maintains its minimum asset base by maintaining minimum capital position in terms of minimum current ratio. The firm may also be required to reduce its debt-equity ratio by issuing additional equity and preference capital. The lender can also restrain the borrowing company from incurring additional debt or even repaying existing loan. The cash outflows of the firm may also be restricted by restricting dividends or any other capital expenditure. Term loans have a provision for appointing a nominee director by FIs. The role of this nominee director is to safeguard the interests of the FIs without causing any interference.

FIs provide heavy loan assistance to the companies due to which the financial stake of these institutions is substantial. As a result, these FIs had an option of converting the part of rupee loan into equity, the terms and conditions of which are decided by FIs themselves.

The schedule for paying the interest and principal is called the repayment schedule or loan amortization. Interest charges are tax deductible. In India, the general rate of interest on term loans is above 14-15 percent. However, loans at concessional interest rates are also available for projects in backward areas. In India, amortization is executed by repayment of principal in equal instalments and paying the interest on the outstanding (unpaid) loan. This results in the decline of interest payments over the years and also, the total loan payment will not be the same for each period. Repaying the loans in instalments saves the company from paying huge amounts at the end of the maturity. Such payments are termed as balloon payments.

For example, let's say an airline company has taken a term loan of Rs. 5 crores for a period of 9 years from a FI. The interest rate charged will be 15% p.a. on the outstanding balance. That means, the principal shall be repaid in nine equal year-end instalments. Now, the payment schedule will include both, the interest as well as the principal payment. The interest calculation will be on the outstanding loan amount. As the amount was borrowed at the beginning of the first year, the interest at the end of the year will be

$$0.15 \times 2,00,00,000 = 30,00,000$$

The instalments on the principal will be

$$2,00,00,000 / 9 = 22,22,222.22$$

Thus, at the end of first year, the loan balance will be

$$2,00,00,000 - 22,22,222.22 = 1,77,77,777.78$$

This balance will be used to calculate the interest rate for next year.

### 2.2.5 Convertibles

A debenture that can be changed into a specified number of ordinary shares at the option of the owner is known as a convertible debenture. As a result, this debenture not only promises the investor a fixed income associated with it, but also the capital gains associated with the equity share once the owner has exercised its conversion option. Due to this combination of capital gains and fixed income, convertibles are also called as a hybrid security.

Whenever a company issues convertibles, it specifies the terms of conversion like the number of equity shares in return of the convertible debenture, the price of conversion and also the place and time of conversion option execution.

The number of equity shares that an investor can receive on exchange of his convertible debenture is called conversion ratio. Likewise, the price paid for the equity share at the time of conversion is the conversion price. The conversion ratio can be found out easily if the par value of the convertible security and its conversion price is known –

$$\text{Conversion Ratio} = \text{Par value of convertible debenture} / \text{Conversion Price}$$

In India, generally both, the conversion ratio and the conversion price are specified by the companies. The ways in which the conversion price is set in developed capital markets like that of USA and in a developing market like India

is different. In India, the conversion price is set much below the share's market price prevailing at the time of issue whereas in USA, it is set much above the share's prevailing market price.

The buyers of convertibles are safeguarded against the dilution arising due to share split or bonus share issue.

The valuation of convertible debentures combines both fixed income securities as well as ordinary shares. This makes the valuation of convertible debentures more complex than that of non-convertible securities. Thus, the market value of the convertible debenture depends on market price of a share, conversion value and also the value of non-convertible or straight debenture known as investment value.

The conversion value of a convertible debenture is the product of conversion ratio and the market price of the ordinary share. i.e.

$$\text{Conversion Value} = \text{Conversion Ratio} \times \text{Share Price}$$

For example, the conversion ratio for the convertible debenture of a company is 2 and the market price of its share is Rs. 150, then

$$\begin{aligned}\text{Conversion value} &= 2 \times 150 \\ &= \text{Rs. } 300\end{aligned}$$

The non-convertible debenture (NCD) is also known as a straight debenture. The value of NCD is the value of convertible debenture without the feature of conversion. This value of the convertible is known as the investment value or the security value. It is equal to the sum of the present value of future interest payments and principal redemption at the required rate of return.

### **Need for issuing convertible debentures**

- The main idea of issuing convertible debenture is to make the issue attractive so that it is fully subscribed. Generally, fixed interest convertible debentures are preferred over non-convertible because it entitles to earn a definite, fixed income with the chance of making capital gains. So the convertibility feature becomes attractive.
- When the company issues a convertible debenture, the company is effectively selling ordinary shares in future. This is done when the company considers the current market price of its share to be low, but wants to issue shares at a higher price. It is done by setting the conversion price higher than the ordinary share's prevailing market price.

- The company issues convertible debenture as a deferred equity financing to avoid immediate dilution of the earnings per share. For this, the company uses fixed income security and does not increase the number of issued shares until its investment starts paying off.
- The company may issue convertible debentures over equity financing since it is a cheaper source of finance. The company can use such funds to finance a large expansion, modernization or diversification project. By doing so, the convertible debenture holders, who initially provided cheap funds to the company can now convert their debentures into ordinary shares and participate in the prosperity of the company.

### 2.2.6 Warrants

A warrant allows the purchaser to buy a fixed number of ordinary shares at a particular price during a specified period. Warrants are issued along with debentures as 'sweeteners'. Nowadays warrants are issued by big, profitable companies as a part of a major financing package. Warrants can be used along with ordinary or preference shares, to improve the marketability of the issue.

The exercise price of a warrant is the price at which its holder can buy the issuing firm's ordinary shares. The exercise ratio is the number of ordinary shares that can be bought at the exercise price per warrant. This concept is like the conversion ratio in case of the convertible securities. If the exercise ratio is 1:1, that means the holder of warrants is allowed to buy one ordinary share in exchange for one warrant at the exercise price.

The expiration date is the date when the option to purchase ordinary shares in exchange for warrants expires. Normally, the life of warrants is between 5 and 10 years. However, some warrants are perpetual—they do not have any expiration date.

A warrant can either be detachable or non-detachable. When the warrant is sold separately from the debenture or preference share to which it was originally attached, it is called a detachable warrant. A non-detachable warrant cannot be sold separately from the debenture to which it was originally attached.

Warrants entitle to buy ordinary shares. So, the holders of warrants are the shareholders of the company until they exercise their options. As a result, they do not enjoy right to vote or receive dividends. They become the company's ordinary shareholders, once they exercise their warrants and purchase ordinary shares.

### **2.2.7 Leasing**

Leasing method of long term source of finance has become very common among the manufacturing companies. Leasing facility is usually provided through the mediation of leasing companies who buy the required plant and machinery from its manufacturer and lease it to the company that needs it for a specified period on payment of an annual rent. For this purpose a proper lease agreement is made between the lessor (leasing company) and lessee (the company hiring the asset). Such agreement usually provides for the purchase of the machinery by the lessee at the end of the lease period at a mutually agreed and specified price. It may be noted that the ownership remains with the leasing company during the lease period. Sometimes, a company, to meet its financial requirements, may sell its own existing fixed asset (machinery or building) to a leasing company at the current market price on the condition that the leasing company shall lease the asset back to selling company for a specified period. Such an arrangement is known as 'Sell and Lease Back'. The company in such arrangement gets the funds without having to part with the possession of the asset involved which it continues to use on payment of annual rent for the lease. It may be noted that in any type of leasing agreement, the lease rent includes an element of interest besides the expenses and profits of the leasing company. In fact, the leasing company must earn a reasonable return on its investment in lease asset. The leasing business in India started, in seventies when the first leasing company of India was promoted by Chitambaram Group in 1973 in Chennai. The Twentieth Century Finance Company and four other finance companies joined the fray during eighties. Now their number is very large and leasing has emerged as an important source. It is very helpful for the small and medium sized undertakings, which have limited financial resources.

### **2.2.8 Hire Purchase**

Hire purchase is a form of instalment credit. Hire purchase is similar to leasing, with the exception that ownership of the goods passes to the hire purchase customer on payment of the final credit instalment, whereas a lessee never becomes the owner of the goods.

Hire purchase agreements usually involve a finance house.

- i) The supplier sells the goods to the finance house.
- ii) The supplier delivers the goods to the customer who will eventually purchase them.

- iii) The hire purchase arrangement exists between the finance house and the customer.

The finance house will always insist that the hirer should pay a deposit towards the purchase price. The size of the deposit will depend on the finance company's policy and its assessment of the hirer. This is in contrast to a finance lease, where the lessee might not be required to make any large initial payment.

An industrial or commercial business can use hire purchase as a source of finance. With industrial hire purchase, a business customer obtains hire purchase finance from a finance house in order to purchase the fixed asset. Goods bought by businesses on hire purchase include company vehicles, plant and machinery, office equipment and farming machinery.

### **2.2.9 Initial Public Offer**

When a company reaches a certain stage in its growth, it may decide to issue stock, or go public, with an initial public offering (IPO). The goal may be to raise capital, to provide liquidity for the existing shareholders, or a number of other reasons.

Any company planning an IPO must register its offering with the Securities and Exchange Commission (SEC).

In most cases, the company works with an investment bank, which underwrites the offering. That means marketing the shares being offered to the public at a set price with the expectation of making a profit.

### **2.2.10 Rights Issues**

The following definition have been provided by the Chartered Institute for Management Accountants (CIMA): A Rights issue is the raising of new capital by giving existing shareholders the right to subscribe to new shares and debentures in proportion to their current holdings. These shares are usually issued at a discount to the market price. A shareholder not wishing to take up a rights issue may sell the rights.

The advantages to rights issues are as follows:

- Rights issues are cheaper than offers for sale to the general public.
- This is partly because no prospectus is required but also because the administration is simpler and the underwriting costs are less. An offer for

sale is a means of selling share to the public at large based on information held in a prospectus. Underwriters are financial institutions which agree (in exchange for a fee) to buy any unsubscribed shares at the issue price.

- Rights issues are more beneficial to existing shareholders than issues to the general public. New shares issued at a discount to the market price to make them more attractive to investors.
- Relative voting rights are unchanged as long as all the investors take up their rights.
- The finance raised may be used to reduce gearing by paying off long term debt.

### 2.2.11 Private Placement

#### Definition:

The sale of securities to a relatively small number of select investors as a way of raising capital. Investors involved in private placements are usually large banks, mutual funds, insurance companies and pension funds. Private placement is the opposite of a public issue, in which securities are made available for sale on the open market.

Since a private placement is offered to a few, select individuals, the placement does not have to be registered with the Securities and Exchange Commission. In many cases, detailed financial information is not disclosed and a need for a prospectus is waived. Finally, since the placements are private rather than public, the average investor is only made aware of the placement after it has occurred

#### Check your progress 1

1. \_\_\_\_\_ combine the attributes of equity shares and debentures

a. bonds

c. bonus shares

b. equity shares

d. Preference shares





return for their dividend payment similar to the debenture holders. In addition to this, the preference shareholders have preference over equity shareholders to the post-tax earnings in the form of dividends and assets in the event of liquidation. A debenture is a long term promissory note for raising loan capital. The firm guarantees to pay interest and principal as fixed. The owners of debentures are called debenture holders. There are three types of debentures - Non-Convertible debentures (NCDs), Fully-Convertible Debentures (FCDs) and Partly-Convertible Debentures (PCDs).

So after going through this unit the readers would have got the sufficient information about financial management and this unit and this would be of great help for them in understanding tht basics concepts of financial management.

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## 2.4 Answers for Check Your Progress

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<b>Check your progress 1</b>
------------------------------

**Answers:** (1-d), (2-c), (3-a), (4-b), (5-c)

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## 2.5 Glossary

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1. **Convertible Currency** - A currency that may be readily exchanged for other currencies.
2. **Convertible Security** - A security, usually abond or preferred stock, that is exchangeable at the option of the holder for the common stock of the issuing firm.
3. **Debenture** - A long-term bond that is not secured by a mortgage on specific property.

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## 2.6 Assignment

---

State the different sources of long-term finance in Indiaand explain their features.

---

## **2.7 Activities**

---

Differentiate between Equity capital and preference capital.

---

## **2.8 Case Study**

---

Study the projects of Jet Airways and Kingfisher airlines and state your observations about the sources of finance they have used.

---

## **2.9 Further Readings**

---

1. Financial management- ICFAI.
2. Financial management – I. M. Pandey.

---

## **Block Summary**

---

In this block we had a detailed discussion regarding basics of financial management and various sources of long term finance. Explanation in detail was made in unit 1 on the main functions of financial management i.e. the role of financial management, we also discussed the objectives of financial management. The role of a finance manager is very crucial in the smooth running of the organisation. He has to regularly monitor the finance condition of an organisation. He has to calculate the amount of funds required very earlier so that he can assure timely availability of the funds. He has to even find the different sources through which funds can be raised. He has to properly take care of availability of funds because in absence of funds the whole functioning of the organisation will come to halt. Apart from this in 2<sup>nd</sup> unit we discussed the various long term sources of finance through which the long term needs of fund of an organisation can met easily.

So in short this block gave a very detailed account of information regarding finance and financial management.

---

## **Block Assignment**

---

### **Short Answer Questions**

Write short notes on

- a. Maximization of Profit.
- b. Role of Finance manager.
- c. Objectives of financial Management.
- d. Equity Capital
- e. Term Loans
- f. Debentures

### **Long Answer Questions**

1. Explain the profit and wealth maximization concept.
2. Which should be given the importance in the long run?
3. Write a detailed note on long term sources of finance.





“

*Education is something  
which ought to be  
brought within  
the reach of every one.*

”

- Dr. B. R. Ambedkar



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# FINANCIAL MANAGEMENT

PGDBA-204

## BLOCK 2: COST OF CAPITAL AND CAPITAL STRUCTURE

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# FINANCIAL MANAGEMENT



Knowledge Management and  
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Pune



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## **ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING**

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)



## **PREFACE**

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!



# FINANCIAL MANAGEMENT

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### **BLOCK 1: BASICS OF FINANCIAL MANAGEMENT**

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#### **UNIT 2 SOURCES OF LONG -TERM FINANCE**

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---

### **BLOCK 2: COST OF CAPITAL AND CAPITAL STRUCTURE**

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Concept of Cash Capital, Elements of Cost of Capital, Classification of Cost of Capital, Opportunity Cost of Capital, Trading on Equity

#### **UNIT 2 CAPITAL STRUCTURE THEORIES**

Introduction to Capital Structure, Factors affecting capital structure, Features of an optimal capital structure, Capital Structure Theories, CAPM and Capital Structure, Adjusted Present Value

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**BLOCK 3: WORKING CAPITAL MANAGEMENT AND INVESTMENT**

**UNIT 1 WORKING CAPITAL MANAGEMENT-I**

Introduction, Meaning and Definition of Working Capital, Types of Working Capital, Factors Affecting Working Capital / Determinants of Working Capital, Operating Working Capital Cycle, Working Capital Requirements, Estimating Working Capital Needs and Financing Current Assets, Capital Structure Decisions, Leverages

**UNIT 2 WORKING CAPITAL MANAGEMENT-II**

Inventory Management, Purpose of holding inventories, Types of Inventories, Inventory Management Techniques, Pricing of inventories, Receivables Management, Purpose of receivables, Cost of maintaining receivables, Monitoring Receivable, Cash Management, Reasons for holding cash, Factors for efficient cash management

**UNIT 3 INVESTMENTS AND FUND**

Meaning of Capital Budgeting, Principles of Capital Budgeting, Kinds of Capital Budgeting Proposals, Kinds of Capital Budgeting Decisions, Capital Budgeting Techniques, Estimation of Cash flow for new Projects, Sources of long Term Funds

**BLOCK 4: INVESTMENT ANALYSIS AND FINANCIAL PLANNING**

**UNIT 1 INVESTMENT ANALYSIS**

Introduction, Investment and Financing Decisions, Components of cash flows, Complex Investment Decisions

**UNIT 2 FINANCIAL PLANNING- I**

Introduction, Advantages of financial planning, Need for Financial Planning, Steps in Financial planning, Types of Financial planning, Scope of Financial planning



**UNIT 3      FINANCIAL PLANNING-II**

Derivatives, Future Contract, Forward Contracts, Options, Swaps, Difference between Forward Contract and future contract, Financial Planning and Preparation of Financial Plan after EFR Policy is Determined

**UNIT 4      FINANCIAL HEALTH OF INDIAN SKIES**

Introduction, Investment Highlights, Consolidation to ease margin pressure, Market share transition towards LCCs (Low Cost Carriers), Industry Outlook, Revenue optimization opportunities through unexplored feeder routes, Valuations, Case Study of Spice Jet Airlines, Aviation Industry Overview





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# **FINANCIAL MANAGEMENT**

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## **BLOCK 2: COST OF CAPITAL AND CAPITAL STRUCTURE**

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### **UNIT 1**

COST OF CAPITAL

03

### **UNIT 2**

CAPITAL STRUCTURE THEORIES

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# **BLOCK 2: COST OF CAPITAL AND CAPITAL STRUCTURE**

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## **Block Introduction**

As we have already studied the importance of financial management in this curriculum of management. Keeping in view of this we will move a little ahead to discuss few of the very important topics of financial management.

This block is divided into two units. The units cover the topics cost of capital, elements of cost of capital, capital structure. The unit one will be covering the topic cost of capital in detail. It will explain the readers in detail about the various elements of cost of capital. Discussion shall also be made on opportunity cost. Study shall also be made on the various factors that affect the capital structure i.e whether the capital should contain equity or debt or in what ratio the equity and debt be maintained. In the second unit a detailed discussion has been made on the various theories of capital structure. These theories have been given regarding the composition of capital i.e what amount of capital should be through the equity and what should be through debt.

After going through this detailed study the readers would be feeling it very interesting and confident enough in this topic.

## **Block Objective**

**After learning this block, you will be able to understand:**

- Concept of cash capital.
- Classify cost of capital.
- Explain trading on enquiry.
- Enumerate and explain elements of cost of capital.
- Elaborate on opportunity cost of capital.
- The meaning of Capital Structure.
- Factors affecting the capital structure.
- Theories of capital structure.
- Realize how beta is related to capital structure.

Cost of  
Capital and  
Capital  
Structure

- Explain adjusted present value.

## **Block Structure**

**Unit 1: Cost of Capital**

**Unit 2: Capital Structure Theories**

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# **UNIT 1: COST OF CAPITAL**

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## **Unit Structure**

### **1.0 Learning Objectives**

#### **1.1 Introduction**

#### **1.2 Concept of Cash Capital**

##### 1.2.1 Definition

##### 1.2.2 Importance

#### **1.3 Elements of Cost of Capital**

##### 1.3.1 Cost of Equity

##### 1.3.2 Cost of Realized Earnings

##### 1.3.3 Cost of Preferred Capital

##### 1.3.4 Cost of Debt

#### **1.4 Classification of Cost of Capital**

#### **1.5 Opportunity Cost of Capital**

#### **1.6 Trading on Equity**

#### **1.7 Let Us Sum Up**

#### **1.8 Answers For Check Your Progress**

#### **1.9 Glossary**

#### **1.10 Assignment**

#### **1.11 Activities**

#### **1.12 Case Study**

#### **1.13 Further Readings**

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## **1.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- Concept of cash capital.
- Classify cost of capital.
- About trading on enquiry.

- Enumerate and explain elements of cost of capital.
- Elaborate on opportunity cost of capital.

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## 1.1 Introduction

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The cost of capital is an important concept in formulating firm's capital structure. It is one of the cornerstones of the theory of financial management. The cost of capital is an expected return that the provider of capital plans to earn on their investment. It determines how a company can raise money (through a stock issue, borrowing or a mix of the two). Cost of capital includes the cost of debt and the cost of equity.

The main objective of business firm is to maximize the wealth of shareholders in long run. Capital (money) used for funding a business should earn returns for the capital providers who risk their capital. The management should only invest in those projects which give a return in excess of cost of funds invested in the projects of the business.

For an investment to be worthwhile, the expected return on capital must be greater than the cost of capital. In other words, the risk-adjusted return on capital (that is, incorporating not just the projected returns, but the probabilities of those projections) must be higher than the cost of capital. Difficulty will arise in determination of cost of funds when it is raised from different sources and different quantum.

The cost of debt is relatively simple to calculate, as it is composed of the rate of interest paid. In practice, the interest rate paid by the company will include the risk-free rate plus a risk component, which itself incorporates a probable rate of default (and amount of recovery given default). For companies with similar risk or credit ratings, the interest rate is largely exogenous.

Cost of equity is more challenging to calculate as equity does not pay a set return to its investors. Similar to the cost of debt, the cost of equity is broadly defined as the risk-weighted projected return required by investors, where the return is largely unknown. The cost of equity is therefore inferred by comparing the investment to other investments with similar risk profiles to determine the "market" cost of equity. The cost of capital is often used as the discount rate, the rate at which projected cash flow will be discounted to give a present value or net present value.

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## 1.2 Concept of Cash Capital

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### 1.2.1 Definition

The cost of capital is the rate of return the company has to pay to various suppliers of funds in the company. There is a variation in the costs of capital due to the fact that different kinds of investment carry different levels of risk which is compensated for by different levels of return on the investment.

In operational terms, cost of capital refers to the discount rate that would be used in determining the present value of the estimated future cash proceeds and eventually deciding whether the project is worth undertaking or not. The cost of capital is visualized as being composed of several elements. Elements are the cost of each component of capital. The term 'component' means the different sources from which funds are raised by a firm. The cost of each source or component is called as specific cost of capital.

### 1.2.2 Importance

The cost of capital can be used as a tool to evaluate the financial performance of top management. The actual profitability of the project is compared to the actual cost of capital funds raised to finance the project. If the actual profitability of the project is on the higher side when compared to the actual cost of capital raised, the performance can be evaluated as satisfactory.

It is an important element, as basic input information in capital investment decisions, in the present value method of discount cash flow techniques; the cost of capital is used as the discount rate to calculate the NPV.

The cost of Capital acts as a determinant of capital mix in the designing of balanced and appropriate capital structure.

The cost of capital can be used in making financial decision such as dividend Policy capitalization of profit, rights issue and working capital, bonus issue and capital structure.

The cost of Capital differs according to the situation. The different situations are as follows:-

- Cost of existing debentures which are not redeemable but can be traded in market.

Cost of  
Capital and  
Capital  
Structure

- Cost of new debentures where there is a mention of flotation costs issue expenses.
- Cost of Redeemable debentures.
- Cost of new EIS where there is Flootation cost.
- Cost of new EIS using capital asset Pricing Model (CAPM)
- Cost of new EIS on the basis of realized Yield.

Weighted Average cost of capital (WACC) using book values as weights.  
WACC using market values as weights

**Check your progress 1**

1. The \_\_\_\_\_ can be used as a tool to evaluate the financial performance of top management
  - a. cost of capital
  - b capital structure
2. The cost of capital is \_\_\_\_\_ as being composed of several elements.
  - a. visualized
  - b. determinant
3. The actual profitability of the project is compared to the actual cost of capital funds raised to \_\_\_\_\_
  - a. finance the Report
  - b. finance the project
4. The cost of Capital acts as a determinant of capital mix in the designing of \_\_\_\_\_ and appropriate capital structure.
  - a. Capital
  - b. balanced
5. \_\_\_\_\_ cost of capital (WACC) using book values as weights.
  - a. Weighted Average
  - b. High Average

## 1.3 Elements of Cost of Capital

Cost of Equity ( $K_E$ )

Cost of Retained Earnings ( $K_e$ )

Cost of Preferred Capital ( $K_p$ )

Cost of Debt ( $K_d$ )

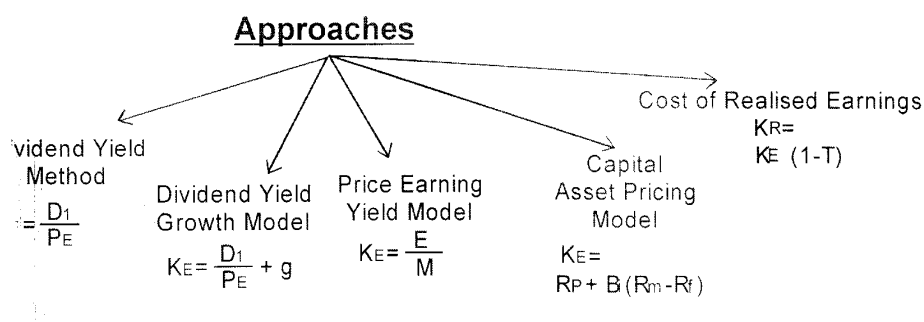
**Explanation of all the above elements is as follows**

### 1.3.1 Cost of Equity

The funds required for the project are raised from the equity shareholders which are of permanent nature. These funds need not be repayable during the lifetime of the organization. Hence it is a permanent source of funds. The equity shareholders are the owners of the company. The main objective of the firm is to maximize the wealth of equity shareholders. Equity share capital is the risk capital of the company. If the company's business is doing well the ultimate and worst sufferers are the equity shareholders who will get the return in the form of ends from the company and the capital appreciation from their investment. If the company comes for liquidation due to losses, the ultimate and worst sufferers are the equity shareholders. Sometime they may not get their investment back during the liquidation process.

Profits after tax less dividends paid out to the shareholders, are funds, that belong to the equity shareholders which have been reinvested in the company and therefore, those retained funds should be included in the category of equity, or equity may be defined as the minimum rate of return that a company on the equity financed portion of an investment project so that market of the shares remain unchanged.

#### Approaches



**Fig 1.1 Approaches**



### Dividend Method or Dividend Price Ratio Method

As per this method the cost of capital is defined as the discount rate that gets the present value of all expected future dividends per share with the net proceeds of the sale (or the current market price) of a share.

This method is based on the assumption that the future dividends per share is expected to be constant and the company is expected to earn at least this yield to keep the shareholders content.

$$K_E = \frac{D_1}{P_E}$$

**Where,**

$K_E$  = Cost of Equity

$D_1$  = Annual Dividend per year

$P_E$  = Ex-dividend market price per share

**Example:-**

1. C Ltd. has disbursed a dividend of Rs. 30 on each equity share of Rs. 10. Current market price of share is Rs. 80. Calculate the cost of equity as per dividend yield method.

$$K_E = \frac{\text{Rs. 1.80}}{\text{Rs. 11.50}} \times 100 = 15.65\%$$

$$K_E = \frac{D_1}{NP}$$

(NP) i.e. Net proceeds per share

$$= \frac{(10,000 \text{ equity share} \times \text{Rs. 12}) - \text{Rs. 5000}}{10,000 \text{ Equity Shares}}$$

$$= \frac{\text{Rs. 1,15,000}}{10,000 \text{ E/s}} = \text{Rs. 11.50 per share}$$

### Dividend Growth Model

When the dividends of the firm are expected to grow at a constant rate and the dividend pay-out ratio is constant, this method may be used to define the cost of equity capital based on the dividends and the growth rate.

$$K_E = \frac{D}{NP} + G$$

Where,

$k_E$  = Cost of equity capital

D = Expected dividend per share

G = Rate of growth in dividends

NP = Net proceeds per share

Further, in case, cost of existing equity share capital is to be calculated, the NP should be changed with MP (market price per share) in the above equation.

$$K_E = \frac{D}{MP} + G$$

Loya Ltd. issues 2000 new equity shares of Rs 1000 each at par. The flotation costs are expected to be 5% of the share price. The company pays a dividend of Rs.10 per share initially and the growth in dividends is expected to be 5%. Compute the cost of new issue of equity share.

$$\begin{aligned} K_E &= \frac{D}{NP} + G \\ &= \frac{10}{1000 - 5} + 5\% \\ &= 15.53\% \end{aligned}$$

### Price Earning Yield Model

This method takes into consideration the Earning per share (EPS) and the market price per share. It is based on the argument that even if the earnings are not disbursed as dividends, it is kept in the retained earnings and it causes future growth in the earnings of the company as well as the increase in the market price of the share. In calculation of cost of equity share capital, the earnings per share are divided by the current market price.

$$K_E = \frac{E}{M}$$

Where,

E = Current earnings per share

M = Market price per share

### Example:

Riya Ltd. has 50,000 equity shares of Rs.10 each and its current market value is Rs.45 each. The after tax profit of the company for the year ended 31<sup>st</sup> march 2007 is Rs. 9,60,000. Calculate the cost of capital based on price / earning method

$$\text{Calculation of EPS} = \frac{\text{Rs. } 9,60,000}{50,000 \text{ Els}} = \text{Rs. } 19.20$$

$$K_E = \frac{E}{M} = \frac{\text{Rs. } 19.20}{\text{Rs. } 45} = 0.4267 \text{ or } 42.67\%$$

### Capital Asset Pricing Model (CAPM)

The CAPM divides the cost of equity into two components, the near risk-free return available on investing in government bond and an additional risk premium for investing in a particular share or investment. The risk premium in turn comprises average return of the overall market portfolio and the beta factor (or risk) of the particular investment, putting this all together the CAPM assesses the cost of equity for an investment, as the following:

$$K_E = R_f + B_i (R_m - R_f)$$

Where

$R_f$  = Risk free rate of return

$R_m$  = Average market return

$B_i$  = Beta of the investment

### Example

Rohan Ltd: share beta factor is 1.40. The risk free rate of interest on government securities is 9%. The expected rate of return on company equity shares is 16%. Calculate cost of equity capital based on capital asset pricing model

$$\begin{aligned} K_E &= 9\% + 1.40 (16\% - 9\%) \\ &= 9\% + 1.40 (7\%) \\ &= 9\% + 9.8\% = 18.8\% \end{aligned}$$

The appropriate discount rate to apply to the forecasted cash flows in an investment appraisal is the opportunity cost of capital for that investment. The opportunity cost of capital is the expected rate of return offered in the capital markets for investments of a similar risk profile. Thus it depends on the risk attached to the investments cash flows.

### 1.3.2 Cost of Realized Earnings

The retained earnings are one of the major sources of finance available for the established companies to finance its expansion and diversification programmes. These are the funds accumulated over the years by the company by keeping part of the funds generated without distribution. The equity shareholders of the company are entitled to these funds and sometimes these funds are also taken into account while calculating the cost of equity. But so long as the retained profits are not distributed to the shareholders, the company can use the funds within the company for further profitable investment opportunities.

The cost of retained earnings to the shareholders is basically an opportunity cost of such funds to them. It is equal to the income that they would otherwise obtain by placing these funds in alternative investment.

$$K_R = K_E (1 - T)$$

Where,

$K_R$  = Cost of Retained earnings

$K_E$  = Cost of Equity Capital

T = Tax rate of Individuals

#### Example:-

The Cost of E/s capital of S Ltd. is 24%. The personal taxation of individual shareholders is 35%. Calculate the cost of retained earnings.

$$\begin{aligned} K_R &= K_E (1 - T) \\ &= 24\% (1 - 0.35) \\ &= 24\% (1 - 0.35) \\ &= 15.6\% \end{aligned}$$

### 1.3.3 Cost of Preferred Capital

The cost of preference share capital is the dividend expected by its investors. Moreover, preference shareholders have a priority in dividend over the equity shareholders. In case dividends are not paid to preference shareholders, it will affect the fund raising capacity of the firm. Hence dividends are usually paid regularly on preference shares except when there are no profits to pay dividends. The cost of preference can be calculated as

$$K_p = \frac{D}{P}$$

Where,

$K_p$  = Cost of preference capital

$D$  = Annual preference dividend

$P$  = Preference share capital (Proceed)

When preference shares are issued at premium or discount or when cost of flotation is incurred to issue preference share, the nominal or par value of preference share capital has to be adjusted to find out the net proceeds from the issue of preference shares

$$K_p = \frac{D}{NP}$$

### Example

Spice jet airlines issued 20,000 10% preference share of Rs. 100 each. Cost of issue is Rs.2 per share. Calculate cost of preference capital if these shares are issued (a) at premium of 10%. (b) at a discount of 5%.

– Cost of Preference Capital,  $K_p = \frac{D}{NP}$

$$\begin{aligned} \text{(A) } K_p &= \frac{2,00,000}{20,00,000 - 40,000} \times 100 \\ &= \frac{2,00,000}{16,60,000} \times 100 = 10.2\% \end{aligned}$$

$$\begin{aligned} \text{(B) } K_p &= \frac{2,00,000}{20,00,000 + 2,00,000 - 40,000} \times 100 \\ &= \frac{2,00,000}{21,60,000} \times 100 = 9.26\% \end{aligned}$$

– Cost of Preference Capital,  $K_p = \frac{D}{NP}$

$$\begin{aligned} \text{(C) } K_p &= \frac{2,00,000}{20,00,000 - 1,00,000 - 40,000} \times 100 \\ &= \frac{2,00,000}{18,60,000} \times 100 = 10.75\% \end{aligned}$$

### Cost of Redeemable Preference shares:

Cost Of  
Capital

$$\left( \frac{D + Rv - Sv}{N} \right)$$
$$\left( \frac{Rv - Sv}{2} \right)$$

$K_p$  Cost of preference shares

D = Constant annual dividend payment N=No. Of years to redemption

R = Redeemable value of preference shares at the time of redemption,

S = Sale out value of preference shares less discounts floatation expenses

Example:-

$$K_p = \frac{D + \left( \frac{Rv - Sv}{N} \right)}{\left( \frac{Rv + Sv}{2} \right)}$$

D = Coupon rate i.e. Rs. 12

N = Years to redemption i.e. 15 yrs.

R = Redeemable value with 10% premium i.e. Rs. 110

S = Sale Value (Nominal value - discount - flotation cost)

i.e. Rs. 1000- Rs. 5- Rs. 5 =90.

$$K_p = \frac{12 + \left( \frac{110 - 90}{15} \right)}{\left( \frac{110 + 90}{2} \right)}$$
$$= \left( \frac{12 + 1.33}{100} \right) = \frac{13.33}{100} = 0.1333 \text{ or } 13.33\%$$

### 1.3.4 Cost of Debt

The cost of debt is the rate of interest payable on debt capital obtained through the issue of debentures. The issue of debentures involves a number of floatation charges, such as printing of prospectus, advertisement, underwriting, brokerage etc. Again, debentures can be issued at par or at times below par (at discount) or at times above par (at premium).

The cost of debt capital is given as

$$K_d = \frac{I}{P}$$

Where,

$K_d$  = Cost of debt (before tax)

$I$  = Interest

$P$  = Principal

Where debentures are issued at premium or at discount, the formula:

$$K_d = \frac{I}{NP}$$

Where,

$N_p$  = net proceeds

The after tax cost of debt may be calculated as –

After tax cost of debt =  $K_d (1-t)$

Where,  $t$  is the tax rate.

**Example:**

ABC Ltd. Issues Rs. 50,000, 8% debentures at a premium of 10%. The tax rate applicable to the company is 60% compute the cost of debt capital.

$$\begin{aligned} K_d &= \frac{I}{NP} (1 - t) \\ &= \frac{4,000}{50,000} (1 - 0.6) \\ &= \frac{4,000}{50,000} (0.4) \\ &= 2.91\% \end{aligned}$$

**Practical Problems with Solutions:**

**Question:**

A Company issues 10% Debentures of Rs 100/- each at par. Cost of Issue (also known as Floatation Cost) is 3% of the issue price. Calculate  $K_d$  (Cost of Debenture) if applicable tax rate is 40%.

**Solution:**

Cost Of  
Capital

$$\begin{aligned}K_d &= \frac{\text{Interest (1 - t)} \times 100}{\text{Proceeds of a Debenture}} \\ &= \frac{6 \times 100}{97} \\ &= 6.18\%\end{aligned}$$

Before Tax

$$\begin{aligned}K_d &= \frac{\text{Interest} \times 100}{\text{Proceeds of a Debenture}} \\ &= \frac{10 \times 100}{97} \\ &= 10.31\%\end{aligned}$$

10.31% less Tax 40% i.e. 4.12 = 6.18%

Cost of Debenture newly Issued and Redeemable

**Question:**

A company issued Rs 100 /- Debenture at par carrying coupon rate of 10%. Cost of issue was 3%. Debentures are redeemable at par after 6 years. Calculate  $K_D$  (Cost of Debenture) assuming that issue cost cannot be claimed as tax deductible expenses. Applicable Tax Rate is 30%. Calculate the Cost of Debentures.

Solution.

This Question can be answered in 2 ways:

a) Approximate  $K_D = \frac{\text{Interest (1-t)} + \text{Annualized loss on Issue} \times 100}{\text{Average Value of Debentures}}$

$$\begin{aligned}&\text{Average Value of Debentures} \\ &= \frac{7 \times 100 + 0.5 \times 100}{97 + 100} \\ &= 7.614\%\end{aligned}$$

b) We can calculate more precisely  $K_D$  is when we calculate the Internal Rate Return or

Rate of Discount at which Net Present Value of Cash Flows associated with the Debenture has Zero '0' NPV.



With the help of the NPV know we shall find out the Internal Rate of Return (IRR):

1% change (from 7% to 8%) gave a change of 4.601

?% change will give change of 2.962

$1 \times 2.962 = 0.644\%$

4.601

Therefore, IRR = 10.644% which is the Cost of Debenture.

### Question:

A company issues Rs 100/- Preference Shares at a Discount of 2%. Preference Shares are redeemable after 6years at a Premium of 3%. Coupon Rate is 10%. Calculate  $K_P$  (Cost of Preference Capital) as precisely as possible.

### Solution

We will have to calculate the Internal Rate of Return (IRR) but to know the approximate range within which the IRR will lie we need to calculate the approximate  $K_P$  first:

a) Approximate  $K_P = 10 + 5$

$6 \times 100$

$98 + 103$

$= 10.776$

We have known the Range is between 10% and 11% so we can calculate NPV and further with the help of NPV we shall find out the Internal Rate of Return (IRR).

1% change (from 10% to 11%) gave a change of 4.207

?% change will give change of 3.622?

$$\frac{1 \times 3.622 = 0.861\%}{4.207}$$

Therefore, the Internal Rate of Return (IRR) = 10.861% which is the Cost of Preference Capital.

### Problems for Practice

1. Capital structure of a company is as follows:

12% term loan

Rs 3 crores

Equity capital	Rs 2 crores
Retained earnings	Rs 4 crores

Cost Of  
Capital

Earnings per share and dividend have steadily grown @ 6%. The same growth rate is expected to continue in future also. Market price per share is Rs 40. The tax rate is 60%. Calculate the WACC of the company.

2. Capital structure of a company in terms of market value is as under:

Loans	Rs 3 crores
Equity	Rs 6 crores

Additional Rs 1.5 crores is to be invested next year. Current price of equity share is Rs 30 but additional equity shares can be issued at Rs 25 per share.

Additional investment of Rs 1.5 crores has to be raised as follows:

Retained earnings	Rs 0.5 crores
Fresh equity	Rs 0.5 crores
14% loan	Rs 0.25 crores
15% term loan	Rs 0.25 crores

Applicable tax rate is 60%. The expected rate of dividend growth is 5%. The additional investment is so planned that at each stage the existing debt-equity ratio should remain unchanged. Calculate marginal cost of capital of each chunk.

3. Book value of capital structure of a company is as follows:

10 lakh equity shares of Rs 10 each	100 lakhs
10,000 11% preference shares of Rs 100 each	10 lakhs
Retained earnings	120 lakhs
13.5% debentures	50 lakhs
12% term loan	80 lakhs

Next equity dividend will be Rs 1.5. This will grow at 7% annually. The market price per share is Rs 20/-. The preference shares redeemable after 10 years have a current market value of Rs 75. Debentures redeemable after 6 years are selling at Rs 80. The tax rate of the company is 50%. Calculate:

- Existing WACC using book value proportions
- Existing WACC using market value proportions

4. Consider a company whose details are furnished in question 3 above. It wishes to raise Rs 100 lakhs from equity and debt in equal proportions.

Retained earnings to be used are Rs 15 lakhs. Fresh equity can be issued at Rs 16 per share. First Rs 25 lakhs can be borrowed at 14% and next Rs 25 lakhs at 15%. Calculate marginal cost of capital.

### **Assumptions of Cost of Capital**

#### **Assumptions:**

Following assumptions underlying the analysis of cost of capital

- Each new investment is deemed to be financed from a pool of funds in which the various sources of long-term financing are represented in the proportions in which they are found in the capital structure. For example, suppose the proportions of equity and debts in the capital structure of a firm are equal. The firm is planning to undertake two investments, in projects 11 and 12 each requiring an outlay of Rs 200 lakhs. The total financing required is Rs 400 lakhs and this will be raised by issuing equity stock and debentures to the extent of Rs 200 lakhs each. However, because of some 'lumpiness' in the process of financing, the firm would first raise Rs 200 lakh of equity financing at the time when project I is undertaken and then it would raise Rs 200 lakhs of debt financing when project L is undertaken. According to the pool financing assumption, each process k deemed to be financed by a mixture of equity and debt in equal proportion, though the specific financing sought at the time of undertaking I, is only equity and at the time of undertaking I<sub>2</sub> is only debt.
- The risk characterizing new investment proposals being considered is the same as the 5 risks characterizing the existing investment of the firm. In other words, the adoption of new investment proposals will not change the risk complexion of the firm.
- The capital structure of the firm will not be affected by the new investments. This means that the firm will continue to pursue the same financing policies.
- In general, if the firm uses n different sources of finance, the cost of capital is where,  $k_a$  Average cost of capital

$P_i$  = Proportion of P source of finance

$K$  = Cost of the first source of finance  $v$

### Check your progress 2

1. The \_\_\_\_\_ are one of the major sources of finance available for the established companies to finance its expansion and diversification programmes.
  - a. dividends
  - b. shares
  - c. retained earnings
2. The \_\_\_\_\_ of the firm will not be affected by the new investments.
  - a. Firm Structure
  - b. capital structure
3. The cost of debt is the rate of interest payable on \_\_\_\_\_ obtained through the issue of debentures.
  - a. debt capital
  - b. Cost of capital
4. The cost of preference share capital is the dividend expected by its \_\_\_\_\_.
  - a. Supplier
  - b. investors
5. The funds required for the project is raised from the \_\_\_\_\_ which are of permanent nature.
  - a. equity shareholders
  - b. Preference Share holder

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## 1.4 Classification of Cost Capital

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### Classification

Cost of capital can be classified in different ways. Some of them are given below:

1. Explicit cost and Implicit cost
2. Historical cost and Future cost

3. Average cost and Marginal cost
4. Specific cost and Composite cost

1. **Explicit cost and implicit cost:** Explicit cost refers to the discount rate which equates the present value of cash inflows with the present value of cash outflows. Thus, the explicit cost is the internal rate of return which a company pays for procuring the required finances.

Implicit cost represents the rate of return which can be earned by investing the capital alternative investments. The concept of opportunity cost gives rise to the implicit cost. The implicit cost represents the cost of the opportunity foregone in order to take up a particular project. For example, the implicit cost of retained earnings is the rate of return available to the shareholders by investing the funds elsewhere. Computation of implicit cost of debt: There are certain costs, besides the actual interest entailed by the debt but the company does not take note of it since it is not incurred directly. With induction of additional dose of debt beyond certain level the company may run the risk of bankruptcy. The shareholders may react to it strongly and in consequence, the share prices may tend to nose-dive. There may be further setback to share values caused by increased instability of earnings consequent upon unfavourable leverage. The loss in shares values owing to increased risk and greater instability of earnings is termed as implicit cost or invisible cost of debt capital.

Thus, with increase in doses of debt, investors will demand higher interest rate because of the increased risk. Alongside in explicit cost, the implicit cost will also tend to rise as the company will be able to sell the bond at lower price.

To arrive at the actual cost of debt capital, hidden or implicit cost should be added in the explicit cost. But the problem lies in computation of the implicit cost of capital. The following formula may be used to adjust hidden cost of debt capital in the total cost of debt.

2. **Historical cost and future cost:** Historical cost represents the cost which has already been incurred for financing project. It is computed on the basis of past data collected. Future cost represents the expected cost of funds to be raised for financing a project. Historical cost is significant since it helps in projecting the future cost and in providing an appraisal of the past financial performance by comparison with the standard or predetermined costs. In

financial decisions, future costs are more relevant than the historical costs. Historical costs are only of historical value and not useful for cost control purposes.

3. **Specific cost and composite cost:** Specific cost refers to the cost of a specific source of capital while composite cost of capital refers to the combined cost of various sources of capital. It is weighted average cost of capital which is also termed as overall cost of capital. When more than one type of capital is employed in the business, it is the composite cost which should be considered for decision-making and not the specific cost. But where one type of capital is employed in the business, the specific cost of that capital alone must be considered.
4. **Average cost and marginal cost:** Average cost of capital refers to the weighted average cost calculated on the basis of cost of each source of capital and weights assigned to them in the ratio of their share to capital funds. Marginal cost of capital refers to the average cost of capital which has to be incurred to obtain additional funds required by a firm. Marginal cost of capital is considered as more important in capital budgeting and financing decisions. Actually, marginal cost is the total of variable cost.

### Weighted Cost of Capital

The weighted average cost of capital is termed “as the average cost of the company’s finance (equity, debentures, bank loans) weighted according to the proportion each element bears to the total of capital weightings usually based on market valuations, current yields and costs after tax”.

### Capital Structure and Dividend Decisions

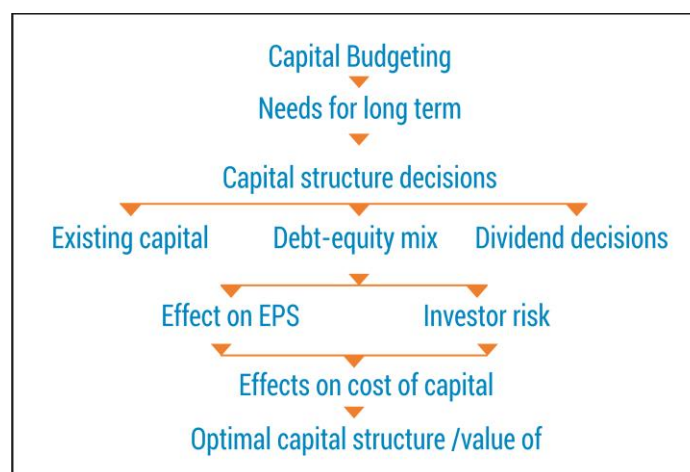


Fig 1.2 Capital Structure and Dividend Decisions

Cost of capital is the overall composite cost of capital and may be defined as the average of the cost of each specific fund. Weighted average cost of capital (WACC) is defined as the weighted average of the cost of various sources of finance, weight being the market value of each source of finance outstanding. Cost of various sources of finance refers to the return expected by the respective investors. A firm may procure long-term funds from various sources like equity share capital, preference share capital, debentures, term loans etc. at different costs depending on the risk perceived by the investors. When all these costs of different forms of long-term funds weighted by their relative proportions to get overall composite cost of capital, it is termed as 'weighted average cost of capital (WACC)'. The firm's WACC should be adjusted for the risk characteristics of a project for which the long-term funds are raised. Therefore, project's cost of capital is WACC plus risk adjustment factor. The argument in favor of using WACC stems from the concept that investment capital from various sources should be seen as a pool of available capital for all the capital projects of an organization. Hence cost of capital should be weighted average cost of capital. Financing decision, which determines the optimal capital mix, is traditionally made without making any reference to WACC. Optimal capital structure is assumed at a point where WACC is minimum. For project evaluation, WACC is considered as the minimum rate of return required from project to pay off the expected return of the investors and as such WACC is generally referred to as the 'required rate of return'. The relative worth of a project is determined using this required rate of return as the discounting rate. Thus, WACC gets much importance in both the decisions.

