Madison Capital Group is considering allocating a limited amount of capital investment funds among four proposals. The amount of proposed investment, estimated income from operations, and net cash flow for each proposal are as follows:

| | | | Income from | Net Cash | |
|-------------|---------------|------|---------------|---------------|--|
| | Investment | Year | Operations | Flow | |
| Proposal A: | \$ 540,000 | 1 | \$ 42,000 | \$ 150,000 | |
| | | 2 | \$ 42,000 | \$ 150,000 | |
| | | 3 | \$ 42,000 | \$ 150,000 | |
| | | 4 | \$ (18,000) | \$ 90,000 | |
| | | 5 | \$ (18,000) | \$ 90,000 | |
| | | | \$ 90,000 | \$ 630,000 | |
| Proposal B: | \$ 250,000 | 1 | \$ 50,000 | \$ 100,000 | |
| | | 2 | \$ 40,000 | \$ 90,000 | |
| | | 3 | \$ 30,000 | \$ 80,000 | |
| | | 4 | \$ 15,000 | \$ 65,000 | |
| | | 5 | \$ 15,000 | \$ 65,000 | |
| | | | \$ 150,000 | \$ 400,000 | |
| Proposal C: | \$ 640,000 | 1 | \$ 92,000 | \$ 220,000 | |
| | | 2 | \$ 82,000 | \$ 210,000 | |
| | | 3 | \$ 82,000 | \$ 210,000 | |
| | | 4 | \$ 62,000 | \$ 190,000 | |
| | | 5 | \$ 32,000 | \$ 160,000 | |
| | | | \$ 350,000 | \$ 990,000 | |
| Proposal D: | \$ 310,000.00 | 1 | \$ 68,000.00 | \$ 130,000.00 | |
| | | 2 | \$ 38,000.00 | \$ 100,000.00 | |
| | | 3 | \$ (2,000.00) | \$ 60,000.00 | |
| | | 4 | \$ (2,000.00) | \$ 60,000.00 | |
| | | 5 | \$ (2,000.00) | \$ 60,000.00 | |
| | | | \$ 100,000.00 | \$ 410,000.00 | |

The company's capital rationing policy requires a maximum cash payback period of three years. In addition, a minimum average rate of return of 12% is required on all projects. If the preceding standards are met, the net present value method and present value indexes are used to rank the remaining proposals.

Instructions

- 1. Compute the cash payback period for each of the four proposals. Round to nearest month.
- 2. Giving effect to straight-line depreciation on the investments and assuming no estimated residual value, compute the average rate of return for each of the four proposals. Round to one decimal place.
- 3. Using the following format, summarize the results of your computations in parts (1) and (2). By placing a check mark in the appropriate column at the right, indicate which proposals should be accepted for further analysis and which should be rejected.

| | Cash Payback | Average Rate | Accept for | | | |
|----------|---------------|------------------|------------------|----|--------|--|
| Proposal | Period (List) | of return (List) | Further Analysis | OR | Reject | |
| А | | | | | | |
| В | | | | | | |
| С | | | | | | |
| D | | | | | | |

- 4. For the proposals accepted for further analysis in part (3), compute the net present value. Use a rate of 12% and the present value of \$1 table appearing in the chapter. Round to the nearest dollar.
- 5. Compute the present value index for each of the proposals in part (4). Round to two decimal places.
- 6. Rank the proposals from most attractive to least attractive, based on the **present values** of net cash flows computed in part (4).
- 7. Rank the proposals from most attractive to least attractive, based on the **present value indexes** computed in part (5).
- 8. Using Excel, compute the internal rate of return.
- Based upon the analyses done above, comment on the relative attractiveness of the proposals ranked in parts
 (6) and (7). Which provides the most useful results.
- 10. If you were making the investment decision, show how you would rank the proposals, and by what method you made your decision.
- 11. What other non-financial factors should be considered?