Simple WACC - The simple WACC is calculated without consideration to the impact of tax on cost of capital. The combined cost of equity capital and debt capital is the WACC for a company as whole. If the company is all equity financed, the cost of equity will be the cost of capital. In case of geared companies, the WACC can be stated as follows:

$$\text{WACC} = (\text{Cost of Equity} \times \text{Equity}) + (\text{Cost of Debt} \times \% \text{ Debt})$$

### **Illustration 1**

Good Health Ltd. has a gearing ratio of 30%. The cost of equity is computed at 21% and the cost of debt 14%. The corporate tax rate is 40%. Calculate WACC of the company.

$$\text{WACC} = (21\% \times 0.70) + [14\% (1 - 0.40) \times 0.30] = 14.70\% + 2.52\% = 17.22\%$$

### Check your progress 3

1. \_\_\_\_\_cost represents the cost which has already been incurred for financing project.
  - a. Implicit
  - b. Future
  - c. Explicit
  - d. Historical
2. Cost of capital is the overall composite cost of capital and may be defined as the average of the cost of each specific \_\_\_\_\_.
  - a. Bonus
  - b. Fund
3. Historical cost represents the \_\_\_\_\_which has already been incurred for financing project.
  - a. Cost
  - b. Share
4. Implicit cost represents the \_\_\_\_\_which can be earned by investing the capital alternative investments.
  - a. Rate of investment
  - b. rate of return
5. Investors will demand \_\_\_\_\_rate because of the increased risk.
  - a. higher interest
  - b. Lower interest

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## 1.5 Opportunity Cost of Capital

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When an organization faces shortage of capital and it has to invest capital in more than one project, the company will meet the problem by rationing the capital to projects whose returns are estimated to be more. The firm might decide to estimate the opportunity cost of capital in other projects.



## **Illustration 2**

Western Ltd. has got two project proposals A and B in hand with limited resources to take up one out of it. The estimated returns on capital employed of two projects are 15% and 18% respectively.

The opportunity cost of capital for taking up Project A is 18%, since if the funds are invested in Project B, the company will get 18% return on invested funds. Hence, expected return on Project B is the opportunity cost of capital for Project A.

Another approach to opportunity cost of capital concept is that the expected rate of return equates to the market interest rate for investments of a similar risk profile. While discounting the risky cash flows at different rates, the companies will take into consideration different risk premium for different types of investments depending on the nature of investment. This is usually in the form of premium on what is considered the basic company cost of capital. The opportunity cost of funds can be analyzed from the following two angles:

### **Opportunity Cost of Equity Funds**

If a company cannot earn sufficient profits, shareholders will be dissatisfied. The company will not be able to raise funds from new issue of shares, because investors will not be attracted. Existing shareholders who wish to sell their shares will find that buyers, who can invest in whatever securities they choose, will offer a comparatively low price, and the market price of the shares will be depressed. Since investors have added range of shares available to them there is a market opportunity cost of equity funds.

### **Opportunity Cost of Debt Funds**

Financial management is concerned with obtaining funds for investment, and investing those funds profitably as to maximize the value of the firm. It is not enough to invest for profit, it is necessary to invest so that the profits are sufficient to pay lenders a satisfactory amount of interest. If a company cannot pay interest at the market rate demanded by lenders, the lenders will prefer to invest elsewhere in the capital market, where they can get this rate. There is a market opportunity cost of debt funds which a company must expect to pay for new finance.

### **Marginal Cost of Capital**

Firms calculate cost of capital in order to determine a discount rate to use for evaluating proposed capital expenditure projects. The cost of capital is

measured and compared with the expected benefits from the proposed projects. The marginal cost of funds is the cost of the next increments of capital raised by the firm. The costs of additional individual components of finance like shares, debentures, term loans etc. should be ascertained to determine its weighted marginal cost of capital. The new capital projects should be accepted if they have a positive net present value calculated after discounting the revenue and cost streams at marginal cost of capital to the firm. Emphasis is being placed on marginal cost of capital, for it is used as a cut off point for new investments. The concept of marginal cost of capital is based on economic theory that a firm should undertake a project whose marginal revenues are in excess of its marginal costs. When the capital investment decisions are taken in consonance of this principle, shareholder's wealth is maximized. The weighted average cost of capital (WACC) of the firm is not relevant for making new (marginal) resource allocation decisions. All the projects that have an internal rate of return greater than its marginal cost of capital would be accepted. Only when the returns of a particular project is in excess of its marginal cost of capital, can add to the total value of the firm. The marginal cost of capital of additional finances of a new project will reflect the changes in the total weighted average cost of capital structure, after the introduction of new capital into the existing capital structure.

### Investment Appraisal and WACC

The cost of capital is a market determined rate of interest, and is the discount rate or required rate of return which is used for discounting cash flows in investment appraisal calculations. The overall investment of a firm, in different projects can be invested, so long as its internal rate of return is above its WACC.

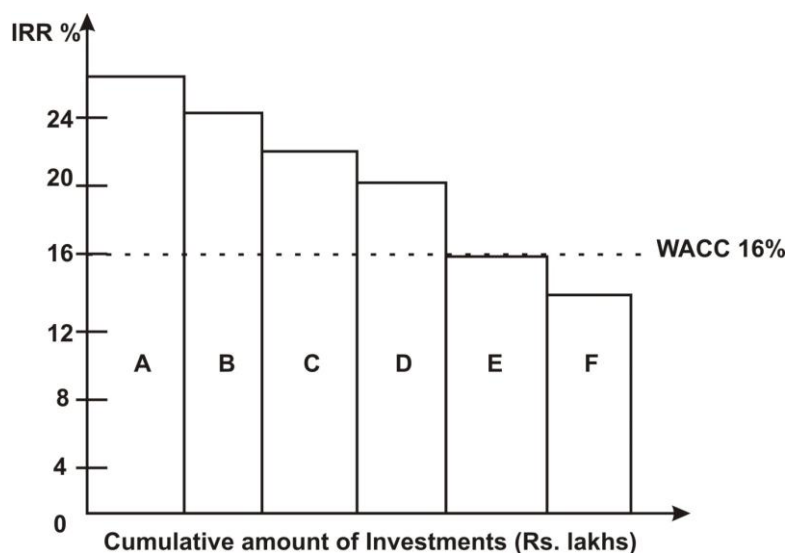


Fig 1.3 Investment Appraisal and WACC

Figure illustrates that the firm can invest in projects A, B, C and D because their returns exceed the firm's cost of capital. The firm's value is maximized by selection of project A, B, C and D. Projects E and F should be rejected, otherwise the value of the firm will be diminished.

### Marginal Cost of Capital and WACC

The relationship between marginal cost of capital (MCC) and weighted average cost of capital (WACC) is explained in Figure. While MCC is less than WACC, the WACC will fall. When MCC raise above WACC, the WACC will also show an increase, but the rate of increase is lesser than the rate of increase of MCC.

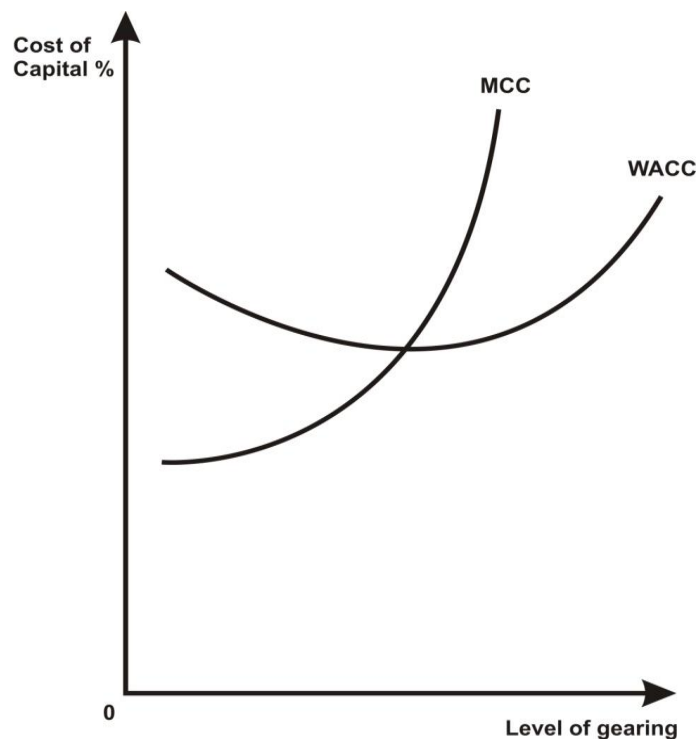


Fig 1.4 Marginal cost of capital and WACC - Relationship

### Illustration 3

A company is considering raising of funds of about Rs. 100 lakhs by one of two alternative methods, viz., 1496 institutional term loan and 13% non-convertible debentures. The term loan option would attract no major incidental cost. The debentures would have to be issued at a discount of 2.5% and would involve cost of issue of Rs. 1 lakh.

Advise the company as to the better option based on the effective cost of capital in each case. Assume a tax rate of 50%. (C.A. Final Nov. 1991)

Evaluation of raising Rs. 100 lakhs effective cost of capital based on			(Rs. Lakhs)	
Particulars	Option 1 14% Term loan		Option 2	
Face value of amount less Discount	100.00		100.00 2.50	
Less: Cost of issue Net effective	100.00		97.50	1.00
Amount raised Interest charges p.a. on face value less: Savings in tax @ 50% Net interest cost effective cost of capital	0	100.00		96.50
	14.0 7.00		13.00	6.50
	(H)	7.22	6.50	
	X 10C	7%		

The main aim of business unit is to maximize the wealth of the firm and increase returns to the equity holders of the company. 'Trading on equity' helps the finance manager to select an appropriate mix of capital structure. Equity has the cost of expectations of the holders, preference capital has the cost of dividends and public deposit has the cost of interest. Therefore, it is the ardent necessity to reduce the weighted average cost to be minimum through which a firm can increase the return to equity shareholders.

Trading on equity is the financial process of using debt to produce gain for the residual owners. The practice is known as trading on equity because it is the equity shareholders who have only interest (or equity) in the business income. The term bears its name also to the fact that the creditors are willing to advance funds on the strength of the equity supplied by the owners. Trading feature here is simply one of taking advantage of the permanent stock investment to borrow funds on reasonable basis. When the amount of borrowing is relatively large in relation to capital stock, a company is said to be 'trading on this equity' but where

borrowing is comparatively small in relation to capital stock, the company is said to be 'trading on thick equity'.

The term leverage refers generally to circumstances which bring about an increase in income volatility. In business, leverage is the means through which a business firm can increase the profits. The force will be applied on debt; the benefit of this is reflected in the form of higher returns to equity share holders. It is termed as 'Trading on Equity'.

#### Check your progress 4

1. The \_\_\_\_\_ is measured and compared with the expected benefits from the proposed projects
  - a. return on capital.
  - b. interest on capital
  - c. cost of capital
2. The term leverage refers generally to circumstances which bring about an \_\_\_\_\_ in income volatility
  - a. increase
  - b. Decrease
3. Trading on equity is the financial process of using debt to produce \_\_\_\_\_ for the residual owners.
  - a. Loss
  - b. gain
4. Firms calculate \_\_\_\_\_ in order to determine a discount rate to use for evaluating proposed capital expenditure projects
  - a. Cost of share
  - b. cost of capital.
5. If a company cannot earn sufficient \_\_\_\_\_, shareholders will be dissatisfied
  - a. Profits
  - b. Loss

## 1.6 Trading on Equity

‘Trading on Equity’ acts as a level to magnify the influence of fluctuations in earnings. Earnings per share are a barometer through which performance of an industrial unit can be measured. This could be achieved by applying the operation of trading on equity. Any fluctuation in earnings before interest and tax (EBIT) is magnified on the earning per share (EPS) by operating trading on equity. It was observed that larger the magnitude of debt in capital structure, the higher is the variation in EPS given and variation in EBIT.

The effects of trading on equity can be clearer with the help of following illustration.

### Illustration 4

Shriram Company is capitalized with Rs. 10,00,000 dividend in 10,000 common shares of Rs. 1.00 each. The management wishes to raise another Rs. 10,00,000 to finance a major programme of expansion through one of the possible financing plan. The management may finance the company with

1. All common stock
2. Rs. 5 lakhs in common stock and Rs. 5 lakhs in debt
3. All debt at 6% interest or
4. Rs. 5 lakhs in common stock and Rs. 5 lakhs in preferred stock with 5 per cent dividend. The company’s existing earnings before interest and taxes (EBIT) amounts to Rs. 120,000. Corporation tax is assumed to be 50%.

### Solution:

Impact of trading on equity, as observed earlier, will be reflected in earnings per share available to common stockholders. To calculate the EPS in each of the four alternatives, EBIT has to be first of all calculated:

	Proposal (A) Rs.	Proposal (B) Rs.	Proposal (C) Rs.	Proposal (D) Rs.
Earnings before interest & Taxes (EBIT)	1,20,000	1,20,000	1,20,000	1,20,000
Less: Interest	-----	25,000	60,000	-----
Earnings before Taxes	1,20,000	95,000	60,000	1,20,000

Cost of  
Capital and  
Capital  
Structure

Less: Taxes @50%	60,000	47,500	30,000	60,000
Earnings after Taxes	60,000	47,500	30,000	60,000
Preferred stock dividend	----	----	----	25,000
Earnings available to common stockholders	60,000	47,500	30,000	35,000
Number of common share	20,000	15,000	10,000	15,000
Earning per share (EPS).	Rs. 3.0	Rs. 3.67	Rs. 3.0	Rs. 2.33

It is evident from the above example that, proportion of common stock in total capitalization is the same in both the proposals 'B' and 'D' but EPS is altogether different because of addition of preference stock. While preferred stock dividend is subject to taxes whereas interest on debt is tax deductible expenditure resulting in variation in EPS in proposal 'B' and 'D'. It is also observed that, with a 50% tax rate the explicit cost of preferred stock is twice the cost of debts: When EBIT is Rs. 1,20,000 proposal 'B' involving a total capitalization of 75% common stock and 25% debt, would be most preferable with respect to EPS.

It is generally accepted that level of earnings would remain the same even after the expansion of funds. Now let us assume that level of earnings before interest and tax (EBIT) increased 100% or exactly doubles the present level (i.e. Rs. 2,40,000 in case of above example) in correspondence will increase in capitalization. Changes in earning per share (EPS) to common stockholders under different alternative proposals would be as follows –

**Illustration 5**

	Proposal (A) Rs.	Proposal (B) Rs.	Proposal (C) Rs.	Proposal (D) Rs.
Earnings before interest & Taxes (EBIT)	2,40,000	2,40,000	2,40,000	2,40,000
Less: Interest	-----	25,000	60,000	-----

Earnings before Taxes	2,40,000	2,15,000	1,80,000	2,40,000
Less: Taxes	1,20,000	1,07,500	90,000	1,20,000
Earnings after Taxes	1,20,000	1,07,500	90,000	1,20,000
Less: Preferred stock dividend	----	----	----	25,000
Earnings available to common stockholders	1,20,000	1,07,500	90,000	95,000
Number of common share	20,000	15,000	10,000	15,000
Earning per share (EPS).	Rs. 06	Rs. 7.17	Rs. 09	Rs. 6.23
EPS before additional issue	Rs. 03	Rs. 03	Rs. 03	Rs. 03

It is observed from illustration that increase in EBIT is magnified on the earning per share (EPS) where debt has been inducted. Since dividend on preferred stock is a fixed obligation and is less than the increased earnings, EPS in proposal 'D' increases more than twice the rise in earnings. On the other hand, in proposal 'B' and 'C' where debt comprises a portion of total capitalization, EPS would increase by more than twice the existing level, while in proposal 'A', EPS has improved exactly in proportion to increase in EBIT.

It is also observed from the above example that larger the ratio of debt to equity, greater is the return to equity. Thus in proposal 'C' debt represents 100% of the total capitalization. EPS is magnified 3 times over the existing level while in proposal 'B' where debt has furnished 1/3 of the total capitalization, increase in EPS is little more than double the earlier level. This quickly changing of earning operates during a contraction of income as well as during an expansion.

Magnification of losses by trading on equity: Trading on equity not only acts as a level to magnify the influence of fluctuations in earning but trading on equity magnifies all losses sustained by the business concern. For example, assume that the Dhaka company expects to sustain loss of Rs. 30,000 before



interest and taxes, loss per share under the different alternative proposals (as taken into consideration in above would be as follows :

**Illustration 6:**

	Proposal (A) Rs.	Proposal (B) Rs.	Proposal (C) Rs.	Proposal (D) Rs.
Loss before interest and taxes	- 30,000	-30,000	-30,000	-30,000
Add: Interest		-25,000	-60,000	
Loss after Interest	-30,000	-55,000	-90,000	-30,000
Loss per share	-Rs. 1.50	-Rs. 3.57	-Rs. 09	- Rs. 02

The important conclusion that could be drawn from the above illustration is that, loss per share is highest under alternative 'C' where proportion of debt is as high as 50% of the total fund and the lowest in proposal 'A' where leverage is zero. This example proved that trading on equity magnifies not only profits but losses also.

Use of 'trading on equity': A magic of trading on equity is that trading on equity magnifies both profit and loss. A trading on equity is useful as long as the borrowed capital can be made to pay the business more than what it costs. It will lead to a decrease in profitability rate when it costs more that it earns.

**Check your progress 5**

1. \_\_\_\_\_ is abarometer through which performance of an industrial unit can be measured
  - a. Price per share
  - b. Return on share
  - c. Earnings per share
2. Any fluctuation in is magnified on the earning per share (EPS) by operating trading on Equity
  - a. earnings before interest and tax
  - b. Earning after interest and tax

3. Trading on Equity quickly changing of \_\_\_\_\_ operates during a contraction of income as well as during an expansion.
  - a. earning
  - b. expances
4. A magic of trading on equity is that trading on equity magnifies - \_\_\_\_\_ .
  - a. loss.
  - b. Profit
  - c. none
  - d. both profit and loss
5. Trading on Equity will lead to a \_\_\_\_\_ in profitability rate when it costs more that it earns.
  - a. Increase
  - b. decrease

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## 1.7 Let Us Sum Up

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After going through this unit we have gained sufficient knowledge on the cost of funds that we raise for a particular business.

After going through this unit we learnt that concept of cost of funds in finance is different from that in accounts. Except in case of term loans, it is necessary to take into consideration market values in case of equity shares, preference shares and debentures. In case of term loans and debentures there is a tax shelter in respect of interest payments. For dividend on shares there is no tax shelter. For evaluating a project it is necessary to know WACC. On the other hand the cost of capital can be used as a tool to evaluate the financial performance of top management. There are different sources and costs of capital - Cost of Equity ( $K_E$ ), Cost of Retained Earnings ( $K_e$ ), Cost of Preferred Capital ( $K_p$ ), Cost of Debt ( $K_d$ ). There are different approaches to cost of equity - Dividend Method or Dividend Price Ratio Method, Dividend Growth Model, Price Earning Yield Model, Capital Asset Pricing Model. We even studied the various types of cost that are associated with the capital and they are Explicit cost and Implicit cost, Historical cost and Future cost, Average cost and Marginal cost, Specific cost and Composite cost. One another types of cost known as opportunity cost was also discussed here it is the cost forgone by choosing one option over an alternative

one that may be equally desired. Thus, opportunity cost is the cost of pursuing one choice instead of another.

After going through this unit the students would have understood in a very interesting way the cost of capital and the various kinds of cost that are associated with the capital.

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## 1.8 Answers for Check Your Progress

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**Check your progress 1**

**Answers:** (1-a), (2-a), (3-b), (4-b), (5-a)

**Check your progress 2**

**Answers:** (1-c), (2-b), (3-a), (4-b), (5-a)

**Check your progress 3**

**Answers:** (1-d), (2-b), (3-a), (4-b), (5-a)

**Check your progress 4**

**Answers:** (1-c), (2-a), (3-b), (4-b), (5-a)

**Check your progress 5**

**Answers:** (1-c), (2-a), (3-a), (4-d), (5-b)

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## 1.9 Glossary

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1. **Optimal Capital Structure** - The percentages of debt, preferred stock, and common equity that will maximize the firm's stock price.
2. **Opportunity Cost** -The return on the best alternative use of an asset, or the highest return that will not be earned if funds are invested in a particular

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## 1.10 Assignment

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How is capital structure related to dividend decisions? Explain.

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## **1.11 Activities**

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Why is the cost of term loan debentures generally less than cost of equity or preference capital?

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## **1.12 Case Study**

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Read the Annual report of Indian Airlines and study its cost of capital and its impact on EVA (Economic Value Added) and other areas.

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## **1.13 Further Readings**

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1. Financial Management - Prof. Dr. Mahesh A. Kulkarni.
2. Fundamentals of Financial Management- Dr.Prasanna Chandra.
3. Financial Management - Ravi M. Kishore.

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## **UNIT 2: CAPITAL STRUCTURE THEORIES**

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### **Unit Structure**

#### **2.0 Learning Objectives**

#### **2.1 Introduction**

#### **2.2 Capital Structure**

2.2.1 Introduction to Capital Structure

2.2.2 Factors Affecting Capital Structure

#### **2.3 Features of an Optimal Capital Structure**

#### **2.4 Capital Structure Theories**

2.4.1 Traditional View

2.4.2 Modigliani-Miller Hypothesis

#### **2.5 CAPM and Capital Structure**

#### **2.6 Adjusted Present Value**

#### **2.7 Let Us Sum Up**

#### **2.8 Answers for Check Your Progress**

#### **2.9 Glossary**

#### **2.10 Assignment**

#### **2.11 Activities**

#### **2.12 Case Study**

#### **2.13 Further Readings**

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### **2.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- The meaning of Capital Structure.
- List factors affecting the capital structure.
- Theories of capital structure.
- How beta is related to capital structure.
- Explain adjusted present value.

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## 2.1 Introduction

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The plan that a company incorporates for its financing is referred to as the capital structure of the company. In other words, it's the finances that the company uses in a long term. As the goal of any company or firm is towards increasing its value in market, the capital structure of the firm should be planned or decided in such a way that it adds to the market value of the firm. A company's capital structure can be termed as advantageous if the funds are used in such a manner that it not only increases the firm's market value, but also reduces the company's cost of capital.

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## 2.2 Capital Structure

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### 2.2.1 Introduction to Capital Structure

The capital structure is how a firm finances its overall operations and growth by using different sources of funds. Debt comes in the form of bond issues or long-term notes payable, while equity is classified as common stock, preferred stock or retained earnings. Short-term debt such as working capital requirements is also considered to be part of the capital structure.

A company's proportion of short and long-term debt is considered when analyzing capital structure. When people refer to capital structure they are most likely referring to a firm's debt-to-equity ratio, which provides insight into how risky a company is. Usually a company more heavily financed by debt poses greater risk, as this firm is relatively highly levered.

### 2.2.1 Factors Affecting Capital Structure

A company uses fixed fund sources viz debentures, term loans etc. along with equity capital. This is known as financial leverage. The firms generally make use of equity to raise debts. The number of debt units a company holds per equity unit is called the company's debt equity ratio. It is calculated by a formula

$$\text{Debt Equity Ratio} = \text{Debt} / \text{Equity}$$

Ideally, the small scale industries must have debt equity ratio of 3:1 while medium and large scale industries must have debt equity ratio of 2:1. A ratio of 3:1 indicates that for every 1 equity unit, the company can raise 3 units of debt. Higher the leverage, higher is the company's commitments in terms of interests and loan repayments. This in turn affects the returns of the equity

shareholders. Some of the other factors that must be considered while deciding the firm's capital structure are the firm's size, its cost of capital, the way the cash flows of the company are projected and other costs incurred.

### Check your progress 1

1. A company uses fixed fund sources viz debentures, term loans etc. along with equity capital. This is known as \_\_\_\_\_.
  - a. combined leverage
  - b. financial leverage
2. Debt Equity Ratio = \_\_\_\_\_.
  - a. Debt / Equity
  - b. Equity / Debt
3. Higher the leverage, higher is the company's commitments in terms of interests and loan \_\_\_\_\_.
  - a. Payment
  - b. repayments

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## 2.3 Features of an Optimal Capital Structure

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An efficient capital structure should encompass the following features:

- The capital structure should be such that the dilution of control should be minimal.
- The use of leverage should be high and at minimum cost leading to company's prosperity.
- The capital structure of the company should enable it to raise need based funds as well as stop the debts from a particular source if they are too expensive i.e. the capital structure should be flexible enough to sustain in varying conditions.

The use of debts should be minimal as it hampers the company's solvency since the interest rates are very high.

### Check your progress 2

1. The capital structure should be such that the dilution of control should be \_\_\_\_\_.
  - a. Maximum
  - b. Minimal
2. The plan that a company incorporates for its financing is referred to as the \_\_\_\_\_ of the company.
  - a. Equity Share structure
  - b. capital structure

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## 2.4 Capital Structure Theories

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The two essential components of capital structure of a company are debt and equity. Hence, the proportion of debt and equity is very important in capital structure. In other words, it is very essential to decide the level of financial leverage to be employed in any company. To decide this, it becomes necessary to understand the relationship that exists between firms' cost of capital and its financial leverage. Some of the assumptions that are made to understand this relationship are

- It is not expected for the net operating income to increase or decrease over the period of time.
- There is no income tax applicable, neither corporate, nor personal.
- A firm can alter its capital structure at any point of time without even bearing the transaction costs.
- The company can pay its earnings in terms of dividends i.e. the company can pay 100% dividends.

There are two extreme views on whether there exist any such things as optimal capital structure.

The Net Income Approach (NI) assumes that the cost of debt and that of equity are independent to capital structure. With high use of leverage, the weighted average cost of capital reduces, increasing the value of the firm in totality.



In Net Operating Income (NOI) approach, it is assumed that the cost of equity increases linearly with leverage. As the leverage changes, the value of the company and the weighted average cost of capital remains constant.

In Traditional approach, the cost of capital decreases, thereby increasing the value of the firm. This happens till a particular threshold is reached, after which the reverse happens i.e. the cost of capital increases thereby causing decline in the value of the firm.

### **2.4.1 Traditional View**

Traditional approach is the mid-point between the net income and net operating approach and is often known as an intermediate approach. Traditional view uses a good mix of debt and equity to increase the firm's value or decrease its cost of capital. This approach indicates that the cost of capital reduces within a certain debt limit and then increases. Hence, according to traditional view, there exists a thing as optimal capital structure when the cost of capital reduces or the firm's market value increases.

In traditional view, the way in which the modifications to the capital structure affect the cost of capital can be classified into 3 steps:

- Initially, the cost of equity  $k_e$  remains unchanged i.e. constant or rises very little with the debt. And even if it increases, it doesn't increase so much as to nullify the effect of a low-cost debt. However, in this stage, the cost of debt  $K_d$  remains constant or increases very slightly. Thus, the value of the firm increases with decrease in cost of capital and increase in leverage.
- In the second stage, the increase in leverage have minimal or no effect on the cost of capital or the market value of the firm as, by this time, the firm has already reached a particular degree of leverage, the reason being, the advantage of low-cost debt gets counterbalanced due to increase in the cost of equity. At that specific point, the firm's value will be at its highest or its cost of capital will be at its lowest.
- In the last stage, at a certain point, either the value of the firm starts decreasing with leverage or the cost of capital starts increasing. This is because the investors' demand for high equity capitalization rate due to high risk involved counteracts the advantages of low-cost debt.

Thus, these three stages indicate that the cost of capital is dependent on leverage. It falls with leverage, and reaches a particular minimal point after which it starts increasing.

The traditional approach is questioned or criticized as it indicates that by changing the way in which the risk incurred by the security holders is distributed, the totality of risk incurred by the security holders can be changed.

### 2.4.2 Modigliani-Miller Hypothesis

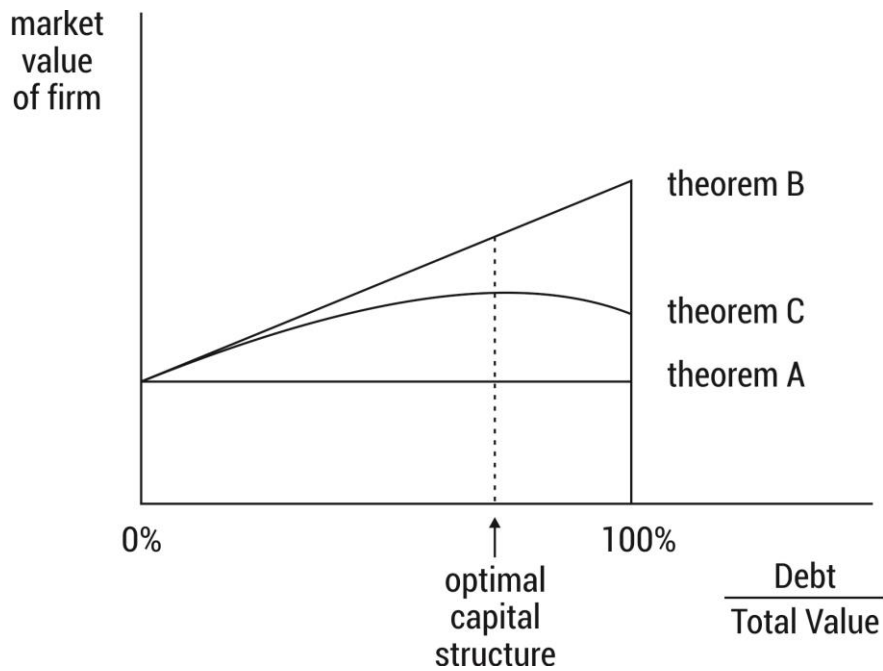


Fig 2.1 Optimal Capital Structure

According to Modigliani and Miller, the net operating income approach explains the relationship between leverage and cost of capital in three propositions. They have challenged the traditional approach by providing a rational reason for having constant cost of capital throughout all the levels of leverage.

The propositions made by Modigliani and Miller are based on certain assumptions:

- Trading of securities take place in capital markets that are perfect. Also, there will be no transaction costs involved, i.e. the investors do not have to bear any costs for buying or selling their securities.
- It is assumed that the investors behave rationally by choosing risk and return that is most profitable for them.

- The probability distribution value is expected to be same for all the investors.
- The firms can be clubbed together in one class based on their business risks. Firms that have same level of business risk can come under one class.
- There is no tax incorporated, neither corporate nor personal.
- There is 100 percent payout to shareholders i.e. the shareholders are given all the net earnings by the firm.

The basic propositions of MM theory are:

**Proposition I:**

The total of market value of debt and market value of equity i.e. the total market value of the firm does not depend on the degree of leverage, and is equal to the firm's expected operating incomes at the rate pertaining to its risk class.

Thus, as per Proposition I,

$$\begin{aligned} \text{Market value of the firm} &= \text{Market value of equity} + \text{Market value of debt} \\ &= \text{Expected Net Operating Income} / \text{Rate applicable to the firm based on risk class} \end{aligned}$$

**Proposition II:**

According to the proposition-II, Cost of equity is in a linear (directly proportional) relationship with the Debt-equity ratio. The required return on equity increases as the debt-equity ratio for the firm increases. This means the risk for equity holder increases with the debt increases in the capital structure.

**Proposition III:**

The cut-off rate for deciding the investment of a firm belonging to a particular risk class is not affected by the way in which the firm finances the investment. Thus, as per the proposition, since the financing and investment decisions are independent of each other, the financing decisions do not affect the average cost of capital.

Thus, according to the MM theory, the value of the firm is not affected by the financial leverage. The costs like bankruptcy costs, agency costs, taxes etc. are some of the factors that are found to be disadvantageous in this approach.

### Check your progress 3

1. The \_\_\_\_\_ assumes that the cost of debt and that of equity are independent to capital structure.
  - a. Net Income Approach (NI)
  - b. Net Operating Income (NOI)
2. According to Modigliani and Miller, the net operating income approach explains the relationship between \_\_\_\_\_ and cost of capital in three propositions.
  - a. Cost of fund
  - b. leverage
3. Traditional approach is the mid-point between the \_\_\_\_\_ and net operating approach and is often known as an intermediate approach.
  - a. net income
  - b. net outcome

---

## 2.5 CAPM and Capital Structure

---

The shareholder's return in terms of EPS or ROE is affected by leverage which also increases financial risk. As a result, the beta of the equity of a firm increases since it introduces debt in the capital structure of the firm. It is well known that individual securities form a portfolio and each security has its own beta. Also, the beta of the portfolio is nothing but the weighted average beta of individual securities. Likewise, a firm is comprised of portfolio of assets and hence, the weighted average of betas of individual assets is the betaasset of a firm  $\beta_a$ . Thus,

$$\beta_a = \beta_1 w_1 + \beta_2 w_2 + \beta_3 w_3 \dots$$

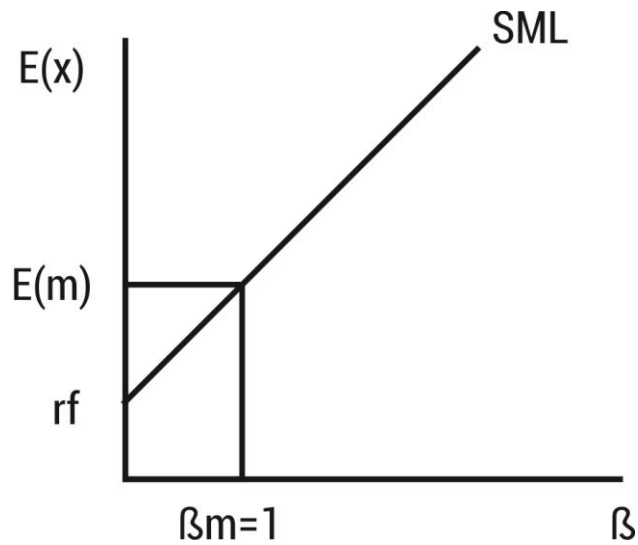


Fig 2.2 CAPM

Where  $\beta_a$  is weighted average beta of assets,  $\beta_1$  is the beta of asset one,  $w_1$  is its weighted average and so on.

As debt and equity finances a firm's assets, its asset beta is also the weighted average of equity beta and debt beta of the firm. Thus,

$$\beta_a = \beta_e w_e + \beta_d w_d$$

Where  $\beta_e$  is equity beta,  $w_e$  is weighted average of equity,  $\beta_d$  is debt beta and  $w_d$  is weighted average of debt.

Debt and equity finances a firm's assets.

The market value of weighted average of equity is divided by the firm's total value. Likewise, the market value of weighted average of debt is divided by the firm's total value.

#### Check your progress 4

1. The shareholder's return in terms of EPS or ROE is affected by leverage which also increases financial \_\_\_\_\_.
  - a. Return
  - b. Risk
2. CAPM and Capital Structure is well known that \_\_\_\_\_ form a portfolio and each security has its own beta.
  - a. individual securities
  - b. Mix securities

---

## 2.6 Adjusted Present Value

---

The Adjusted Present Value (APV) is the sum of Net present value (NPV) of a project if financed exclusively by ownership equity and the present value of all the benefits of financing. This was first studied by Stewart Myers, a professor at the MIT Sloan School of Management and then, in 1973, it was theorized by Lorenzo Peccati. The main benefit of this approach is a tax shield resulted from tax deductibility of interest payments. Another one can be a subsidized borrowing. The APV method of business valuation is normally useful in a Leveraged buy out (LBO) case since it has tremendous amount of debt, so tax shield is sizeable.

To be precise, an APV valuation model is the standard DCF model. However, cash flows would be discounted at the cost of assets (instead of WACC), and tax shields at the cost of debt. APV and the standard DCF gives the same result if the capital structure remains constant.

### Formula:

Base-case NPV + Sum of PV of financing

### Example:

Initial Investment = 500000

Expected Cash flow = 45000 (Perpetuity)

Opportunity cost of capital: 10%

Tax rate=35%

Project partly financed by 200000

NPV =  $-500000 + 45000/0.10 = -50000$

PV (Tax Shield) =  $.35 \times 200000 = 70000$

APV =  $-50000 + 70000 = 20000$

### Check your progress 5

1. The \_\_\_\_\_ is the sum of Net present value (NPV) of a project if financed exclusively by ownership equity and the present value of all the benefits of financing.
  - a. DCF
  - b. Adjusted Present Value (APV)

2. Adjusted Present Value was first studied by Stewart Myers, a professor at the MIT Sloan School of Management and then, in \_\_\_\_\_.
  - a. 1975
  - b. 1973

---

## 2.7 Let Us Sum Up

---

In this unit we discussed the various concepts relating and associated with the cost and capital structure.

In this unit we discussed the map that a company incorporates for its financing is referred to as the capital structure of the company. That means it is the finances that the company uses in the long term. A company's capital structure would be beneficial if the funds are used in a way that it not only increases the firm's market value, but also reduces the company's cost of capital. When a company uses fixed fund sources like debentures, term loans etc. along with equity capital, then it is known as financial leverage. An optimal capital structure should be such that the dilution of control should be minimal; the use of leverage should be high and at minimum cost leading to company's prosperity. The use of debts should be minimal as it hampers the company's solvency since the interest rates are very high. Later in the unit we even discussed the various theories that play a major role in the determination of capital structure. Here we covered capital structure theories of Traditional View, Modigliani-Miller Hypothesis; Cost of equity is in a linear (directly proportional) relationship with the Debt-equity ratio. The required return on equity increases as the debt-equity ratio for the firm increases. We even discussed the use of beta in capital structure is very important. Adjusted Present Value (APV) gives the difference between DCF (Discounted Cash Flow) Valuation and APV in using the cost of capital.

So this unit is going to be great help for the readers in understanding the concept associated with capital structure theories.

---

## 2.8 Answers for Check Your Progress

---

**Check your progress 1**

**Answers:** (1-b), (2-a), (3-b)

**Check your progress 2**

**Answers:** (1-b)

**Check your progress 3**

**Answers:** (1-a), (2-b), (3-a)

**Check your progress 4**

**Answers:** (1-b), (2-a)

**Check your progress 5**

**Answers:** (1-c), (2-d)

---

## 2.9 Glossary

---

1. **Net Present Value (NPV) Method** - A method of ranking investment proposals using the NPV, which is equal to the present value of future net cash flows, discounted at the marginal cost of capital.
2. **Debenture** - A long-term bond that is not secured by a mortgage on specific property.

---

## 2.10 Assignment

---

Write different Capital structure theories with examples.

---

## 2.11 Activities

---

Which factors affect the Capital Structure of a company?



---

## **2.12 Case Study**

---

Study the Capital Structure of GO Indigo airlines, DLF and Ranbaxy Ltd.

---

## **2.13 Further Readings**

---

1. Financial management- ICFAI.
2. Financial management – I. M. Pandey

---

## **Block Summary**

---

After reading this the readers would have got the sufficient idea about the capital and various concepts that are associated with capital and its structure. The following topics were studied in this block.

The first unit of the block covered the topic cost of capital in detail. It also explained the readers about the various elements of cost of capital. Discussion was also made on opportunity cost. The writer tried his best to explain the topics in most easy language and even kept the content of the book concise but understandable. Here he made a detailed study on the various factors that affect the capital structure i.e. whether the capital should contain equity or debt or in what ratio the equity and debt be maintained. Later in the unit various theories of capital structure shall also be discussed in detail. These capital structure theories are considered to be very important in understanding the various concepts of capital and its cost.

After going through this block the students would have got the sufficient exposure to various concepts associated with capital structure and its theories.

---

## **Block Assignment**

---

### **Short Answer Questions**

- a. Cost of equity capital.
- b. Difference between book value rate and Market value rate.
- c. Opportunity cost of capital.
- d. Traditional View.
- e. Three approaches of M-M.
- f. Debt-equity ratio's importance in capital structure.

### **Long Answer Questions**

1. Discuss the Modigliani miller approach in detail.
2. What do you understand by optimal capital structure.

**Enrolment No.**

1. How many hours did you need for studying the units?

<b>Unit No</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Nos of Hrs</b>				

2. Please give your reactions to the following items based on your reading of the block:

<b>Items</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Poor</b>	<b>Give specific example if any</b>
Presentation Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Language and Style	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Illustration used (Diagram, tables etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Conceptual Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Check your progress Quest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Feed back to CYP Question	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____

3. Any Other Comments

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“

*Education is something  
which ought to be  
brought within  
the reach of every one.*

”

- Dr. B. R. Ambedkar



**Dr. Babasaheb Ambedkar Open University**  
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Ahmedabad-382 481.

# FINANCIAL MANAGEMENT

PGDBA-204

## BLOCK 3: WORKING CAPITAL MANAGEMENT AND INVESTMENT

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# FINANCIAL MANAGEMENT



Knowledge Management and  
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Pune



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## **ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING**

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)



## **PREFACE**

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!



# FINANCIAL MANAGEMENT

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## **FINANCIAL MANAGEMENT**

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### **BLOCK 3: WORKING CAPITAL MANAGEMENT AND INVESTMENT**

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# **BLOCK 3:      WORKING    CAPITAL                          MANAGEMENT    AND                          INVESTMENT**

---

## **Block Introduction**

Finance, as already discussed is one of the most important parts of any business unit, without which none of the business can survive. The capital required may be of several types. The capital required may be of short term need or for long term need. The capital required for short term is required for the day to day running of business where as capital for long term is required for the acquisition of long term assets. Capital for short duration is required for the purpose of meeting current liabilities against creditors for stock, salary to employees etc. The capital for short duration is known as working capital and has been discussed here in very detail.

In this block the whole content was divided into three units Unit 1 and 2 talks about the working capital. These units have discussed in detail about working capital. It discusses about Meaning and Definition of Working Capital, Types of Working Capital, Factors Affecting Working Capital / Determinants of Working Capital, Operating Working Capital Cycle, Working Capital Requirements, Estimating Working Capital Needs and Financing Current Assets, Capital Structure Decisions, Leverages. On the other hand unit 2 discusses about in detail about Inventory Management, Purpose of holding inventories, Types of Inventories, Inventory Management Techniques, Pricing of inventories, Receivables Management, Purpose of receivables, Cost of maintaining receivables, Monitoring Receivable, Cash Management, Reasons for holding cash, Factors for efficient cash management. Lastly the unit 3<sup>rd</sup> discussed about the capital budgeting and its importance in a organisation it discusses about Capital Budgeting, Principles of Capital Budgeting, Kinds of Capital Budgeting Proposals, Kinds of Capital Budgeting Decisions, Capital Budgeting Techniques, Estimation of Cash flow for new Projects, Sources of long Term Funds.

This unit is going to be of great help for the readers in understanding the concepts relating to working capital.



## **Block Objective**

**After learning this block, you will be able to understand:**

- Working Capital Cycle.
- Factors Which Influence Working Capital Need In Organisation.
- Inventory Management.
- Receivables Management.
- Cash Management Techniques.
- Inventory
- Various Techniques of Inventory Management.
- Capital budgeting.
- Cash Flow And Accounting Profit
- Npv And The Internal Rate Of Return (Irr)

## **Block Structure**

**Unit 1: Working Capital Management-I**

**Unit 2: Working Capital Management-II**

**Unit 3: Investments and Fund**

---

# **UNIT 1: WORKING CAPITAL MANAGEMENT - I**

---

## **Unit Structure**

### **1.0 Learning Objectives**

### **1.1 Introduction**

### **1.2 Meaning and Definition of Working Capital**

### **1.3 Types of Working Capital**

### **1.4 Factors Determining Working Capital**

### **1.5 Operating Working Capital Cycle**

### **1.6 Working Capital Requirements**

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#### **1.8.1 Introduction, Meaning and Definition**

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#### **1.9.1 Concept of Leverages**

#### **1.9.2 Types of Leverages**

### **1.10 Let Us Sum Up**

### **1.11 Answers for Check Your Progress**

### **1.12 Glossary**

### **1.13 Assignment**

### **1.14 Activities**

### **1.15 Case Study**

### **1.16 Further Readings**

---

## **1.0 Learning Objectives**

---

**After learning this unit, you will be able to understand:**

- How working capital cycle operates?
- Factors which influence working capital requirements.

- Calculate average working capital requirements.
- Enumerate components of capital structure.
- Measure business risk, financial risk and total risk through leverage.

---

## **1.1 Introduction**

---

Working capital is significant in financial management due to the fact that it plays an important role in keeping the wheels of a business enterprise running. It may be regarded as the lifeblood of a business. It is concerned with short-term financial decisions. Its effective provision can do much to ensure the success of a business, while its inefficient management can lead not only to loss of profits but also to the ultimate downfall of a promising concept. A study of working capital is of major importance to internal and external analysis because of its close relationship with day-to-day operations of a business.

Working capital management includes management of various components of current assets as well as current liabilities.

A firm invests a part of its permanent capital in fixed assets and keeps a part of it for working capital i.e. for meeting the day-to-day requirements. The requirements of working capital vary from firm to firm depending upon the nature of business, production policy, market conditions, seasonality of operations, conditions of supply etc. Working capital management if carried out effectively, efficiently and consistently will assure the health of an organization.

---

## **1.2 Meaning and Definition of Working Capital**

---

In accounting, W. C. is the difference between the inflow and outflow of funds. It is the net cash inflow.

W.C. is defined as the excess of current assets over its current liabilities and provision. Current assets are those assets which will be converted into cash within the current account period or within the next year as a result of the ordinary operations of the business.

Efficient working capital management requires that the firm should operate with some amount of Net working capital (NWC), the exact amount varying from firm to firm and depending, among other things, on the nature of industry. The

greater the margin by which the current assets cover the short term obligations, the more able it will be to pay its obligations when they become due for payment.

### Check your progress 1

1. \_\_\_\_\_ is defined as the excess of current assets over its current liabilities and provision.
  - a. Profit
  - b. Net profit
2. In accounting, \_\_\_\_\_ is the difference between the inflow and outflow of funds. It is the net cash inflow.
  - a. W. C.
  - b. C.W

## 1.3 Types of Working Capital

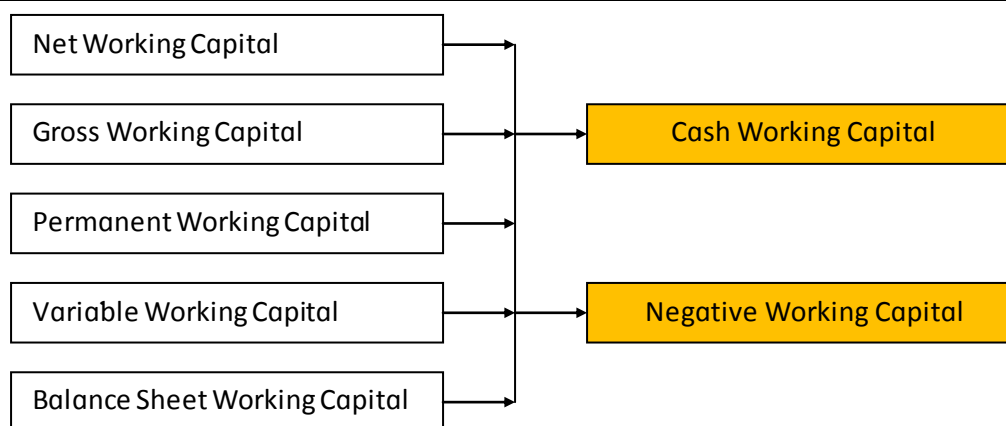


Fig 1.1 Type of Capital

### Types of Working Capital

#### 1. Networking Capital

Networking Capital is the difference between current assets and current liabilities. The concept of net working capital enables a firm to determine how much amount is left for operational requirements.

#### 2. Gross Working Capital

Gross working capital is the amount of funds invested in the various components

- Financial Managers are profoundly concerned with current assets:

- Gross working Capital provides the current amount of working capital at the right time;
- It enables a firm to realize the greatest return on its investment;
- It helps in the fixation of various areas of financial responsibility;
- It enables a firm to plan and control funds and to maximize the return on investment.

For these advantages, gross working capital has become a more acceptable concept in financial management.

### **3. Permanent Working Capital**

Permanent Working Capital is the minimum amount of current assets which is needed to conduct a business even during the dullest season of the year. This amount varies from year to year, depending upon the growth of a company and the stage of the business cycle in which it operates. It is the amount of funds required to produce the goods and services which are necessary to satisfy demand at a particular point. It represents the current assets which are required on a continuing basis over the entire year. It is maintained as the medium to carry on operations at any time. Permanent working capital has the following characteristics:

- It is classified on the basis of the time factors;
- It constantly changes from one asset to another and continues to remain in the business process
- Its size increases with the growth of business operations

### **4. Temporary or Variable Working Capital**

It represents the additional assets which are required at different times during the operating year—additional inventory, extra cash, etc. Seasonal working capital is the additional amount of current assets—particularly cash, receivable and inventory which is required during the more active business seasons of the year. It is temporarily invested in current assets and possesses the following characteristics;

- It is not always gainfully employed, though it may change from one asset to another, as permanent working capital does;
- It is particularly suited to business of a seasonal or cyclical nature.

## 5. Balance sheet working capital

The balance sheet working capital is not which is calculated from the items appearing in the balance sheet. Gross working capital which is represented by the excess of current assets, and net working capital which is represented by the excess of current assets over current liabilities are examples of the balance sheet working capital.

## 6. Cash working capital

Cash working capital is one which is calculated from the items appearing in the profit and loss accounts of current assets. This concept has the following advantages -

It shows the real flow of money or value at a particular time and is concerned to be the most realistic approach in working capital management. It is the basis of the operation cycle concept which has assumed a great importance in financial management in recent years. The reason is that the cash working capital indicates the adequacy of the cash flow which is an essential pre - requisite of abusiness.

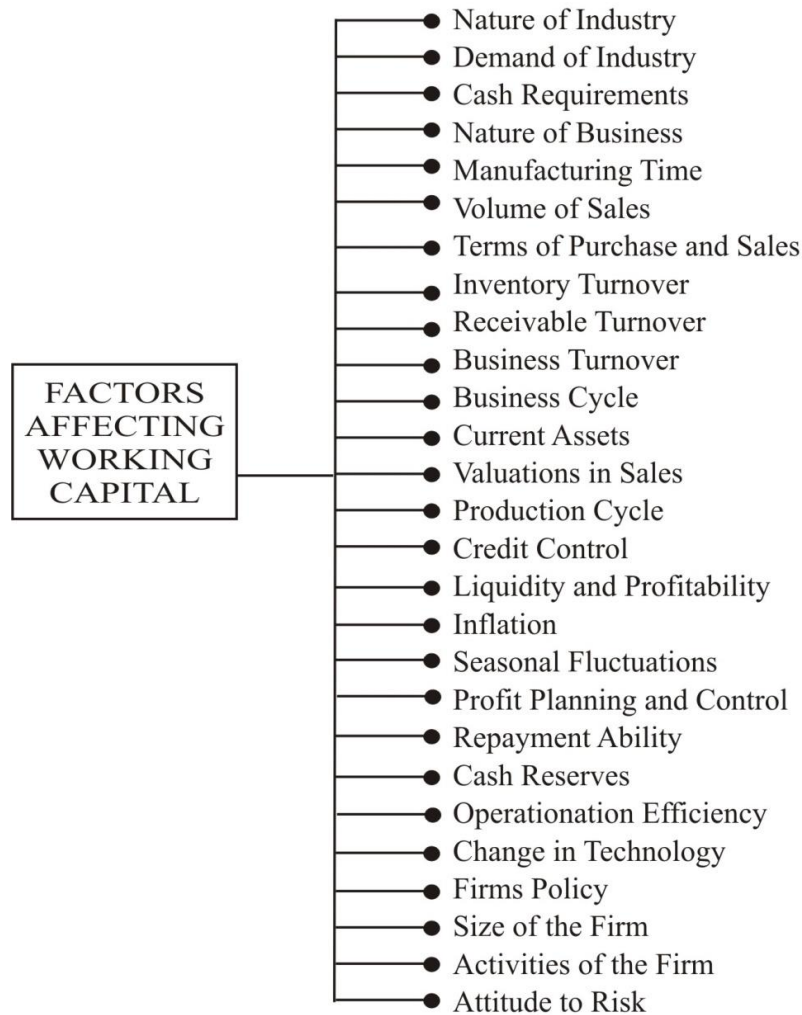
## 7. Negative working Capital

Negative working Capital emerges when current liabilities exceed current assets. Such a situation is not absolutely theoretical and occurs when a firm is nearing a crisis of some magnitude.

### Check your progress 2

1. \_\_\_\_\_working capital is the amount of funds invested in the various components.
  - a. Net
  - b. Gross
2. \_\_\_\_\_is the difference between current assets and current liabilities.
  - a. Marketing Capital
  - b. Networking Capital
3. \_\_\_\_\_is maintained as the medium to carry on operations at any time
  - a. Permanent Working Capital
  - b. Working Capital

## 1.4 Factors Determining Working Capital



**Fig 1.2 Factors Affecting Working Capital**

Railroad, with their large fixed investments, appear to have the lowest requirements for current assets. This does not mean that the problems of working capital may be minimized in this field of enterprise, since ready funds are still essential to cover disbursement for wages, interest on funded debt, purchase of materials and supplies, etc. Indeed, under such conditions the working capital position may become even more strategic in character because of its relation to, and control of, the large amount of fixed assets. Thus, one of the outstanding problems of railroad management in recent years has been the maintenance of a current position sufficiently strong to permit vigorous operations. Public utilities like rail roads have large fixed investments which cause the current assets to constitute only a relatively small percentage of the total assets. There is a difference between operating and holding companies, but even then the funds to

cover current transactions are minor as compared with those necessary to finance the long term structure.

Industrial concerns, generally, require a large amount of working capital, although it varies from business to business with lack of uniformity characterising each field of enterprise. However, the underlying determinants of the amount are essentially the same as in the earlier groups. Where large amounts of fixed capital are required for operation, working assets may be expected to occupy a smaller niche in the asset structure. For similar reasons, a rapid turnover of capital (sales divided by total assets) will inevitably mean a large proportion of current assets in the case of industries with large fixed investment. One of the primary uses of working capital is its conversion into operation which will normally replace such deflections. This means that the flow of a portion of the working capitals circulated through fixed investment and that its recovery is dependent upon the income realized. Where the current assets are relatively more important, a rapid sales turnover is usually found. Often, as in the case of retail concerns, the specific working assets constitute the object of sale and recovery is direct and immediate. In manufacturing enterprises, a large share of working capital is more likely to get converted into finished products; but even here, the potentiality of recovery is not delayed as much as in the case of public utilities and railroads. The need for working capital varies with changes in the volume of business. A considerable proportion of current assets are needed permanently as fixed assets. At the same time, new receivables accumulate and old ones are converted into cash. Cash is utilized in the production process. The following factors determine the amount of working capital;

**Nature of Industry:** The composition of an asset is a function of the size of a business and the industry to which it belongs. Small companies have smaller proportions of cash, receivables and inventory than large corporations. This difference becomes more marked in large corporations. A public utility, for example, mostly employs fixed assets in its operations, while merchandising department depends generally on inventory and receivables. Needs for working capital are thus determined by the nature of an enterprise.

**Demand of Industry:** Creditors are interested in the security of loans. They want their obligations to be sufficiently covered. They want the amount of security in assets which are greater than the liability.

**Cash Requirements:** Cash is one of the current assets which is essential for successful operations of the production cycle. Cash should be adequate and properly utilised. It would be wasteful to hold excessive cash. A minimum level of



cash is always required to maintain good credit good credit relations. Richards Osborn has pointed out that cash has a universal liquidity and acceptability. Unlike illiquid assets, its value is clear-cut and definite.

**Nature of Business:** The nature of business is an important determinant of the level of the working capital. Working capital requirements depend upon the general nature or type of business. They are relatively low in public utility concerns, in which inventories and receivables are rapidly converted into cash. Manufacturing organizations, however, face problems of slow turnover of inventories and receivables, and invest large amount in working capital.

**Time:** The level of working capital depends upon the time required to manufacture goods. If the time is longer, the size of working capital is greater. Moreover, the amount of working capital depends upon inventory turnover and the unit cost of the goods that are sold. The greater this cost, the bigger is the amount of working capital.

**Volume of Sales:** This is the most important factor affecting the size and components of working capital. A firm maintains current assets because they are needed to support the operational activities which result in sales. The volume of sales and size of the working capital are directly related to each other. As the volume of sales increases, there is an increase in the investment of working capital in the cost of operations, in inventories and in receivables.

**Terms of purchase and Sales:** If the credit terms of purchase are more favourable and those of sales less liberal, less cash will be invested in inventory. With more favourable credit terms, working capital requirements can be reduced. A firm gets more time for payment to creditors or suppliers. A firm which enjoys greater credit with banks needs less working capital.

**Inventory Turnover:** If the inventory turnover is high, the working capital requirements will be low. With a better inventory control, a firm is able to reduce its working capital requirements. While attempting this, it should determine the minimum level of stock which it will have to maintain throughout the period of its operations.

**Receivable Turnover:** It is necessary to have an effective control of receivables. A prompt collection of receivables and good facilities for settling payables result into low working capital requirements.

**Business Turnover:** The business turnover of the organization directly calls for systematic planning for production. The exploitation of the available business can

be achieved only when sufficient raw materials are stored and supplied. Hence Business Turnover will also influence the working capital.

**Business Cycle:** Business expands during periods of prosperity and declines during the period of depression. Consequently, more working capital is required during periods of prosperity and less during the periods of depression. During marked upswings of activity, there is usually a need for larger amounts of capital to cover the lag between collection and increased sales and to finance purchases of additional materials to support growing business activity. Moreover, during the recovery and prosperity phase of the business cycle, prices of raw materials and wages tend to rise, requiring additional funds to carry even the same physical volume of business. In the downswing of the cycle, there may be a brief period when collection difficulties and declining sales together cause embarrassment by requiring replenishing of cash. Later, as the depression runs its course, the concern may find that it has a larger amount of working capital on hand than current business volume may justify.

**Volume of Current Assets:** A decrease in the real value of current assets as compared to their book value reduces the size of the working capital. If the real value of current assets increases, there is an increase in working capital.

**Variation of Sales:** A seasonal business requires the maximum amount of working capital for a relatively short period of time.

**Production Cycle:** The time taken to convert raw materials into finished products is referred to as the production cycle or operating cycle. The longer the production cycle, the greater is the requirement of working capital. An utmost care should be taken to shorten the period of the production cycle in order to minimize working capital requirements.

**Credit Controls:** Credit Controls includes such factors as the volume of credit sales, the terms of credit sales, the collection policy, etc. With a sound credit control policy, it is possible for a firm to improve its cash inflow.

**Liquidity and Profitability:** If a firm desires to take a greater risk for bigger gains or losses, it reduces the size of its working capital in relation to its sales. If it is interested in improving its liquidity, it increases the level of its working capital. However, this policy is likely to result in a reduction of the sale volume, and, therefore, of profitability. A firm, therefore, should choose between liquidity and profitability and decide about its working capital requirements accordingly.

**Inflation:** As a result of inflation, size of the working capital is increased in order to make it easier for a firm to achieve a better cash inflow. To some extent, this factor may be compensated by the rise in selling price during inflation.

**Seasonal Fluctuations:** Seasonal Fluctuations in sales affect the level of variable working capital. Often, the demand for product may be of a seasonal nature. Yet inventories have got to be purchased during certain season only. The size of the working capital in one period may, therefore, be bigger than that in another.

**Profit Planning and Control:** The level of working capital is decided by the management in accordance with its policy of profit planning and control. Adequate profit assists in the generation of cash. It makes it possible for the management to plough back a part of its earnings in the business and substantially build up internal financial resources. A firm has to plan for taxation payments, which are an important part of working capital management. Often dividend policy of a corporation may depend upon the amount of cash available to it.

**Repayable Ability:** A firm's repayment ability determines level of its working capital. The usual practice of a firm is to prepare cash flow projections according to its plans of repayment and to fix working capital levels accordingly.

**Cash Reserves:** It would be necessary for a firm to maintain some cash reserves to enable it to meet contingent disbursements. This would provide a buffer against shortages in cash flows.

**Operational and Financial Efficiency:** Working capital turnover is improved with a better operational and financial efficiency of a firm. With a greater working capital turnover, it may be able to reduce its working capital requirements.

**Changes in Technology:** Technology developments related to the production-process have a sharp impact on the need for working capital.

**Firms Policies:** These affect the level of permanent and variable working capital. Changes in credit policy, production policy, etc., are bound to affect the size of working capital.

**Size of the Firm:** A firm's size, either in terms of its assets or sales, affects its need for working capital. Bigger firms, with many sources of funds, may need less working capital as compared to their total assets or sales.

**Activities of the Firm:** A firm's stocking on heavy inventory or selling on easy credit terms calls for a higher level of working capital for it than for selling services or making cash sales.

**Attitude of Risk:** The greater the amount of working capital, the lower is the risk of liquidity.

Whenever there is current strain, it has to be immediately diagnosed on the basis of the red signals which manifest themselves in the operation. The cause should be ascertained by making thorough study of the components of current assets and current liabilities.

If stock is not moving fast, and if there is an excess inventory build-up, corrective steps should be taken to sell the stock or bring down its level. If the receivables have become sticky, effective recovery steps should be taken to reduce the debts and to increase the collections. Sometimes short-term funds have been used to finance fixed assets, and this creates the current strain. This imbalance in the pattern of financing should be set right by raising long-term funds on the cover of fixed assets so that the current strain may be wiped out. Similarly, if current funds are diverted outside when they are badly required within the firm itself, it would be very difficult to run the business. External diversion may be for the purpose of outside investment, advance to other or allied concerns or may be in the form of drawing from the business or for various other purposes. The situation can improve only if this external diversion is stopped. If the strain is allowed to continue business of involvement in any other business or industry, the consequences may be disastrous. In such a situation, the ability to meet current demands deteriorates; short-term credits are not forthcoming; production is affected; sales decline; cash flow dwindles; income may disappear; and the whole enterprise may get into the red over a period of time.

### Check your progress 3

1. The composition of an \_\_\_\_\_ is a function of the size of a business and the industry to which it belongs.
  - a. Equity
  - b. Asset
2. \_\_\_\_\_ related to the production-process have a sharp impact on the need for working capital.
  - a. Technology developments
  - b. Management Development

## 1.5 Operating Working Capital Cycle

A new concept which is gaining more importance in recent years is the 'Operating Cycle concept' of Working Capital. The operating cycle refers to the average time elapses between the acquisition of raw materials and the final cash realization. Then the raw materials and stores are issued to the production department. Wages are paid and other expenses are incurred in the process and work-in-process comes into existence. Work-in-process becomes finished goods. Finished goods are sold to customers on credit. In the course of time, these customers pay cash for the goods purchased by them. 'Cash' is retrieved and the cycle is completed. Thus, operating cycle consists of four stages:

- The raw materials and stores inventory stage
- The work- in- progress stage
- The finished goods inventory stage
- The receivable stage

The operating cycle begins with the arrival of the stock, and ends when the cash is received. The cash cycle begins when cash is paid for materials, and ends when cash is collected from receivables.

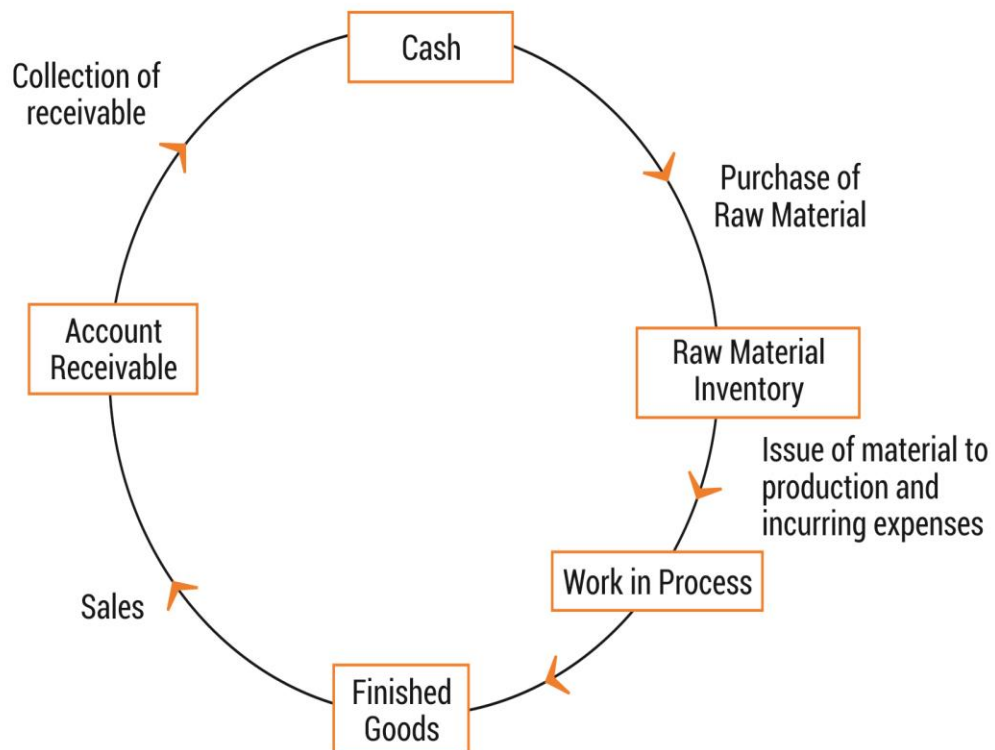


Fig 1.3 Operating working Capital Cycle

**Importance of Operating Cycle Concept** - The application of operating cycle concept is mainly useful to ascertain the requirement of cash working capital to meet the operating expense of a going concern. This concept is based on the continuity of the flow of value in a business operation.

This is an important concept because the longer the operating cycle, the more working capital funds the firm needs. Management must ensure that this cycle does not become too long. This concept precisely measures the working capital fund requirements, traces its changes and determines the optimum level of working capital requirements.

#### **Check your progress 4**

1. The \_\_\_\_\_ refers to the average time elapses between the acquisition of raw materials and the final cash realization.
  - a. annual cycle
  - b. operating cycle
2. Wages are paid and other \_\_\_\_\_ are incurred in the process and work-in-process comes into existence.
  - a. Expenses
  - b. Saving

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## **1.6 Working Capital Requirements**

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Every firm requires at least some amount of working capital, only their working capital requirements are different. The goal of every firm should be to increase the profit of its shareholders. And to achieve this goal, the firm's operations must yield enough returns. Successful sales activity is very essential to earn profit and hence, it is imperative that a firm invests sufficient funds in its current assets for sales generation. As sales cannot be converted into cash immediately, current assets are required to convert sales into cash.

Working capital is essentially circulating capital; in fact it is often referred to as such. This has been admirably summed up by comparing it with a river which is there every day, but the water in it is constantly changing.

The required amount of working capital in relation to the fixed capital of a business will vary widely between firms in different industries. For example, a

company engaged in the ship-building industry will need a large amount of fixed or long term capital to finance the shipyard, equipment, etc for considerable periods, whereas a jobbing builder will require virtually no fixed assets but instead a reasonably large amount of working capital to finance stocks of parts, amounts owing by customers, etc. If company does not have enough working capital it will soon find its activities restricted. Many firms which seemed to be expanding their activities successfully have faced trouble through insufficient working capital being available to finance this expansion. Under normal conditions a steady increase in working capital indicates a successful business, while a steady decrease would be a danger signal demanding immediate action to remedy the situation

Both in practice and in examinations, the question is often asked:

“What will be the working capital requirements to finance this level of activity or that new project?” This is a very practical and important problem which may require extensive research and difficult calculations. However, to show the usual requirements in simple form, the following items are tabulated:

- The cost of raw materials, wages and overheads.
- The period during which raw materials will remain in stock before issue to production.
- The period during which the product will be processed through the factory.
- The period during which finished goods will remain in the warehouse.
- The lag in payment to suppliers of raw materials and service.
- The lag in payment to employees.
- The lag in payment by debtors.
- Frequently an amount is allowed to cover contingencies, e.g. 10% might be added to the total amount.

Most of these points will be included in a computation of working capital requirements. For example, the period during which stocks of finished goods stay in the warehouse can only be an average figure, but by careful observation it should be possible to make a reasonable assessment. This is the reason for allowing an amount to cover contingencies: it is hoped that this figure might cover any inaccuracies in calculation.

### Check your progress 5

1. The required amount of \_\_\_\_\_ in relation to the fixed capital of a business will vary widely between firms in different industries.
  - a. capital
  - b. working capital
2. \_\_\_\_\_ is essentially circulating capital; in fact it is often referred to as such.
  - a. Market Capital
  - b. Working capital

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## 1.7 Estimating Working Capital Needs and Financing Current Assets

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Operating cycle is the most appropriate method for computing the working capital requirements of any company. However, methods other than operating cycle for computing a firm's working capital include:

- Estimation of a firm's working capital requirements on the grounds of its current assets' average holding period and then relating them to the company's costs based on past experiences. Operating cycle approach forms the basis of this method. In order to use this method for estimating working capital needs, one can make certain assumptions such as there is a supply of raw materials and semi finished and finished goods for one month.
- Assuming that the current assets vary with sales, the ratio of sales can be used as a method for estimating the working capital of a firm. Here, it can be assumed that the annual sales are anywhere between 25-30 %.
- Working capital requirement can also be estimated as a ratio of fixed investments.

One can assume the firm's capital investment to be 10-20% in order to use this method.

As the second approach is clearly dependant on how accurately the sales are estimated, this method is less reliable. Likewise, the third method is highly dependent on the investment estimates. If the investments are not estimated



properly, then it will affect the estimation of working capital needs using this method and hence, this method is not used generally.

Various factors like the accurate sales and investment forecasting, alterations in operations etc. should be considered while estimating a firm's working capital requirements. Also, other factors like the company's production cycle, its collection policies etc. should also be taken into consideration.

### **Financing Current Assets**

The various policies for financing current assets include

- Long-term financing can be obtained by means of debentures, ordinary as well as preference share capital, long term loans coming from banks and financial institutions etc.
- Short-term financing can be sourced in the form of working capital coming from banks, commercial papers, public deposits etc. Short-term finance is obtained from short-term suppliers in money market as well as from banks and is generally for a period less than one year.

The automatic funds arising in day-to-day business are referred to as Spontaneous financing. Outstanding expenses, trade credit etc. are some of the examples of spontaneous financing. A firm is expected to use this source of financing to the fullest extent as there are no explicit costs associated with this type of financing.

### **Check your progress 6**

1. Operating cycle is the most appropriate method for computing the \_\_\_\_\_ requirements of any company.
  - a. working capital
  - b. asset
2. \_\_\_\_\_ requirement can also be estimated as aratio of fixed investments.
  - a. Working capital
  - b. Estimate capital

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## 1.8 Capital Structure Decisions

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### 1.8.1 Introduction, Meaning and Definition

Capital structure refers to the composition of long term sources of funds such as debentures, long term debts; preference share capital, and equity share capital including reserves and surplus (i.e. retained earnings). It is being increasingly realized that a company should plan its capital structure to maximize the use of funds and to be able to adapt more easily to the changing conditions.

#### Meaning and Definition of capital Structure

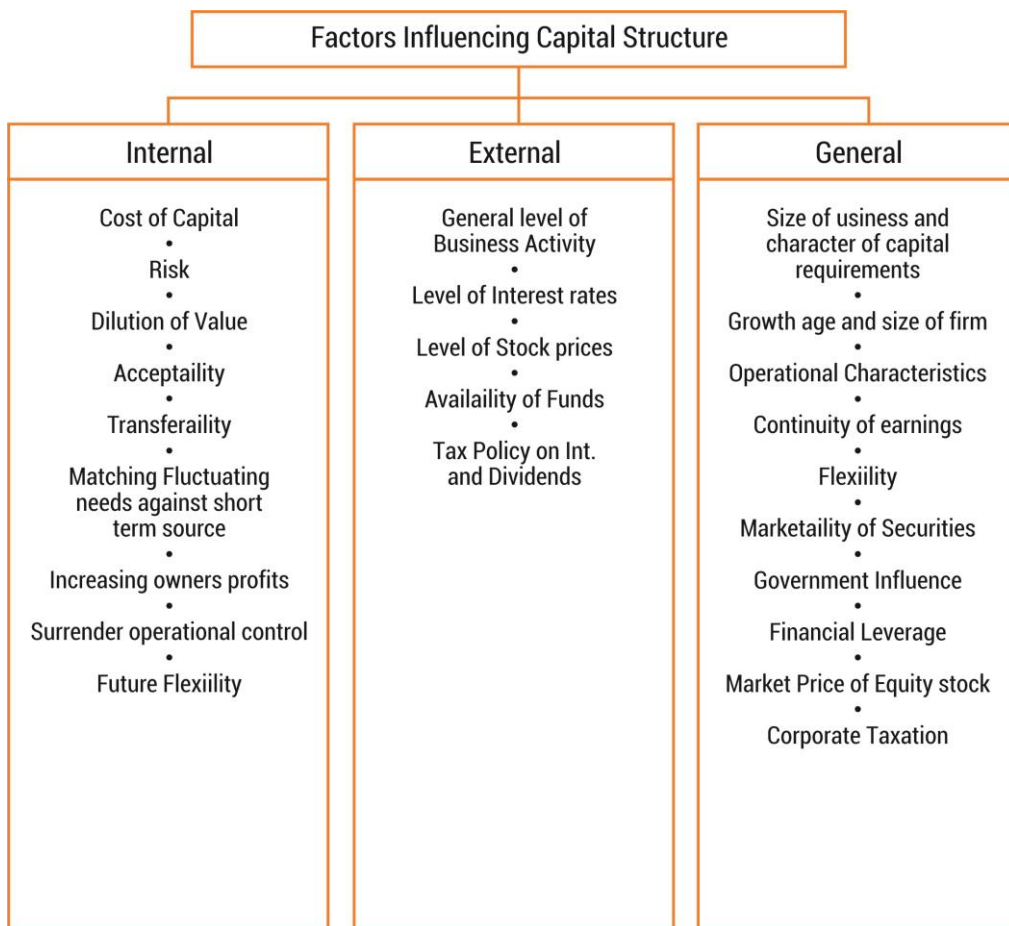
The following definitions clarify the meaning of capital structure:

- ‘Capital structure is the permanent financing of the firm represented by long-term debts, preferred stock and net worth’. i.e. (Net Worth = equity capital + reserves and surpluses).
- ‘Capital structure refers to the makeup of the capitalization i.e. whether it consists of a single class of stock or several classes of stock with different characteristics, various issues of bonds, a large or small surplus and the like’,
- ‘By capital structure is meant the total composition of long-term methods of financing including long-term debt, all forms of ownership claims such as stock and surplus’. - .

#### Main Determinants of Capital Structure:

- **Financial Leverage:** The use of the fixed sources of funds, such as debt and preference capital with owners equity in the capital structure is described as financial leverage or trading on equity. Leverage is very general concept, representing influence or power. In financial analysis leverage represents the influence of one financial variable over some other related financial variable. Financial leverage measures the responsiveness of EPS (earning per share) to changes in EBIT (earnings before interest and tax). EBIT-EPS analysis is an important analytical tool at the disposal of a financial manager to get at insight into the firm’s capital structure.
- **Risk:** Ordinarily debt increases the risk, while equity reduces the risk. The risk attached to the use of leverage is called financial risk.
- **Growth and stability of sales:** Growth and stability of sales influence the degree of leverage. The firm with stable sales can employ a high degree of leverage as they will not face difficulty in meeting their fixed commitments.

- **Retaining control:** The capital structure of a company is influenced by the desire of the promoters of the company to retain control over the affairs of the company.
- **Cost of capital:** The term cost of capital refers to the minimum rate of return of a firm which must earn on its investments so that market value of equity share of the company does not fall.



**Fig 1.4 Factors Influencing Capital Structure**

Internal Factors – Some of the internal factors which are to be considered in planning the capital structure are as follows –

- **Cost of Capital:** The current and future cost of each potential source of capital should be estimated and compared.
- **Risk:** Ordinarily, debt securities increase the risk, while equity securities reduce it. Risk can be measured to some extent by the use of ratios measuring gearing and times-interest earned.
- **Dilution of Value:** A company should not issue any shares which will have the effect of removing or diluting the value of the shares by the existing shareholders

- **Acceptability:** A company can borrow only if investors are willing to lend. Few companies can afford the luxury of the capital structure which is unacceptable to financial institutions.
- **Transferability:** Many companies put their securities for quotation on the stock exchange quotations and improve the transferability of the shares.
- **Matching Fluctuating Needs Against Short-term Source:** Where needs are fluctuating, a firm may prefer to borrow short-term loans from commercial banks.
- **Increasing Owner's Profits:** Profits of the owners can be increased by relying more and more on debt financing.
- **Surrender Operational Control:** Equity stock may result in a possible increase of operational control in an enterprise.
- **Future Flexibility:** A firm generally maintains a balance to ensure future flexibility in the capital structure.

#### **External Factors -**

- **General Level of Business Activity:** Where the overall level of business activity is rising, a firm would want to expand its operations.
- **Level of Interest Rates:** If interest rates become excessive, the firms will delay debt financing.
- **Availability of funds in the Money Market:** The availability of funds in the market affects a firm's ability to offer debt and equity securities.
- **Tax policy on Interest and Dividends:** Although each management makes its own decisions on its capital sources, there are certain general factors which seem to influence the overall capital structure.

#### **General Factors -**

- **Size of Business and character of Capital Requirements:** New and big firms are conventionally financed. But they are likely to issue new securities to the public. If an enterprise is successful, it grows rapidly and may issue bonds and preferred stock without diluting equity stock interest. For companies which expand rapidly, even though their current earnings are low, the sale of equity stock is not desirable. However, if assets are plentiful, borrowing is possible. The tradition of issuing mortgage bonds encourages borrowings by those firms that have a heavy investment in fixed

assets. In some industries, very large quantities of current assets account for a bigger proportion of the total assets.

- **Growth Age and size of Firms:** The capital structure of firms is dependent on the various stages of their development. In the early years of rapid development, equity capital and short-term growth are principal sources. As earnings improve re-invested landings and long-term debts constitute additional capital. As a firm grows in size, the rate of its internal expansion declines and retained earning replace the sources of the bonded debts, probably through sinking fund payments in each field of economic activity; and equity ratios tend to vary directly with this size.
- **Operational Characteristics:** Businesses differ in their operational characteristics and their need for funds. Merchandising firms operate on a small margin of gross profit, mainly with current assets. Public utilities, on the other hand, have small gross incomes relative to their capital and require extensive capital. The margin of profit of high investment is heavy in fixed assets. Public utilities are thrown into bankruptcy only if their fixed charges are not covered.
- **Continuity of Earnings:** A firm must have stable earnings in order to handle recurring fixed charges. Non-durable consumer goods enjoy stability of demand and rigidity in prices is compared to durable consumer goods. The earnings of some individual companies are fairly regular; though many of them suffer from changes in economic conditions. The capital structure of all firms in the industries should be more conservative than that of industries which are stable. In the final analysis, the nature of earnings should be the guiding principle in determining the capital structure of an enterprise.
- **Flexibility:** A firm which is conservatively financed carries a fairly small debt, and the one which is heavily mortgaged is no longer able to choose from among the financial alternatives available to it; but has to get funds by whatever means open to it. The nature of the capital structure is influenced by a struggle to maintain managerial control. If a wide dispersal of ownership is desired, a firm will save additional stocks.
- **Marketability of Securities:** The financial management of a corporation watches changes in market psychology and considers them carefully in planning new security offerings. General economic conditions develop new attitudes in the market.

- **Government Influence:** Taxes exercise a major influence on the capital structures of the business. Corporate income-tax has reduced the net earnings of companies. Debt financing is encouraged because of income-tax leverage.
- **Financial Leverages:** Unfavourable financial leverage indicates a low level of profitability and makes borrowings more costly than the returns on investment. Stated in another way, the rate of return is less than the rate of interest, it is difficult for a firm to issue additional stock when profits are low. The only alternative for the firm, therefore, is to raise profits and improve its financial leverage.
- **Market Price of Equity Stock:** Equity shareholders usually view additional debt as a risk-increasing measure. It may also be interpreted in terms of a favourable financial leverage. In that case, it may act as a stimulant to equity stockholders and equity shareholders may assume that the firm cannot afford to pay a higher cost of capital and that its project may, therefore, earn low rates of return. On the other hand, if the cost of capital is high, it may be assumed that a firm cannot exploit lucrative profit opportunities. The effects on the market price of common stock cannot, therefore, be easily predicted. In other words, the behaviour of equity stockholders in the market is rather unpredictable.
- **Corporate Taxation:** Corporate taxes have several effects on capital structure. Interest charges are tax deductible. The use of debt securities thus provides a lower cost of financing than preferred stock or equity securities. The level of taxes affects the cost of capital, because the power cost of debt resulting from tax leverage reduces the overall cost of capital.

### **Types of Capital Structure:**

These can be following four types of capital structures.

- (E) = Only Equity
- (E+P) = Equity and Preference capital
- E+D = Equity and Debentures. (Or borrowed funds)
- E+P+D = Equity, preference capital with Debentures

### **Characteristics of Security**

These can be grouped under four classes:

- Ownership rights

- Repayment obligations
- Claim on assets
- Claim on profits

### **Check your progress 7**

1. \_\_\_\_\_ refers to the composition of long term sources of funds such as debentures, long term debts; preference share capital, and equity share capital including reserves and surplus.
  - a. Capital
  - b. Capital structure
2. The use of the \_\_\_\_\_ sources of funds, such as debt and preference capital with owners equity in the capital structure is described as financial leverage or training on equity.
  - a. fixed
  - b. variable

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## **1.9 Leverages**

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### **1.9.1 Concept of Leverages**

Leverage has been defined as ‘the action of a lever and mechanical advantage gained by it’. A lever is a rigid piece that transmits and modifies force or motion where forces are applied at two points and turns around a third. In simple words, it is a force applied at a particular point to get the desired result. The physical principle of the lever is instinctively appealing to most. It is the principle that permits the magnification of force when a lever is applied to a fulcrum.

Leverage is ‘the employment of assets or funds for which the firm pays a fixed cost or fixed return’ (James Horne). Leverage is a financial operation concerning gearing. It is a tool in financial planning. Leverage helps the management in controlling the fixed costs relating to sales. Thus leverage is a cost depicting tool. The main aim of any business unit is to maximize the wealth of the

firm and increase return to the equity holders of the company. Earnings per share are a barometer through which performance of an industrial unit can be measured. This should be achieved by applying the principle of financial leverage. In the modern business context, this has been widely used. Financial leverage helps the finance manager to select an appropriate mix of capital structure. Capital is required for the purpose of meeting both long term and short term financial requirements of a business unit. This could be raised through long term as well as short term sources, namely equity shares, debentures, preference shares, public deposits etc. Over draft, cash credit, bill discounting etc., can be raised to fulfil the short term requirements. Each of these instruments is directly associated with the cost.

Irrespective of the size of the sales, certain costs are bound to incur. These costs have a direct relationship to profits. By reducing the cost one can increase the profit. The process of reducing these costs is assisted by the tools of leverages. These tools help the management in knowing the relative change of sales. If the leverage is high, even a little change in sales volume will result in higher profit. The opposite is the situation when there is a low degree of leverage. Thus, following are the main features of leverage.

- Leverage is a financial tool in the hands of an analyst.
- It quantifies the relative changes in profit due to the change in sales.
- It depicts the change in fixed cost incurred to sell the goods. (Thus it is known as a cost depicting tool).
- It helps the management in controlling operating costs or varying the profit with an element of risk. It also helps in forecasting profit and evaluating various financial plans.
- It establishes the relationship between the volume of sales and operating profit. The two variables when varied show the relative changes. This variation is called 'Degree of Leverage'.
- It helps in selecting an appropriate mix of capital structure.

### **1.9.2 Types of Leverages**

There are 3 Types of Leverages. They are -

- 1. Operating Leverage**
- 2. Financial Leverage**



### 3. Combined Leverage

#### 1. Operating Leverage

As we know that the cost structure of any firm consist of two variables, viz, a) Fixed Cost and b) Variable cost. The operating leverage has abearing on fixed costs. This is a tendency of the profit to change, if the firm employs more of fixed costs in its production.

The operating leverage will beat a low degree, when fixed costs are less in the production process. Operating leverage shows the ability of a firm to use fixed operating cost to increase the effect of changes in sales on its operating profits.

It shows the relationship between the changes in sales and the changes in fixed operating income. Thus the operating leverage has its impact mainly on fixed cost, variable cost and contribution. It indicates the effect of change in sales revenue on the operating profit (EBIT). Higher operating leverage indicates higher amount of fixed cost which reduces the operating profit and increases the business risks.

The following equation is to compute leverage:

$$\text{Operating leverage} = \frac{\% \text{ Changes in EBIT Contribution}}{\% \text{ changes in sales}}$$
$$\text{Contribution} = \text{Sales} - \text{Variable}$$

#### Degree of operating leverage

The increase in operating income due to the percentage in sales is called as 'Degree of Operating leverage'. This is calculated as follows:

$$\text{Degree of operating leverage} = \frac{\text{Percentage change in income}}{\text{Percentage change in sales}}$$

Example (1)

A firm has the following sales and cost data: Sales 5,0000 units @ Rs.6 per unit. Variable expenses Rs.2 per unit. Fixed expenses Rs. 1, 00,000

The earning will be:

Sales 50,000 x Rs. 6	Rs. 3,00,000
Less: Variable Expenses (Rs. 2 x 50,000)	(-) 1,00,000
	2,00,000
Less: Fixed Expenses	(-) 1,00,000
Earning before interest and Tax (EBIT)	1,00,000

Let us assume that sale is dropped to 25000 units. Then,

Sales (25,000 x 6)	1,50,000
Less: Variable Expenses	(-) 50,000
	1,00,000
Less: Fixed Cost	(-) 1,00,000
(EBIT)	Nil

From the above example it can be observed that when the production was 50,000 units the profit was Rs.1,00,000. But when the production fell down to 25,000 units or by 50% (25,000 x 100/50,000) the earnings fell by 100% to NIL. This exhibits that operating leverage has direct function with the fixed cost. The operating leverage is computed by adopting the above said equation.

$$\text{Operating leverage} = \frac{\text{Contribution}}{\text{Operating profit}}$$

$$\text{Contribution} = \text{Sales} - \text{Variable cost}$$

$$= \text{sales (for 50000 units)} - \text{variable cost} = 3,00,000 - 1,00,000 = \text{Rs. } 2,00,000$$

$$\text{Operating Profit} = \text{Contribution} - \text{Fixed cost}$$

$$\text{Rs. } 1,00,000 = \text{Rs. } 2,00,000 - \text{Rs. } 1,00,000$$

$$\text{Operating leverage} = \frac{\text{Contribution}}{\text{Operating profit}} = \frac{2,00,000}{1,00,000} = 2 \text{ times}$$

$$\text{Operating profit } 1,00,000$$

Supposing the fixed costs are only Rs. 50,000 then operating leverage will be  
 $\frac{2,00,000}{1,50,000} = 1.33$

150000

Thus, when fixed costs are lower, the operating leverage shows a lesser degree and will have EBIT (Earnings before Interest and Tax). Supposing, if the sales has dropped to Rs. 1,50,000, Variable Cost = Rs. 50,000 and fixed cost = Rs. 1,00,000.

$$\text{Operating leverage} = \frac{\text{Contribution}}{\text{EBIT/Operating profit}}$$

Sales	Rs. 1,50,000
Less: Variable Cost	50,000
Contribution	2,00,000
Less: Fixed expenses	1,00,000
EBIT/Operating Profit	Nil

$$\text{Operating leverage} = \frac{1,00,000}{0} = 0$$

Hence, if the production is reduced to 25,000 units (50%), it is not possible for them to have operating profit.

In the previous example, we have learnt 25,000 units of production will not yield any operating profit or the company has reached the breakeven point.

**Example:-**

The following details are available for the year 2000 and 2001

Particulars	2000	2001
Sales: Rs. 4 per unit	50,000 units	55,000 units
Variable cost Rs. 2 per unit	Rs. 50,000	Rs. 50,000
Fixed Cost		

**Solution:**

Particulars	2000(Rs)		2001 (Rs)	Variations
Sales: 50,000 x 4	2,00,000	55,000 x 4	2,20,000	20,000
Variable cost 50,000 x 2	1,00,000	55,000 x 2	1,10,000	10,000
Contribution	1,00,000		1,10,000	10,000
Less: Fixed Cost	50,000		50,000	Nil
EBIT/Operating Profit	50,000		60,000	10,000

The degree of operating leverage =  $\frac{C}{EBIT} = \frac{1,00,000}{50,000} = \frac{1,10,000}{60,000} = 1.83$  times

In the year 2000, 2 times and in year 2001, 1.83 times

Increase in sales revenue in 2001 is 10% (i.e.  $\frac{20,000}{2,00,000} \times 100$ ). Therefore, when sales revenue goes up by 10%, EBIT (Earnings before Interest and Tax) or operating income will increase by  $1.83 \times 10\% = 18.3\%$  and increase in EBIT by Rs. 10,000.

Thus, operating leverage assists the firm in ascertaining the impact of fixed cost on sales and operating profit.

**Format to calculate the leverages**

**Common table to calculate the leverages**

	Amount (Rs.)
Sales	-----
Less: Variable Cost	-----
Contribution	-----
Less: Fixed Cost	-----
Operating Profit/Earning	-----
Before Interest and Tax (EBIT)	-----

Less: Interest	-----
Earnings Before Tax (EBIT)	-----
Less: Tax	-----
Earning after tax	-----
Less: Preference dividend	-----
Earnings available to Equity shareholders	-----

## 2. Financial Leverages:

The financial leverage signifies the relationship between the earning power on equity capital and rate of interest on borrowed capital or debt. By adopting this leverage, the rate of return on equity capital is modified. When the income on equity increases (earning per share) because of financial leverage, the position is said to be favourable leverage. On the other hand if the rate of return to equity holders falls or if the interest bearing securities get abig share in the earning of the firm, then there will be 'unfavourable leverage'.

The more accepted ratio between 'debts to equity' is 2:1. This ratio favours leverage effect on equity share and debt.

### Illustration 1

A firm has sales of Rs. 10, 00,000; variable cost of Rs. 7,00,000 and fixed costs of Rs. 2,00,000, and debt of Rs. 5,00,000 at 10% rate of interest. What are the operating, financial and combined leverages? If the firm wants to double it's earnings before interest and tax (EBIT), how much of rise in sales would be needed on a percentages basis?

### Solution

Statement of existing profit	Rs.
Sales	10,00,000
(-) Variable cost	(-) 7,00,000
Contribution	(-) 3,00,000

(-) Fixed cost	2,00,000
EBIT	1,00,000
(-) Interest @ 10% on 5,00,000	(-) 50,000
Profit before tax (PBT)	50,000

$$\text{i) operating leverage} = \frac{\text{Contribution}}{\text{EBIT}} = \frac{3,00,000}{1,00,000} = 3$$

$$\text{ii) Financial leverage} = \frac{\text{EBIT}}{\text{PBT}} = \frac{1,00,000}{50,000} = 2$$

Statement of sales needed to double the Earnings before Interest and Tax (EBIT):

Operating leverage is 3 times i.e. 33 V<sub>3</sub>% increase in sales volume causes a 100% increase in operating profit or EBIT (Earnings before Interest and Tax). Thus at the sales of Rs. 13,33,333 the operating profit or EBIT will become Rs. 2,00,000 i.e. doubling the existing one would get higher percentage of earnings

Sales Variable	Rs. 13,33,333
Cost (70%)	9,33,333
Contribution	
Fixed Cost	4,00,000
EBIT	2,00,000
	2,00,000

Verification:

**Illustration: 2**

The balance sheet of ABC Co. is as follows.

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs</b>
Equity share Capital	60,000	Fixed Assets	1,50,000
Retained Earning	20,000	Current Assets	50,000
10% Long term debt	80,000		
Current Liabilities	40,000		
	<b>2,00,000</b>		<b>2,00,000</b>

The company's total assets turnover ratio is 3. Its fixed operating cost is Rs. 1,00,000 and its variable operating ratio is 40%. The income tax is 50%. Calculate different types of leverages given that the face value of the share is Rs. 10.

**Solution:**

$$\text{Total (assets turnover ratio)} = \frac{\text{Sales}}{\text{Total Assests}}$$

	<b>Rs.</b>
Sales	6,00,000
Variable operating cost (40%)	(-) 2,40,000
Contribution	3,60,000
Less: Fixed operating cost	(-) 1,00,000
EBIT (Earning before interest and tax)	2,60,000
Less: Interest on debt (10% of 80,000)	(-) 8,000
	2,52,000
Tax 50%	(-) 1,26,000
PAT (Profit after tax)	1,26,000

Number of share (6000)

EPS Earning per share (1, 26,000 + 6,000) i.e. Rs. 21.

$$\text{Degree of operating leverage} = \frac{\text{Contribution}}{\text{EBIT}} = \frac{3,60,000}{2,60,000} = 1.38$$

$$\text{Degree of financial leverage} = \frac{\text{EBIT}}{\text{PBT}} = \frac{2,60,000}{2,52,000} = 1.03$$

$$\text{Degree of combined leverage} = 1.38 \times 1.03 = 1.42 \text{ or } \left[ \frac{\text{Contribution}}{\text{PBT}} = \frac{3,60,000}{2,52,000} = 1.42 \right]$$

### Illustration: 3

It is proposed to start a business requiring a capital of Rs. 10,00,000 and an assured return of 15% on investment. Calculate the EPS if (i) the entire capital is raised by means of Rs. 100 equity share; and (ii) if 50% is raised from equity share and 50% capital is raised by means of 10% debentures, (ignoring tax).

**Solution:** i) If the entire capital is raised through Equity: (Assume 50% tax)

Return on investment = 15/100 x 10,00,000	Rs. 1,50,000
Less: Tax @ 50%	Rs. 75,000
	Rs. 75,000

$$\text{No. of equity shareholders} = \frac{\text{Total equity capital}}{\text{Face value of shares}} = \frac{75,000}{10,000} = \text{Rs. 7.50 per share}$$

$$\text{EPS} = \frac{\text{Earnings on investment}}{\text{No. of equity shares}} = \frac{75,000}{10,000} = \text{Rs. 7.50 per share}$$

ii) If 50% raised through equity and remaining 50% through debt by ignoring tax:

Return on Investment = 15/100 x Rs. 10,00,000	1,50,000
Less: Interest on debentures Rs. (10/100 x 5,00,000)	50,000
Earnings available to equity shareholders	
	Rs. 1,00,000

$$\text{EPS} = \frac{\text{Earnings}}{\text{No. of equity shares}} = \frac{1,00,000}{5,000} = \text{Rs. 20 per share}$$



iii) If 50% raised through equity and remaining 50% through debt by assuming 50% tax

Return on investment = $15/100 \times 10,00,000$	Rs. 1,50,000
Less: Interest on debentures ( $10/100 \times 5,00,000$ )	Rs. 50,000
EBT	Rs. 1,00,000
Less: Income Tax	Rs. 50,000
EAT	Rs. 50,000

$$EPS = \frac{\text{Earning after tax}}{\text{No. of equity share holder}} = \frac{50,000}{5,000} = \text{Rs.10 per share}$$

**Illustration 4:**

From the following data calculate financial, operating and combined leverage

Sales:

10,000 units Rs. 25 per unit as the selling price Variable cost: Rs. 5 per unit

Fixed cost. Rs, 30,000 Interest cost: Rs. 15,000

**Solution:**

Sales (10,000 x Rs. 25 per unit)	Rs. 2,50,000
Less: Variable cost (10,000 x Rs. 5 per unit)	50,000
Contribution	2,00,000
Less: Fixed cost	30,000
Operating profit (EBIT)	1,70,000
Less: Interest	15,000
Earning before tax	1,55,000

$$a) \text{ Financial leverage} = \frac{\text{EBIT ( Operating profit)}}{\text{EBT (Earning before Tax)}} = \frac{1,70,000}{1,55,000} = 1.09 \text{ Times}$$

$$b) \text{ Operating leverage} = \frac{\text{Contribution}}{\text{EBIT (Operating profit)}} = \frac{2,00,000}{1,70,000} = 1.17 \text{ Times}$$

$$c) \text{ Combined leverage} = \text{Finance leverage} \times \text{Operating leverage} \text{ or } = \frac{\text{Contribution}}{\text{EBIT}} \times \frac{\text{EBIT}}{\text{EBT}}$$

$$= \frac{2,00,000}{1,70,000} \times \frac{1,70,000}{1,55,000} = \frac{2,00,000}{1,55,000} = 1.29 \text{ Times}$$

### Illustration 5

From the following data, calculate operating, financial and combined leverage.

Interest: Rs. 10,000;

Sales: 15,000 units @ Rs. 10 per unit,

Variable cost: x Rs. 4 per unit;

Fixed cost: Rs. 20,000

### Solution:

Sales (15,000 x Rs. 10 per unit)	Rs. 1,50,000
Less: Variable cost (15,000 x Rs. 4 per unit)	50,000
Contribution	90,000
Less: Fixed cost	20,000
Operating Profit (EBIT)	70,000
Less: Interest	10,000
Earning before tax	60,000

$$a) \text{ Operating leverage} = \frac{\text{Contribution}}{\text{EBIT/Operating profit}} = \frac{90,000}{70,000} = 1.28 \text{ Times}$$

$$b) \text{ Financial leverage} = \frac{\text{EBIT (Operating profit)}}{\text{EBT(Earning before Tax)}} = \frac{70,000}{60,000} = 1.166 \text{ Times}$$

$$c) \text{ Combined leverage} = \text{Financial leverage} \times \text{Operating leverage} = 1.28 \times 1.166 = 1.49 \text{ time}$$

**Illustration 6**

Evaluate two companies in terms of its financial and operating leverages.

**Solution**

	<b>Firm A</b>	<b>Firm B</b>
Sales	Rs. 20,00,000	Rs. 30,00,000
Variable Cost	40% Sales	30% Sales
Fixed Cost	Rs. 5,00,000	Rs. 7,00,000
Interest	Rs. 1,00,000	Rs. 1,25,000

**Solution:**

	Firm A (Rs.)	Firm B (Rs.)
Sales	20,00,000	30,00,000
Less: Variable Cost		
A: $40/100 \times 20,00,000$	8,00,000	
B: $30/100 \times 30,00,000$		9,00,000
Contribution	12,00,000	21,00,000
Less: Fixed cost Firm A	5,00,000	
Firm B		7,00,000
Operating Profit (EBIT)	7,00,000	14,00,000
Less: Interest	1,00,000	
		1,25,000
EBT	6,00,000	12,75,000

$$\text{a) Financial leverage} = \frac{\text{EBIT}}{\text{EBT}} \text{ A} = \frac{7,00,000}{6,00,000}; \text{ B} = \frac{14,00,000}{12,75,000}$$

Firm A = 1.16 Times; Firm B = 1.09 Times

$$\text{b) Operating leverage} = \frac{\text{Contribution}}{\text{EBIT}} \text{ A} = \frac{12,00,000}{7,00,000}; \text{ B} = \frac{21,00,000}{14,00,000}$$

Firm A = 1.71 Times; Firm B = 1.5 Times

Firm A has greater business and financial risk than Firm B.

### Illustration 7

Consider the following data of XYZ Ltd:

Selling price per unit : Rs. 60; Variable cost per unit : Rs. 40;

Fixed Cost : Rs. 3,00,000; Interest burden : Rs. 1,00,000;

Tax rate 50% Preference dividend Rs. 50,000.

Calculate the three types of leverages if the number of units sold is 10,000.

#### Solution:

Sales (10,000 x Rs. 60 per unit)	Rs. 6,00,000
Less: Variable cost (10,000 x Rs. 40 per unit)	4,00,000
Contribution	2,00,000
Less: Fixed cost	3,00,000
Operating Profit (EBIT)	1,00,000
Add: Interest	1,00,000
Total operating loss (EBIT)	2,00,000

$$\text{a) Financial leverage} = \frac{\text{EBIT}}{\text{EBT}} = \frac{-1,00,000}{2,00,000} = -1.5 \text{ Times}$$

$$\text{b) Operating leverage} = \frac{\text{Contribution}}{\text{EBIT/Operating profit}} = \frac{2,00,000}{-1,00,000} = -2 \text{ Times}$$

$$\text{c) Combined leverage} = \text{Financial leverage} \times \text{Operating leverage} = -2 \times 0.5 = -1 \text{ Times}$$

**Illustration 8**

The following data are available for the company X Ltd.

Selling price per unit Rs120

Variable cost per unit Rs70

Total fixed cost Rs. 2,00,000

What is the operating leverage when X Ltd. produces and sells 6,000 units ii) what is the percentage change that will occur in the EBIT (Earnings before Interest and Tax) of X Ltd., if output increases by 5%

**Solution:**

i) Let us first take 6,000 units

	Rs.
Sales (6,000 x Rs. 120 per unit)	7,20,000
Less: Variable cost (6,000 x Rs. 70 per unit)	4,20,000
Contribution	3,00,000
Less: Fixed cost	2,00,000
Operating Profit (EBIT)	1,00,000

$$\text{Operating leverage} = \frac{\text{Contribution}}{\text{EBIT/Operating profit}} = \frac{3,00,000}{1,00,000} = 3 \text{ Times}$$

ii) Influence of 5% increase in output on EBIT

	Rs.
Sales = (6,000 + 6,000 x 5/100 = 6,300 x Rs. 120 per unit)	7,56,000
Less: Variable cost = 6,300 x Rs. 70 per unit	(-) 4,41,000
Contribution	3,15,000
Less: Fixed cost	2,00,000
Operating Profit (EBIT)	1,15,000

Percentage change in EBIT (Earnings before Interest and Tax) at 5% increase in output

At 6,000 units EBIT is Rs. 1,00,000. At 6,300 units EBIT is Rs. 1, 15,000  
15,000

### Illustration 9

Shrirang Ltd. has an equity share capital of Rs. 5, 00,000 divided into shares of Rs. 100 each. It wishes to raise Rs. 3, 00, 000 for modernization plans. The company plans the following financing schemes:

1. All equity shares
2. Rs. 1, 00,000 in equity share and Rs. 2, 00,000 in debt @ 10% p.a.
3. All debt at 10% p.a.
4. Rs. 1, 00,000 in equity shares and Rs. 2, 00,000 in preference share capital with rate of dividend at 8%

The company estimated the Earnings before Interest and Tax (EBIT) as Rs. 1, 50,000. The corporate rate of tax is 50%. Calculate the Earnings per Share (EPS) in each case. Give a comment as to which capital structure is suitable?

#### Solution:

##### a. All Equity shares:

	Rs.
EBIT	Rs. 1,50,000
Less: Tax @ 50%	75,000
Earnings available to equity shareholder	75,000

$$\text{No. of equity shares} = \frac{\text{Rs.5,00,000+Additional capital of Rs. 3,00,000}}{\text{Face Value of the shares Rs. 100}} = \frac{8,00,000}{100} = 8,000 \text{ Shares}$$

$$\text{EPS} = \frac{\text{Earnings available to equity shareholders}}{\text{No. of equity shareholders}} = \frac{75,000}{8,000} = \text{Rs. 9.37 per share}$$

**b. Rs. 1,00,000 in equity shares and Rs. 2,00,000 in debt @ 10%**

Total Capital composition	Rs.
Original equity capital (5,000 x Rs. 100 each)	5,00,000
b) Planned equity capital (1,000 x Rs. 100 each)	1,00,000
10% debentures (2,000 x Rs. 100 Each)	2,00,000
	8,00,000
Earnings before interest and tax	1,50,000
Less: Interest @ 10% on 2,00,000	20,000
Earning before Tax	1,30,000
Less: Tax @ 50%	65,000
Earnings available to equity shareholders	65,000

Comments: Financial plan c) is preferred when compared to plan a) and b) as plan c) offers Rs. 12.00 per share which is highest as compared to other plans.

**Illustration: 10**

A firm has sales of Rs. 10,00,000 Variable Cost Rs. 7,00,000 and Fixed cost Rs. 2,00,000 and debt of Rs. 5,00,000 at 10% rate of interest. What are the operating and financial leverages?

If the firm wants to double up its earnings before interest and tax, how much of a rise in sales would be needed on a percentage basis.

**Solution:**

**Statement of Present level of Profit**

	Rs.
Sales	10,00,000
Less: Variable cost	7,00,000
Contribution	3,00,000

Less: Fixed cost	2,00,000
EBIT	1,00,000
Less: Interest	50,000
Earnings before tax	50,000

$$A) \text{ Finance leverage} = \frac{\text{EBIT}}{\text{EBT}} = \frac{1,50,000}{50,000} = 2 \text{ Times}$$

$$B) \text{ Operating leverage} = \frac{\text{Contribution}}{\text{EBIT}} = \frac{3,00,000}{1,00,000} = 3 \text{ Times}$$

$$C) \text{ Combined leverage} = \text{OL} = \text{FL} = 3 \times 2 = 6 \text{ Times}$$

Calculation of sales required to double EBIT;

Since operating leverage is 3 times, 33 1/3% increase in sales volume causes a 100% increase in operating profit (EBIT). Thus at the sales of Rs. 13, 33,333, EBIT will become Rs. 2, 00,000. i.e. doubling the existing one. Therefore, an increase in sales volume by 33 1/3% would double the EBIT.

### Illustration: 11

The following data pertain to Forge Limited:

Existing capital structure: 10 lakh Equity shares of Rs. 10 each

Tax Rate: 50%

Forge Limited plans to raise additional capital of Rs. 100 lakhs for financing an expansion project. It is evaluating two alternative financing plans : i) Issue of 10,00,000 equity shares of Rs. 10 each and ii) Issue of Rs. 100 lakh debentures carrying 14% interest.

You are required to compute indifference point of EBIT.

### Solution:

Plan I = 10, 00,000 equity shares to be issued as Rs. 10/- each

Plan II = 14% debentures to be issued of Rs. 100, 00,000

Indifference level of EBIT for these two financial plans may be as follows:

$$\text{EBIT} (1-t) = (\text{EBIT} - \text{Int})(1-t)$$



Where,  $N_1$  = Number of shares in plan I  $N_2$  = Number of shares in plan II  $Int =$   
Interest payment in plan II

Now,

$$EBIT (1-0.5) (EBIT-14,00,000) (I-0.5)$$

$$20,00,000$$

$$10,00,000$$

$$10,00,000 \times 0.5 \text{ EBIT} = 0.5 \text{ EBIT} (20,00,000) - 0.5 \times 20,00,000 \times 14,00,000$$

$$\text{EBIT} = \text{Rs. } 28,00,000$$

So, indifference level of EBIT for two plans is Rs. 28,00,000.

### Illustration: 12

The following data relates to two companies:

	P Ltd (in Rs. Lakhs)	Q Ltd (in Rs. Lakhs)
Sales	500	1000
Variable	200	300
Cost	300	700
Contribution	150	400
Fixed	150	300
Cost EBIT	50	100
Interest	100	200
EBT		

You are required to calculate the operating, financial and combined leverages for the companies

**Solution:**

	P Ltd	Q Ltd
Operating leverage = $\frac{\text{Contribution}}{\text{EBIT}}$	$\frac{3,00,000}{1,50,000} = 2$	$\frac{7,00,000}{3,00,000} = 2.33$
Financial leverage = $\frac{\text{EBIT}}{\text{PBT}}$	$\frac{1,50,000}{1,00,000} = 1.5$	$\frac{3,00,000}{2,00,000} = 1.5$
Combined leverage = O.L x F.L	$2 \times 1.5 = 3$	$2.33 \times 1.5 = 3.5$

**Illustration: 13**

An all equity firm has 10 lakh equity shares of Rs. 10 each. It is planning to double the plant capacity. The financing plans under consideration are: i) issue 10 lakh equity shares of Rs. 10 each; ii) issue 14% debentures.

If the firm is subject to 50% tax rate, determine indifference point of EBIT and interpret results.

	Issue of 10 lacks shares of Rs. 10 each	Issue of 14% debentures
No. of existing shares	10,00,000	10,00,000
No. of new shares	10,00,000	----
Total Shares	20,00,000	10,00,000
EPS	$\frac{\text{EBIT} (1-0.5)}{20,00,000}$	$\frac{(\text{EBIT} - 14,00,000) (1 - 0.5)}{10,00,000}$

Difference level of EBIT is the value of EBIT in the following equation.

$$\frac{\text{EBIT} (1-0.5)}{20,00,000} = \frac{(\text{EBIT} - 14,00,000) (1 - 0.5)}{10,00,000} \quad \text{EBIT} = \text{Rs. } 28,00,000$$

The indifference level of EBIT i.e. Rs. 28, 00,000, shows that if the firm achieves an EBIT of Rs. 25 00,000, then the EPS (Earnings per Share) of the firm would be same whether it adopts the financial plan (i) or financial plan (ii).

**Illustration: 14**

X Ltd. has estimated that for new product, its BEP (Breakeven Point) is 2,000 units if the item is sold for Rs. 14 per unit. The Cost Accounting Department has currently identified variable cost of Rs. 9 per unit. Calculate the degree of operating leverage for sales volume of 2,500 units and 3,000 units.

What do you infer from the degree of operating leverage at the sales volume 2,500 units and 3,000 units and their difference, if any?

**Solution:**

Statement of Operating Leverage

Particulars	200 units		2500 units		3000 units	
	Per unit (Rs.)	Total (Rs.)	Per unit (Rs.)	Total (Rs.)	Per unit (Rs.)	Total (Rs.)
Sales	14	28,000	14	35,000	14	42,000
Less: Variable cost	9	18,000	9	22,000	9	27,000
Contribution	5	10,000	5	12,500	5	15,000
Less: Fixed cost		10,000		10,000		10,000
EBIT		Nil		2,500		5,000

$$\text{Operating leverage} = \frac{\text{Contribution}}{\text{EBIT}} = \frac{15,000}{2,500} = 5 \text{ Times} = \frac{15,000}{5,000} = 3 \text{ Times}$$

Inference: If the sales volume is increased by 25% (from 2000 to 2500 units), the operating income increased up to Rs. 2,500 from the Breakeven Point (BEP). If the incremental sales is further increased by 20% (from 2,500 to 3,000), the operating income has increased up to Rs. 5,000, which is double than Rs. 2,500 at 2,500 units of sales. Therefore, fixed assets were exploited more to get higher operating profit.

**Illustration: 15**

Bhagavti Stores Ltd. has a total capitalization of the 10 lakhs entirely of equity shares of Rs. 50 each. It wishes to raise another Rs. 5 lakhs for expansion through one of its two possible financial plans, i) All equity shares of Rs, 50 each ii) All debentures carrying 9% interest. Assume EBIT (Earnings before Interest and Tax) at Rs. 1,40,000 and Income Tax 50%. Calculate financial leverage and the Earnings per Share (EPS) of these financial plans.

**Solution:**

Financial plan I: All through equity shares of Rs. 50 each

<b>Total Capitalisation</b>	<b>Rs.</b>
Original equity capital (20,000 x Rs. 50 each)	10,00,000
Additional capital (10,000 x Rs. 50 each)	5,00,000
Total capital	15,00,000
EBIT	1,40,000
Less: tax @ 50%	70,000
EAT	70,000

$$\text{EPS} = \frac{\text{Earning after Tax}}{\text{No. of equity shareholders}} = \frac{70,000}{30,000} = \text{Rs. 2.33 Times}$$

$$\text{Financial leverage} = \frac{\text{EBIT}}{\text{EBIT}-1} = \frac{1,40,000}{1,40,000-0} = 1 \text{ time}$$

There is no leverage effect as there is no element of debt in this plan.

Financial Plan II : All debentures carrying 9% interest.

Total Capitalisation	Rs.
Original equity capital (20,000 x Rs. 50 each)	10,00,000
Additional capital through Debt @ 9%	5,00,000
Total capital	15,00,000
EBIT	1,40,000
Less: Interest @ 9% on 5,00,000	45,000
Earnings before Tax	95,000
Less: tax @ 50%	47,500
Earnings available to equity shares	47,500

$$\text{EPS} = \frac{\text{Earning available to Equity shareholders}}{\text{No. of equity shareholders}} = \frac{47,500}{20,000} = \text{Rs. 2.37 Times}$$

$$\text{Financial leverage} = \frac{\text{EBIT}}{\text{EBIT}-I} = \frac{1,40,000}{1,40,000-45,000} = 1.47 \text{ Times}$$

**Illustration: 16**

An Analytical statement of X Ltd. is shown below. It is based on an output (sales) level of 80,000 units.

Sales	9.60. QD and
Less: Variable cost V<<<	5,60,000
Contribution	4,00,000
Less: Fixed cost	2,40,000
Exit	1,60,000
Less: Interest	60,000
Earnings before tax	1,00,000
Less: Income tax	50,000

Net Income	50,000
------------	--------

Calculate: a) Operating leverage b) Financial leverage and c) Combined leverage

**Solution:**

$$\text{a) Financial leverage} = \frac{\text{EBIT}}{\text{EBT}} = \frac{1,60,000}{1,00,000} = 1.6 \text{ times}$$

$$\text{b) Operating leverage} = \frac{\text{Contribution}}{\text{EBIT}} = \frac{4,00,000}{1,60,000} = 2.5 \text{ times}$$

$$\text{c) Combined leverage} = \text{OL} \times \text{FL} = 2.5 \times 1.6 = 4 \text{ times}$$

**Strategies in Working Capital Management**

So far the banks were the sole source of funds for working capital needs of business sector. At present more finance options are available to a Finance Manager to see the operations of his firm goes smoothly. Depending on the risk exposure of business, the following strategies are evolved to manage the working capital.

**Conservative Approach**

A conservative strategy suggests not taking any risk in working capital management and carrying high levels of current assets in relation to sales. Surplus current assets enable the firm to absorb sudden variations in sales, production plans, and procurement time without disrupting production plans. It requires to maintain a high level of working capital and should be financed by long-term funds like share capital or long-term debt. Availability of sufficient working capital will enable the smooth operational activities of the firm and there would be no stoppages of production for want of raw materials, consumables. Sufficient stocks of finished goods are maintained to meet the market fluctuations. The higher liquidity levels reduce the risk of insolvency. But lower risk translates into lower return. Large investments in current assets lead to higher interest and carrying costs and encouragement for inefficiency. But conservative policy will enable the firm to absorb day to day business risk. It assures continuous flow of operations and eliminates worry about recurring obligations. Under this strategy, long-term financing covers more than the total requirement for working capital. The excess cash is invested in short-term marketable securities and in need these securities are sold-off in the market to meet the urgent requirements of working capital.

### **Financing Strategy**

Long-term funds = Fixed assets + Total permanent current assets + Part of temporary current assets

Short-term funds = Part of temporary current assets

### **Aggressive Approach**

Under this approach current assets are maintained just to meet the current liabilities keeping any cushion for the variations in working capital needs. The core working capital is financed by long-term sources of capital and seasonal variations are met through short-term borrowings. Adoption of this strategy will minimize the investment in net working capital and ultimately it lowers the cost of financing working capital. The main drawback of this strategy is that it necessitates frequent financing and also increases risk as the firm is vulnerable to sudden shocks. A conservative current asset financing strategy would go for more long-term finance which reduces the risk of uncertainty associated with frequent refinancing. The price of this strategy is higher financing costs since long-term rates will normally exceed short term rates. But when aggressive strategy is adopted, sometimes the firm runs into mismatches and defaults. It is the cardinal principle of corporate finance that long-term assets should be financed by long-term sources and short-term assets are a mix of long and short-term sources.

### **Financing Strategy**

Long-term funds = Fixed assets + Part of permanent current assets

Short-term funds = Part of permanent current assets + Total temporary current assets

### **Matching Approach**

Under matching approach to financing working capital requirements of a firm, each asset in the balance sheet assets side would be offset with the financing instrument of the same approximate maturity. The basic objective of this method of financing is that the permanent component of current assets, and fixed assets would be met with long-term funds and the short-term or seasonal variations in current assets would be financed with short-term debt. If the long-term funds are used for short-term needs of the firm it can identify and take steps to correct the mismatch in financing. Efficient working capital management techniques are those that compress the operating cycle. The length of the operating cycle is equal to the sum of the lengths of the inventory period and the receivables period. Just-

in-time inventory management technique reduces carrying costs by slashing the time that goods are parked as inventories. To shorten the receivables period without necessarily reducing the credit period, corporate can offer trade discounts for prompt payment. This strategy is also called as 'hedging approach'.

### **Financing Strategy**

Long-term funds = Fixed assets + Total permanent current assets  
Short-term funds = Total temporary current assets]

### **Zero Working Capital Approach**

This is one of the latest trends in working capital management. The idea is to have zero working capital i.e., at all times the current assets shall equal the current liabilities. Excess investment in current assets is avoided and firm meets its current liabilities out of the matching current assets. As current ratio is 1 and the quick ratio is below 1, there may be apprehensions about the liquidity, but if all current assets are performing and are accounted at their realizable values, these fears are misplaced. The firm saves opportunity cost on excess investments in current assets and as bank cash credit limits are linked to the inventory levels, interest costs are also saved. There would be a self-imposed financial discipline on the firm to manage their activities within their current liabilities and current assets and there may not be a tendency to over borrow or divert funds. Zero working capital also ensure a smooth and uninterrupted working capital cycle, and it would pressurise the Financial Management to improve the quality of the current assets at all times to keep them 100% realizable. There would also be a constant displacement in the current liabilities and the possibility of having over dues may diminish. The tendency to postpone current handily payments has to be curbed and working casual always maintained at zero. Zero working capital would call for a fine balancing act in Financial Management, and the success in this endeavour would get reflected in healthier bottom lines.

Total Current Assets = Total Current Liabilities or Total Current Assets - Total Current Liabilities = Zero

### **Working Capital Policies**

The degree of current assets that a company employs for achieving a desired level of sales is manifested in working capital folio. In practice, the business concerns follow three forms of working capital policies which are discussed in brief as follows:



**Restricted Policy:** It involves the rigid estimation of working capital to the requirements of the concern and then forcing it to adhere to the estimate. Deviations from the estimate are not allowed and the estimate will not provide for any contingencies or for any unexpected events.

**Relaxed Policy:** It involves the allowing of sufficient cushion for fluctuations in kinds of requirement for financing various items of working capital. The estimate is made after taking into account the provision for contingencies and unexpected events.

**Moderate Policy** The relationship of sales and corresponding level of investment in current assets is shown in figure.

### Illustration 17

From the following details you are required to make an assessment of the average capital requirement of Hindustan Ltd.

Particulars	Average period of credit	Estimate for the 1 <sup>st</sup> year (Rs.)
Purchase of material	6 weeks	26,00,000
Wages	1½ Weeks	19,50,000
Overheads:		
Rent, Rates, etc	6 months	1,00,000
Salaries	1 month	8,00,000
Other overheads	2 months	7,50,000
Sales cash		2,00,000
Credit sales	2 months	60,00,000
Average amount of stocks and work-in-progress		4,00,000
Average amount of un drawn profit		3,00,000

It is assumed that all expenses and income were made at even rate for the year Assessment of Average amount of working capital Requirement

Current Assets			
Stock and work-in-process			4,00,000
Debtor	(Rs. 60,00,000 x 2/12)		10,00,000
		(a)	14,00,000
Current Liabilities:			
Lag in payments:			
Purchases	(Rs. 26,00,000 x 6/52)		3,00,000
Wages	(Rs. 19,50,000 x 1.5/52)		56,250
Rent	(Rs. 1,00,000 x 6/12)		50,000
Salaries	(Rs. 8,00,000 x 1/12)		66,667
Other overheads	(Rs. 7,50,000 x 2/12)		1,25,000
		(b)	5,97,917
Total Working Capital		(a) – (b)	8,02,083
Less: Average amount of un drawn profit			3,00,000
Net Working Capital Required			5,02,083

### Illustration 18

Estalla Garment Co. Ltd is a famous manufacturer and exporter of garments to the European countries. The Finance Manager of the company is preparing the working capital forecast for the next year. After carefully screening the entire document he collected the following information -

Production during the previous year was 15,00,000 units. The same level of activity is intended to be maintained during the current year. The expected ratios of cost to selling price are:

Raw material 40%

Direct wages 20%

Overheads 20%

The raw materials ordinarily remain in stores for 3 months before production. Every unit of production remains in the process for 2 months and is assumed to be consisting of 100% raw material, wages and overheads. Finished goods remain in warehouse for 3 months. Credit allowed by the creditors is a month from the date of the delivery of raw material and credit given to debtors is 3 months from the date of dispatch.

Estimated balance of cash to be held Rs. 2, 00,000

Lag in payment of wages  $\frac{1}{2}$  month

Lag in payment of expenses  $\frac{1}{2}$  month

Selling price is Rs. 10 per unit. Both production and sales are in a regular cycle. You are required to make a provision of 1.0% for contingency (except cash). Relevant assumptions may be made. You have recently joined the company as an Assistant Finance Manager. The job of preparing the forecast statement has been given to you. You are required to prepare the forecast statement. The Finance Manager is particularly interested in applying the quantitative techniques for forecasting the working capital needs of the company. You are also required to explain the approach in brief.

## Calculation and Estimation of Profit Margin

Y/e March	FY06	FY07	FY08E	FY09E	FY10E
<b>Valuation ratios (x)</b>					
P/E	24.3	–	112.4	17.1	9.1
P/CEPS	10.4	–	10.2	6.7	4.7
P/BV	3.3	β.4	3.4	3.2	2.6
EV (adj.)/EBIDTAR	9.3	24.6	18.7	9.6	7.4
EV(adj.)/revenue	2.2	2.4	1.9	1.6	1.4
EV/EBIDTAR	5.8	14.0	14.5	6.5	4.7
EV/revenue	1.4	1.4	1.5	1.1	0.9
<b>Growth ratios (%)</b>					
Revenue	25.8	17.8	19.5	27.1	19.6
EBIDTAR	(2.6)	(50.1)	21.5	107.5	35.9
EBIDTA	(35.7)	(153.0)	(150.0)	407.0	54.6
EBIT	(48.7)	(294.1)	(50.1)	(208.6)	116.8
Net profit	(29.3)	(310.7)	(110.3)	559.1	86.8
EPS	(29.3)	(310.7)	(110.3)	559.1	86.8
<b>Profitability ratios (%)</b>					
EBIDTAR	23.4	9.9	10.1	16.4	18.7
EBDITA	11.4	(5.1)	2.2	8.6	11.1
EBIT	6.0	(9.9)	(4.1)	3.5	6.4
Net profit margin	4.1	(7.3)	0.6	3.2	5.1

Fig 1.5 Profit margin calculation and estimation of Jet airways

## Financial leverage and trading on equity

Financial leverage is a tool with which a financial manager can maximize the return to the equity shareholders. The capital of a company consists of equity, preference, debentures, public deposits and other long term sources of funds. He has to carefully select the securities to mobilize the funds. The proper blend of debt equity should be maintained. The ratio through which he balances the mix of debt applied on the capital mix offers benefits to the equity shareholders is known as Trading on Equity. As the debits associated with the cost of interest, that can be directly changed to profit and loss account or changed against the profit, thereby can reduce the burden of income tax. The benefit so gained will be passed on the equity shareholders. In such circumstances the EPS (Earnings per Share) will be more. If the company prefers to raise the account of debt through equity, it will lose the opportunity of charging the interest directly against the profit. As a result of this, it had to pay more tax to the Government and in turn availability to equity shareholder would reduce.

## Financial leverage and Operating leverage

The two quantifiable tools viz., operating and financial leverage are adopted to know the earnings per share and also the market value of the share. Thus, financial leverage is a better tool compared to operating leverage. Change in the Earnings per Share (EPS) due to changes in EBIT (Earnings before Interest and Tax) results in variation in market price. Therefore financial and operating leverages act as a handy tool to the analyst or to the financial manager to take the decision with regard to capitalization. He can identify the exact relationship between the EPS (Earnings per Share) and the EBIT (Earnings before Interest and Tax) and plan accordingly. High leverage indicates high financial risks which would signal the finance manager to select the securities carefully.

$$\text{Financial leverage} = \frac{\text{Operating income/EBIT}}{\text{EBIT} - \text{EBT}}$$

$$\text{Taxable income/EBIT} = \text{EBIT} - \text{EBT}$$

Where, EBIT = Earnings before interest and tax EBT = Earnings Before tax  
= Interest

Example:-

A company has the following capital structure:

**Solution:**

$$\text{Financial leverage} = \frac{\text{EBIT}}{\text{EBIT} - \text{Interest}} \text{ or } \frac{\text{EBIT}}{\text{EBIT} - 1} = \frac{2,00,000}{2,00,000 - 75,000}$$

$$\text{EBIT} = \text{EBT} - \text{Interest}$$

$$1,25,000 = 2,00,000 - 75,000$$

$$\text{Now financial leverage} = \frac{2,00,000}{1,25,000} = 1.6 \text{ Times}$$

This shows that increase in the Earnings before Interest and Tax (EBIT) by a rupee will result in increase of the Earnings per Share (EPS) by 1.6 or 16 %.

## Combined leverage

This leverage shows the relationship between a change in sales and the corresponding variation in taxable income. If the management feels that a certain percentage change in sales would result in percentage change in taxable income they would like to know the level or degree of change and hence they adopt this leverage. Thus, degree of leverage is adopted to forecast the future study of sales levels and the resultant increase/decrease in taxable income. This degree establishes the relationship between contribution and taxable income.

This can be computed by adopting the following formula.

$$\text{Combined leverage} = \text{Operating leverage} \times \text{Financial leverage}$$

$$\text{Combined leverage} = \frac{\text{Contribution}}{\text{Operating profit/EBIT}} \times \frac{\text{EBIT}}{\text{EBT}}$$

$$\text{Combined leverage} = \frac{\text{Contribution}}{\text{Earning before tax}}$$

$$\text{Combined leverage} = \frac{\text{Contribution}}{\text{Taxable income (PBT)}}$$

**Example:**

A Company has a sales of Rs. 2, 00,00. The variable costs are 40% of the sales and the fixed expenses Rs. 60,000. The interest on borrowed capital is assumed to be Rs. 20,000.

Compute the combined leverage and show the impact on taxable income when sales increases by 10%.

Sales	Rs. 2,00,000	Therefore Combined leverage = $\frac{C}{PBT}$ $= \frac{1,20,000}{40,000} = 3$
Less: Variable costs (40% of sales)	(-) 80,000	
Contribution (C)	1,20,000	
Less: Fixed Expenses	60,000	
EBIT	60,000	
Less capital: Interest on borrowed capital	(-) 20,000	
Taxable income (PBT)	40,000	

This leverage of 3 tells that wherever the sales increase by Rs.1, the taxable income also increase by Rs. 3. This can be examined by taking the sales increase by 10%

Original Sales (As above)	2,00,000
New sales (10% more)	2,20,000
Less – Variable cost (40%)	(-) 88,000

Contribution (c)	1,32,000
Less: Fixed cost	(-) 60,000
Operating profit/PBIT	72,000
Less interest on borrowed capital	(-) 20,000
Taxable income PBT (or EBT)	52,000

This shows that there is an increase in profit by Rs. 12,000. (i.e. 52,000 - 40,000) because of increase in sales by 10%. Again the leverage 3 for an increase of 10% on sales, the taxable income will increase by  $10 \times 3 = 30\%$ . Accordingly  
Increase in taxable income = Incremental profit  $\times 100 = 12,000 \times 100 = 30\%$

Original Profit 40,000

### Check your progress 8

1. In simple words, \_\_\_\_\_ is a force applied at a particular point to get the desired result.
  - a. Asset
  - b. Leverage
2. \_\_\_\_\_ is a tool with which a financial manager can maximize the return to the equity shareholders
  - a. Financial leverage
  - b. management

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## 1.10 Let Us Sum Up

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In this unit we have discussed the importance of working capital in detail.

In this unit we studied that the working capital is circulating capital. In healthy human body proper circulation of blood is necessary, similarly in healthy business adequate circulating capital is necessary. Working capital requirements vary from industry to industry. Capital structure decision lead either to high gearing or low gearing. We even had a discussion on business risk and studied that

business faces business risk which is measured by operating leverages. It also faces financial risk if it borrows on long term basis this is measured by financial leverages. We even studied about working capital management and studied that it includes management of various components of current assets as well as current liabilities. The various types of working capital were also discussed over here. There are different policies for financing current assets. Types of working capital include Net working Capital, Gross Working Capital, Permanent Working Capital, Temporary or Variable Working Capital, Balance sheet working capital, Cash working capital and Negative working Capital. We even discussed the Factors determining working capital and studied that these factors include Nature of Industry, Demand of Industry, Cash Requirements, Nature of Business, Time, Volume of Sales, Terms of purchase and Sales, Inventory Turnover, Receivable Turnover, Business Turnover, Business Cycle, Volume of Current Assets, Variation of Sales, Production Cycle, Credit Controls, Liquidity and Profitability, Inflation, Seasonal Fluctuations, Profit Planning and Control, Repayable Ability, Cash Reserves etc. We even studied the operating cycle and studied that operating cycle consists of four stages: The raw materials and stores inventory stage, the work- in- progress stage, the finished goods inventory stage and the receivable stage. There are some internal, external and general factors which affect the capital structure decisions. We also covered the concept of leverages and its types – Operating, Financial and combined leverage.

This unit is going to be of great help for the students in understanding the concept of working capital and various other concepts associated with it.

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## 1.11 Answers for Check Your Progress

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**Check your progress 1**

**Answers:** (1-b), (2-a)

**Check your progress 2**

**Answers:** (1-b), (2-b), (3-a)

**Check your progress 3**

**Answers:** (1-b), (2-a)



**Check your progress 4**

Answers: (1-b), (2-a),

**Check your progress 5**

Answers: (1-b), (2-b)

**Check your progress 6**

Answers: (1-a), (2-a)

**Check your progress 7**

Answers: (1-b), (2-a)

**Check your progress 8**

Answers: (1-b), (2-a)

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## **1.12 Glossary**

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1. **Working Capital** -A firm's investment in short-term assets--cash, marketable securities, inventory, and accounts receivable.

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## **1.13 Assignment**

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Explain the concept of leverage and its types.

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## **1.14 Activities**

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What are the various factors that will affect the requirement of working capital?

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## **1.15 Case Study**

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Visit a manufacturing company in your city and understand the working capital management of the company.

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## **1.16 Further Readings**

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1. Financial Management - R V Kulkarni
2. Financial Management - Prof. Dr. Mahesh A. Kulkarni
3. Financial Management – Ravi M. Kishore
4. Management Accounting for T.Y. B.Com. By Chopda Chaudhary
5. Financial Management - ICFAI

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## **UNIT 2: WORKING CAPITAL MANAGEMENT - II**

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### **Unit Structure**

#### **2.0 Learning Objectives**

#### **2.1 Introduction**

#### **2.2 Inventory Management**

2.2.1 Purpose of Holding Inventories

2.2.2 Types of Inventories

2.2.3 Inventory Management Techniques

2.2.4 Pricing of Inventories

#### **2.3 Receivables Management**

2.3.1 Purpose of Receivables

2.3.2 Cost of Maintaining Receivables

2.3.3 Monitoring Receivable

#### **2.4 Cash Management**

2.4.1 Reasons for Holding Cash

2.4.2 Factors for Efficient Cash Management

#### **2.5 Let Us Sum Up**

#### **2.6 Answers For Check Your Progress**

#### **2.7 Glossary**

#### **2.8 Assignment**

#### **2.9 Activities**

#### **2.10 Case Study**

#### **2.11 Further Readings**

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## 2.0 Learning Objectives

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After learning this unit, you will be able to understand:

- Discuss inventory management
- Explain Receivables management
- Practise cash management techniques
- Know the purpose of inventory
- List inventory management techniques

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## 2.1 Introduction

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Inventories form a major chunk of current assets of a company and huge amount of funds are often invested in them. Hence, it is extremely important that a firm manages its inventories in an efficient and most effective manner.

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## 2.2 Inventory Management

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Inventories are asset items held for sale in the ordinary course of business or goods that will be used or consumed in the production of goods to be sold. The description and measurement of inventory require careful attention because the investment in inventories is frequently the largest current asset of merchandising (retail) and manufacturing businesses.

An inventory can be defined as the raw materials, work-in-process goods and completely finished goods that are considered to be the portion of a business's assets that are ready or will be ready for sale. Inventory represents one of the most important assets that most businesses possess, because the turnover of inventory represents one of the primary sources of revenue generation and subsequent earnings for the company's shareholders/owners

### 2.2.1 Purpose of Holding Inventories

Keeping the stock of inventories involves locking of the company's funds and increase in storage and handling costs. Companies hold inventories basically for 3 motives

- Transactions motive i.e. to ensure smooth production and sales operations.

- Precautionary motive i.e. to guard against the volatility of demand and supply factors.
- Speculative motive which is done to take benefit of price fluctuations.

Let us see these specific motives in detail.

### **2.2.2 Types of Inventories**

The various forms of inventories include

- Raw material inventories are the ones that form the basic ingredients to be converted into finished products by means of manufacturing process. A company buys and stores the raw materials to be used later.
- Work-in-process inventories are semi-finished goods and require more processing before becoming finished goods that are ready for sale.
- Finished goods inventories are completely ready products that can be sold.
- Other than above three basic inventories, there is one more inventory type called as supplies, also known as stores and spares. Though they are not directly into production, but are required for the process of production. Examples of supplies are materials like soaps, brooms, oil, fuel, light etc.

Inventory Management aims at reducing the direct and indirect costs that are associated with the inventory. It also includes maintaining an appropriate and sufficient inventory supply for the smooth production and sales activities. The severity of inventory management of a firm depends upon the extent to which the firm has invested in inventories. An ideal and efficient inventory management -

- Must ensure that the raw materials are supplied at the right time and quantities for smooth production operations.
- Should anticipate price fluctuations and accordingly keep enough supply of raw materials in times of shortage.
- Maintain a healthy supply of finished goods for better customer service as well as smooth sales activities
- Reduce the carrying time and expenses
- Exercise control over investments made in inventories.

### 2.2.3 Inventory Management Techniques

To determine the optimum level of inventory, there should be proper inventory management techniques which in turn should be in accordance with the shareholders' wealth maximization. The importance of effective inventory management depends on the size of the investment of the inventory. A firm should use a systematic approach to manage its inventory. There are 3 different inventory management techniques.

- Economic Order Quantity (EOQ)
- Reorder Point
- Stock Level

#### Economic Order Quantity (EOQ)

The Economic Order Quantity is the optimal order size that results in the lowest total of order and carrying cost for an item of inventory given its expected usage, carrying cost and ordering cost. The EOQ determines the order size which will minimize the total inventory cost.

$$EOQ = \sqrt{\frac{2(\text{Annual usage in units})(\text{Order cost})}{(\text{Annual carrying cost per unit})}}$$

Total Inventory Cost = Ordering Cost + Carrying Cost

The ordering cost includes the cost of acquiring raw material. It includes the activities like purchase ordering, transporting, storing and inspecting.

The carrying cost is the cost incurred for maintaining a given level of inventory.

Examples:

- Size of order (units) : 300  
Number of orders in a year : 8  
Total ordering cost at Rs. 100 per order = 800
- Size of order (units) : 400  
Number of orders in a year: 6  
Total ordering cost at Rs. 100 per order = 600

- Size of order (units) : 600  
Number of orders in a year: 4  
Total ordering cost at Rs. 100 per order = 400

From the above examples, we can see that a company can reduce its total ordering cost by increasing the order size which will reduce the number of orders.

### EOQ Formula

$$= \sqrt{(2AO / C)} \text{ i.e sqroot } (2AO / C)$$

where A = total requirement

O = order cost

C = carrying cost

Example:

The total requirement is 2000 units. Ordering cost per order is Rs 40 and carrying cost per unit is Rs 2. The EOQ will be

$$\begin{aligned} \text{EOQ} &= \sqrt{(2 \times 2000 \times 40 / 2)} \\ &= 282.84 \\ &= 283 \text{ units} \end{aligned}$$

### Reorder point

After EOQ, the second technique for inventory management is reorder point where the reorder point is the inventory level at which an order should be given to restock the inventory. To decide the reorder point, we should know

- Lead time
- Average usage
- Economic order quantity

Lead time is the time taken to restock the inventory once the order is given.

Reorder point = Lead time X Average usage

Suppose, EOQ = 1000 units and the lead time is 4 weeks and average usage is 100 units per week. Here the new order should be placed at the end of 10th week. But as there is lead time of 4 weeks, the order should be placed at the end of 6th week. So, here the reorder point = 100 units X 4 weeks = 400 units.

## Stock Level

This technique keeps track of the goods the company has, the issue of goods and the receipt of orders. It keeps track of the level of inventory it has. If this technique or system reports that an item is at or below the reorder point level, the firm places an order for the item.

### 2.2.4 Pricing of Inventories

Following are the different ways of valuing the inventories and these methods are important to have an efficient inventory management process. These methods are used to value the raw materials:

- First-in-first-out (FIFO)
- Last-in-first-out (LIFO)
- Weighted Average Cost method
- Standard Price method
- Replacement or Current Price method

#### Inventory Pricing

Method	Assumption	Income Statement Effect	Balance Sheet Effect
FIFO	When a company sells an item from inventory the oldest one is sold	The older inventory was cheaper, so cost of sale is less and income is higher	The remaining inventory carried on the balance sheet is the re west, and most valuable
LIFO	When an item is sold from inventory the newest one is sold	The never (more expensive) inventory is sold, so the cost of sales is higher and income is lower	Remaining inventory is shown as an older and less valuable asset
Average cost	The average cost of all inventory is used for both cost of sales and inventory	Both cost of sales and income will be between the levels recorded under LIFO or FIFO	Inventory asset will be between the levels recorded under LIFO or FIFO



Source- Inventory Accounting Methods: LIFO, FIFO, Weighted Average and Specific Identification, financial-education.com

- **First-in-first-out (FIFO):** In this method, the raw materials from the stores will be issued in the order in which they are received. Hence, the cost of material obtained first will determine the pricing in this method.
- **Last-in-first-out (LIFO):** In LIFO method, the recently purchased material will determine the price of the issued material.
- **Weighted Average Cost Method:** The issued material will be priced purely on the basis of weighted average where, the weights will be decided based on the quantity.
- **Standard Price method:** In this method, a predetermined standard cost will be used to price the issued material. On purchase of the material, this standard price will be deducted from the stock account.
- **Replacement / Current Price method:** This method prices the material at the value that is realized at the time of issuance.

**Consolidated Income Statement Projections (USD Mns) of Kingfisher Airlines**

Particulars	2008	2009	2010	2011	2012
Total Operating Revenues	1,040	1,787	2,430	2,885	3,339 1
Total Operating Expenses	1,360	1,812	2,054	2,374	2,772
<b>Operating Income (Loss) EBIT</b>	<b>(320)</b>	<b>(24)</b>	<b>375</b>	<b>511</b>	<b>619</b>
<b>EBITDA</b>	<b>(295)</b>	<b>(2)</b>	<b>399</b>	<b>538</b>	<b>650</b>
Total Other Income (Expense)	(55)	(1)	(26)	32	77
<b>Net Profit (Loss)</b>	<b>(376)</b>	<b>(25)</b>	<b>349</b>	<b>543</b>	<b>696</b>

### Check your progress 1

1. The \_\_\_\_\_ is the optimal order size that results in the lowest total of order and carrying cost for an item of inventory given its expected usage, carrying cost and ordering cost.
  - a. LIFO
  - b. Economic Order Quantity
2. The \_\_\_\_\_ the order size which will minimize the total inventory cost.
  - a. Economic Order
  - b. EOQ determines

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## 2.3 Receivables Management

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To increase the sales from the customers who cannot borrow from other sources, the companies generally sell goods on credit. If the credit is given to the customers and when such finished goods are sold, they get converted into receivables which in turn can be converted into cash. The balance in the receivables account is – average daily credit sales X average collection period.

Let's say, if the average daily credit sales of a firm is Rs. 5,00,000 and the average collection period is 30 days, the average balance in the receivables account would be

$$5,00,000 \times 30 = \text{Rs. } 1,50,00,000.$$

In many organizations, receivables form an important part of the total assets. Receivables management is time consuming for the finance manager.

### 2.3.1 Purpose of Receivables

In order to understand the purpose of receivables, it is very important to understand the main aim of receivables management. The primary aim of receivable management is promotion of sales and gains till a certain limit where the returns obtained by funding of receivables is less than the cost that the company is required to incur in order to fund these receivables. So, the purpose of receivables include

- Maximizing the sales by selling the goods on credit rather than insisting on immediate payment of cash.

- When the goods are sold on credit, higher profit margins are charged unlike cash sales, resulting in increased profits.
- In today's competitive world, the company will have to give better credit terms than offered by its competitors.

### 2.3.2 Cost of Maintaining Receivables

1. **Blockage of additional funds:** If the firm is granting credit to the customer, then there would be some time lag between the credit sale to the customer and receipt of cash from the customers. Since additional funds are required to maintain these receivables, the company has to manage the finances required for other purposes. Since the company has to invest in additional funds, the outgo will be in the form of interest or the opportunity cost of funds.
2. **Maintenance cost:** Since the company is into receivables management, it has to incur additional expenses in the form of clerk salary, investigation of the debtors, credit checks. In short, the administrative cost will increase due to the receivables management.
3. **Defaulting cost:** Many times the company incurs losses from bad debts. The bad debts are result of default in payments by the customers who were offered credit.
4. **Collection cost:** Collection costs are the costs which are incurred for the collection of money from the customers at the right time.

#### Exhibit: Why do companies in India grant credit?

Companies in practice feel the necessity of granting credit for several reasons.

- **Competition:** Generally, the higher the degree of competition, the more credit is granted by a firm. However, there are exceptions such as firms in the electronics industry in India.
- **Company's bargaining power:** If a company has a higher bargaining power vis-à-vis its buyers, it may grant no or less credit. The company will have a strong bargaining power if it has a strong product, monopoly power, brand image, large size or strong financial position.
- **Buyer's requirements:** In a number of business sectors, buyers/dealers are not able to operate without extended credit. This is particularly so in the case of industrial products.

## Buyer's status

Large buyers demand easy credit terms because of bulk purchases and higher bargaining power. Some companies follow a policy of not giving much credit to small retailers since it is quite difficult to collect dues from them.

- **Relationship with dealers:** Companies sometimes extend credit to dealers to build long term relationships with them or to reward them for their loyalty.
- **Marketing tool:** Credit is used as a marketing tool, particularly when a new product is launched or when a company wants to push its weak product.
- **Industry practice:** Small companies have been found guided by industry practice or norms more than the large companies. Sometimes companies continue giving credit because of past practice rather than industry practice.
- **Transit delays:** This is a forced reason for extended credit in the case of a number of companies in India. Most companies have evolved systems to minimize the impact of such delays. Some of them take the help of banks to control cash flows in such situations.

### 2.3.3 Monitoring Receivable

In order to ensure the efforts put into collections, a firm should continuously monitor its payment of receivables. The four methods for managing receivables are –

1. Average collection period (ACP)
2. Ageing schedule.
3. Days Sales Outstanding
4. Collection Matrix

#### 1. Average collection period (ACP)

The average collection period is primarily based on outstanding receivables on year-end. In order to exercise internal control, monitoring should be done frequently. If the sales are seasonal or tend to grow towards the year-end, then, the outstanding balance at the end of year can be misleading.

## 2. Ageing schedule

Ageing schedule depicts the age-wise distribution of accounts receivable at any particular time. In other words, the receivables are broken down based on the time period for which they have been outstanding.

The behavioural changes in the payments made by customers can be easily identified by comparing the ageing schedules periodically.

The ageing schedule can be compared with the company's extended credit period.

If the degree of receivables that belongs to high-age groups is found to be above the stipulated norm, then suitable action should be taken before it turns into bad debts.

## 3. Days Sales Outstanding

The average number of days sales outstanding at any particular period of time say at the end of a quarter or at the end of the month can be given by the following formula.

**Days sales outstanding (DSO) = Accounts receivable at a particular time / average daily sales**

The status of receivables of a company can be said to be under control, if the daily sales outstanding lies within a pre-specified norm which is linked to the credit period followed by the company. A higher daily sale outstanding indicates that the collection process is slow and so the collection policy should be made more stringent.

## 4. Collection Matrix

In order to analyze the behavioural changes in the payments made by the customers, it is necessary to study the collection patterns associated closely with the credit sales.

For example, the credit sales in the month of January are as follows.

**20% in January, 22% in February, 25% in March, and 30% in April**

By observing the collection pattern, one can make out whether the collection is improving or is constant or is decreasing.

An advantage of this method is that we can maintain percentage of collections that can be used to be projected in monthly receipts for each budgeting period.

### Check your progress 2

1. \_\_\_\_\_ is used as a marketing tool, particularly when a new product is launched or when a company wants to push its weak product.
  - a. Finance
  - b. Credit
2. \_\_\_\_\_ depicts the age-wise distribution of accounts receivable at any particular time.
  - a. Ageing schedule
  - b. Cost

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## 2.4 Cash Management

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Cash is considered of crucial importance because it is the most liquid asset and the life blood of the firms. Since cash is the life blood of the business, it is a decisive factor in the solvency of the company.

### Difference between profit and cash

Normally, we think profits and cash is the one and the same concept. Profits are the excess of income over the expenditure of the companies for a year. It includes cash and non-cash items. (Cash items like sales, interest on investments, dividend etc. and non-cash items like credit sales, excess provisions for doubtful debts)

Cash means the cash and bank balances of the company for the particular year given in the balance sheet. Profits of the company depict earning capacity of the company and cash shows the company's liquidity position.

Normally, cash in a narrow sense is cash and bank balances and demand deposits with the bank and in the broader sense it includes cash and bank balances and demand deposits with the bank plus marketable securities that can be converted into cash.

### 2.4.1 Reasons for Holding Cash

Let us see why the companies hold the cash.

1. Transaction Motive

2. Precautionary Motive
3. Speculative Motive
4. Cash Flow Management

#### **1. Transaction Motive**

Since the companies enter into transactions with the other companies and some of these transactions are cash based and rest of them are credit based, the company has to strike a balance between cash inflow and cash outflow. The company keeps some amount as cash to deal with such transactions where transactions are cash based.

#### **2. Precautionary Motive**

Contingencies like sudden fire, accidents, employee strike, early payment to the creditors, mismatch between receipt and payments can occur anytime. The company maintains some amount in the form of cash to safeguard against such incidents.

#### **3. Speculative Motive**

Speculative motives play a big role in holding the cash by the corporate. To take the advantage of sudden decrease in the raw material prices or to invest in investment opportunities which are short term, the companies keep some amount of cash with them.

#### **4. Cash Flow Management**

In cyclical and seasonal industries like automobile, tea, jute there is a mismatch between cash inflow and cash outflow. These companies hold more cash than required to safeguard against seasonal or cyclical changes.

### **2.4.2 Factors for Efficient Cash Management**

We need to consider following factors to enhance the efficiency of cash management.

1. Immediate preparation of bills
2. Collection of cash and cheques.
3. Centralized purchasing system

### 1. Immediate preparation of bills

First and foremost step in efficient cash management is bridging the time gap between the date of dispatching goods and the date of preparing the bills and sending them to the customers. This means, it will help reduce the delay in bill payment and will result in prompt receipt of cash.

### 2. Collection of cash and cheques

The company must deposit the cash and the cheques it received in the bank on the same day. This can be done by

- Keeping a dedicated staff for such work
- The customers can make the payment directly by depositing the cash in the company's account.

### 3. Centralized purchasing system

When the company goes for centralized purchasing system, it can achieve many advantages like the company can go for bulk purchase and can gain discounts which will effectively reduce the cost allocations. Here, the company can reduce the cost of transportation, handling, and storage.

### Check your progress 3

1. \_\_\_\_\_ are the excess of income over the expenditure of the companies for a year.
  - a. Cash
  - b. Profits
2. Speculative motives play a big role in holding the cash by the \_\_\_\_\_
  - a. corporate
  - b. Incorporate



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## 2.5 Let Us Sum Up

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In this unit we had a very detailed discussion on the working capital management and on the inventory management. This chapter covered the basics of working capital management and it included areas like receivables management, cash management and inventory management. In this unit we discussed that companies hold inventories basically for 3 motives - Transactions motive i.e. to ensure smooth production and sales operations, Precautionary motive i.e. to guard against the volatility of demand and supply factors, Speculative motive which is done to take benefit of price fluctuations. Other purposes of holding the inventory are - To safeguard against lost sales, to gain trade discounts, Reducing operational cost, Ensuring efficient production activities. We covered inventory management techniques like - Economic Order Quantity (EOQ), Reorder point, and Stock Level. We price the inventories by five methods namely - First-in-first-out (FIFO), Last-in-first-out (LIFO), Weighted Average Cost method, Standard Price method and Replacement or Current Price method. Purpose of the receivables include - Maximizing the sales by selling the goods on credit rather than insisting on immediate payment of cash. When the goods are sold on credit, higher profit margins are charged unlike cash sales, resulting in increased profits and third being the company will have to give better credit terms than offered by its competitors. We know that cost of maintaining the receivables are high and that include Blockage of additional funds, Maintenance cost, Defaulting cost, Collection cost. There are four methods of managing the receivables. They are - Average collection period (ACP), Ageing schedule, Days Sales Outstanding and Collection Matrix. We saw the difference between the cash and profit concept. There are four reasons to hold the cash - Transaction motive, Precautionary motive, Speculative motive, Cash flow management.

So at the end of this unit the readers would have got the sufficient idea of working capital and inventory management and various other concepts which are considered to be very important.

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## 2.6 Answers for Check Your Progress

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**Check your progress 1**

Answers: (1-b), (2-b)

**Check your progress 2**

Answers: (1-b), (2-a)

**Check your progress 3**

Answers: (1-b), (2-a)

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## 2.7 Glossary

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1. **Working Capital Policy** - Basic policy decision regarding (1) target levels for each category of current assets and (2) how current assets will be financed.

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## 2.8 Assignment

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What is working capital management in the context of receivables management and cash management?

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## 2.9 Activities

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Explain inventory management techniques

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## 2.10 Case Study

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Visit a company nearest to you and find out how does the company manage its receivables, cash and inventories?

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## **2.11 Further Readings**

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1. Financial management - ICFAI.
2. Financial management – I. M. Pandey

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## **UNIT 3: INVESTMENTS AND FUND**

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### **Unit Structure**

#### **3.0 Learning Objectives**

#### **3.1 Introduction**

#### **3.2 Meaning of Capital Budgeting**

##### 3.2.1 Principles of Capital Budgeting

#### **3.3 Kinds of Capital Budgeting Proposals**

#### **3.4 Kinds of Capital Budgeting Decisions**

#### **3.5 Capital Budgeting Techniques**

#### **3.6 Estimation of Cash Flow for new Projects**

#### **3.7 Sources of Long Term Funds**

#### **3.8 Let Us Sum Up**

#### **3.9 Answers for Check Your Progress**

#### **3.10 Glossary**

#### **3.11 Assignment**

#### **3.12 Activities**

#### **3.13 Case Study**

#### **3.14 Further Readings**

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### **3.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- Why capital should be carefully evaluated before it is incurred?
- The role of accounting profit in capital budgeting.
- Distinguish between cash flow and accounting profit.
- Calculate NPV and the Internal Rate of Return (IRR).
- Estimate cash flow for new projects.

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## **3.1 Introduction**

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The term Capital budgeting contains the relatively scarce, non-human resource of production enterprise, and budgeting, indicating a detailed quantified planning which guides future activities of an enterprise towards the achievement of its profit goals. “Capital” refers to total funds employed in an enterprise as a whole.

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## **3.2 Meaning of Capital Budgeting**

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The Capital fund is increased by an inward flow of cash and decreased by an outward flow of cash and as such it is important for an enterprise to plan and arrange cash flows properly.

Capital budgeting, then, consists in planning the development of available capital for the purpose of maximizing the long-term profitability.

Capital budgeting may be defined as the decision-making process by which a firm evaluates the purchase of major fixed assets, including buildings, machinery, and equipment. It deals exclusively with major investment proposals which are essentially long-term projects and is concerned with the allocation of firm’s scarce financial resources among the available market opportunities, a search for a new and more profitable investment proposal and the making of an economic analysis to determine the profit potential of each investment proposal. They are large, permanent commitments which influence its long-run flexibility and earning power.

It is a process by which available cash and credit resources are allocated among competitive long-term investment opportunities so as to promote the greatest profitability of company over a period of time. It refers to the total process of generating, evaluating, selecting and following up on capital expenditure alternatives.

### **3.2.1 Principal of Capital Budgeting**

Capital expenditure decision should be taken on the basis of following factors-

- Creative search for Profitable opportunities-The first stage is the conception of profit making idea. Profitable investment opportunities should be sought to supplement existing proposals.

- Long range capital planning-A flexible programme of a company's expected future development over a long period of time should be prepared.
- Short range capital planning -This is for short period. It indicates its sectoral demand for funds to stimulate alternative proposals before the aggregate demand for funds is available.
- Measurement of project work-The economic worth of a project to a company is evaluated at this stage. The project is ranked with other projects.
- Screening and Selection-The project is examined on the basis of selection criteria, such as supply and cost of capital, expected returns, alternative investment opportunities etc.
- Control of authorized outlays-Outlay should be controlled in order to avoid costly delays and cost over-runs.
- Post Mortem-The ex-post routines of a completed investment project should be re-evaluated in order to verify their exact conformity with exact projections.
- Forms and Procedures-These involve the preparation of reports necessary for any capital expenditure programme.
- Economics of capital budgeting-It includes estimating the rate of return on capital expenditure. Knowledge of economic theory underlying investment decisions is needed for this purpose.

### **Check your progress 1**

1. \_\_\_\_\_ may be defined as the decision-making process by which a firm evaluates the purchase of major fixed assets, including buildings, machinery, and equipment.
  - a. Capital structure
  - b. Capital budgeting
2. Economics of capital budgeting-It \_\_\_\_\_ the rate of return on capital expenditure.
  - a. includes estimating
  - b. estimates

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### 3.3 Kinds of Capital Budgeting Proposals

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- Replacement
- Expansion
- Modernization of Investment Expenditures
- Strategic Investment Proposals
- Diversification
- Research and Development

#### Check your progress 2

1. \_\_\_\_\_ decision includes expenses incurred on modernization of investment expenditures on existing asset.
  - a. Capital structure
  - b. Financial budgeting
  - c. accounting
  - d. Capital budgeting

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### 3.4 Kinds of Capital Budgeting Decisions

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Capital budgeting refers to the total process of generating, evaluating, selecting and following upon capital expenditure alternatives. The firm allocates or budgets financial resources to new investment proposals. Basically the firm may be confronted with three types of capital budgeting decisions -

- Accept-reject decisions
- Mutually Exclusive Project decisions
- Capital rationing decisions.

### Check your progress 3

1. The firm allocates or budgets \_\_\_\_\_to new investment proposals on the basic of capital budgeting techniques
  - a. asset
  - b. financial resources
2. \_\_\_\_\_refers to the total process of generating, evaluating, selecting and following upon capital expenditure alternatives
  - a. Capital budgeting
  - b. Financial budgeting

## 3.5 Capital Budgeting Techniques

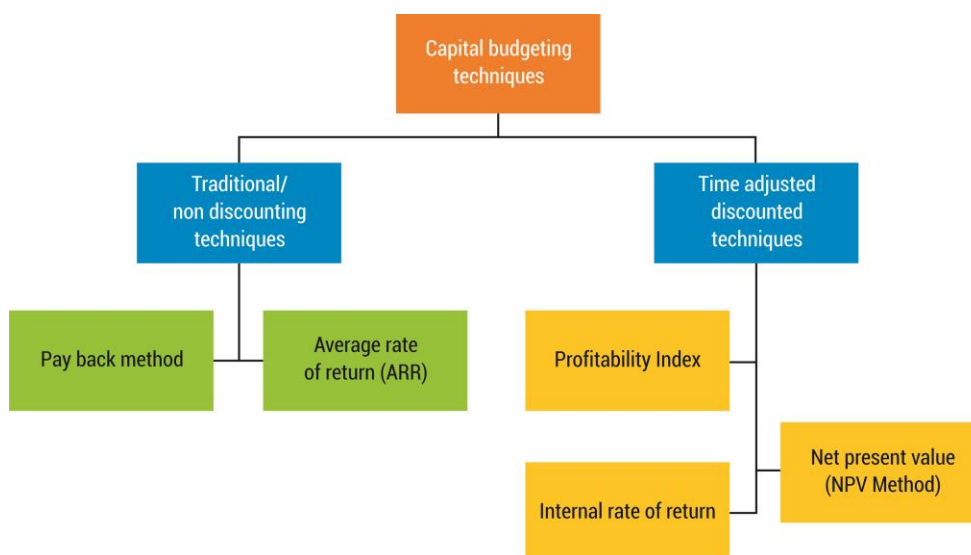


Fig 3.1 Capital Budgeting Techniques

### Pay Back Method

The pay back method (PB) is the traditional method of capital budgeting. It is the simplest and perhaps, the most widely employed quantitative method for appraising capital expenditure decisions. This method answers the question - How many years will it take for the cash benefits to pay the original cost of an investment? Cash benefits here represent CFAT (cash flows after taxes) ignoring interest payment. This method measures the number of years required for the CFAT to pay back the original outlay required in an investment proposal.



There are two ways of calculating the PB period. The first method can be applied when the cash flow stream is in the nature of annuity for each year of the project's life i.e. CFAT are uniform.

$$\text{PB Period} = \frac{\text{Investment}}{\text{Constant annual cash flow}}$$

Constant annual cash flow

The second method is used when a project's cash flows are not equal, but vary from year to year. In such a situation, PB is calculated by the process of cumulative cash flows till the time when cumulative cash flows become equal to the original investment outlay.

If the actual payback period is less than the pre-determined pay back, the project would be accepted; if not, it would be rejected. When mutually exclusive projects are under consideration, they may be ranked according to the length of the payback period. Thus, the project having the shortest pay back may be assigned rank one.

**Example:**

1. A project requires an initial investment of Rs. 1,80,000 and yield an annual cash inflow of Rs.60,000 for 8 years.

$$\text{PB Period} = \frac{1,80,000}{60,000} = 3 \text{ years}$$

60,000

2. A project requires an initial cash outlay of Rs. 5,00,000/- and generates cash inflows as under-

Year	Cash Inflows
1	50,000
2	1, 00,000
3	1, 25,000
4	2, 00, 000
5	50,000
6	50,000
7	50,000
8	25,000

**Calculated payback period -**

**Calculation of payback period**

Year	Cash Inflows(Rs.)	Cumulative cash inflows
1	50,000	50,000
2	1,00,000	1,50,000
3	1,25,000	2,75,000
4	2,00,000	4,75,000
5	50,000	5,25,000
6	50,000	5,75,000
7	50,000	6,25,000
8	25,000	6,50,000

PB period of project = 4.5 years i.e. 4 years and 6 months.

**Advantages of Pay Back Method:-**

- It is an important guide to investment policy.
- It lays a sufficient emphasis on liquidity.
- It is easy to understand, calculate and communicate.
- The method enables a firm to choose an investment which yields a quick return on cash funds.
- It enables a firm to determine the period required to recover the original investment with some percentage return and thus arrive at the degree of risk associated with the investment.
- It is an adequate measure with every profitable investment opportunity.
- The method is quite the simplest of all the techniques used by the industry.
- It is undoubtedly an improvement over the criteria of urgency.
- Other than its simplicity, the main advantage claimed for the payback method is that is abuilt-in safeguard against risk.

**Disadvantages:**

- The method is not consistent with the objective of maximizing the market value of firm's share.
- It does not consider income beyond the payback period.

- It does not measure the profitability of a project.
- The timing of the flow is not considered a vital factor.
- The time value of money is ignored.
- There is no recognition of cash flow variation.
- It does not indicate how to maximize value and ignores the relative profitability of the project.

### **Discounted pay-back period (DPP)**

In this method the cash inflows are discounted at a rate which is equal to cost of capital and then payback period is worked out. This is better than ordinary payback period method as DPP considers the time value of money.

$$\text{DPP} = \frac{\text{Investment}}{\text{Discounted Annual Cash Inflow}}$$

The DPP is expressed in years and as long as the DPP is lesser than the estimated life of the project, the project is economically feasible and it can be accepted. Sometimes the two projects may have the same DPP although the estimated life of the project may be different. In such a case it will be better to calculate the relative payback index (RPI)

$$\text{As follows} - \frac{N \times 100}{\text{DPP}}$$

Where, N = Estimated life of the project

### **Average Rate of Return Method**

This method is also known as Accounting Rate of Return. This method considers A.R.R. which means the average annual yield of the project. Under this method profit after tax and depreciation (also called as accounting profit) of a percentage of total investment is considered.

The annual returns of a project are expressed as a percentage of the net investment in the project. This method consists of aggregating all the earnings after depreciation and dividing them by the profits in useful lifespan. The resultant average earnings over the period is divided by the average investment over the period. The average investment in a project is always  $\frac{1}{2}$  of the original investment. For calculating ARR, sometimes the value of the initial investment is used in the place of average investment. But average investment is more logical.

$$ARR = \frac{\text{Average Annual Earnings after taxes \& depreciation}}{\text{Average Investment}} \times 100$$

Where,

$$\text{Average investment} = \frac{\text{Original investment}}{2}$$

**Advantages:**

- It is easy to calculate because it makes use of readily available accounting information.
- Where a number of capital investment proposals are being considered, a quick decision can be taken.
- If high profits are required, this is certainly a way of achieving them.
- It is also simple to understand and easy to adopt.
- It can be calculated using the accounting data.

**Disadvantages:**

- It does not consider the length of life of projects.
- It ignores the fact that the profits earned can be reinvested.
- It does not consider the benefits accruing to the company as a result of sale.
- It does not take into account the time value of money.
- It uses the straight line method of depreciation. Once a change in method of depreciation takes place the method will not be easy to use and will not work practically.

**Example:**

ABC Ltd. is considering the purchase of a machine. Two machines are available X and Y. The cost of each machine is Rs. 60,000. Each machine has an expected life of 5 years. Net profit before tax during the expected life of the machine is given below:

Year	Machine x (Rs.)	Machine Y (Rs)
1	15,000	5,000
2	20,000	15,000

3	25,000	20,000
4	15,000	30,000
5	10,000	20,000
Total	10,000	90,000

Following the method of return on investment ascertain which of the alternatives will be more profitable. The average rate of tax may be taken as 50%.

### Statement of Profitability

Year	Machine X (Rs.)			Machine Y (Rs.)		
	Profit Before Tax (Rs.)	Tax at 50% (Rs.)	Profit After Tax (Rs.)	Profit Before Tax (Rs.)	Tax at 50% (Rs.)	Profit After Tax (Rs.)
1	15,000	7,500	7,500	5,000	2,500	2,500
2	20,000	10,000	10,000	15,000	7,500	7,500
3	25,000	12,500	12,500	20,000	10,000	10,000
4	15,000	7,500	7,500	30,000	15,000	15,000
5	10,000	5,000	5,000	20,000	10,000	10,000
	85,000	42,500	42,500	90,000	45,000	45,000
Average Profit 42,500 ÷ 5 = 8,500 (After tax) 60,000 ÷ 2 = 30,000				45,000 ÷ 5 = 9,000 60,000 ÷ 2 = 30,000		
Investment (8,500 ÷ 30,000) x 100 = 28.33%				(9,000 ÷ 30,000) x 100 = 30%		
Rate of Return						

Machine Y is more profitable (Note: It is presumed that net profit is arrived after providing for depreciation).

**Example:**

The working results of two machines are given below

	Machines 1 (Rs)	Machines 11 (Rs)
Cost	45,000	45,000
Sales per Year	1,00,000	80,000
Total cost per year (excluding depreciation)	36,000	30,000
Expected life	2 Years	3 Years

Which of the two should be preferred?

**Solution:**

Calculation of Annual Average Earnings

	Machines I (Rs.)	Machines II (Rs.)
Sales per year	1,00,000	80,000
Less: Cost per year	36,000	30,000
	64,000	50,000
Less: Depreciation	22,500	15,000
Net Profit	41,500	35,000
Annual Average Earnings	41,500	35,000
Annual Investment	22,500	22,500
Arr =	$\frac{41,500}{22,500} \times 100 = 184\%$	$\frac{35,000}{22,500} \times 100 = 156\%$

Machine I has higher ARR. Hence Machine I should be preferred.

## Net Present Value (NPV) Method

The objective of the firm is to create wealth by using existing and future resources to produce goods and services. To create wealth, inflows must exceed the present value of all anticipated cash outflows. NPV is obtained by discounting all cash outflows and inflows attributable to certain investment project by a chosen percentage e.g. the entity's weighted average cost of capital. The method discounts the net cash flows from the investment by the minimum required rate of return and deducts the initial investment to give the yield from the funds invested. If yield is positive the project is acceptable. If it is negative the project is unable to pay for itself and is thus unacceptable.

The activity involved in calculating the present value is known as discounting and the factors by which we have multiplied the cash flows are known as the discount factors.

$$NPV = C_0 + \frac{C_t}{(1+r)^t}$$

$$NPV = C_0 + \frac{C_1}{(1+r)^1} + \frac{C_2}{(1+r)^2} + \dots + \frac{C_t}{(1+r)^t}$$

Calculation of NPV (Net Present Value)

Discount factors= 1

$(1+r)^n$

Where, 'r' is the rate of interest per annum

'n' is the number of years for which we are discounting.

### Advantages

- It is based on the assumption that cash-flows and dividends determine shareholder's wealth
- It recognizes the time value of money.
- It considers the total benefits arising out of proposals over its life-time.
- This method of project selection is instrumental in achieving the financial objective i.e. the maximization of shareholder's wealth

### Disadvantages

- It is difficult to calculate as well as understand it as compared to accounting rate of return method or PB method.

- Calculation of the desired rates of return presents serious problems. Generally cost of capital is the basis of determining the desired rate. The calculation of cost of capital is itself complicated. Moreover, desired rates of return will vary from year to year.
- This method is an absolute measure. When two projects are being considered, this method will favour the project which has higher NPV (Net Present Value).
- This method emphasizes the comparison of NPV and disregards the initial investment involved. Thus, this method may not give dependable results.

**Example: 1)**

A choice is to be made between two competing proposals which require an equal investment of Rs.50, 000 and are expected to generate net cash flows as under:

Cost of capital of the company is 10%.

**Problem**

	<b>Project X (Rs.)</b>	<b>Project Y (Rs.)</b>
1 <sup>st</sup> Year end	25,000	10,000
2 <sup>nd</sup> Year end	15,000	12,000
3 <sup>rd</sup> Year end	10,000	18,000
4 <sup>th</sup> Year end	Nil	25,000
5 <sup>th</sup> Year end	12,000	8,000
6 <sup>th</sup> Year end	6,000	4,000



### Comparative Statement of Net Present Values

Year	PV Factor at 10%	Project X		Project Y	
		Cash Inflows	Present Values	Cash Inflows	Present Values
1	0.909	25,000	22,725	10,000	9,090
2	0.826	15,000	12,390	12,000	9,912
3	0.751	10,000	7,510	18,000	13,518
4	0.683	Nil	Nil	25,000	17,075
5	0.621	12,000	7,452	8,000	4,968
6	0.564	6,000	3,384	4,000	2,256
Total Present value Cash Inflows			53,461		56,819
Initial Investments (Cash Outlay)			50,000		50,000
Net present value			Rs. 3,461		Rs. 6,819

Since project Y has the highest NPV (Net Present Value), Project Y should be selected

#### Example 2

Project X initially costs Rs. 25,000. It generates the following cash follows

Year	Cash inflows (Rs.)	Discount Factor at 10% (Rs)
1	9,000	0.909
2	8,000	0.826

3	7,000	0.751
4	6,000	0.683
5	5,000	0.621

Taking the cut - off rate as 10%, suggests whether the project should be accepted or not.

### Solution:

#### Statement of Net Present Value

Year	Cash Inflows	P. V. Factor at 10% (Rs.)	Present Values of Cash Inflows (Rs.)
1	9,000	0.909	8,181
2	8,000	0.826	6,608
3	7,000	0.751	5,257
4	6,000	0.683	4,098
5	5,000	0.621	3,106
Total Present Value of Cash Inflows			27,249
Less: Initial Outlay			25,000
NPV			2,249

The Project should be accepted since the Net Present Value (NPV) is positive.

### Profitability Index Method

The profitability index (PI) is yet another method of evaluating the investment proposals. It is also known as the benefit- cost ratio (B/c). It represents a ratio of the present value of future cost benefit at the required rate of return to the initial cash outflow of the investment. This is similar to the NPV approach.

The PI approach measures the present value of returns per rupee invested. Where projects with different initial investments are to be evaluated the PI approach is the best technique to be used.

$$PI = \frac{\text{Present value of cash inflows}}{\text{Present value of cash outlay}}$$

In this method, the numerator measures the benefits and the denominator measures the costs. The project is to be accepted when the PI is greater than 1 and it will be negative when PI is less than 1.

The selection of the projects with the help of PI method can be affected on the basis of ranking. The project with the highest PI is given the first rank followed by others in the descending order.

### **Advantages**

- This method takes into consideration the time value of money as also the total benefits spread throughout the life span of the project. It can be employed safely as sound investment criteria.
- The PI method is a better evaluation technique than the NPV (Net Present Value) method in a situation of capital rationing.

### **Disadvantages**

- The PI method is not easy to understand, and is difficult to use in practice.
- It involves more tedious calculations than the traditional method.

### **Example 1)**

The initial cash outlay of a project is Rs. 1,00,000 and it generates cash inflow of Rs. 40,000, Rs.30, 000, Rs.50,000 and 20,000. Assuming 10% rate of discount, calculate Profitability index.

### **Solution**

<b>Year</b>	<b>Discount Factor at 10%</b>
1	0.909
2	0.826
3	0.751

4	0.683
---	-------

<b>Calculation of Profitability Index</b>			
<b>Year</b>	<b>Cash Inflow at 10% (Rs.)</b>	<b>Discount Factor Value</b>	<b>Present (Rs.)</b>
1	40,000	0.909	36,360
2	30,000	0.826	24,780
3	50,000	0.751	37,550
4	20,000	0.683	13,6000
		<b>Total PV</b>	<b>Rs. 1,12,350</b>

$$\text{Profitability Index} = \frac{\text{PV of cash inflows}}{\text{Initial Cash outlay}} = \frac{1,12,350}{1,00,000} = 1.1235$$

## 2) Problems

The initial outlay of the project is Rs.1,00, 000 and it generates cash inflows of Rs.50,000, Rs.40,000, Rs.30,000 and Rs.20,000 in the years of its lifespan. You are required to calculate the NPV (Net Present Value) and PI of the project assuming 10% rate of discount.

<b>Year</b>	<b>Cash Inflows (Rs.)</b>	<b>Discount Factor at 10%</b>	<b>Present Values (2x3) (Rs.)</b>
1	50,000	0.909	45,450
2	40,000	0.826	33,040
3	30,000	0.751	22,530
4	20,000	0.683	13,660
			<b>1,14,680</b>

		Less: Cash Outlay NPV	1,00,000
			14,680

$$PI (\text{Gross}) = \frac{1,14,680}{1,00,000} = 1.1468 \quad PI (\text{Net}) = 1.1468 - 1 = 0.1468$$

### Internal Rate of Return Method (IRR)

The IRR Method is yet another discounted cash flow technique which takes into consideration the magnitude and timing of cash flows. It is also known as time adjusted rate of return, marginal efficiency of capital, marginal productivity of capital, and yield on investment and so on. It is employed with the cost of investment and the annual cash inflows are known while the unknown rate of earnings is to be ascertained.

The Internal Rate of Return (IRR) is that rate at which the sum of discounted cash inflows equals the sum of discounted cash out flows. It is the rate at which the NPV (Net Present Value) of the investment is zero. It is called internal rate because it depends mainly on the outlay and proceeds associated with the investment and not on any rate determined outside the investment.

#### Advantages

- The IRR method considers the time value of money like the NPV method.
- It takes into consideration the cash flows over the entire lifespan of the project.
- Business executives and non-technical people understand the concept of Internal Rate of Return (IRR) much better than that of NPV.
- It is consistent with the overall objective of maximizing shareholder's wealth.

#### Disadvantages

- It produces multiple rates which can be confusing.
- Selected project based on higher IRR may not be profitable.
- Unless the life of the project is accurately estimated, assessment of cash flows cannot be correctly made.
- This method is difficult to understand as well as apply in practice because it involves complicated calculations.

- This method does not give unique answer in all situations. It yields negative rate or multiple rate under certain circumstances.

**Example:**

Project X involves an initial outlay of Rs.1, 60,000. Its lifespan is expected to be three years. The cash streams generated by it are expected to be as follows:

Year	Cash Inflows (Rs.)
1	80,000
2	70,000
3	60,000

You are required to calculate the IRR

**Solutions**

Year	Cash Inflows	Rate of Discount (14%)	Present Value (Rs.)	Rate of Discount (16%)	Present Value (Rs.)	Rate of Discount (15%)	Present Value (Rs.)
1	80,000	0.877	70,160	0.862	68,960	0.870	69,600
2	70,000	0.769	53,830	0.743	52,010	0.756	52,920
3	60,000	0.675	40,500	0.641	38,460	0.658	39,480
Less: Initial Outlay			1,64,490		1,59,430		1,62,000
			1,62,000		1,62,000		1,62,000
NPV			(+) 2,490		(-) 2,570		Zero

**Practical Problems**

**Example** - A company is considering a new project for which the investment data are as follows:

Capital outlay Rs. 2,00,000 Depreciation 20% p.a.

Forecasted annual income before charging depreciation but after all other charges, are as follows:

Year	Rs.
1	1,00,000
2	1,00,000
3	80,000
4	80,000
5	40,000
	<b>4,00,000</b>

On the basis of the available data, set out calculation, illustrating and comparing the following method of evaluating the return:-

a) Payback method b) Rate of return investment c) Internal rate of return.

### Solution

Since there is no tax, the annual income before depreciation and after other charges is equivalent to cash flows (CF)

a) Capital outlay of Rs. 2,00,000 is recovered in the first two years, Rs. 1,00,000 (year) + Rs.1,00,000 (year2), therefore the payback period is two years.

B) Rate of return on original investment:

Year	CF (Rs)	Depreciation (Rs.)	Net Income (Rs.)
1	1,00,000	40,000	60,000
2	1,00,000	40,000	60,000
3	80,000	40,000	40,000
4	80,000	40,000	40,000
5	40,000	40,000	-----
			2,00,000

Average Income = Rs. 2,00,000/5 = Rs. 40,000

$$\text{Rate of return} = \frac{\text{Average Income}}{\text{Original investment}} \times 100 = \frac{\text{Rs.40,000}}{\text{Rs.2,00,000}} \times 100 = 20\%$$

C) Calculation of IRR

$$\text{Average CF} = \frac{\text{Total CF}}{\text{No. of Year}} = \frac{\text{Rs. 4,00,000}}{5} = 80,000$$

$$\text{PB value} = \frac{\text{Cash out Flows}}{\text{Average CF}} = \frac{\text{Rs. 2,00,000}}{\text{Rs. 80,000}} = 2.5 \text{ years}$$

Factors close to PB value of 2.5 corresponding to 5 years (life of the project) are 2.532 (28%) and @.436 (30%). Since the actual cash flow stream is higher in initial years than average cash flows, higher discount rate of 33% may also be tried along with 30%.

Year	CF (Rs.)	PVT at			Total PV (Rs.)
		30%	33%	30%	
1	1,00,000	0.769	0.752	76,900	75,200
2	1,00,000	0.592	0.565	59,200	56,500
3	80,000	0.455	0.425	36,400	34,000
4	80,000	0.350	0.320	28,000	25,600
5	40,000	0.269	0.240	10,760	9,600
				<b>2,11,260</b>	<b>2,00,900</b>

The IRR (Internal Rate of Return) of a project is the rate of discount at which the NPV (Net Present Value) is 0. Since the NPV at 33% is Rs. 900 only (i.e. Rs. 2,00, 900 - Rs. 2,00,000), the IRR (Internal Rate of Return) is 33% (approximately).



**Example -**

The cash flows from two mutually exclusive Projects A and B are as under:

Years	Project A	Project B
0	Rs. -22,000	Rs. -27,000
(1-7 Annual)	6,000	7,000
Project life	7 Years	7 Years

- i) Calculate NPV of the proposals at different discount rates of 15%, 16%, 17%, 18%, 19% and 20% ii) Advise on the project on the basis of the Internal Rate of Return (IRR) method.

**Solution:**

Computation of Present Value of cash inflows of different Projects

Dis. Rate	Cash Flow (Rs.)		PVAF	P.V. Cash Flow (Rs.)	
	Project A	Project B		Project A	Project B
15%	6,000	7,000	4,160	24,960	29,120
16%	6,000	7,000	4,040	24,240	28,280
17%	6,000	7,000	3,922	23,532	27,454
18%	6,000	7,000	3,812	22,872	26,684
19%	6,000	7,000	3,706	22,235	25,942
20%	6,000	7,000	3,605	21,630	25,235

**Calculation of IRR**

<b>Dis. Rate</b>	<b>PV of inflows (A)</b>	<b>NPV (A)</b>	<b>PV of inflows (B)</b>	<b>NPV (B)</b>
15%	Rs. 24,960	Rs. 2,960	29,120	Rs. 2,120
16%	24,240	2,240	28,280	1,280
17%	23,532	1,532	27,454	454
18%	22,872	872	26,684	(-) 216
19%	22,235	235	25,942	(-) 1,058
20%	21,630	-370	25,235	(-) 1,765

**Calculation of the Internal Rate of Return (IRR)**

**Project A:** Since outflow of Rs. 22,000 is falling between Rs. 22,235 and Rs 21,630, the IRR must be between 19% to 20%. So, interpolating the difference of Rs. 605 between 19% and 20%, the IRR comes to 19.39%.

$$= 19\% + \frac{Rs.22,235-22,000}{Rs.22,235-21,630} \times (20\% - 19\%) = 19.39\%$$

$$Rs.235 \quad Rs.22,235-21,630 \quad Rs.605$$

**Project B:** Since outflow of Rs. 27,000 is falling between Rs.27,454 and Rs.26,684, the IRR must be between 17% to 18%. So, interpolating the difference of Rs. 770 between 17% and 18%, the IRR comes to 17.59%

$$= 17\% + \frac{Rs.27,454-27,000}{Rs.27,454-26,686} \times (18\% - 17\%) = 17.59\%$$

$$Rs.27,454-26,686 \quad Rs.770$$

**Conclusion:**

As per the NPV technique, the Project is acceptable even if the discount rate is as high as 19% whereas, the project B becomes invariable at 18%. As per IRR (Internal Rate of Return) technique, the project A is acceptable and is having an IRR of 19.39% against the IRR of 17.59% of Project B

### Check your progress 4

1. The \_\_\_\_\_ of Return (IRR) is that rate at which the sum of discounted cash inflows equals the sum of discounted cash out flows
  - a. Internal Rate
  - b. External Rate
2. The objective of the firm is to \_\_\_\_\_ by using existing and future resources to produce goods and services.
  - a. create Health
  - b. create wealth

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## 3.6 Estimation of Cash Flow for New Project

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Evaluation of a project should rather be based on cash flows as distinct from accounting profits.

Accounting profits are useful only for external reporting purposes and by themselves cannot be used for the purpose of capital budgeting decisions. Accounting profits are capable of distortion because of possible bias of individual accountants. Different methods of providing depreciation and valuing closing stocks can lead to different accounting figures. On the other hand, cash flows are totally independent of different methods of accounting for depreciation and stocks. Properly calculated cash flows cannot be challenged by anyone.

Accountants do start with rupee coming in and rupee going out when they write cash book. But when calculating accounting income they carry out certain adjustments for depreciation, accruals and stock valuations. It is not always easy to convert the customary accounting profits back into actual cash flows but this has to be done.

We had seen earlier that  $\text{cash flow} = \text{PAT} + \text{DEP}$  but it is not always that simple in actual practice. Reputed text books have highlighted some basic principles of cash flows which are summed up below:

- Cash flows should be estimated on an incremental basis. A true worth of a project depends only on additional cash flows that can be generated if a project is accepted.

- It is necessary to take into consideration all incidental effects of a project on remainder of the business. Introduction of a new product may affect revenue of an existing product and therefore we must take into consideration this fact which is not normally recordable in accounting.
- Sunk costs should be ignored because they do not affect outflow of cash now. Whether we accept a project or reject it, sunk costs do not change and should therefore be ignored. For example, if we construct a factory on a piece of land, which was earlier acquired for another project but not actually put to use, is a sunk cost. There is no outflow if the same piece of land is now used for a new project.
- Opportunity costs cannot be ignored. This was hinted at point number two above. This can be stretched a little further. Suppose a new project starts on a piece of land, which is not now acquired. However, if it is decided to sell the land for a sum and if it is not used for the new project then there is an opportunity cost or an implied outflow. Sale proceeds of the land will have to be sacrificed to implement the new project.
- Any new project will always entail an additional investment in short term assets like cash, debtors and stocks. The additional investment to some extent is reduced to the extent to which short-term liabilities like creditors increase. The increase in net working capital requirements becomes an outflow and when the project finally ends, investment in working capital can be recovered either fully or partly. This will become an inflow.
- Cash flows should always be estimated on an after tax basis.

Inflation, if persisting should always be treated on a consistent basis. This requires conversion of nominal cash flows into real cash flows.

### **Check your progress 5**

1. Any \_\_\_\_\_ will always entail an additional investment in short term assets like cash, debtors and stocks.
  - a. investment
  - b. new project

## 3.7 Sources of Long Term Funds

### Tabular Presentation of Sources of Long Term Funds

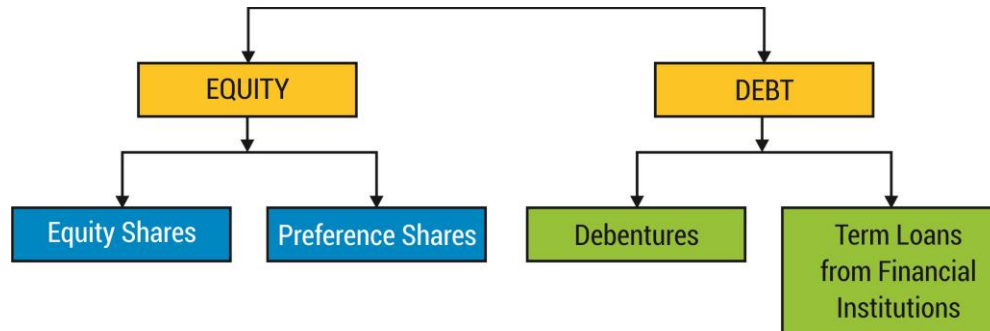


Fig 3.2 Source of long term fund

#### Brief Characteristics of the above Diagram:

- Interest on debentures or Term loans has to be paid whether there is any profit or not.
- Interest is a tax-deductible expense
- Dividend on preference shares is paid at fixed rate only if there is adequate profit after tax. If preference shares are cumulative then the dividends not paid will accumulate and will become payable in future.
- On equity shares, there is no fixed rate of dividend. Dividend may be skipped if profits are inadequate. Dividend may be very high if there is abumper profit. Dividend can only be paid after preference dividend (including arrears if any) are paid and transfer to General Reserve  
Debenture and Redemption Reserve are made.

#### Capital Budgeting work out problems

##### Question 1

A Company is setting up a plant at a cost of Rs.300 lakhs investment in fixed assets. It has to decide whether to locate the plant in a Forward area or backward area. Locating in backward area means a cash subsidy of Rs.15 lakhs from the Central Govt. Besides, the taxable profit to the extent of 20% is exempt for 10 years. The project envisages aborrowing of Rs.200 lakhs in either case. The cost of borrowing willbe 12 in Forward areaand 10% in backward area. However the revenue costs are bound to be higher in backward area. The borrowings (principal) have to be repaid in 4 equal annual instalments beginning from the end of the 4th year. With the help of following information and by using DCF

technique you are required to suggest the proper location for the project. Assume straight line depreciation with no residual value.

You have to assume:

- Average rate of Income-tax is to be taken at 50%
- The life of the fixed assets will be 10 years.
- Central subsidy receipt is not to affect depreciation and income-tax.
- No other reliefs or rebates other than those indicated in the question will be available to the company.

### Question 2

Modern Enterprises Ltd. is considering the purchase of a new computer system for its Research and Development Division, which would cost Rs.35 lakhs. The operation and maintenance costs (excluding depreciation) are expected to be Rs.7 lakhs per annum. It is estimated that the useful life of the system would be 6 years, at the end of which the disposal value is expected to be Rs.1 lakh.

The tangible benefits expected from the system in the form of reduction in design and draughtsman ship costs would be Rs.12 lakhs per annum. Besides, the disposal of used drawing office equipment and furniture, initially, is anticipated to net Rs.9 lakhs.

Capital expenditure in research and development would attract 100% write-off for tax purposes. The gains arising from disposal of used assets may be considered tax-free. The company's effective tax rate is 50%.

The average cost of capital of the company is 12%. The present value factors at 12% discount rate are:-

Year	PVF
1	0.892
2	0.797
3	0.711
4	0.635
5	0.567

6	0.506
---	-------

After appropriate analysis of cash flows, please advise the company of the financial viability of the proposal.

**Answer**

Evaluation of the financial viability of the proposal	(Rs. Lakhs)
Initial Investment or Cash Outflow	35.00
Cost of new computer system	
Less: Net realization on disposal of used Equipment, etc.	9.00
	<hr/>
Total Cash Outflow	(A) 26.00
	=====

Cash Inflow Calculations:

(i) Annual and Recurring Savings		
Reduction in costs of design etc.	12.00	
Less: Maintenance costs of new system	7.00	
Savings before tax	5.00	
Savings after tax at 50%	2.50	
PVF for 6 year annuity 12%	4.108	
PV of 6 year cash-in-flows due to annual saving	10.27	
(ii) Tax Savings at end of year 1 due to 100%		
Write-off of RandD expenditure 50% of Rs.35 lakhs	17.50	
PVF for year	0.892	
PV of cash-in-flow due to tax savings	15.61	
(iii) Terminal Sale Value:		
Anticipated sale value of system after 6 years	1.00	
PVF for year 6	0.506	
PV of cash-in-flow at end of year 6	0.506	
Aggregate of PV of cash-in-flows (i) + (ii) + (iii)	(B) 26.386	

Net present value (NPV) of the proposal (B-A) (+) 0.386

Advice to the company:

The positive NPV indicates that the proposal is financially viable.

### Question 3

BS Electronics is considering a proposal to replace one of its machines. In this connection the following information is available:

The existing machine was bought 3 years ago for Rs.10 lakh. It was depreciated at 25% p.a. on reducing balance basis. It has remaining life of 5 years but its maintenance cost is expected to increase by Rs.50,000 p.a. from the 6th year of its installation. Its present realizable value is Rs.6 lakh.

The new machine costs Rs.15 lakhs and is subject to the same rate of depreciation. On sale after 5 years, it is expected to net Rs.9 lakh. With the new machine, the annual operating costs (excluding depreciation) are expected to decrease by Rs.1 lakh p.a. In addition, the speed of the new machine would increase productivity on account of which net revenues would increase by Rs.1.5 lakhs p.a.

The tax rate applicable is 50% and the cost of capital 10%. The present Value Factors at 10% rate of discount for years 1 to 5 are respectively 0.909, 0.826, 0.751, 0.683 and 0.620.

Is the proposal financially viable? Please advise the firm on the basis of Net Present Value of the proposal.

### Answer:

Evaluation of the financial viability of the proposal to replace a machine:

Incremental investment/cash outflow on new machine.

Price of new machine Rs 1500000

Less: Present realization from old Machine. 600000

Net cash outlay 9,00,000

(i) Incremental depreciation

Year	Cost/WDV Depreciation at 25% p.a. on reducing Balance basis
------	--



	Rs.	Rs.
1	9,00,000	2,25,000
2	6,75,000	1,68,750
3	5,06,250	1,26,563
4	3,75,687	94,922
5	2,84,765	71,191

(ii) Incremental savings/revenue

Year	Saving in opening cost	Increase in revenue	Incess in maintenance cost of existing machine	Totale saveing before depreciation
	Rs.	Rs.	Rs.	Rs.
1	1,00,000	1,50,000	-	2,50,000
2	1,00,000	1,50,000	-	2,50,000
3	1,00,000	1,50,000	50,000	3,00,000
4	1,00,000	1,50,000	50,000	3,00,000
5	1,00,000	1,50,000	50,000	3,00,000

(iii) Statement showing computation of present value of cash inflows:-

(iv) Net Present Value

Aggregate of cash inflows	13, 56,941
Less: Incremental Investment	9,00,000
Net present Value	4,56,941

(v) Advice

Since NPV is positive, the proposal is viable

Notes: (1) The expression “—— is expected to net Rs.9 lakhs”, has been interpreted as net of tax.

(2) The expression “—— net revenues would increase by Rs.1.5 lakhs p.a. “ has been interpreted as net of costs.

#### Question 4.

Beta Limited is considering the acquisition of a personal computer costing Rs.50,000. The effective life of the computer is expected to be five years. The company plans to acquire the same either by borrowing Rs.50,000 from its bankers at 15% interest per annum or by lease. The company wishes to know the lease rentals to be paid annually which will match the loan option. The following further information is provided to you:

- The principal amount of the loan will be paid in five annual equal instalments.
- Interest, lease rentals, principal repayment are to be paid on the last day of each year.
- The full cost of the computer will be written off over the effective life of computer on a straight-line basis and the same will be allowed for tax purposes.
- The company's effective tax rate is 40% and the after tax cost of capital is 9%.
- The computer will be sold for Rs.1, 700 at the end of the 5th year. The commission on such sales is 9% on the sale value and the same will be paid.

You are required to compute the annual lease rentals payable by Beta Limited which will result in indifference to the loan option

The relevant discount factors are as follows:

Year	1	2	3	4	5
Discount factor	0.92	0.84	0.77	0.71	0.65

#### Answer



Required annual after tax outflow = Rs.33,843 = Rs. 8,700 3.89

Annual lease rental:

$$\begin{aligned} \text{Annual after tax outflow} &= \text{Rs.8,700} && = \text{Rs.14,500} \\ & (1-t) && (1-0.4) \end{aligned}$$

Hence the annual lease rentals should be Rs.14, 500 to be indifferent for the loan option.

### Question 5

Alpha Limited is considering five capital projects for the years 1994 and 1995. The company is financed by equity entirely and its cost of capital is 12%. The expected cash flows of the projects are as below:-

Project	Year and Cash flows (Rs. '000)			
	1994	1995	1996	1997
A	(70)	35	35	20
B	(40)	(30)	45	55
C	(50)	(60)	70	80
D	-	(90)	55	65
E	(60)	20	40	50

**Note:** Figures in brackets represent cash outflows.

All projects are divisible i.e. size of investment can be reduced, if necessary in relation to availability of funds. None of the projects can be delayed or undertaken more than once.

Calculate which project Alpha Limited should undertake if the capital available for investment is limited to Rs.1, 10,000 in 1994 and with no limitation in subsequent years. For your analysis use the following present value factors:

Year	1994	1995	1996	1997
Factor	1.00	0.89	0.80	0.71

**Answer**

Computation of Net Present Value (NPV) and Profitability Index (PI)

(Rs. '000)

	Project		Discounted Cash Flows			
	1994	1995	1996	1997	NPV	PI.
A	(70)	31.15	28	14.20	3.35	1.048
B	(40)	(26.70)	36	39.05	8.35	1.125
C	(50)	(53.40)	56	56.80	9.40	1.091

D	-	(80.10)	44	46.15	10.05	1.125
E	(60)	17.80	32	32.50	25.30	1.422

Ranking of Projects in Descending Order of Profitability Index

Rank	1	2	3	4	5
Projects	E	D	B	C	A

Selection and Analysis

For Project 'D' there is no capital rationing but it satisfies the criterion of required rate of return. Hence Project D may be undertaken.

For other projects the requirement is Rs. 2,20,000 in year 1994 whereas the capital available for investment is only Rs.1,10,000 based on the ranking. The final selection from other projects which will yield maximum NPV will be:

Ranking of Projects excluding 'D' which is to start in 1995 when no limitation on capital availability.

Project	E	B	C	A
Rank	1	2	3	4

**Working Notes:**

- (1) Computation of discounted cash flows (Rs. 000)

**Question 6**

Elite Builders, a leading construction company has been approached by a foreign Embassy to build for it a block of six flats to be used as guest houses. As per the terms of the contract the Foreign Embassy would provide Elite Builders the plans and the land costing Rs 25 lakhs. Elite Builders would build the flats at their own cost and lease them out to the Foreign Embassy for 15 years at the end of which the flats will be transferred to the Foreign Embassy for a nominal value of Rs. 8 lakh. Elite Builders estimates the cost of construction as follows:

Area per flat	1,000 sq. ft.
Construction cost	Rs. 400 per sq. ft.
Registration and other costs	2.5% of cost of construction

Elite builders will also incur Rs. 4 lakh each in years 14-15 towards repairs.

Elite builders propose to charge the lease rentals as follows:

Years	Rentals
1-5	Normal
6-10	120% of Normal
11-15	150% of Normal

Elite Builders present tax rate averages at 50%. The full cost of construction and registration will be written off over 15 years and will be allowed for tax purposes.

You are required to calculate the normal lease rental per annum per flat. For your exercise you may assume:

- Minimum desired return of 10%
- Rentals and repairs will arise on the last day of the year
- Construction, registration and other costs will be incurred at  $t = 0$

**Answer:**

Calculation of normal rental per annum per flat

Outflows and present value of cost of construction, registration and other costs and repairs:

Rs.

Working Capital Management and Investment	Cost of Construction	24,00,000
	(6 x 1,000 x Rs. 400)	
	Registration and other costs at 2.5%	60,000
	Total	24,60,000
	Present value	24,60,000
	Repairs cost each in years 14 and 15	Rs. 4,00,000
	Less : Tax Savings at 50%	Rs. 2,00,000
	Net after tax cost	Rs. 2,00,000
	Present value	
	(Rs. 2,00,000 x [0.26 + 0.24])	1,00,000
	Total present value of outflows	24,60,000
	Inflows and present value	

Let the normal lease rentals for all the 6 flats per annum be '%'. Then lease rentals for the years and present value will be as follows:

Tax savings on cost of construction written off:

Total present Value of inflows:

$$\text{Rs. } 4.4x + \text{Rs. } 6,23,200 + \text{Rs. } 96,000$$

$$= 4.4x + \text{Rs. } 7,19,200$$

Lease rentals = Present value of inflows equals present value of outflows

$$\text{Or, } 4.4x + \text{Rs. } 7,19,200 = 23,60,000$$

$$\text{Or, } 4.4x = \text{Rs. } 18,40,800$$

$$\text{Hence, } x = \text{Rs. } 18,40,800 / 4 = \text{Rs. } 4,60,200$$

4.4

Thus normal lease rental per flat per annum = Rs. 4,60,200 / 6 = Rs. 76,700

**Question 7**

M/s. Gamaand Co. wants to replace its old machine with a new automatic machine. Two models Zee and Chee are available at the same cost of Rs. 5 lakh each. Salvage value of the old machine is Rs. 1 lakh. The utilities of the existing machine can be used if the company purchases Zee. Additional cost of utilities to be purchased in that case are Rs. 1 lakhs. If the company purchases Chee then all the existing utilities will have to be replaced with new utilities costing Rs. 2 lakh. The salvage value of the old utilities will be Rs. 0.20 lakh. The earnings after taxation are expected to be:

Year	(Cash in-flows of)		
	Zee	Chee	P V Factor @ 15%
1	1,00,000	2,00,000	0.87
2	1,50,000	2,10,000	0.76
3	1,80,000	1,80,000	0.66
4	2,00,000	1,70,000	0.57
5	1,70,000	40,000	0.50
Salvage Value at			
The end of Year 5	50,000	60,000	

The targeted return on capital is 15%. You are required to (i) compute, for the two machines separately, net present value, discounted payback period and desirability factor and (ii) advise which of the machines is to be selected.

**Answer**

Expenditure at Year ( ) (Rs. in lakhs)

(i) Discount Value of Cash Flows

(Rs. in lakhs)



Year	NPV Factor @ 15%	Machine Zee		Machine Chee	
		Cash flows	Discounted value of inflows	Cash flows	Discounted value of inflows
0	1.00	(5.00)	(5.00)	(5.80)	(5.80)
	0.87	1.00	0.87	2.00	1.74
	0.76	1.50	1.14	2.10	1.60
	30.66	1.80	1.19	1.80	1.19
	40.57	2.00	1.14	1.70	0.97
5	0.50	1.70	0.85	0.40	0.20
	0.50	0.50	0.25	0.60	0.30
Net Present Value		(+) 0.44		(+) 0.20	

**Since the Net Present Values of both the machines are positive both are acceptable**

(ii) Discounted Pay Back Period (Rs. in lakhs)

Year	Discounted Cash flow	Cumulative discounted Cash inflows	Discounted Cash flow	Cumulative discounted Cash inflows
0	(5.00)	—	(5.80)	—
1	0.87	0.87	1.74	1.74
2	1.14	2.01	1.60	3.34
3	1.19	3.20	1.19	4.53
4	1.14	4.24	0.97	5.50
5	1.10	5.44	1.50*	6.00

\*Includes salvage value

Discounted Payback Period:

$$\begin{array}{l}
 0.66 \times 1 \\
 4 \text{ Years} + \text{-----} \\
 = 4.6 \text{ Years}
 \end{array}
 \qquad
 \begin{array}{l}
 0.30 \times 1 \\
 4 \text{ Years} + \text{-----} \\
 = 4.6 \text{ Years}
 \end{array}$$

Machine Zee	Machine Chee
Rs. 5.44 lakhs	Rs. 6.00 lakhs
Rs. 5.00 lakhs	Rs. 5.80 lakhs
= 1.088	= 1.034

- (iv) The discounted payback period in both the cases is same but the net present value and also the desirability factor are higher in the case of Zee, it is better to choose Zee.

### Question 8

Swastik Ltd. manufacturers of special purpose machine tools, have two divisions which are periodically assisted by visiting teams of consultants. The management is worried about the steady increase of expense in this regard over the years. An analysis of last year's expenses reveals the following:

The management estimates accommodation expenses to increase by Rs. 2,00,000 annually.

As part of a cost reduction drive, Swastik Ltd. is proposing to construct a consultancy centre to take care of the accommodation requirements of the consultants. This centre will additionally save the company Rs. 50,000 in boarding charges and Rs. 2,00,000 in the cost of Executive Training Programmes hitherto conducted outside the company's premises, every year.

The following details are available regarding the construction and maintenance of the new centre:

- Land: Already owned by the company at a cost of Rs. 8,00,000
- Construction cost: Rs. 15,00,000 including special furnishings
- Cost of annual maintenance : Rs. 1,50,000
- Construction cost will be written off over 5 years being the useful life.

Assuming that the write off of construction cost as aforesaid will be accepted for tax purposes that the rate of tax will be 50% and that the desired rate of return is 15% you are required to analyze the feasibility of the proposal and make recommendations.

**Answer**

The relevant Present Value Factors are:

Year -	1	2	3	4	5
PV Factor	0.87	0.76	0.66	0.57	0.50

Hence, it is desirable to build the guest house.

**Notes :**

- 1) Consultants' remuneration, travel and conveyance and special allowance will be incurred even after construction of guest house and hence not relevant.
- 2) Land value is not relevant as it is a sunk cost.

**Question 9**

A company is considering which of the two mutually exclusive projects it should undertake. The Finance Director thinks that the project with the higher NPV should be chosen whereas the Managing Director thinks that the one with the higher IRR (Internal Rate of Return) should be undertaken especially as both projects have the same initial outlay and length of life. The company anticipates cost of capital of 10% and the net after tax as follow:

Year	0	1	2	3	4	5
(Cash flows Figs 000)						
Project X	(200)	35	80	90	75	20
Project Y	(200)	218	10	10	4	3

Required to:

- Calculate the NPV and IRR of each project
- State with reasons which project you would recommend
- Explain the inconsistency in the ranking of the two projects

The discount factors are as follows

Year	0	1	2	3	4	5
Discount Factors						
(10%)	1	0.91	0.83	0.75	0.68	0.62
(20%)	1	0.83	0.69	0.58	0.48	0.41

**Answer**

- (a) Calculation of the NPV (Net Present Value) and the Internal Rate of Return (IRR) of each project:

NPV

Project X					
Years	Cash Flows	Discount Factors	Discounted Values	Discount Factors	Discounted Values
			@ 10%		@ 20%
0	(200)	—	—	—	—
1	35	0.91	31.85	0.83	29.05
2	80	0.83	66.40	0.69	55.20
3	90	0.75	67.50	0.58	52.20
4	75	0.68	51.00	0.48	36.00
5	20	0.62	12.40	0.41	8.20
			229.15		180.65
		NPV =	+29.15		-19.35

IRR (Internal Rate of Return):

At 20% the Net Present Value (NPV) is – 19.35

At 10% NPV is + 29.15

29.15

IRR= 10 +  $\frac{29.15}{29.15 + 19.35} \times 10$

29.15 + 19.35

29.15

= 10 +  $\frac{29.15}{48.50} \times 10 = 16.01\%$

48.50

Net Present Value (NPV)

Project Y

Years	Cash Flows	Discount Factors	Discounted Values	Discount Factors	Discounted Values
		@ 10%		@ 20%	

Working  
Capital  
Management  
and Investment

0	(200)	—	—	—	—
1	218	0.91	198.38	0.83	180.94
2	10	0.83	8.30	0.69	6.90
3	10	0.75	7.50	0.58	5.80
4	4	0.68	2.72	0.48	1.92
5	3	0.62	1.86	0.41	1.23
			218.76		196.76
				NPV (Net Present Value) =	+18.76      - 3.21

At 20% the NPV is – 3.21

At 10% the Net Present Value (NPV) is + 18.76

$$\text{Internal Rate of Return (IRR)} = 10 + \frac{18.76}{18.76 + 3.21} \times 10$$

$$= 10 + \frac{18.76}{21.97} \times 10 = 18.54\%$$

- (b) Both the projects are acceptable because they generate the positive NPV at the company's cost of capital at 10%. However, the company will have to select Project X because it has a higher NPV. If the company follows the Internal Rate of Return (IRR) method, then Project Y should be selected because of higher internal rate of return (IRR). But when NPV and IRR give contradictory results, a project with high NPV is generally preferred because of higher return in absolute terms. Hence project X should be selected.
- (c) The inconsistency in the ranking of the projects arises because of the difference in the patten of cash flows. Project X's major cash flows occur mainly in the middle three years, whereas Y generates the major cash flows in the first year itself.

**Question 10**

SCL Limited, a highly profitable company is engaged in the manufacture of power intensive products. As a part of its diversification plans, the company proposes to put up a Windmill to generate electricity. The details of the scheme are as follows:

- 1) Cost of the Windmill Rs. 300 lakhs
- 2) Cost of Land Rs. 15 lakhs
- 3) Subsidy from State Government to be Received at the end of first year of installation Rs. 15 lakhs
- 4) Cost of electricity will be Rs. 2.25 per unit in year 1. This will increase by Re. 0.25 per unit every year till years 7. After that it will increase by Re. 0.50 per unit.
- 5) Maintenance cost will be Rs. 4 lakh in year 1 and the same will increase by Rs. 2 lakhs every year.
- 6) Estimated life 10 years
- 7) Cost of Capital 15%
- 8) Residual value of Windmill will be nil, however; land value will go up to Rs. 60 lakhs, at the end of 10 years
- 9) Depreciation will be 100% of the cost of the Windmill in years 1 and the same will be allowed for tax purposes
- 10) As windmills are expected to work based on wind velocity the efficiency is expected to be an average 30%. Gross electricity generated at this level will be 25 lakhs units per annum. 4% of this electricity generated will be committed free to the State Electricity Board as per the agreement.
- 11) Tax rate 50%

From the above information you are required to:

- (a) Calculate the net present value [ignore tax on capital profits]
- (b) List down two non financial factors that should be considered before taking a decision.

For your exercise use the following discount factors:

Year	1	2	3	4	5	6	7	8	9	10
Discount	0.87	0.76	0.66	0.57	0.50	0.43	0.38	0.33	0.28	0.25

Factors

**Answer**

(a) Working Notes

1.	Initial investment	Rs. (Lakhs)
	Cost of Windmills	300
	Land	15
		315
2.	Units available gross	25
	Less : 4%	1 24 Lakhs
3.	Cost/Unit	

1	2	3	4	5	6	7	8	9	10
2.75	3.00	3.25	3.50	3.75	4.25	4.75	5.25	2.25	2.50

Discounting Cash flow (Rs. Lakhs)

\*[50% (50-300)]

Decision : Project is viable

**Note :**

In the above question in item No 4, it is not clear whether the increase per unit @ Rs. 0.50 is only upto year 8, or shall continue till year 10. If it is presumed that the increase of Re. 0.50 per unit in cost of electricity generated is not beyond year 8, then the cost per unit shall remain stationary (static) at Rs. 4.25 per unit till the year 10. Hence the net present value will accordingly be changed to +3.58 and the project will still be viable.

(b) Non-financial factor: The following non financial factors may be taken into consideration:

- Cost of electricity
- Availability of skilled people
- Insurance coverage
- Velocity of wind and estimate
- Sensitivity of land value. This is strictly not realized

Company should have a clause in the Memorandum of Articles to generate electricity.

**Check your progress 6**

1. \_\_\_\_\_ on debentures or Term loans has to be paid whether there is any profit or not.
  - a. Payment
  - b. Dividend
  - c. Interest

---

**3.8 Let Us Sum Up**

---

In this unit we had a very detailed discussion on the Capital budgeting techniques which are considered to be a very important tool into the hands of an investor to know the feasibility of investment in an organisation.

Here we studied that based on cash flows are more realistic than these based on accounting profits. NPV approach is considered theoretically superior to the Internal Rate of Return (IRR) approach. We further studied that the term Capital budgeting contains the relatively scarce, non-human resource of production enterprise, and budgeting, indicating a detailed quantified planning which guides future activities of an enterprise towards the achievement of its profit goals. Capital expenditure decisions are taken considering the points like - Creative search for Profitable opportunities, Long range capital planning, Short range capital planning, Measurement of project work, Screening and Selection, Control of authorized outlays, Post Mortem, Forms and Procedures and Economic of capital budgeting. We understood the three different kinds of capital budgeting proposals like - Replacement, Expansion, Modernization of Investment Expenditures, Strategic Investment Proposals, Diversification, and Research and Development. In this unit we covered different capital budgeting decisions that include- Accept-reject decisions, Mutually Exclusive Project decisions, Capital rationing decisions. There are different capital budgeting techniques which we studied in this chapter - Pay Back Method, Average Rate Of Return Method, Net Present Value (NPV) Method, Profitability Index Method, Internal Rate of Return Method (IRR). We also covered practical problems to understand capital budgeting decisions better.

So this unit is going to be of great help for the readers in understanding the concepts of various capital budgeting techniques and various other concepts associated to it.



---

## 3.9 Answers for Check Your Progress

---

**Check your progress 1**

Answers: (1-b), (2-a)

**Check your progress 2**

Answers: (1-d)

**Check your progress 3**

Answers: (1-b), (2-b)

**Check your progress 4**

Answers: (1-a), (2-b)

**Check your progress 5**

Answers: (1-b)

**Check your progress 6**

Answers: (1-c)

---

## 3.10 Glossary

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1. **Capital Budgeting** - The process of planning expenditures on assets whose cash flows are expected to extend beyond one year.

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## 3.11 Assignment

---

Explain in detail different capital budgeting techniques

---

### **3.12 Activities**

---

Which are the sources of long-term funds?

---

### **3.13 Case Study**

---

How are the capital budgeting decisions helpful in selection of any project?  
Explain with suitable example.

---

### **3.14 Further Readings**

---

1. Fundamental of financial Management..... Dr. Prasanna. Chandra.
2. Financial Management..... P.V. Kulkarni.
3. Financial Management .....Khan and Jain.
4. Financial Management..... Dr. Mahesh Kulkarni.
5. Financial Management..... Ravi Kishore.

---

## **Block Summary**

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In this block we had a very detailed study on working capital, inventory management and on various capital budgeting techniques.

In unit 1 and 2 we discussed about the working capital. These units have discussed in detail about working capital. It discusses about Meaning and Definition of Working Capital, Types of Working Capital, Factors Affecting Working Capital / Determinants of Working Capital, Operating Working Capital Cycle, Working Capital Requirements, Estimating Working Capital Needs and Financing Current Assets, Capital Structure Decisions, Leverages. Further unit 2 discusses about in detail about Inventory Management, Purpose of holding inventories, Types of Inventories, Inventory Management Techniques, Pricing of inventories, Receivables Management, Purpose of receivables, Cost of maintaining receivables, Monitoring Receivable, Cash Management, Reasons for holding cash, Factors for efficient cash management. Lastly in unit 3<sup>rd</sup> we discussed about the capital budgeting and its importance in a organisation it discusses about Capital Budgeting, Principles of Capital Budgeting, Kinds of Capital Budgeting Proposals, Kinds of Capital Budgeting Decisions, Capital Budgeting Techniques, Estimation of Cash flow for new Projects, Sources of long Term Funds.

So this block is going to help a lot the readers in explaining the other set of few very important topics of financial management.

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## **Block Assignment**

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### **Short Answer Questions**

1. Importance of capital budgeting.
2. Superiority of cash flow concept over accounting profit concept.
3. Comparison of NPV and the Internal Rate of Return (IRR).
4. Purposes of holding the inventories.
5. Types of inventories.
6. Economic Order Quantity (EOQ).
7. Working Capital required for different businesses.
8. Disadvantages of inadequate working capital.

### **Long Answer Questions**

1. Discuss the various ways through which the working capital cycle can be shortening.
2. What are the factors for efficient cash management?
3. Explain the role of capital budgeting techniques in investment making decisions.
4. What are types of Capital Structure?
5. What are the techniques of Inventory Management?
6. Discuss cost of maintaining receivables.

**Enrolment No.**

1. How many hours did you need for studying the units?

Unit No	1	2	3	4
Nos of Hrs				

2. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific example if any
Presentation Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Language and Style	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Illustration used (Diagram, tables etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Conceptual Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Check your progress Quest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____
Feed back to CYP Question	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____

3. Any Other Comments

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“

*Education is something  
which ought to be  
brought within  
the reach of every one.*

”

- Dr. B. R. Ambedkar



**Dr. Babasaheb Ambedkar Open University**  
'Jyotirmay Parisar', Opp. Shri Balaji Temple, Sarkhej-Gandhinagar Highway, Chharodi,  
Ahmedabad-382 481.

# FINANCIAL MANAGEMENT

PGDBA-204

## BLOCK 4: INVESTMENT ANALYSIS AND FINANCIAL PLANNING

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# FINANCIAL MANAGEMENT



Knowledge Management and  
Research Organization  
Pune





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## **ROLE OF SELF INSTRUCTIONAL MATERIAL IN DISTANCE LEARNING**

The need to plan effective instruction is imperative for a successful distance teaching repertoire. This is due to the fact that the instructional designer, the tutor, the author (s) and the student are often separated by distance and may never meet in person. This is an increasingly common scenario in distance education instruction. As much as possible, teaching by distance should stimulate the student's intellectual involvement and contain all the necessary learning instructional activities that are capable of guiding the student through the course objectives. Therefore, the course / self-instructional material are completely equipped with everything that the syllabus prescribes.

To ensure effective instruction, a number of instructional design ideas are used and these help students to acquire knowledge, intellectual skills, motor skills and necessary attitudinal changes. In this respect, students' assessment and course evaluation are incorporated in the text.

The nature of instructional activities used in distance education self-instructional materials depends on the domain of learning that they reinforce in the text, that is, the cognitive, psychomotor and affective. These are further interpreted in the acquisition of knowledge, intellectual skills and motor skills. Students may be encouraged to gain, apply and communicate (orally or in writing) the knowledge acquired. Intellectual-skills objectives may be met by designing instructions that make use of students' prior knowledge and experiences in the discourse as the foundation on which newly acquired knowledge is built.

The provision of exercises in the form of assignments, projects and tutorial feedback is necessary. Instructional activities that teach motor skills need to be graphically demonstrated and the correct practices provided during tutorials. Instructional activities for inculcating change in attitude and behavior should create interest and demonstrate need and benefits gained by adopting the required change. Information on the adoption and procedures for practice of new attitudes may then be introduced.

Teaching and learning at a distance eliminates interactive communication cues, such as pauses, intonation and gestures, associated with the face-to-face method of teaching. This is particularly so with the exclusive use of print media. Instructional activities built into the instructional repertoire provide this missing interaction between the student and the teacher. Therefore, the use of instructional activities to affect better distance teaching is not optional, but mandatory.

Our team of successful writers and authors has tried to reduce this.

Divide and to bring this Self Instructional Material as the best teaching and communication tool. Instructional activities are varied in order to assess the different facets of the domains of learning.

Distance education teaching repertoire involves extensive use of self-instructional materials, be they print or otherwise. These materials are designed to achieve certain pre-determined learning outcomes, namely goals and objectives that are contained in an instructional plan. Since the teaching process is affected over a distance, there is need to ensure that students actively participate in their learning by performing specific tasks that help them to understand the relevant concepts. Therefore, a set of exercises is built into the teaching repertoire in order to link what students and tutors do in the framework of the course outline. These could be in the form of students' assignments, a research project or a science practical exercise. Examples of instructional activities in distance education are too numerous to list. Instructional activities, when used in this context, help to motivate students, guide and measure students' performance (continuous assessment)



## **PREFACE**

We have put in lots of hard work to make this book as user-friendly as possible, but we have not sacrificed quality. Experts were involved in preparing the materials. However, concepts are explained in easy language for you. We have included many tables and examples for easy understanding.

We sincerely hope this book will help you in every way you expect.

All the best for your studies from our team!



# FINANCIAL MANAGEMENT

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**PGDBA-204**

# **FINANCIAL MANAGEMENT**

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## **BLOCK 4: INVESTMENT ANALYSIS AND FINANCIAL PLANNING**

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---

# **BLOCK 4: INVESTMENT ANALYSIS AND FINANCIAL PLANNING**

---

## **Block Introduction**

In this block we shall focus on the investment analysis and various other financial planning decisions.

This block is divided into Four units where unit 1<sup>st</sup> discusses about the topic investment analysis in details whereas unit 2<sup>nd</sup> and 3<sup>rd</sup> deals with financial planning. Here in unit 1 we have discussed about Investment and Financing Decisions, Components of cash flows, Complex Investment Decisions

Unit 2 discusses about the following topics such as, Advantages of financial planning, Need for Financial Planning, Steps in Financial planning, Types of Financial planning, Scope of Financial planning. In unit 3 Derivatives, Future Contract, Forward Contracts, Options, Swaps, Difference between Forward Contract and future contract, Financial Planning and Preparation of Financial Plan after EFR Policy is Determined. Unit 4 will also give you a detailed note of account on the aviation industry and the problems and prospects associated with it. The financial aspects of aviation industry would be discussed in detailed.

This block will certainly help the readers in understanding other few very important concept of finance.

## **Block Objective**

**After learning this block, you will be able to understand:**

- Investment and financing decisions.
- Distinguish between free cash flow and terminal cash flow.
- Arrive at net working capital.
- Explain financial planning.
- The financial planning process.
- The problem and prospects of Aviation Industry.

## **Block Structure**

**Unit 1: Investment Analysis**

**Unit 2: Financial Planning- I**

**Unit 3: Financial Planning-II**

**Unit 4: Financial Health of Indian Skies**

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# **UNIT 1: INVESTMENT ANALYSIS**

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## **Unit Structure**

- 1.0 Learning Objectives**
- 1.1 Introduction**
- 1.2 Investment and Financing Decisions**
- 1.3 Components of Cash Flows**
- 1.4 Complex Investment Decisions**
- 1.5 Let Us Sum Up**
- 1.6 Answers for Check Your Progress**
- 1.7 Glossary**
- 1.8 Assignment**
- 1.9 Activities**
- 1.10 Case Study**
- 1.11 Further Readings**

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## **1.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- Investment and financing decisions
- The components of cash flow
- Make complex investment decisions
- Distinguish between free cash flow and terminal cash flow
- Arrive at net working capital

---

## **1.1 Introduction**

---

The investment decisions for any firm should be based on Net Present Value (NPV) rule for which we need to discount the cash flows. Estimation of cash flows is an important step in investment analysis. A fair amount of efforts in terms of time and money should be invested by management of a company in obtaining accurate cash flow estimates. The cash flows are estimated by the financial manager based on the information provided by the experts of various departments like production, marketing, accounting, economics etc. and he is also responsible for checking the relevance and accuracy of this information.

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## **1.2 Investment and Financing Decisions**

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An investment may be financed by a firm either by debt or equity, or partly by equity and partly by debt. However, it should be noted that any earnings or proceeds from debt or equity is not treated as investment's inflows. Likewise, the payments of principal, interest, dividends etc are not considered as investment's outflows and hence are not taken into account while computing investment's net cash flows of the company.

Debt and equity required to finance a firm's investment is provided by creditors and shareholders' respectively. So, they expect the rate of return based on the amount of risk they take. Creditors get the returns in terms of fixed payments whereas the cash flows that remain after the other payments are made is passed on to the shareholders. Clearly, the risk taken by shareholders is more than that of the creditors and so, the rate of return expected by the shareholders is more than that of creditors. Also, the interest paid to the creditors is tax deductible whereas the dividends paid are not. As a result, the after-tax cost of debt is less than that of the rate of interest. This after-tax weighted average cost of equity and debt is the discount rate which indicates the expected payments to be made to the creditors and the expected dividends to be given to the shareholders. By deducting the weighted average cost of debt and equity from investment's cash flows, we ensure that the cash flows yielded from investments are sufficient enough to pay interests to the creditors and dividends to the shareholders. Any residual cash after servicing the equity and debt capital adds directly to the wealth of shareholders.

### Check your progress 1

1. \_\_\_\_\_ and equity required to finance a firm's investment is provided by creditors and shareholders' respectively.
  - a. Finance
  - b. Capital
  - c. Debt
2. An \_\_\_\_\_ may be financed by a firm either by debt or equity, or partly by
  - a. equity and partly by debt
  - b. Investment
3. As a result, the \_\_\_\_\_ cost of debt is less than that of the rate of interest.
  - a. after-tax
  - b. Before-tax
4. Any residual cash after servicing the equity and debt capital adds directly to the \_\_\_\_\_ of shareholders.
  - a. Health
  - b. wealth

---

## 1.3 Components of Cash Flows

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The three components of a typical cash flow are

1. **Initial Investment**
2. **Annual net cash flows**
3. **Terminal cash flows**

### 1. Initial Investment

The net cash expenditure made by the company during the period in which an asset is purchased by a company is called its initial investment. The gross expenditure or the asset's original value comprises of accessories as well as spare

parts and also the installation charges form the major chunk of the initial investment. Original value is considered for the calculation of annual depreciation. The difference between the original value and depreciation forms the book value of the asset. Also, if the assets are purchased with the aim of increasing revenues, then investment in net working capital will also be required. So, the initial investment is the sum of gross investment and investment in working capital.

Also, in case old assets are sold to buy new ones, then the cash obtained by selling the old assets should also be subtracted to obtain the initial investment figure.

Initial investment also include miscellaneous expenses such as amount spent on electrification, water supply as well as expenses on preliminary and pre-operative activities (that must be completed before the company's actual work starts) like promotional expenses, brokerage or commission if any etc.

Let us take an example of a manufacturing company, say, ABC Pvt. Ltd. Supposing the project requires land and development of site for building the factory, the initial investments of the company would be as follows:

(Rs. Lakh)

Property and Site Development	70
Building Factory	900
Plant and Machinery	3630
Erection Expenses	300
Miscellaneous Expenditure	250
Preliminary and pre-operative expenses	100
Contingency	300
	5550
Net Working Capital	500
Total Initial Investment	6050

### **1. Net Cash Flows**

Once the initial cash outlay has been done, the investments should start generating cash flows. Estimation of cash flows should always be carried on after-tax basis.

Net cash flow (NCF) of a company is nothing but the difference between receipts of cash and payment of cash and is inclusive of taxes. Though NCF primarily consists of the annual cash flows that occur from the investment operations, any changes in net working capital as well as capital expenditures may also affect it.

To understand NCF in more detail, let us take a simple case where in cash flows occur only from operations. Supposing that all sales i.e. revenues are generated in cash and payment of all expenses is also made in cash, then NCF will be defined as

$$\text{Net cash flow} = \text{Revenues} - \text{Expenses} - \text{Tax}$$

Note that taxes are deducted for computing NCF. The calculation of taxes is done on the basis of accounting profit in which depreciation is considered as deductible expense.

### **Depreciation and Taxes**

Any non-cash item is known as depreciation and needs to be considered in computation of NCF i.e. after-tax cash flow. It is an allocation of asset cost. It does not require any cash outflows and involves an accounting entry.

Calculation of depreciation is done as per income tax rules and is considered as deductible expense for tax calculation. Since it decreases the tax liability of a firm, it impacts the cash flows indirectly. The outflow of cash for the saved taxes is in fact the cash inflow and the saving that occurs due to depreciation is called depreciation tax shield.

### **Net working Capital**

The cash receipts and payments may differ due to changes in working capital elements like inventories, receivables and payables. For better understanding, let us consider the following scenarios:

- **Change in receivable:** The payments delayed by the customers will lead to increased receivables. Since the revenues are mostly generated through cash sales, the cash inflows will be overstated. Hence, actual cash receipts should be computed by subtracting (in case of increased receivables) from or by adding (in case of decreased receivables) to the expenses.

- **Change in inventory:** The Company may make payments in terms of cash for raw material and production of output that is unsold. Cash payments made for unsold material is not considered as an expense resulting in understating the actual cash payments. Hence, computation of actual cash payments should be done by adding (increased inventory) to or subtracting (decreased inventory) from the expenses.
- **Change in payable:** The delay made by the firm in payment for materials and sales would lead to increased account payables. And since account payables are considered as expenses, they lead to overstating actual cash payments. Hence, actual cash payments should be computed by subtracting (in case of increased account payables) from or by adding (in case of decreased account payables) to the expenses.

Thus, it is evident that the changes in the elements of working capital should be considered while calculating the net cash inflow. Now, here, instead of adjusting individual components of working capital, simply the change in net working capital can be adjusted. i.e. we can simply adjust the difference between change in current assets and that in current liabilities.

### Free Cash Flows

In the life-cycle of an investment project, reinvestment of cash flows might be need in addition to the initial investments. This additional capital expenditure causes the net cash outflow to decrease.

Cash Flow		(Rs m)			
Y/e March	FY06	FY07	FY08E	FY09E	FY10E
Net cash from operations	10,321	(1,326)	11,257	14,357	15,906
Net cash from investing	(20,238)	(19,751)	(43,188)	(1,671)	(14,319)
Net cash from financing	18,717	11,001	31,082	(12,706)	(1,606)
Net change in cash	8,800	(10,076)	(850)	(19)	(19)
Opening cash	12,242	21,043	10,966	10,116	10,097
Closing cash	21,042	10,966	10,116	10,097	10,078

Source: Company Data, PL Research

**Fig 1.1 Cash Flow Calculation of JET Airways**

The free cash flow is defined as

Free cash flow = after-tax operating income + depreciation – net working capital – capital expenditure.

In short, the free cash flow is nothing but the cash flow which is available to serve both the lenders (creditors) as well as owners (share holders) who have



provided funds for financing investments. Free cash flow should be deducted from an investment's NPV.

## **2. Terminal Cash Flows**

### **Salvage Value (SV)**

The market value of an investment at the time of its sale is called its salvage value and is a typical example of terminal cash flows. In this, the cash earnings or proceeds obtained from the sales of the assets is considered as cash inflow in the terminal or last year. According to the current taxation law in India, there is no tax liability on the sale of an asset.

In case of replacement of an existing asset, the current cash inflow will be increased by its salvage value or the initial cash outlay of the new asset will be decreased.

Following are the effects of salvage values of new and existing assets:

- The cash inflow in the terminal period of the new asset will be increased by the salvage value of the new asset.
- The initial outlay of the new asset will be reduced by the salvage value of the existing asset.
- The cash flow of the new investment will be reduced at the terminal period by the salvage value of an existing asset at the end of its normal life.

### **Release of Net Working Capital**

Apart from the salvage value, the release of net working capital may also be included in terminal cost flows. It can be assumed that the funds involved in the net working capital at the initial stages of investment would be eventually released at time of termination of the investment. The net working capital may keep changing during the life of the investment and such changes in working capital should definitely be considered during computation of annual net cash flows. Increased net working capital indicates cash outflow while decreased net working capital indicates cash inflow.

### Check your progress 2

1. The net cash expenditure made by the company during the period in which an asset is purchased by a company is called its \_\_\_\_\_
  - a. Investment
  - b. initial investment
  - c. final investment
2. Original value is considered for the calculation of \_\_\_\_\_depreciation
  - a. annual
  - b. Half yearly
3. The payments delayed by the customers will lead to \_\_\_\_\_receivables.
  - a. increased
  - b. Decreased
4. The delay made by the firm in payment for materials and sales would lead to increased \_\_\_\_\_payables.
  - a. Cash account
  - b. account
5. The \_\_\_\_\_value of an investment at the time of its sale is called its salvage valueand is a typical example of terminal cash flows.
  - a. Home
  - b. market

---

## 1.4 Complex Investment Decisions

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Many-a-times a company comes across complex investment situations and need to choose one of the several alternatives. In such situations, the usage of NPV can be extended to handle such complex investment decisions.

### Existing asset replacement

The decisions to replace an existing asset must be monitored by necessity and economic considerations. An existing asset must be replaced when there is availability of more economic alternative.

Normally, many companies approve new machinery only when the existing one refuses to perform well. In other words, they follow a simple norm of replacing the machinery only when the old one is totally out-of-service and has gone beyond repair.

Clearly, it's not the firm who decides when to replace, but the machinery decides for them and so is extremely incorrect and wrong policy of replacement.

Based on the economic consideration, management should decide when to replace.

An economic analysis may tell the company to replace a machine say after 5 years. But, if the company replaces the machine say after 15 years when it has gone beyond repair, then the company not only incurs extra costs but also loses extra profit for 10 years.

### **Investment decisions under inflation**

For the prudent investment decisions, it is always wise to assume inflation for all the practical investment purposes. Inflation should be considered while estimating cash flows and discount rates.

Since the investment decisions are taken for a long term and in India (being a developing country) the two digit inflation number is common and hence inflation should be factored in the decisions related to long term investments.

Inflation has adverse effect on the working capital. Increasing costs like raw material, more investment is required for raw materials and receivables.

A wise investment policy takes into account the rising prices (inflation) and this should be considered while taking capital budgeting decisions.

### **Investment decisions using capital rationing**

Due to limited financial resources, the companies have to select profitable projects from the various choices available.

There are 2 types of capital rationing:

1. External capital rationing
2. Internal capital rationing

**Example 1:**

Assume the amount provided for investment is limited to 50,00,000

	Project	Investment (Amount)	Total Investment	Net Present Value
Capital Rationing Solution	A	20,000,000		4,000,000
	B	20,000,000		3,800,000
	C	10,000,000	50,000,000	1,500,000
Best Solution	D	10,000,000		1,000,000
	E	8,000,000	68,000,000	400,000
	F	8,000,000		300,000

Under capital rationing, only projects A through C calling for 50,000,000 investment although projects D and E have positive net present value they will not be accepted.

**Example 2:**

Project	I. (milss)	NPV	PI	Rank
A	500	110	0.22	1
B	150	-7.5	-0.05	6
C	350	70	0.20	2
D	450	81	0.15	4
E	200	38	0.19	3
F	400	20	0.05	5

In case the cash available for capital investment is 1,100m, the projects A, C and E will be selected.

Exhibit – Capital Rationing

Source – Financial analysis revised, cbdd.wsu.edu

## 1. External capital rationing

External capital rationing is all about mismatches in capital markets. That means there are companies which are dependant heavily on debt financing and so they fear losing the control if they go for equity financing. In this case, there are limited choices available for the company in selecting the projects.

There are companies in the area of biotechnology, gaming industry, nano technology where the companies are upbeat about the profitability and sustainability of the projects. But the investors think exactly opposite and so, it would be difficult for the company to raise the equity capital.

### Do companies face capital rationing problem in India?

- In a study of Indian Companies, it is revealed that most companies do not reject projects on account of capital shortage. They face the problem of shortage of funds due to the management's desire to limit capital expenditures to internally generated funds or the reluctance to raise capital from outside.
- Most companies do not use mathematical approach to select projects under capital following. The basis to choose projects under capital rationing are :
  - Profitability
  - Priorities set by management
  - Experience
- Some companies satisfy the criteria of profitability and strategic considerations for allocating limited funds.

Generally companies do not reject profitable projects under capital rationing; they postpone them till funds become available in future.

### Check your progress 3

1. \_\_\_\_\_ means there are companies which are dependant heavily on debt financing and so they fear losing the control if they go for equity financing.
  - a. External capital rationing
  - b. Internal capital rationing

2. An economic analysis may tell the company to replace a machine say after \_\_\_\_\_ years.
  - a. 1
  - b. 5
3. A wise investment policy takes into account the \_\_\_\_\_(inflation) and this should be considered while taking capital budgeting decisions.
  - a. rising prices
  - b. Discount Prices
4. \_\_\_\_\_has adverse effect on the working capital. Increasing costs like raw material, more investment is required for raw materials and receivables.
  - a. compression
  - b. Inflation
5. Normally, many companies approve new machinery only when the existing one \_\_\_\_\_to perform well.
  - a. Refuses
  - b. Uses

---

## 1.5 Let Us Sum Up

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In this unit we had a very detailed explanation on few of the very crucial aspects of financial and investment decisions.

Here we studied about the three important cash flows - Initial Investment, Annual net cash flows and Terminal Cash Flows. Here we even studied about the net cash expenditure made by the company during the period in which an asset is purchased by a company is called its initial investment. We also studied the equation  $\text{Net cash flow} = \text{Revenues} - \text{Expenses} - \text{Tax}$ . Depreciation is non cash expenditure and needs to be considered for the part of net cash flow. In this unit we even studied and learned the equation of free cash flow that is

$\text{Free cash flow} = \text{after-tax operating income} + \text{depreciation} - \text{net working capital} - \text{capital expenditure}$ ; which is important for capital investments. Not only this we even studied about complex investment decisions like Existing asset

replacement, Investment decisions under inflation, Investment decisions using capital rationing (which includes internal and external rationing) are the part and parcel of today's financial management and it is imperative for the management student to study all these techniques to arrive at the decision.

So this block is going to be of great help for all the readers in understanding few of the very important concepts.

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## 1.6 Answers for Check Your Progress

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<b>Check your progress 1</b>
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**Answers:** (1-c), (2-b), (3-a), (4-b)

<b>Check your progress 2</b>
------------------------------

**Answers:** (1-b), (2-a), (3-a), (4-b), (5-b)

<b>Check your progress 3</b>
------------------------------

**Answers:** (1-a), (2-b), (3-a), (4-b), (5-a)

---

## 1.7 Glossary

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1. **Yield to Maturity (YTM)** - The rate of return earned on a bond if it is held to maturity.

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## 1.8 Assignment

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Explain the three components of the typical cash flow.

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## 1.9 Activities

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Describe the complex investment decisions.

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## **1.10 Case Study**

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Read the annual report of a public limited company and study its cash flow statement and note your observations.

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## **1.11 Further Readings**

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1. Financial management - ICFAI.
2. Financial management – I.M.Pandey.



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## **UNIT 2: FINANCIAL PLANNING- I**

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### **Unit Structure**

#### **2.0 Learning Objectives**

#### **2.1 Introduction**

#### **2.2 Financial Planning**

2.2.1 Advantages of Financial Planning

2.2.2 Need for Financial Planning

2.2.3 Steps in Financial Planning

2.2.4 Types of Financial Planning

2.2.5 Scope of Financial Planning

#### **2.3 Let Us Sum Up**

#### **2.4 Answers for Check Your Progress**

#### **2.5 Glossary**

#### **2.6 Assignment**

#### **2.7 Activities**

#### **2.8 Case Study**

#### **2.9 Further Readings**

---

### **2.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- Explain financial planning.
- Realize the importance of financial planning.
- Discuss financial planning process.
- Describe the scope of financial planning.
- Reason why financial planning is necessary

---

## 2.1 Introduction

---

Today, everybody should have his or her financial plan which will give a road map for the secure future.

According to McGee Financial, Financial Planning is “a process of money management that may include any or all of several strategies, including budgeting, tax planning, insurance, retirement and estate planning, and investment strategies. In effective financial planning, all elements are coordinated with the aim of building, protecting, and maximizing net worth”.

The derivatives are most modern financial instruments in hedging risk. The individuals and firms who wish to avoid or reduce risk can deal with the others who are willing to accept the risk for a price. A common place where such transactions take place is called the ‘derivative market’.

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## 2.2 Financial Planning

---

### 2.2.1 Advantages of Financial Planning

1. Upgraded living
2. Money management
3. Consumption
4. Securing future
5. Building wealth

1. **Upgraded living:** A person can maintain income and expenditure if he knows his financial plan. Due to increase in income and consumption pattern, the standard of living is increasing.
2. **Money management:** Any income can be either saved for the future purpose or consumed for the current needs financial planning helps in guiding the person when to invest and when to consume.
3. **Consumption:** Consumption includes spending money on the basic necessities like food, shelter, and clothing. It also includes buying luxury and semi-luxury products. Normally, the average propensity to consume (the average inclination of an individual to spend rupee of income on the current needs than to save for the future needs) decreases when the income

increases. This results in increased saving and so, financial planning helps the person in chalking out the plans for the future.

4. **Securing Future:** As we have seen in the above point that the propensity to consume decreases when the income increases resulting into increased savings. This increased saving is invested in different financial and real assets. The idea is to give higher returns on these investments to safeguard from increasing prices (inflation) and from rainy days.
5. **Building Wealth:** Financial planning helps a person to create a plan for the future by investing in assets and keeping the current income intact. There are many luxurious products like car, which, in long term may not give any returns; however, it provides convenience to the person. There is another asset like real estate which gives higher returns to the person by capital appreciation.

By having the right mix of such assets, an individual can build the wealth over time with the help of proper financial planning.

### 2.2.2 Need for Financial Planning

Every individual is different in his educational background, age, gender, attitude, values, and basic needs. Needs can be different based on the above factors.

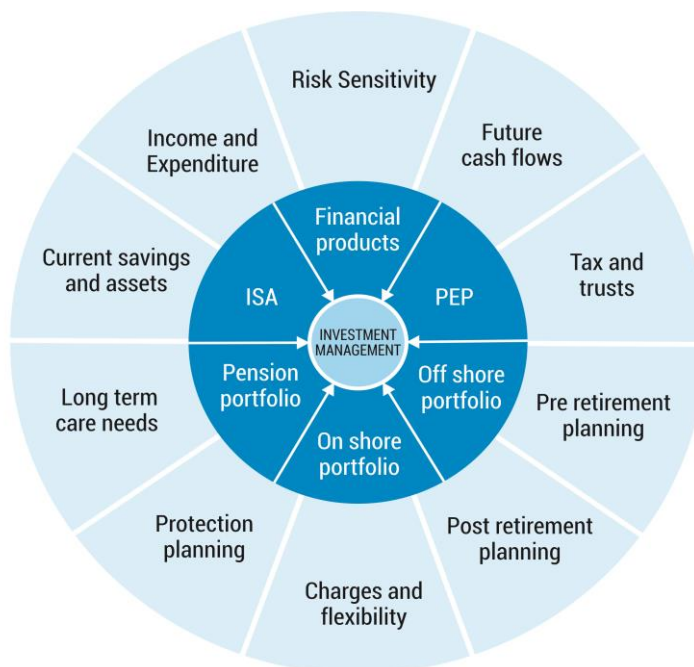


Fig 2.1 Investment Planning

- Real estate Planning
- Credit management
- Tax management
- Managing cash and savings
- Health and life insurance
- Investing in equities and fixed income securities
- Investment in mutual funds
- Contingencies
- Retirement planning
- Marriage
- Buying luxurious and domestic products

### 2.2.3 Steps in Financial Planning

Any financial planning process should be systematic, result-oriented and easy to follow.

Following are the steps in financial planning:



Fig 2.2 Steps in Financial Planning

- The first important step in financial planning is to have a clear picture of your goals and finalize those goals. Factors like expected age of retirement, income expected after retirement, amount of income you would like to keep for your surviving better half etc. can help you define your goals more clearly.
- Second step involves gathering as much information as possible. The information should be pertaining to insurance policies, tax returns, wills, trusts etc. The more information, the better will be your financial plan.
- Once you have adequate information, explore and process that information. Appropriate advisors may be consulted for the same.
- Adopting a good all-inclusive financial plan can help you meet your goals more easily as it provides you with appropriate strategies and examples.
- Once the plan has been decided, next important step is to execute that plan. Plan can be executed by using the strategies which you are comfortable with.
- Finally, the plan must be monitored and altered periodically with the changing conditions.

#### **2.2.4 Types of Planning**

Following are the different types of planning according to his or her requirement at the different stages of life.

- Asset acquisition planning
- Liability and insurance planning
- Savings and investment planning
- Employee benefit planning
- Tax planning
- Retirement and estate planning

#### **2.2.5 Scope of Financial Planning**

Following are the areas that come under scope of financial planning:

- Central and state government

- Tax policies
- Regulatory environment
- Businesses
- Consumer preference
- Macroeconomic factors
- Business cycles
- Change in prices and interest rates

### Check your progress 1

1. \_\_\_\_\_ includes spending money on the basic necessities like food, shelter, and clothing.
  - a. Saving
  - b. Investment
  - c. Consumption
2. Any \_\_\_\_\_ process should be systematic, result-oriented and easy to follow.
  - a. Marketing planning
  - b. financial planning
3. \_\_\_\_\_ planning helps a person to create a plan for the future by investing in assets and keeping the current income intact.
  - a. Financial
  - b. Marketing
4. A person can maintain \_\_\_\_\_ if he knows his financial plan.
  - a. Expenditure
  - b. income and expenditure

---

## 2.3 Let Us Sum Up

---

In this unit we discussed about financial planning in very detail. We discussed that it is a process of money management that may include any or all of several strategies, including budgeting, tax planning, insurance, retirement and estate planning, and investment strategies. In effective financial planning, all elements are coordinated with the aim of building, protecting, and maximizing net worth.

We studied the various advantages of financial planning. The benefits are Upgraded living, Money management, Consumption, Securing future and Building wealth among others. Financial planning is more than money management; it is all about managing the current needs and to be prepared for the future needs and the contingencies as well. An individual needs to do financial planning mainly for the reasons like - Real estate Planning, Credit management, Tax management, Managing cash and savings, Health and life insurance, Investing in equities and fixed income securities, Investment in mutual funds, Contingencies, Retirement planning, Marriage, Buying luxurious and domestic products. More, we discussed on the financial process and studied that the financial process starts with a clear picture of your goals and then gathering as much information as possible. Third step is to have appropriate advisors. The next step is adopting a good all-inclusive financial plan and then to actually execute that plan. Final step is to monitor and taking the corrective steps.

So this unit is going to be of great help for students in understanding more about financial planning and making decisions in this regard.

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## 2.4 Answers for Check Your Progress

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<b>Check your progress 1</b>
------------------------------

**Answers:** (1-c), (2-b), (3-a), (4-b)

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## 2.5 Glossary

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1. **Zero Coupon Bond** - A bond that pays no annual interest but is sold at a discount below par, thus providing compensation to investors in the form of capital appreciation.

---

## **2.6 Assignment**

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Explain the financial planning process with all the steps.

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## **2.7 Activities**

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What are the advantages of financial planning?

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## **2.8 Case Study**

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Write a financial plan for yourself stating the different stages in your life and how do you plan to meet the requirements at different stages including education, marriage, buying a house, health and other contingencies.

---

## **2.9 Further Readings**

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1. Personal Financial Planning – ICFAI University



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## **UNIT 3: FINANCIAL PLANNING-II**

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### **Unit Structure**

#### **3.0 Learning Objectives**

#### **3.1 Introduction**

#### **3.2 Derivatives**

3.2.1 Future Contract

3.2.2 Forward Contracts

3.2.3 Options

3.2.4 Swaps

#### **3.3 Difference between Forward Contract and Future Contract**

#### **3.4 Financial Planning and Preparation Of Financial Plan After EFR Policy Is Determined**

#### **3.5 Let Us Sum Up**

#### **3.6 Answers For Check Your Progress**

#### **3.7 Glossary**

#### **3.8 Assignment**

#### **3.9 Activities**

#### **3.10 Case Study**

#### **3.11 Further Readings**

---

### **3.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- Basic derivatives.
- That practical financial planning becomes easier if we project the financial statements for the near future.
- How EFR can be calculated.
- How funds can be raised through different sources.
- The Difference between various derivative products.

---

## 3.1 Introduction

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Understanding of financial planning and preparation of financial plan after EFR policy is determined.

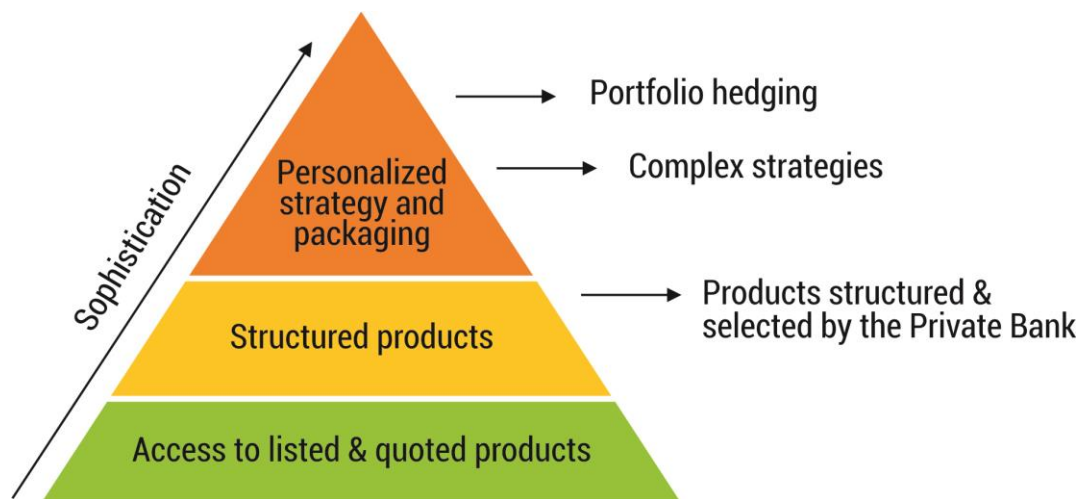
This unit will begin with introduction of derivatives. We will also learn how to prepare financial plans to support a targeted level of sales.

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## 3.2 Derivatives

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The derivatives are most modern financial instruments in hedging risk. The individuals and firms who wish to avoid or reduce risk can deal with the others who are willing to accept the risk for a price. A common place where such transactions take place is called the 'derivative market'.

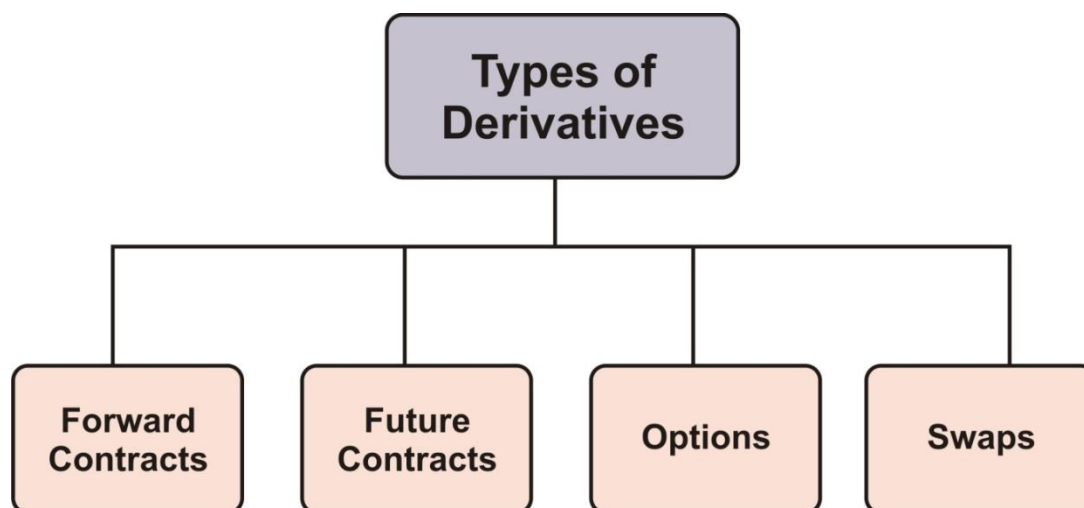


**Fig 3.1 Structured and Derivative Investment Products**

Source – BNP Paribas website

Derivatives are those assets whose value is determined from the value of some underlying assets. The underlying asset may be equity, commodity or currency.

They derive their value from some underlying instrument and have no intrinsic value of thereby won. Forwards, futures options, swaps, caps and floor are some of more commonly used derivatives.



**Fig 3.2 Future Contracts**

It is a standardised agreement to deliver or receive a specified amount of specified currency at specified price (exchange rate) and the date. The buyer of the future contract receives the currency while the seller of the future contract delivers the currency.

Only the members of the future exchange can engage in future transactions. The members of future exchange can be classified as either commission brokers or floor traders. Floor brokers execute order for their customers, while others work independently. Floor brokers (also called locals) trade on their own account.

A future contract provides both a right and an obligation to buy or sell a standard amount of a commodity, security or currency on a specified future date at price agreed when the contract is entered into. A key element of any successful traded futures contract must be the characteristic of standardisation, it is this element which makes the agreement tradable. The only negotiable, changeable element must be the price agreed when entering into the contract.

- It is a standardised specific sized contract.
- The contract has a standard maturity date. At International Money Market (IMM) Chicago, contracts mature on the third Wednesday of March, June, September and December.
- Collateral requirements: the purchaser must deposit a sum as initial deposits called 'margin' as collateral. In addition to initial margin, the customers are required to deposit the maintenance margin.
- Customers pay commission to their brokers to execute the order.

- Clearing house as counter party- All future contracts are agreement between clients and the exchange clearing house rather than the two parties involved in the transaction. Thus there is no default risk.
- Settlement on the final date of delivery. Only 5% of the contracts are settled by physical delivery of foreign exchange between buyers and sellers offset their original position prior to delivery date by taking an opposite position.

Future price = spot price + costs of carrying

Costs of carrying is the aggregate of storage, insurance, transport costs, finance costs etc.

#### Types:

- **Commodity futures:** Where the underlying is a commodity or physical asset such as wheat, cotton, butter, eggs etc. such contracts began traded on Chicago Board of Trade in 1860's. India too futures on soybean, black pepper, spices have been trading for long.
- **Financial futures:** Where the underlying such as foreign exchange interest rates shares, treasurybill or stock index.

#### Participants in future market

- **Hedgers:** Hedgers wish to eliminate or reduce the price risk to which they are already exposed. The hedging function solely focuses on the role of transferring the risk of price changes to other holders in the futures markets.
- **Speculators:** Speculators are those classes of investors who willingly take price risks to profit from price changes in the underlying.
- **Arbitrageurs:** They profit from price differential existing in the markets by simultaneously operation in two different markets.

### 3.2.2 Forward Contracts

A forward contract involves an agreement today to buy or sell a specified amount of foreign currency at a specified future date at a rate agreed upon today (the forward rate). The typical forward contracts are for 1 month, 3 months or 6 months. With 3 months being most common. Forward contracts for longer periods are not as common because of the great uncertainties involved.

It is a fixed price contract made today for delivery of a certain amount of currency at a specified future date. The specified date is the settlement date. The agreed upon price is termed as forward rate.

No money changes hands today. The exchange takes place on future date. The forward contract stipulates that the full amount need not be exchanged on the settlement date. Only the difference between the forward rate and the spot rate prevailing on settlement date will be paid.

Hedging and speculation are the main activities, which pertain to forward market.

An agreement made today between abuyer and seller to exchange the commodity or instrument for cash at a predetermined future date a price agreed upon today.

A forward foreign exchange contract used to hedge a future payment in a foreign currency entails delivery of a certain amount of one currency in exchange for a certain amount of another currency at a certain future date.

A fixed-price contract made today for delivery of a certain amount of a currency at a specified future date. The specified date is the settlement date. The agreed upon price is termed the forward rate.

No money changes hands today. The exchange takes place on a future date. The forward contract stipulates that the full amount need not be exchanged on the settlement date. Only the difference between the forward rate and the spot rate prevailing on the settlement date will be paid.

Forward exchange contracts may be used to hedge a future import payment or export receipt. It can also be used for speculation. The bank may engage in a forward contract as a service to customer the bank will then offset the forward seeking to profit form the spread between currency bought and currency sold. The financial- market participants seek to take advantage of an apparent inefficiency in the currency or money markets.

Forward exchange contracts are amazingly versatile. They are available in two dozen or more currencies and for maturities ranging from one week to several years. Many individuals and even institutions are drawn to the currency future market, because it entails far less default risk.

Default risk in forward contracts arises because such a contract commitment for future performance and one or the other party may be unwilling or unable to honor that commitment.

On the settlement date, one party in effect owes the other party a net amount. The net amount and who owes whom cannot be determined in advance. It depends on the direction and extent to which the currency has moved in the interior.

E.g. on march 1, A agrees to buy one-pound sterling from B. 3 months forward at a price of \$ 1.75. as a convenience to both, they agree that on the settlement date ( June 3) only the net amount will be exchanged the net amount is defined to be the difference between the forward date (\$ 1.75) and the spot rate, whatever it is, in 3 months time (June 1). If the pound is above \$ 1.75, B pay A the difference; if the spot rate turns out to be below \$ 1.75, A pays B the difference. Either way, the payment will take place in dollars again, as a convenience.

### 3.2.3 Options

Contracts between sellers and buyers, which obligate the former to deliver and entitle the latter without obligation to buy stated quantities of assets with stated quality at some future dates at todays contracted prices.

The option market is not only extended to stock dealings but also to foreign currencies, commodities etc.

An option is right but not an obligation to enter into transaction.

#### Features:

- The option is exercisable only by the owner, namely the buyer of the option
- The owner has ltd. liability.
- Owners of options have no right affordable to shareholders such as voting right and dividend right.
- Options have high degree of risk to the option writers.
- Flexibility in investors needs.
- No certificates are issued by the company.

There are 2 types of options:

- Call Option
- Put Option

A put option gives the right to sell the share at a further date at the pre-determined price. A call option gives a right to buy the share at predetermined price at future date. Both these options are derivatives or secondary instruments. The value of which will be different from the value of the share on which it is based.

### 3.2.4 Swaps

“A swap can be defined as the exchange of one stream of future cash flow with another stream of cash flows with different characteristics.”

“A swap is an agreement between two or more people/ parties to exchange sets of cash flows over a period in future.”

Swaps can be divided in two types:

- **Currency swaps:** the currency swaps are agreements whereby currencies are exchanged at a specified exchange rate and specified intervals. The basic purpose of swaps is to lock in the rate.

**Interest Rates Swaps:** An interest Rate Swap is an agreement whereby one party exchange one set of interest rate payments for another. Most common arrangement is an exchange of fixed interest rate payment for another rate over a time period. The interest rates calculated on notions calculated of principals

#### Check your progress 1

1. The \_\_\_\_\_ are most modern financial instruments in hedging risk.
  - a. Swaps
  - b. Derivatives
  - c. Options
2. “A swap is an agreement between two or more people/ parties to \_\_\_\_\_ sets of cash flows over a period in future.”
  - a. exchange
  - b. Buy
3. An option is \_\_\_\_\_ but not an obligation to enter into transaction.
  - a. Wrong
  - b. Right

4. \_\_\_\_\_, one party in effect owes the other party a net amount.
- Buy date
  - On the settlement date
5. The \_\_\_\_\_, changeable element must be the price agreed when entering into the contract.
- only negotiable
  - Market

### 3.3 Difference between Forward Contract and Future Contract

Forward contract	Future contract
It can be for any amount as per the requirement of individual parties.	A future contract is not available for a particular amount, because it is required to be for a prescribed amount only.
It can be in non-standardized form at.	It is always in a standardized format.
It is not regulated through any statutory	It is regulated by an exchange legally empowered to enforce the contract.
A forward contract is not transferable to the other party. It can be cancelled or extended by mutual consent of the parties. Therefore it is not very liquid or flexible respect in respect of the amount for it.	It can be traded officially on the exchange on which it is enforceable. Therefore a future contract can be considered more liquid even though there is no flexibility in its amount.
Forward contract were originally designed without involving any marginal payment, but these days banks insist on some marginal deposit. These are not periodical variation payments and therefore there are greater risks of default.	There is always a margin payment at the time of entry and there are periodical variation payments, which are payable by one party and receivable by another party. These variation payments proved an umbrella of protection to both the



Financial statements are useful in understanding past as well as providing the starting point for developing financial plan for the future.

Financial plans begin with the firm's product development and sales objectives. A corporate entity can possibly aim at either a normal growth plan, which aims at a percentage growth in sales. This probably does not aim at making inroads into competitor's share. If it is an aggressive growth plan which calls for increased market share or entry into new areas and new products will call for heavy investment in machinery, equipment, land, building, etc.

Sales forecasts, in any case, need to be translated in future cash flows. If future operating cash flows are insufficient to cover the planned investment in fixed assets and working capital and to meet planned dividend payments, then the balance has to be made good by borrowing or by the issue of new shares.

In chapter I, we had discussed EFR (External Funds Requirement). This was an introduction to what is now understood as financial plan. We will sum up four steps involved:

**Step 1:** Project next year's operating cash flow assuming the agreed percentage of increase in sales.

**Step 2:** Project additional investment in working capital and fixed assets that will be necessary to support the higher level of activity. At this stage, also take into consideration the dividend payout.

**Step 3:** Observe the difference between the projected operating cash flows as per step 1 and projected uses of funds as per step 2. The difference represents the cash to be raised either by borrowing or by issuing shares.

**Step 4:** Once it is decided about mix of debt and equity it is necessary to prepare a projected balance sheet that will incorporate new levels of assets, revised retained earnings and new debt as well as equity.

In actual practice it is possible to set up a spreadsheet, which can project for the next five to seven years in terms of projected income statements and projected balance sheets.

The financial plan established will become financial goal and should be taken as a benchmark for evaluating performance in subsequent years.

The process of financial planning will force the management to combine effects of the firm's investment as well as financing decisions. This is very important because these functions, namely, investment, financing and dividend are not independent of each other and must interact.

It should be carefully noted that the financial plan model does not necessarily lead to optimal financial strategy. In actual practice, it has been experienced that financial planning generally proceeds by trial and error. The primary purpose of financial statements is to produce accounting statements but good finance managers can make use of the financial plan to achieve maximum possible growth in shareholder's network.

### **Check your progress 2**

1. \_\_\_\_\_ can be for any amount as per the requirement of individual parties.
  - a. Future contract
  - b. Forward contract
2. \_\_\_\_\_, in any case, need to be translated in future cash flows.
  - a. Sales forecasts
  - b. Buy forecasts
3. The \_\_\_\_\_ established will become financial goal and should be taken as a benchmark for evaluating performance in subsequent years.
  - a. financial plan
  - b. Marketing Plan
4. \_\_\_\_\_ is regulated by an exchange legally empowered to enforce the contract.
  - a. Forward contract
  - b. Future Contract

### 3.4 Financial Planning and Preparation of Financial Plan after EFR Policy is Determined

External Funds Requirement [EFR] leading to financial planning.

The EFR Model assumes that if the sales have to go up then the investments in all assets should proportionately go up.

This is generally true for the Current Assets but not true for Fixed Assets and therefore the Model is defective to some extent.

The Model also assumes that if the sales go up, spontaneous liabilities will also go up proportionately. This is also logical. A formula is available for calculating EFR but it is advisable to understand the fundamentals behind it. We can calculate EFR by preparing a projected B/S for the sales, from the past turnover.

#### Financial Forecasting Planning

#### Problems for Practice

1. The balance sheet of Pradhan Company at the end of year 19x2, which is just over, is given below: (Rs. '000)

Share Capital	50	Fixed assets	130
Retained earnings	60	Inventories	90
Long term loans	80	Receivables	80
Short term borrowings	60	Cash	20
Trade Creators	50		
Provisions	20		
	320		320

The sales for the year just ended were Rs. 4,00,000. The expected sales for the year 19x3 are Rs. 5,00,000. Net profit margin is 5% and the dividend pay out ratio is 50%.

**Required:**

- a. Determine the external funds requirement for Pradhan for the year 19x3.
- b. How should the company raise its external funds requirements, if the following restrictions apply?
  - Current ration should not be less than 1.33.
  - The ratio of fixed asset to long term loans should be grater than 1.5.

Assume that the company wants to tap external funds in the following order: short term back borrowing, long term loans, and additional equity issue.

2. The Balance sheet of Damodar Chemicals Limited as on 31<sup>st</sup> March, 1992 is given below:

<b>Liabilities</b>	<b>Rs. In Lakhs</b>	<b>Assets</b>	<b>Rs. In Lakhs</b>
Share Capital	75	Fixed Assets	200
Retained Earnings	90	Inventories	100
Term Loans	40	Receivables	75
Short-term Bank	100	Cash	25
Borrowings      Accounts Payable	70		
Provisions	25		
	400		400

The sales of company for the year ending 31.3.1992 amounted to Rs. 500 lakhs with a profit margin of 6 per cent. The dividend payout ratio was 50% and the tax rate was 60%. The company expects its sales to rise by 30% for the year 1992-93. The ratio of assets to sales and spontaneous current liabilities to sales is forecast to remain unchanged. The profit margin ratio, the tax and the dividend payout ratio are also expected to remain unchanged.

**Required:**

- Estimate the external funds requirement for the year 1992-93.
  - Assuring that the external funds requirement would be raised equally from term loans and short-term bank borrowings draw up the projected balance sheet as at 31<sup>st</sup> March, 1993.
3. The balance sheet of Pragathi Limited as on 31<sup>st</sup> March, 1992 is given below:

(Rs. In lakhs)

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Share Capital	25	Net Fixed Assets	100
Retained Earnings	35	Inventories	50
Term Loans	60	Accounts Receivables	35
Bank Borrowings	30	Cash	15
Current Liabilities			
Accounts Payable	40		
Provisions	10		
	200		200

Net sales for the year 31<sup>st</sup> March, 1992 was Rs. 400 lakhs and the projected sales for the year 1992-93 is Rs. 500 lakhs. The net profit margin on sales is 5% and dividend payout ratio is 60%. The tax rate for the company is 50%.

- a. Estimate the external funds requirement for the next year (1992-93)
- b. Prepare the following statements, assuming that the external funds would be raised equally from term loans and short-term bank borrowings.
  - Projected balance sheet
  - Projected income statement
  - Projected sources and use of funds statement.

4. The balance sheet of Exotica Limited as on March, 31, 1993 is given below:

<b>Liabilities</b>	<b>Rs. Lakhs</b>	<b>Assets</b>	<b>Rs. Lakhs</b>
Share Capital	100	Fixed Assets	250
Retained Earnings	70	Inventories	150
Long Term Loans	180	Receivables	120
Short-term Borrowings	100	Cash	30
Payable	60		
Provisions	40		
<b>Total</b>	<b>550</b>	<b>Total</b>	<b>550</b>

Sales for the year 1993 were Rs. 600 lakhs. For the year 1994 sales are expected to increase by 20%. The profit margin and dividend pay-out ratio are expected to be 5% and 60% respectively.

**Required:**

- a. Determine the external fund requirement for the year 1994.
- b. How should the company raise its external fund requirement if the following constraints are to be satisfied?
  - Current ratio should be at least 1.33
  - The ratio of fixed assets to long-term loans should at most be 1.5
  - Long-term debt to equity ratio should at most be 1.2 Assume that the company wants to tap external funds in the following order.

Short-term bank borrowing, long-term loans and additional equity issues.

5. The assets to sales ratio of Hi-Fly Company is 0.8 and the ratio of spontaneous liabilities to sale is 0.6 for the present year. Existing sales revenue is Rs. 1,000. The company follows a retention ratio of 0.4.

If the company plans to achieve a 10% increase in sales without taking recourse to external funds. What would be the profit margin?

6. The balance sheet of Manjusha Limited as at the end of March 31, 1993 is given below:

<b>Liabilities</b>	<b>(Rs. '000)</b>	<b>Assets</b>	<b>(Rs. '000)</b>
Share Capital	100	Fixed Assets	200
Retained Earnings	120	Inventories	140
Long Term Loans	100	Receivables	120
Short-term bank Borrowings	80	Cash	20
Payables	50		
Provisions	30		
<b>Total</b>	<b>480</b>	<b>Total</b>	<b>480</b>

The sales for the year ended 1993 were Rs. 6,00,000. Expected sales for the year 1994 Rs. 7,50,000. The profit margin is 5% and dividend pay-out ratio is 50%.

Calculate the external fund requirement for the year 1994

### **Check your progress 3**

1. \_\_\_\_\_ leading to financial planning.
  - a. External Funds Requirement [EFR]
  - b. Financial forecasting
2. The \_\_\_\_\_ assumes that if the sales have to go up then the investments in all assets should proportionately go up.
  - a. FER Model
  - b. EFR Model

3. The Model also assumes that if the sales go up, \_\_\_\_\_ liabilities will also go up proportionately.
  - a. premeditated
  - b. spontaneous
4. A \_\_\_\_\_ is available for calculating EFR but it is advisable to understand the fundamentals behind it.
  - a. formula
  - b. Mathode

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### 3.5 Let Us Sum Up

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In this unit we studied about the derivatives in very detail. After going through this detailed unit the readers will get sufficient insight of derivatives.

Here we studied the different types of derivatives like future contracts, Forward contracts, options and Swaps are explained in this topic. These types of contracts and markets are helpful for the investors as well as regular traders in the market. The derivatives are most modern financial instruments in hedging risk. These are those assets whose value is derived from the value of some underlying assets. The underlying asset may be equity, commodity or currency. We even studied the various types of derivatives products such as Future contracts, Forward Contracts, Options, and Swaps are traded in the Indian market. A detailed discussion was also made on the EFR Model under which we studied that this EFR Model assumes that if the sales have to go up then the investments in all assets should proportionately go up. This is generally true for the Current Assets but not right for Fixed Assets and therefore the Model is faulty to some extent. In option products, there are two types of options - call option and put option. The Model also assumes that if the sales go up, spontaneous liabilities will also go up proportionately. This is also logical. A formula is available for calculating EFR but it is advisable to understand the fundamentals behind it. We can calculate EFR by preparing a projected B/S for the sales, from the past turnover.

So this unit is going to be of great help for the readers in understanding the concepts relating to derivatives.



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### 3.6 Answers for Check Your Progress

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**Check your progress 1**

**Answers:** (1-b), (2-a), (3-b), (4-b), (5-a)

**Check your progress 2**

**Answers:** (1-b), (2-a), (3-a), (4-b)

**Check your progress 3**

**Answers:** (1-a), (2-b), (3-b), (4-a)

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### 3.7 Glossary

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1. **Accruals** - Continually recurring short-term liabilities especially accrued wages and accrued taxes.

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### 3.8 Assignment

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Explain the concept of derivatives with its different types.

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### 3.9 Activities

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How the Future Market Transaction is beneficial to the investors/ traders?  
Explain with an Example

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### 3.10 Case Study

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How the Future Market Transactions/Future contracts are beneficial for the traders? How they are contributing in the development of Indian capital market?

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### 3.11 Further Readings

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1. Financial Management ....Ravi Kishore.
2. Financial Management .....I. M. Pandey.

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## **UNIT 4: FINANCIAL HEALTH OF INDIAN SKIES**

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### **Unit Structure**

- 4.0 Learning Objectives**
- 4.1 Introduction**
- 4.2 Investment Highlights**
- 4.3 Consolidation to Ease Margin Pressure**
- 4.4 Market Share Transition Towards LCCs (Low Cost Carriers)**
- 4.5 Industry Outlook**
- 4.6 Revenue Optimization Opportunities through Unexplored Feeder Routes**
- 4.7 Valuations**
- 4.8 Case Study of Spice Jet Airlines**
- 4.9 Aviation Industry Overview**
- 4.10 Let Us Sum Up**
- 4.11 Answers for Check Your Progress**
- 4.12 Glossary**
- 4.13 Assignment**
- 4.14 Activities**
- 4.15 Case Study**
- 4.16 Further Readings**

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### **4.0 Learning Objectives**

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**After learning this unit, you will be able to understand:**

- Investment highlights in Aviation Industry.
- The necessity of consolidation in Aviation Industry.
- Role of LCCs.
- Overview of Aviation Industry.

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## 4.1 Introduction

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The Indian Aviation Industry promises huge growth potential due to large and growing middle class population, favorable demographic, rapid economic growth, higher disposable incomes, rising aspiration of the middle class, and overall low penetration level (less than 3%). The overall aviation industry has been flawed by cost inefficiencies and aggressive price cuts, rising cost, expensive jet fuel, dearth of experienced pilots, inflexible labour laws, higher cost of capital with a burden of interest payments, rising losses and working capital stretched balance sheet and tight liquidity profile of the most airlines. The banks are unwilling to enhance their exposure to the industry, recast their loan or pickup equity stakes without viable business plans. As in the present study the aviation industry need to come out with this difficult time and also to protect the interest of the small shareholders. In this unit we shall be discussing the financial status as well as the solvency status of various airline companies operating in India.

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## 4.2 Investment Highlights

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India is the 9th largest aviation market in the world with a size of around US\$ 16 billion and is poised to be the 3rd biggest by 2020. India aviation industry promises huge growth potential due to large and growing middle class population, rapid economic growth, higher disposable incomes, rising aspirations of the middle class and overall low penetration levels.

Civil aviation industry in India is experiencing a new era of expansion driven by factors such as low cost carriers, modern airports and foreign direct investments in domestic airlines, cutting edge information technology interventions and growing emphasis on regional connectivity. Civil aviation sector has been growing steadily registering a growth of 13.8% during the last 10 years. The air transport in India has attracted FDI of over US\$ 569 million from April 2000 to February 2015.

The Indian airports have a combined capacity to cater to 220.04 million passengers and 4.63 million tonnes cargo per annum and handled 168.92 million passengers and 2.28 million tonnes cargo in 2013-14. As per estimates, passenger traffic at Indian Airports is expected to increase to 450 million by 2020 from 159.3 million in 2012-2013.

Looking at future air transportation requirements and desire to become a global player in developing/commercializing aerospace technologies, India is

rapidly building capabilities to emerge as a preferred destination for manufacturing of aerospace components.

Over the next decades, India undoubtedly has the potential to become a significant part of the global aerospace supply chain as India offers cost advantages of between 15 to 25 per cent in manufacturing, together with its large procurement appetite. Robust technical and engineering capabilities backed by top-notch scientific and technical institutes are other positive offerings on the table.

### **Market Opportunities**

- An investment of over US\$ 12 billion required during the Twelfth Five Year Plan.
- Airlines are expected to operate about 1000 aircraft's by 2020, up from the present 450.
- Investment to the tune of US \$4 billion required for General Aviation aircrafts by 2017.
- Air Navigation Services entails investment worth US\$ 7 billion in Twelfth Five Year Plan.
- FDI up to 49% allowed in domestic airlines by the foreign carriers.
- Foreign equity up to 100% allowed in airport development.
- Domestic and international passenger traffic expected to grow at annual average rate of 12% and 8% in next five years.
- Annual average rate of growth of domestic and international cargo estimated to be 12% and 10% during next five years.
- MRO industry to triple in size from INR 2250 crore in 2010 to INR 7000 crore by 2020.
- Around 3,50,000 new employees are essential to facilitate growth in the next decade.

### Foreign airlines are much eager to invest in India

After the liberalization of FDI regulations, Foreign Airlines, largely in Gulf and South East Asia, have shown interest in entering the high-growth Indian Aviation Sector.

Three International Carriers have already announced their investment plans in India-

1. February 2013 Investing USD 50 mn for setting up a green-field LCC airline jointly with Tata Sons and Telestra Tradeplace
2. April 2013 Acquisition of 24% stake in Jet Airways for USD 379 mn
3. September 2013 Investing USD 49 mn for setting up a green-field FSC airline in joint venture with Tata Sons

### Jet-Etihad Deal

In April 2013, the national carrier of Abu Dhabi, Etihad Airways announced investment of USD 379 mn into Jet Airways for acquiring 24% equity stake.

On 24 April 2013, Etihad Airways bought 27.3 mn new shares of Jet Airways at INR 754.74 per share, a premium of 31.7% over Jet Airways' last day (23 April 2013) closing share price of INR 573.15.

Transaction summary

Valuation –Jet Airways	Amount in USD mn
Etihad's Investment	379
Stake Purchased	24%
Post-money Equity Value	1,579
Pre-money Equity Value	1,200
Outstanding Debt	2,100
Pre-money Enterprise Value	3,300
Revenues (FY 2013)	3,387

EBITDA (FY 2013)	230
EV/ Revenue Multiple	0.97 times
EV/ EBITDA Multiple	14.35 times

### **Tripartite JV between Air Asia, Tata Group and Telestra Tradeplace**

On 19 February 2013, Malaysian budget-carrier Air Asia entered into a joint venture with Tata Group & Arun Bhatia headed Telestra Tradeplace, for starting a low-cost airline in India

- Headquartered in Chennai, the airline will retain the Air Asia brand and was approved by the FIPB in March 2013
- Expected to be operational by April 2014, the airline will initially concentrate on Southern India before expanding to other parts of the country
- Air Asia strongly believes in the huge potential of Indian Aviation Market and has aggressive expansion plans for the country; Aims to add 10 planes every year.

The entry of Air Asia is expected to bring following advantages to India

- Increased air connectivity to smaller cities/towns
- Transplantation of a proven low cost business model
- Increase in passenger traffic owing to lower fares
- Easy import of aviation fuel to save on taxes
- Industry consolidation

### **JV between Tata Group and Singapore Airlines**

In September 2013, Singapore Airlines (SIA) entered into a Joint Venture (JV) with Tata Group, for launching a Full Service Carrier in India

- This airline venture is the third combined attempt by the Tatas-SIA for entering Indian Aviation Sector
- In October 2013, the JV received approval from the FIPB and is expected to be operational in late 2014
- Both the JV partners have together contributed an initial investment of USD 100 mn in the joint venture

- The JV will operate airlines under “Tata-SIA Airlines” brand name and would also provide supporting services like operation or airport flying facilities, radio beacons, flying control centers and radar stations.
- As a majority shareholder, Tata Sons will play an active role in the operations of JV.

### **Indian Civil Aviation sector to see many more such investments**

The historic reform of allowing FDI by foreign airlines in Indian Civil Aviation sector is a welcome move and encouraging signal to private players that GOI recognizes the needs and interests of the business.

- The entry of foreign airlines in Indian Aviation Industry will result into improvement of economics of aviation, as illustrated below-
  - Indian Air Carriers are badly in need of capital. Strategic investment from foreign airlines will give in much needed liquidity & break-out of a loss making cycle to Indian carriers
  - Global airlines will bring in international expertise, best industry practices, technology and innovative products in the country
- Domestic Carriers with low Foreign Investors’ shareholdings are potential strategic investment opportunities for Foreign Airlines
  - Combined limit for FDI & FII is pegged at 49%
  - SpiceJet and GoAir stand out as good investment prospects in near future. Fresh investment, if happens, would highly benefit these airlines in their expansion plans.

### **Check your progress 1**

1. India is the \_\_\_\_\_ largest aviation market in the world.

- a. 9<sup>th</sup>
- b. 7<sup>th</sup>

2. India aviation industry promises huge growth potential due to large and growing \_\_\_\_\_class population.
  - a. upper
  - b. middle
3. After the \_\_\_\_\_-of FDI regulations, Foreign Airlines, largely in Gulf and South East Asia, have shown interest in entering the high-growth Indian Aviation Sector.
  - a. economy slowdown
  - b. liberalization
4. On \_\_\_\_\_, Etihad Airways bought 27.3 mn new shares of Jet Airways at INR 754.74 per share.
  - a. 24 April 2013
  - b. 24 April 2014

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### **4.3 Consolidation to Ease Margin Pressure**

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The global airline industry continues to grow rapidly, but consistent and robust profitability is elusive. Measured by revenue, the industry has doubled over the past decade, from US\$369 billion in 2004 to a projected \$746 billion in 2014, according to the International Air Transport Association (IATA).

Much of that growth has been driven by low-cost carriers (LCCs), which now control some 25 percent of the worldwide market and which have been expanding rapidly in emerging markets; growth also came from continued gains by carriers in developed markets, the IATA reported. Yet profit margins are razor thin, less than 3 percent overall.

In the commercial aviation sector, just about every player in the value chain — airports, airplane manufacturers, jet engine makers, travel agents, and service companies, to name a few — turns a tidy profit. Yet it's one of the enduring ironies of the industry that the companies that actually move passengers from one place to another, the most crucial link in the chain, struggle to break even.

That is largely due to the complex nature of the business, manifested in part by the significant degree of regulation (which minimizes consolidation), and the vulnerability of airlines to exogenous events that happen with great regularity, such as security concerns, volcanic eruptions ([independent.co.uk](http://independent.co.uk)), and infectious



diseases (reuters.com). But ongoing price pressure is also a factor; the airline industry is one of the few sectors that have seen prices fall for decades. Since the 1950s, airline yields (defined as the average fare paid by a passenger per kilometer) have consistently dropped.

Given these unique circumstances, airlines must continue to focus on top-line growth because their limited profitability depends almost solely on revenue gains, while increasing productivity in order to shore up and perhaps even increase margins. The way individual commercial airlines react to and navigate several trends playing out across the globe will determine carrier performance in the coming years.

### **Growing pressure to reduce costs and improve operational efficiency**

Airlines need to make large and ongoing improvements to operate more efficiently. With few exceptions, the most successful airlines are those with the strictest cost controls. The biggest (albeit cash-intensive) lever to reduce costs lies in fuel efficiency, as jet fuel typically accounts for 40 to 55 percent of operating expenses.

Carriers with sufficient funds have been gradually modernizing their fleet to incorporate more fuel-efficient aircraft. Yet, because planes are so expensive, this approach has real value only if it is thoughtfully implemented in line with the carrier's long-term plans for the configuration of its network, such as the programmatic expansion of certain routes over a period of years.

Cost reduction can also be achieved through enhancements in organizational structure, operating model, and work practices. In particular, legacy airlines have often built up complex processes over decades that cost far more than the streamlined processes of the LCCs.

For example, the systems that legacy carriers have in place to handle transfer passengers — how to price connections, how to handle baggage between the two flights, whether to hold a connecting flight for a few late passengers or simply rebook them, and so on — were designed when their networks were far smaller. Today, those systems have layers and layers of complexity built in, making them cumbersome and costly in many cases.

### **India's Airline Industry**

India's civil aviation sector is much younger than other modes of transportation, and its market structure has changed frequently over the last few decades. Some features of India's civil aviation sector include a large number of consumers (passengers and cargo), a relatively small number of airlines with

significant market share, significant cost barriers to market entry, differentiated services, and competitive firms affecting each other's business decisions. In 2010-11 six major Indian carriers with around 400 aircraft catered to 143 million passengers, including 38 million passengers that originated abroad. In 2010-11, Indian airlines carried approximately 1.6 million tons of air cargo. Further growth of the aviation sector between 2011-2013 is estimated at 15%. Growth: Estimated domestic passenger segment growth is at 12% per annum. Anticipated growth for International passenger segment is 7% while the growth for International Cargo is likely to grow at a healthy rate of 12%. India is currently the ninth largest aviation market in the world, according to a RNCOS report "Indian Aerospace Industry Analysis". Given the strong market fundamentals, it is expected that the civil aviation market will register a compound annual growth rate (CAGR) of more than 16 per cent during 2010-2013. India's domestic air traffic grew at a rate, which is the second highest after Brazil, according to global figures for June 2011, compiled by IATA.

The country's domestic traffic grew by 14 per cent in the same period as against Brazil's 15.1 per cent. India is expected to cross the 450 million mark of domestic passengers by 2020. During the last two decades from a fleet of only about 100, the scheduled operators now have reached 435 aircrafts connecting the nation and the world. Private carriers are anticipated to post a combined profit of US\$ 350–US\$ 400 million for the fiscal years 2012-13, as reported by Centre for Asia Pacific Aviation (CAPA) India, in its 2012-13 - Aviation Industry outlook. Domestic capacity is also projected to grow by 13-14 per cent for the assessment period.

### **Airline Mergers and Acquisitions**

Airlines consider mergers and acquisitions as a means to increase their profitability and financial viability, but at the same time they must consider the operational and regulatory challenges to consummating a combination. Intended financial benefits stem from both cost reductions and increased revenues.

### **Consolidation in the Aviation Sector a Global Trend**

With the aviation industry witnessing an annual growth of 25%, India is today one of the fastest growing aviation markets. We are indeed living in the exciting times as many first time flyers fulfill their fancy of flying. Thanks to the low-cost airline boom. India's air traffic registered a whopping 46.6% growth last year.

Consolidation in the aviation sector is more or less a global trend at present. Alitalia (Italian airline) is looking for a suitor. BMI might merge with Lufthansa. Consolidation trend is healthy. The world does not need such a vast array of carriers. In a global marketplace, competition will be well served, even with fewer players.

### Check your progress 2

1. Since the 1950s, airline yields have consistently \_\_\_\_\_.
  - a. increased
  - b. dropped.
2. Airlines need to make large and on going \_\_\_\_\_to operate more efficiently.
  - a. changes
  - b. improvements
3. The biggest ever to reduce costs lies in \_\_\_\_\_.
  - a. fuel efficiency
  - b. airport tarriff
4. A jet fuel typically accounts for \_\_\_\_\_percent of operating expenses.
  - a. 40 to 55
  - b.20 to 25
5. Airlines consider \_\_\_\_\_as a means to increase their profitability and financial viability.
  - a. takeovers
  - b. mergers and acquisitions

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## 4.4 Market Share Transition Towards LCCs (Low Cost Carriers)

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India's domestic aviation market is predominantly a low cost carrier (LCC) market, with more than 70 percent market share controlled by the LCCs. Even Full-service carriers (FSC) like Jet Airways and Air India are at times forced to offer economy class seats at a fare comparable with LCCs despite providing additional facilities like meals, lounge access and frequent flyer benefits etc. A significant number of aircrafts of Jet Airways have a full economy class configuration. India is, now, by all means an LCC territory. The market leader, IndiGo, followed a consistent strategy of on-time performance, new fleet, competitive fares and hassle free service. The exit of Kingfisher in December 2012 helped and Indigo today has a dominant market share of over 30 percent. It recorded an impressive profit of Rs 787 crore in 2012-13 compared to Rs 128 crore in 2011-12. With FDI reforms, enhancement of of bilateral quotas and the anticipated abolition of the infamous 5/20 rule, we are seeing more foreign airlines entering the Indian aviation space. The increasing competition is likely to enhance global connectivity, improve services, bring down fares, attract more flyers in India and boost foreign tourist arrivals. The next phase of growth in Indian aviation is likely to come from Tier 3-4 airports. The only way to stimulate demand there is by offering good frequency and lower-than-typical LCC fares.

The role of the government therefore becomes critical. The boom years The LCC boom in India during 2003-2007 was marked by price tags as low as Re 1, internet auctions, bulk purchases and attractive last day fares. Low barriers of entry, an increase in permitted foreign equity (non-airline), favorable demographic profile and rising income levels were the key enablers. LCCs provided cheaper connectivity to many tourist locations like Tirupati, Dehradun, Dharamshala etc., which were hitherto accessible only by road or rail. Air travel converted even a two-day weekend into a tourism opportunity something not possible through road or rail travel. In a way, LCCs addressed the rising aspirations of the Indian middle class coupled with their high price sensitivity. LCCs made air travel accessible to many and also boosted air cargo as well. Domestic passenger traffic increased at a CAGR of 17.5 percent between 2004-2010.

No wonder airports were the busiest places on Monday mornings and Friday evenings! The challenges today not all is well in the LCC world. LCCs are struggling to stay profitable, hurt by infrastructure constraints, rising operating costs, suicidal price wars, excessive taxes on aviation Turbine Fuel (ATF) and Maintenance-Repairs-Overhaul (MRO); and the absence of a favorable regulatory

framework. Owing to these and the ongoing economic slowdown in India, air traffic in India witnessed a decline of 2% in FY12 13, for just the second time in ten years. The free fall of the rupee hasn't helped either, since nearly 70% of airline expenses (fuel, leases, MRO, expat salaries, overseas offices, foreign debt etc) are all linked to the dollar. (Also Read: Jet Airways sees Etihad deal closure despite record Q2 loss ) Crippling operating costs India is perhaps the costliest place to run an airline. Indian ATF is one of the costliest in the world nearly 60% higher than in Middle East and SE Asia. As regards MRO, it's a travesty that Indian carriers find it cheaper to fly empty aircrafts abroad than to get the repairs done in India. Airport charges have gone up since they have all undergone massive capital expenditure and need to service their debt. Third party ground handling invites over 30% royalty charges. The impact of the rupee depreciation has been highlighted earlier. Thus every element of the cost structure has increased in the recent past. The slow growth in traffic has created a vicious cycle. The high cost structure is now distributed over a near-stagnant passenger base. All eyes on the Government the role of the government in a highly regulated sector like aviation is paramount. If we could just get two out of the top five aviation states (Delhi, Maharashtra, Tamil Nadu, Karnataka and West Bengal) to free aviation from the huge taxes on ATF and MRO, we are home. Simple analogy it's more beneficial for the government to tax grape-wine than the grape seed. In India we are happy taxing the seed (the ATF) and the fertilizer (MRO). The wine produced is therefore a fraction of the pent-up demand. As the mobile telecom revolution in India amply proved, the moment the government creates pro-customer policies, the outcomes are mind-boggling. India raced from 18 million cellphone subscribers in September 2003 to over 900 million by September 2013, a 50-fold increase in just a decade! Indian aviation could be next.

Some of the immediate reforms that the Government may undertake are as follows:

1. Notify ATF as a declared good with uniform 4% sales tax all over India.
2. Declare a 10 year tax-free status for MRO.
3. Abolish the discriminatory 5/20 rule
4. Provide 40% funding support for Tier 3-4 airports to expand regional connectivity
5. Carry out a thorough review of policies and procedures regarding airport security, aviation licenses, air-cargo, general aviation and aviation education

Above all, the biggest change needs to be in the political mindset aviation is treated more like a milch-cow than a 'driver of economic growth and employment'. Sign of good times... The Ministry of Civil Aviation (MoCA) has brought in many reforms like allowing FDI for airlines, opening of bilateral rights to private Indian carriers, direct import of ATF, customs duty relief on MRO etc. MoCA is also planning incentives like zero airport charges, seat subsidy etc to boost regional connectivity. The ministries of tourism, defense and civil aviation are cooperating closely. The decision to privatize operations and management of six AAI airports is another welcome step. This will enhance quality of service and competition among Indian airports. The long term outlook of the Indian civil aviation industry remains positive, despite near-term challenges. The challenges are man-made and hence addressable through long-term vision and political will. LCCs and low cost airports will be the key drivers of growth in the near future. We expect air traffic FY 14 to end with a annual growth of 5-7%. Growth in FY 15 is expected to touch double digits under the assumption that the new government will bring in structural reforms.

### Check your progress 3

1. India's domestic aviation market is predominantly a \_\_\_\_\_market.
  - a. High cost Carrier
  - b. low cost carrier
2. A significant number of aircrafts of \_\_\_\_\_have a full economy class configuration.
  - a. Indigo
  - b. Jet Airways
3. The exit of Kingfisher in December 2012 helped and \_\_\_\_\_today has a dominant market share of over 30 percent.
  - a. Jet airways
  - b. Indigo
4. As regards MRO, it's a travesty that \_\_\_\_\_carriers find it cheaper to fly empty aircrafts abroad than to get the repairs done in India.
  - a. Indian
  - b. foreign

5. Airport charges have \_\_\_\_\_ since they have all undergone massive capital expenditure and need to service their debt.
- a. gone up
  - b. come down

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## 4.5 Industry Outlook

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India's civil aviation industry is on a high-growth trajectory. India aims to become the third-largest aviation market by 2020 and the largest by 2030.

The Civil Aviation industry has ushered in a new era of expansion, driven by factors such as low-cost carriers (LCCs), modern airports, Foreign Direct Investment (FDI) in domestic airlines, advanced information technology (IT) interventions and growing emphasis on regional connectivity. India is the ninth-largest civil aviation market in the world, with a market size of around US\$ 16 billion.

“The world is focused on Indian aviation – from manufacturers, tourism boards, airlines and global businesses to individual travellers, shippers and businessmen. If we can find common purpose among all stakeholders in Indian aviation, a bright future is at hand,” said Mr. Tony Tyler, Director General and CEO, International Air Transport Association (IATA).

### Market Size

In the second quarter of 2015, domestic air passenger traffic surged 19.2 per cent to 20.3 million from 17 million in the corresponding period a year ago. Total passenger carried in June 2015 increased 13 per cent Y-o-Y to 8.8 million from 7.8 million in June 2014. International and domestic passenger traffic grew 5.3 per cent and 16 per cent, respectively, in June 2015.

In June 2015, total freight carried rose 5.4 per cent Y-o-Y to 222,990 tonnes vis-à-vis 211,590 tonnes in June 2014. International freight movement witnessed higher growth (7.1 per cent) compared with domestic freight movement (2.6 per cent). In June 2015, total aircraft movements at all Indian airports stood at 141,620, which was 8 per cent higher than June 2014. International and domestic aircraft movements increased 6.5 per cent and 8.4 per cent, respectively, in June 2015.

Over the next five years, domestic and international passenger traffic are expected to increase at an annual average rate of 12 per cent and 8 per cent,

respectively, while domestic and international cargo are estimated to rise at an average annual rate of 12 per cent and 10 per cent, respectively.

The airlines operating in India are projected to record a collective operating profit of Rs 8,100 crore (US\$ 1.29 billion) in fiscal year 2016, according to Crisil Ltd.

### **Investment**

According to data released by the Department of Industrial Policy and Promotion (DIPP), FDI inflows in air transport (including air freight) between April 2000 and May 2015 stood at US\$ 573.18 million.

Key investments and developments in India's aviation industry include:

Airbus, the world's leading aircraft maker, expects India's aviation industry to grow at over 10 per cent annually in the next decade, almost double the average growth rate of the global aviation industry.

Eyeing large orders from Indian airlines, Airbus has committed to source products worth US\$ 2 billion cumulatively over the next five years from India; the company plans to provide customised maintenance and other services closer to the base for all its airline customers in India.

French drone-maker LH Aviation signed a Memorandum of Understanding (MoU) with India's OIS Advanced Technologies on June 19, 2015 to manufacture tactical drones in India through an industrial license.

Mahindra Group expanded its partnership with GE Aviation by signing an agreement to manufacture aero structures at the Group's new aerospace facility in Bengaluru.

IndiGo plans to file documents for an initial public offering within the next two months to raise US\$ 400 million by selling 10 per cent stake. SpiceJet plans to enter a deal with Boeing Co. and Airbus Group SE to buy 80-120 jet airplanes which would help to expand their fleet and rebuild its business..

Air India, India's national airline, has started to shift its IT operations to cloud and is exploring the use of iPads for work, as it plans to upgrade its technology to maintain pace with the competition.

The Airports Authority of India (AAI) and Kannur International Airport Ltd. (KIAL) signed a MoU for 26 per cent equity in the greenfield airport worth Rs 1,892 crore (US\$ 295.62 million) being built at Mattannur in Kannur.



Hindustan Aeronautics Ltd. (HAL) signed an agreement with French engine manufacturer Turbomeca for maintenance, repair and overhaul (MRO) of Shakti helicopter engine, which would power a fleet of 1,000 Indian military choppers over the next 10 years.

### **Government Initiatives**

Government agencies project that around 500 brownfield and greenfield airports would be required by 2020. The private sector is being encouraged to become actively involved in the construction of airports through different Public Private Partnership models, with substantial state support in terms of financing, concessional land allotment, tax holidays and other incentives.

Some major initiatives undertaken by the government are:

Gujarat is expected to get a second international airport at Dholera. The state government has formed Dholera International Airport Co. Ltd. and is obtaining approvals from the union government.

The Directorate General of Civil Aviation (DGCA) has given its approval to Air India's maintenance, repair and overhaul (MRO) unit.

The Government of India has decided to award airports in Kolkata, Chennai, Jaipur and Ahmedabad on management contract. AAI has issued the 'Request for Qualification' document for these four airports.

The Government of India plans to form a committee comprising bankers, aviation experts and technocrats to help turn around and privatise the national airline, Air India.

The Government of India approved a proposal to set up a second airport in the National Capital Region.

The Government of India expects to finalise the new aviation policy and revised international flying norms for domestic carriers soon; the government may remove the '5/20' norms for domestic airlines in this new policy.

### **Road Ahead**

India's aviation industry is largely untapped with huge growth opportunities, considering that air transport is still expensive for majority of the country's population, of which nearly 40 per cent is the upwardly mobile middle class.

The industry stakeholders should engage and collaborate with policy makers to implement efficient and rational decisions that would boost India's civil

aviation industry. With the right policies and relentless focus on quality, cost and passenger interest, India would be well placed to achieve its vision of becoming the third-largest aviation market by 2020 and the largest by 2030.

#### Check your progress 4

1. India aims to become the \_\_\_\_\_aviation market by 2020 and the largest by 2030.
  - a. third-largest
  - b. Second largest
2. In June 2015, total freight carried rose \_\_\_\_\_per cent.
  - a. 10%
  - b. 5.4
3. Over the next five years, domestic and international passenger traffic are expected to increase at an annual average rate of \_\_\_\_\_and 8 per cent.
  - a. 12 per cent
  - b.15 per cent
4. The airlines operating in India are projected to record a collective operating profit of \_\_\_\_\_crore in fiscal year 2016, according to Crisil Ltd.
  - a. Rs 8,100
  - b. Rs.10000
5. \_\_\_\_\_, the world's leading aircraft maker, expects India's aviation industry to grow at over 10 per cent annually in the next decade.
  - a. boeing
  - b. Airbus

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## 4.6 Revenue Optimization Opportunities Through Unexplored Feeder Routes

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Maintenance, Repair and Overhaul (MRO) for the aviation sector has not kept pace with the ever growing sector in India. Though this industry is expected to grow to about \$1.6 billion (spending each year) in the next 10 years from the current market size of about \$700-800 million, it still remains largely unexplored.

Lack of such facilities has been forcing airline operators to take their planes to Sri Lanka and South East Asia, resulting in foreign exchange losses as well as time delays.

According to Pulak Sen , the Founder General Secretary of MRO Association of India “All that it needs is the continued intervention on part of the government to create a congenial environment in the country to withhold the outgoing business, arrest the flow of valuable foreign exchange and employment to young technical and engineering graduates,” .

Experts state that every \$1 million spent on MRO could create 30-40 new jobs which could boost employment from the current 62,000 to over 1,17,000 in the next couple of years.

According to Srinivasan Dwarakanath, Managing Director of Airbus India French aircraft maker Airbus is now looking to set up a unit in India. According to estimates, India will require over 1,200 aircraft in the next 20 years from the current number of 400 aircraft.

According to Dinesh Keskar, Vice President, Asia-Pacific & India (Sales) at aircraft maker Boeing “When airline imports a part, there is no duty, but when MRO orders a part it is taxable,”

The company has built an exclusive MRO unit to national carrier Air India (AI) where other carriers will not be allowed (as yet).

Boeing will hand over an MRO unit in Nagpur to Air India but only the fleet from the national carrier will be serviced here leaving little choice for the others.

Full service carrier Air Vistara has signed an agreement with Airbus for a long term Flight Hour Services Tailored Support Package (FHS-TSP) to service 20 A320 aircraft which include services ranging from components supply, airframe and engine services. Engine maintenance alone accounts for nearly 40 per cent of MRO spend, Sen says and adds that there are taxes for MRO is almost 40 per cent higher here.

Most Indian carrier lease aircraft and lessors prefer to give aircraft to other MRO in neighbouring countries as they are said to be deterred by the fact that India has not ratified the Cape Town Treaty which aimed to protect the rights of financing banks and lessors during the term of the lease and repossession of the aircraft, According to Sen the State-owned aviation major, Hindustan Aeronautics Limited (HAL) is also looking to cash in but have not been able to make any headway in this area so far. Industry associations and airline operators have been actively engaged with the government to change this scenario.

According to Sen that efforts like providing 10 year tax holidays, reducing of airport royalty and making importing of aircraft components duty free among others will help more people concentrate on this sector.

### **Check your progress 5**

1. \_\_\_\_\_ for the aviation sector has not kept pace with the ever growing sector in India.
  - a. MRO
  - b. MROM
2. French aircraft maker \_\_\_\_\_ is now looking to set up a unit in India.
  - a. Boeing
  - b. Airbus

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## **4.7 Valuations**

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CAPA estimates that India's airlines posted a combined loss of USD1.65 billion in FY13 (USD1.15 billion if Kingfisher is excluded), down from approximately USD2.28 billion the previous year. More than 40% of the loss was incurred in the last quarter alone, squandering the improved performance posted during the first nine months of the year. Kingfisher's exit from the Indian aviation sector was one of the most significant developments for the market in FY13. It highlighted the fragility of the sector when an airline that was the largest in the country less than two years earlier and with an excellent reputation amongst passengers, could fall from grace so swiftly. But with it came a silver lining for the remaining carriers. As a result of the removal of Kingfisher's seats, combined with modest capacity induction by other carriers the demand/supply dynamics in

the market started to favour airlines for the first time since 2004. This was reflected positively in the average fares which increased by 15-20% y-o-y. India's airlines were showing signs of a recovery in financial performance during the first three quarters of FY13, however the 4th quarter spoilt the party. Aggressive discounting during the traditionally weak period January-March period resulted in losses of USD700 million during this quarter alone (close to USD500 million if Kingfisher is excluded). The cost environment remained hostile throughout the year with the weakness of the Indian Rupee and continued high oil prices being the key challenges. Even though Brent Crude levels softened towards the end of the year, the depreciation of the Rupee meant that carriers did not see any benefit from this. Over the 12 months to 31 March 2013, with carriers moving to fill the space vacated by Kingfisher, all airlines except Jet Konnect saw an increase in their domestic market share over the previous year, but none more so than IndiGo which saw a 7 percentage points improvement.

### Indian domestic airline market share FY13 v. Fy12

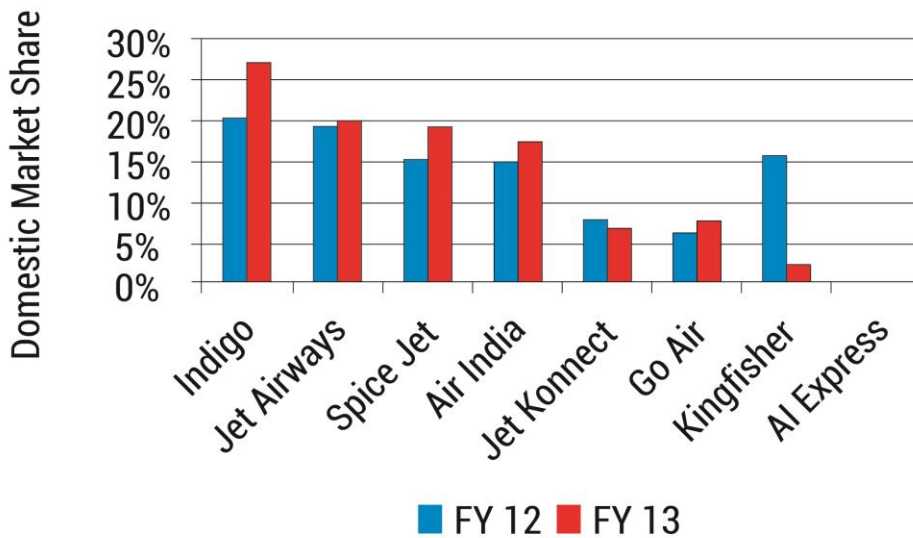


Fig 4.1 Indian domestic airline market share Fy 13 v. Fy 12

However, despite the moderation in capacity in the market, the steep increase in fares curtailed demand and meant that almost all carriers reported a slight decrease in average passenger load factors during the year. The sole exception to this was Air India which achieved a creditable 5 ppts improvement to 69%, although it remained the lowest of all the carriers that are currently operating. However, its load factors in Economy class were much higher (as is the case for Jet Airways) with the average being depressed by the relatively poor performance of business class on domestic routes. IndiGo was once again the

stand-out performer achieving sustained load factors of above 80% throughout the year.

#### Average passenger load factors on domestic routes FY13 v. FY12

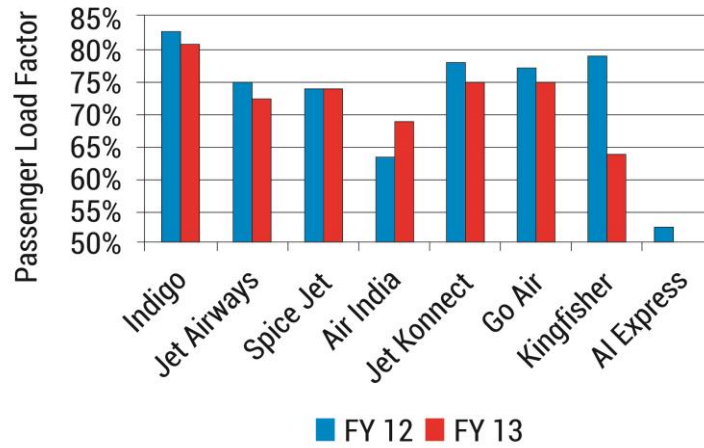


Fig 4.2 Average passenger load factors on domestic routes FY 13 v. FY 12

#### Emirates emerges as India's leading international airline in FY13

On the international front an important development was the fact that in FY13 for the first time a foreign carrier, Emirates, claimed the highest market share for traffic to/from India.

Air India, historically the market leader on international routes was impacted by the grounding of its 787s for most of the last quarter. While India's second largest

International carrier, Jet Airways, saw only a marginal increase in traffic as it consolidated its network and dropped services to points such as New York JFK, Milan, Johannesburg and Kuala Lumpur.

### Airline Market Share on International Routes to/from India FY13

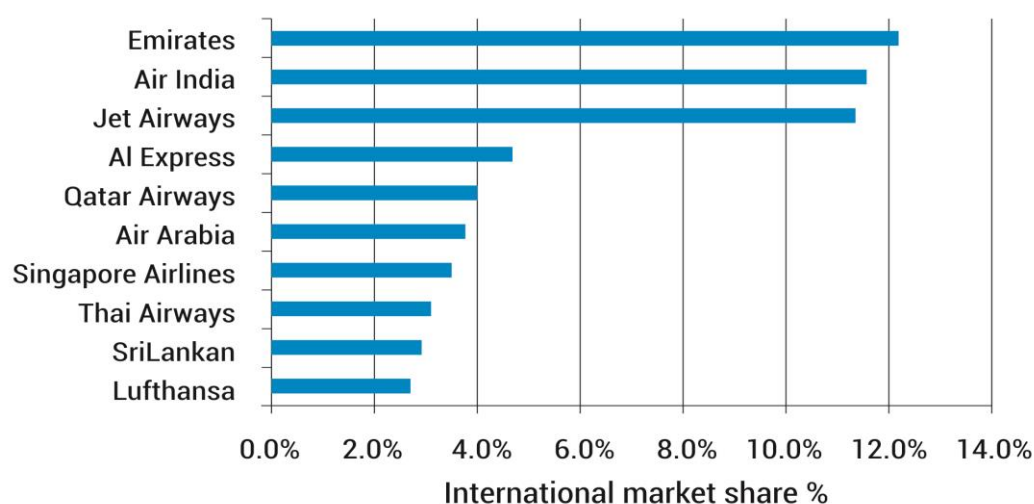


Fig 4.3 International market share

Industry lost an estimated USD1.65 bn on revenue of USD9.5 bn, but IndiGo was

Exceptional with an estimated USD100-110 mn profit on revenue of USD1.5-1.6 bn

India's airlines lost USD1.65 billion on total revenue of approximately USD9.5 billion. Despite the magnitude of the loss there were year-on-year improvements almost across the board.

### Reported and Estimated Indian Carrier Revenue and Net Income in FY12 and FY13

	FY12 Revenue	FY12 Net Income	FY13 Revenue	FY13 Net Income
<b>Air India</b>	USD2.6 bn	(USD1.4 bn)	USD3.0 bn	(USD950 mn)
<b>GoAir</b>	USD278 mn	(USD24 mn)	USD375-400 mn	(USD14-16 mn)
<b>IndiGo</b>	USD1.0 bn	USD23 mn	USD1.5-1.6 bn	USD100-110 mn
<b>Jet Airways</b>	USD2.7 bn	(USD226 mn)	USD3.0bn	(USD87 mn)
<b>Jet Konnect</b>	USD340 mn	(USD33 mn)	USD387 mn	(USD53 mn)
<b>Kingfisher</b>	USD1.0 bn	(USD423 mn)	USD91 mn	(USD500-520+ mn)
<b>SpiceJet</b>	USD720 mn	(USD109 mn)	USD1.0 bn	(USD34 mn)

Fig 4.4 Reported and Estimated Indian Carrier Revenue and Net Income

**FY13 losses may impact investor valuations but CAPA expects two further transactions in FY14**

These continued losses and the further erosion of net worth may widen the gap between promoter and investor expectations when it comes to valuations. Combined with the prospect of new entrants into the market, this might impact capital raising plans for incumbent carriers. Nevertheless we believe that there is sufficient confidence in the long term fundamentals of the market to maintain investor interest and we expect a further two Indian carriers to complete transactions with strategic or financial partners in FY14.

**Industry debt increased 8-9% in FY13 to USD14.5 billion**

India's airlines have an estimated combined debt of approximately USD14.5 billion (with additional vendor-related liabilities of around USD2 billion), compared with an average I cash position of just USD500-550 million. Air India holds just over 60% of that debt, with full service carriers combined accounting for close to 90%, although the Jet Airways Group reduced its debt position from USD2.62 bn to USD2.25 bn during FY13. A key contributor to the overall debt has been the industry's accumulated losses since 2007 which were approaching USD9.5 billion as at 31 March 2013. This has resulted in continued erosion of the net worth of India's carriers which are estimated as follows:

- Air India (FY12): (USD3 billion)
- GoAir (FY12): (USD107 million)
- IndiGo (FY12): USD69 million
- Jet Airways: (USD62 million)
- Jet Konnect: (USD311 million)
- SpiceJet: (USD41 million)

**International accounts for 80% of Air India's losses, while the Jet Airways Group is hurting on domestic where it lost USD210 million in FY13**

Air India faces key structural viability issues on its international routes due to poor alignment between its fleet structure and route network, and weak commercial capability, particularly in offshore markets. As a result international operations account for 80% of its losses. The resumption of 787 services will help to improve the situation but huge losses are expected to continue.



Jet Airways and JetKonnnect combined reported losses of approximately USD210 million on domestic routes in FY13, whereas the international business was profitable to the tune of approximately USD70 million. The carrier has struggled on the domestic front as a result of its confused strategy with at one stage three separate brands operating without a clear market proposition for each. With the recent consolidation down to two brands and the greater strategic clarity afforded by the partnership with Etihad a more focused approach can be expected.

That said, both Jet Airways and Air India remain vulnerable on domestic routes, especially as they continue to operate with a full service cost structure in a market that has shifted predominantly to low cost. Until both of these full service carriers have developed a competitive domestic cost structure the sector will remain unviable as it is otherwise impossible for them to sustain fares close to the levels charged by LCCs. They have been unable to extract a premium for the full service product and the fare difference between full service and low cost carriers is negligible.

#### **Domestic Outlook FY14: Passenger numbers expected to cross 60 million once again**

Domestic traffic is expected to expand by 4-6% in FY14, with most of the growth to occur in the second half of the year. Starting from Q3 the traditional festival and holiday traffic is expected to be supplemented by increased passenger movements driven by state elections in November, and then by general elections some time prior to May 2014. AirAsia's possible entry in the second half of this financial year could also provide some further growth although the airline will still be relatively small even by the end of the forecast period. These factors could push growth above 6% subject to market conditions from Q3 onwards. We expect that by the end of FY14 domestic traffic will have matched or slightly exceeded the previous high water mark of just over 60 million annual domestic passengers reported in FY12.

#### **Small but important steps towards achieving a viable operating environment**

The successful direct import of fuel or a possible reduction in taxation, combined with increasing ancillary revenue will help to bridge the cost-revenue gap.

The introduction of GAGAN, India's satellite-based navigation system in 2014, together with the flexible use of airspace between civil and military purposes which has recently been approved, are two further initiatives which will

be very important in reducing airline operating costs through reduced fuel consumption as a result of more direct flight routings.

And from 2016 onwards as these developments become more established and the market sees the introduction of re-engined A320neos and 737 MAX aircraft, we can expect to see a meaningful change in the landscape.

### **Check your progress 6**

1. Despite the moderation in capacity in the market, the steep increase in \_\_\_\_\_ curtailed demand and meant that almost all carriers reported a slight decrease.
  - a. Prices of fuel
  - b. Fares
2. The first time a foreign carrier, \_\_\_\_\_, claimed the highest market share for traffic to/from India.
  - a. Lufthansa
  - b. Emirates

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## **4.8 Case Study of Spice Jet Airlines**

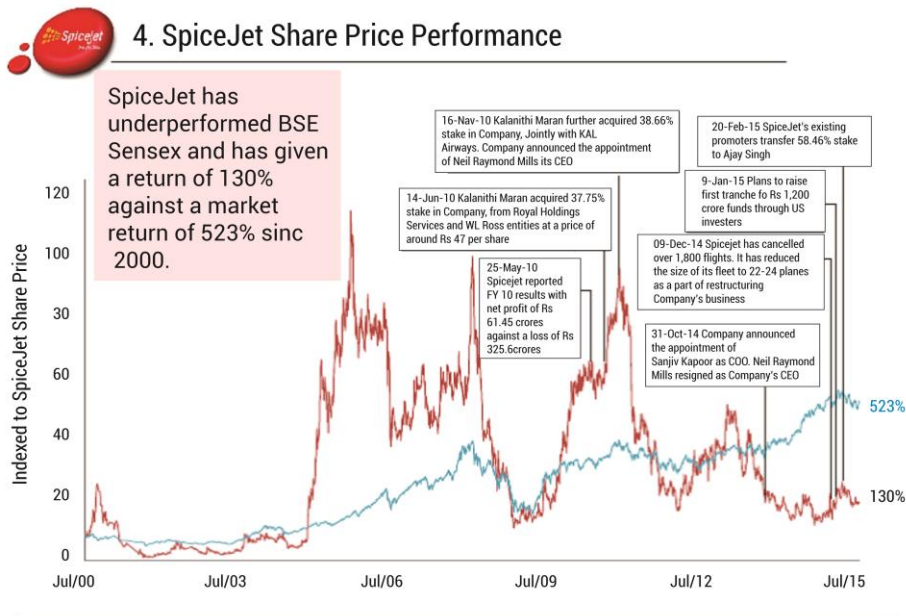
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SpiceJet is an Indian low-cost airline (a no-frills, discount or budget carrier airline) that generally offers low fares in exchange for eliminating many traditional passenger services. As of March 2015, it is country's fourth largest airline by domestic passenger share (DGCA, March 2015). Operates more than 270 daily flights to 41 destinations, including 34 Indian and 7 international cities. Uses a fleet of Boeing 737 Next Generation and Bombardier Dash 8 Q400 aircraft. Began services in May 2005 and bookings were opened on 18th May, 2005 and the first flight was operated from Delhi to Mumbai on 24th May, 2005. Marked its entry in the Indian skies with INR 99 fares for the first 99 days with 9,000 seats available at this rate.

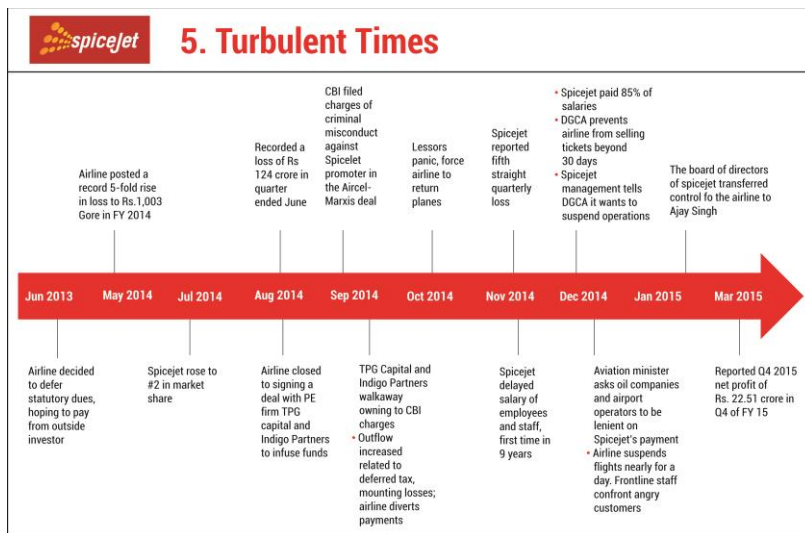
In 2004, Ajay Singh along with NRI business family Kansagra, with investment interest in Africa, infused funds and leased 3 Boeings 737-800 aircrafts and renamed it SpiceJet. By 2008, SpiceJet became India's second-largest low-cost airline in terms of market share and was the most profitable airline in the country and the only profitable airline among NSE/BSE listed companies. In June 2010,

Indian media baron Kalanidhi Maran acquired 37.7% stake in Spicejet. In 2012, Spicejet suffered loss of Rs 390 million owing to increase in global crude prices. Kalanidhi Maran increased his stake in Spicejet by investing Rs 1 billion in the airline. The airline returned to making profits at the end of 2012.

**Spice jet price performance**



**Fig 4.5 Spice jet price performance**



**Fig 4.6 Turbulent Times**

In 2010, SpiceJet decided to place orders for Bombardier Q400 aircraft, when most airlines in the country had Airbus or Boeing aircraft to have economies of scale.

- The price of the 15 Bombardier Q400s was \$450 million, the first of which joined the fleet in 2011.
- SpiceJet's rationale to opt for the 70-seater Bombardier Q400's was that it would widen its network in smaller towns and cities.
- But the lack of support centres in India meant that Bombardiers had to be flown to the Netherlands for maintenance checks.
- Thus, SpiceJet's maintenance costs ballooned to over 50 %. It started impacting its bottom line.
- Also total debt soared from Rs. 55 crore in fiscal 2011 to Rs. 855 crore in fiscal 2012, when the Bombardier was inducted. This doubled to Rs. 1,678 crore in fiscal 2013.
- To add fuel to SpiceJet's problems the price of aviation turbine fuel went up by almost a half.

### **Deep Discount Backfired**

- Airlines are fighting tooth and nail to grab passengers. So while one airline offers a sale, the other doesn't want to be left behind.
- No airline wants its flights to fly vacant. It's important to note most would never offer all its seats on sale.
- It's all about having the money in hand. A rupee today is worth more than a rupee tomorrow. However, on the flipside, repeated sales build an unstable ecosystem.

Nobody wants to lose out. But when everybody starts discounting tickets, everybody loses. It's a race to the bottom – Sanjiv Kapoor, COO, SpiceJet.

### **Spice jet Deal**

On 15th January 2015, the board of directors of SpiceJet transferred control of the airline to Ajay Singh.

Kalanidhi Maran transferred SpiceJet stake to Ajay Singh via 'Scheme of Reconstruction and Revival for the takeover of ownership, management and control of SpiceJet Limited'.

Three issues of public importance were unknown–

- Scheme Details were not disclosed,
- Acquisition price not disclosed and

- Open Offer was exempted

According to RBSA analysis

In crores

No. of shares (58.45%)	35.04
Share price as of 15 <sup>th</sup> Jan 2015	18.65
Equity Value	654
(+) Debt as of 30 <sup>th</sup> Sep 2014	2,611
(-) Cash as of 30 <sup>th</sup> Sep 2014	9
Enterprise Value	3,255

“It's a welcome development. Failure of an airline with 17% market share is the last thing our beleaguered aviation sector needs. SpiceJet's revival is good for passengers, employees, lenders, suppliers and the industry as a whole,”

-Amber Dubey, Partner and India head of aerospace and defence, KPMG

“The government of India wanted to see the airline survive. The failure of an airline is fairly visible to the world. When an airline dies, the whole world gets to know and that is very bad publicity for the economy of any country,”

-Ajay Singh, Chairman, SpiceJet

## **Restructring Plans of Spice Jet**

### **1. Time Performance**

- Brought down the outlier costs.
- Shut down some airports and curtailed the network to get back to low-cost model which is fewer stations and higher frequency to these stations.
- In process of renegotiating debt-restructuring plans, have amended the contracts.

2. Debt Clearance
  - Cleared all the statutory debts, bad debt, employee salaries and payments of oil companies.
  - Cleared debts of Lessors and are in the process of paying large creditors.
  - Cash flow has become much stronger than anticipated.
  
3. Fleet and Staff
  - To hire about 100 pilots, 50 commanders and 200-odd cabin crew and flight engineers.
  - Plans to add six to seven new aircrafts by FY 16.
  - Has trimmed expensive top management that were drawing salary of Rs 2 crore per annum.
  - To give opportunity of joining the Company to those who had either quit or had been laid off.

#### **SpiceJet's Q4 2015 Performance Update**

- SpiceJet's performance in Q4 FY'15 was promising.
- The board of directors transferred control of the airline to Ajay Singh.
- Active fleet size was reduced 50% y-o-y to 17 Boeing 737s and 13 Q400s.
- After seven quarters of losses, SpiceJet reported a net profit of Rs.22.51 crore in Q4 of FY 15 helped by a Rs 650-crore funding by a new promoter, renegotiated contracts with its vendors and provisioning for re-delivery expenses.
- It also includes an extraordinary item, Rs.61 crore insurance claim received for the Q400 that was written off after an accident at Hubli, Karnataka.
- Airline had reported a net loss of Rs.321.5 crore in Q4 of FY14.
- Despite profit, the airline's EBIT dropped to 50% y-o-y to Rs 786.32 crore in the reporting quarter compared with Rs 1,573.75 crore a year earlier

### Check your progress 7

1. SpiceJet is an Indian \_\_\_\_\_ airline.
  - a. low-cost
  - b. high cost
2. SpiceJet became India's \_\_\_\_\_-largest low-cost airline in terms of market share and was the most profitable airline in the country
  - a. first
  - b. second
3. On 15th January 2015, the board of directors of \_\_\_\_\_ transferred control of the airline to Ajay Singh.
  - a. SpiceJet
  - b. Indigo

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## 4.9 Aviation Industry Overview

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Air travel has grown in the past decade. Travel grew strongly for both leisure and business purposes. India will have nearly 800 to 1000 airplanes by 2023, it was estimated by Airbus. In spite of growth between 30 to 50 per cent in Indian aviation industry, losses of approximately 2200 crore is estimated for the current year.

During 1991-1992, Modiluft, East West and Damania went bankrupt. Air Sahara and Jet Airways survived along with government own Indian Airlines because they had the capability to bear losses. Globalization and privatization had a major impact on aviation industry. Indian aviation industry was deregulated by the government in 1990s. As a result now 14 airlines are operating today in Indian sky. Now, collaboration with international organization and foreign direct investment are welcome to improve infrastructure and technology. Today people who can not afford high prices of Full Service Carriers (FSC) can travel by Low Cost Carriers (LCC) or budget airlines. Air Deccan was India's first LCC started in 2003. It flies to several metro and non-metro destinations. All airlines have three major fixed costs i.e. fuel costs, financing or aircraft lease and labour cost. But LCC costs are 10 to 15 per cent lower than FSC. This is because of three reasons. Firstly, saving on distribution cost as passengers book tickets on the internet. Secondly, no frills are offered on board. Thirdly, to accommodate

additional seats, catering and cabin crew space in these aircraft has been used. So these aircraft have 40 seats more than the FSC.

### **Political Environment**

There are several limitations in aviation infrastructure in India for instance parking bays, gates to board passengers, landing slots etc are in short supply. This often leads to massive delays, cancellation and major losses in revenue for many LCCs. For upgraded infrastructure facilities, India's civil aviation minister Praful Patel said on 15 February 2006 that Indian government defer decision on privatization of International Airport in Delhi and Mumbai. The government aims to set up joint venture to operate these airports and offered 74 per cent stakes. Foreign direct investment (FDI) can hold up to 49 per cent in this transaction, while 25 per cent must be held by private Indian companies. Remaining 26 per cent to be held by Airport Authority of India (AAI) and other government PSUs.

In an attempt to capture market share, many airlines in India are flying below their cost, thus incurs heavy losses. Due to overcapacity and competition, the government fear that the aviation boom now may soon go bust. Earlier, companies even before signing a lease for aircraft, used to procure licences. But now to regulate competition from September 2006 onwards a temporary moratorium is put on the new airline licences. No blanket ban will be there. But pending as well as new applications will go through high scrutiny. A plan for quarterly review of financial and operational statement of airline was introduced by ministry. It will be mandated by the federal Aviation Authority in US.

At present government is providing sops to planes which are less than an 80 seater. Under this new policy airline don't have to pay landing charges, even route navigational charges are much lower than other aircraft. To encourage regional connectivity, government is now willing to offer some sops to airlines which fly on category two and three route.

Government has appointed a number of committees. Their main aim is to provide remedies to problems related to civil aviation industry of India. For instance, in November 2003, recommendation to develop a civil aviation roadmap was provided by Naresh Chandra Committee. Measures to increase airport and air traffic control (ATC) capacity were suggested by K Roy Paul Committee in April 2005. The MK Kaw Committee has recommended to restructure the Directorate General of Civil Aviation and to make major changes in the regulatory system in April 2006.



## **Economic Environment**

In Indian economy, there is a robust growth of 8.9 per cent GDP, in first quarter of the current year. The aviation industry is at boom, where growth ranged between 30-50 per cent. The growth in aviation has been possible because of liberal policies in civil aviation, robust growth in tourism and exports. Few years back domestic market was dominated by three domestic carriers they were Indian Airlines (government owned), Jet Airways and Air Sahara (private players). But now there are 14 which include new players like Jagson, Air Deccan, Spice Jet, Go Air, Magic Air etc.

On 1 September 2004 new tax came into force. Indian companies which acquires an aircraft or aircraft engine on lease from foreign enterprise or a foreign country has to pay tax, which could vary from 10 per cent onwards.

ATF which ranged from 8 per cent to 24 per cent across states. ATF accounts for 45 per cent of operational costs in India, while internationally it is 20 per cent. Indian airline companies pay one of the highest ATF rates in the world. There was 15-16 per cent fall in ATF prices in last few months. Aviation minister would talk to finance and petroleum ministries to further reduce ATF taxes to encourage sector's growth.

There is an acute shortage of manpower in aviation industry in India- which includes engineers, cabin crew and pilots. Earlier there was a stipulation of domestic airlines to have at least one Indian pilot in a cockpit. But to overcome this deficit, recently ministry has decided to discard this contract. In April 2005, only 300 people seek for pilot's licences. Even though the number has rose to 1045 in April 2006. But still India is facing the shortage of pilots. Currently, 450 foreign pilots are working with airlines in India. These foreign pilots are paid much more than Indian counterparts. Government has proposed to open an aviation academy in Gondia to train pilots. It will be a joint venture in which private parties holding a majority stake i.e. 60 per cent along with management control. Central and Maharashtra government will hold remaining 40 per cent, they will play facilitating role. Even Airbus will invest \$75 million in India to set up a modern training centre for pilots. These projects will help in long way to cope with the growing shortage of pilots in India.

## **Social Environment**

In India, before 1990s, traveling by air was considered expensive and luxury mode of transportation. After deregulation in aviation industry several new airlines come up and there was a drastic reduction in fares which was a spur for

Indians to opt for air travel. India's first low cost carrier Air Deccan began with Rs 500 per ticket offer. It was neck to neck competition with Indian railways. Soon Spicejet gave a counter offer of Rs 99 per ticket. Since then prices for airline ticket kept on reducing as a promotion strategy. People traveling on trains by first or second class AC, till now, shifted their attention to airlines. It improved their lifestyle. Even first time fliers were lured by the cheaper fares.

2006 Conde Nast Readers Travel Awards, ranked India in the fourth most attractive, satisfying and best holiday destination in the world. It stands ahead of some of the developed countries like US, France, Singapore, Thailand and South Africa. Accounts on which India was scored were mainly growing air connectivity, hospitality facilities which included hotels and quality spa. One of the reasons for this brilliant performance is enthusiasm campaign 'Incredible India' started by government for marketing India to world. Growing air link has contributed to a large extent to make India more accessible than what it was few years ago. According to Conde Nast traveller UK publisher India has a potential to attract more traveller in next few years.

Private equity players and venture capitalists find aviation sector a dicey bet. They hesitate to invest in this sector. Although they prefer to take huge risk and are willing to invest in other sectors like telecom and technology. As after long-time period, the returns on these two sectors are huge as compared to aviation sector. According to Damera of travelguru, worldwide the ROC (return on capital) of pharma industry is 55 per cent. For IT sector it is 35 per cent, but for airlines it stands only at 3 per cent. On the other hand, for financier lenders it is a safe zone because lease of aircraft stands as collateral. In case of defaults, laws concerning recovery are tight.

### **Technological Environment**

Airports Authority of India in collaboration with Indian Space Research Organization (ISRO) is developing a new satellite-based navigation called Gagan. The project is likely to be operational by 2008. Only three countries including the United States has similar Satellite-based system. It is one of the latest technology in the world. It will enhance safety of flights. By direct routing between destinations and allowing precision approaches to all airports it will increase efficiency. Thick fog in winter regularly disrupted flights to or from New Delhi. By improving communication between traffic control and pilots this new project will make it possible to land planes in such tough weather conditions.

India is still far behind in e-ticketing. The International Air Transport Association (IATA) has set a goal to stop printing the 350 million paper tickets

(that are used today) and to achieve 100 per cent e-ticketing by the end of 2007. 30 per cent global e-ticketing penetration was their target by the end of 2005 and they have passed 33 per cent. Nearly 30 per cent in Asia Pacific but it is just 5.4 per cent in India.

All airlines need maintenance for their aircrafts, engine, and airframe components. In India only Air India and Indian Airlines have in-house maintenance facility, but at time even they, like other carriers have to send their aircraft abroad for maintenance. Recently, Airbus in partnership with Hindustan Aeronautics (HAL) has given a commitment to set up a \$100 million maintenance, repair and overhaul (MRO) facility at Nashik. Even Boeing has announced to set up a \$100 million MRO facility in central India, Nagpur. The technology to be used in this facility is tailored specifically to cater Indian market. It will enhance profitability for airlines as maintenance cost will reduce. Boeing's MRO project will be on stream by 2008. To emerge as MRO new entrants have to address limitation like aviation regulatory practices, heavy tax structure and lack of real estate at many airports. But low manpower cost is the major advantage for any MRO new entrants i.e. about 60 per cent cheaper than in US or Western Europe.

### **Conclusion**

Looking at the current scenario not a single Indian airline is generating profits. This is the early sign of grief, which might lead to the repeat of 1991 situation. That time, few airlines went bankrupt due to heavy losses and there inability to bear them. In the attempt to capture market share airlines are offering tariff below their cost. Till now, Government doesn't impose any regulation on tariff cut. They left this matter totally on the airlines to decide. So airlines should adopt some other strategies to capture market share and to make themselves profitable organizations.

The two leading aircraft manufacturers, Airbus and Boeing have intense competition to have share in Indian market. Both are looking forward to invest for MRO facility in India. Although Indian Aviation industry is booming, but there are several limitations like lack of training facilities, improper infrastructure, technology etc. Government's support and more FDI, these limitations will be eradicated in the coming years.

### Check your progress 8

1. There are several limitations in aviation infrastructure in \_\_\_\_\_ for instance parking bays, gates to board passengers, landing slots etc are in short supply
  - a. India
  - b. all over world
2. In an attempt to capture market share, many airlines in India are flying\_\_\_\_\_.
  - a. below their cost
  - b. above their cost
3. At present government is providing sops to planes which are less than an \_\_\_\_\_ seater.
  - a. 120
  - b. 80
4. The growth in aviation has been possible because of \_\_\_\_\_ in civil aviation, robust growth in tourism and exports.
  - a. cheap fares
  - b. liberal policies
5. ATF accounts for \_\_\_\_\_ per cent of operational costs in India.
  - a. 45
  - b. 75

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### 4.10 Let Us Sum Up

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In this unit we have covered the aviation industry in very detail. For a long period of time the industry has been running into losses. In this unit we have gone through this problem in detail and find out the reason behind such a problem. In this unit we discussed the investment highlights in this sector, market share transition towards LCCs etc. We even discussed the case study of Spice jet and what were the causes behind the fall of spice jet. Aft the detailed study of this unit the readers will certainly get an idea behind what were the financial aspects responsible for the current picture of Aviation industry. We have even discussed

the various alternatives and suggestions through which the industry could be revived.

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## 4.11 Answers for Check Your Progress

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**Check your progress 1**

**Answers:** (1-a), (2-b), (3-b), (4-a)

**Check your progress 2**

**Answers:** (1-b), (2-b), (3-a), (4-a), (5-b)

**Check your progress 3**

**Answers:** (1-b), (2-b), (3-b), (4-a), (5-a)

**Check your progress 4**

**Answers:** (1-a), (2-b), (3-a), (4-a), (5-b)

**Check your progress 5**

**Answers:** (1-a), (2-b)

**Check your progress 6**

**Answers:** (1-b), (2-b)

**Check your progress 7**

**Answers:** (1-a), (2-b), (3-a)

**Check your progress 8**

**Answers:** (1-a), (2-a), (3-b), (4-b), (5-a)

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## 4.12 Glossary

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1. **ATF** - Aviation turbine fuel
2. **AAI** - Airport Authority of India

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### **4.13 Assignment**

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Write a brief note on Aviation industry of India.

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### **4.14 Activities**

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Discuss the financial position of Aviation Company in India

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### **4.15 Case Study**

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Discuss the financial health of Kingfisher (aviation) in detail.

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### **4.16 Further Readings**

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1. Neufville Dr. Richard de (Author), Airport Systems: Planning, Design and DIJMS-Vol.-4, Issue-2, July-14. Page 116
2. Management (McGraw-Hill, 2003).
3. Sudi Sudarsanam – Value creation from M&A, Pearson Education ,2003
4. Ravindhar Vadapalli – M&A and business valuation, Excel Books ,2007

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## **Block Summary**

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In this block we had a detailed discussion on few of the very important topics such as investment and financing decisions and few other very important topics .

Here in this block under unit 1 a detailed discussion was made on about Investment and Financing Decisions, detailed analysis was made on Components of cash flows, discussion was also made on the complex Investment Decisions. Further in unit 2 a detailed discussion was made on Advantages of financial planning, Need for Financial Planning, Steps in Financial planning, Types of Financial planning, Scope of Financial planning. In unit 3 Derivatives, Future Contract, Forward Contracts, Options, Swaps, Difference between Forward Contract and future contract, Financial Planning and Preparation of Financial Plan after EFR Policy is Determined. In the fourth unit a detailed discussion on aviation industry has been done. The financial aspect of Aviation industry has been discussed in detail .

After going through this unit students must have got sufficient information on these vital topics .

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## **Block Assignment**

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### **Short Answer Questions**

1. Components of Net Working Capital.
2. Free Cash Flows.
3. Terminal Cash Flows.
4. Scope of financial planning.
5. Definition of financial planning.
6. Need for financial planning.
7. Explain in detail the concept of future contracts and the different types of participants in this Market?
8. Give in detail the importance of financial Planning.

### **Long Answer Questions**

1. Discuss Investment decisions using capital rationing
2. What are the steps involved in Financial Planning?
  1. Explain forward contracts and options.
  2. Discuss the few important steps which according to you will improve the financial position of Aviation Company in India.







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*Education is something  
which ought to be  
brought within  
the reach of every one.*

”

- Dr. B. R. Ambedkar



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