

KT
Sixth Edition

Engineering Economy

E. PAUL DeGARMO

JOHN R. CANADA

WILLIAM G. SULLIVAN

F40
D317
E-6

8064456

Sixth Edition

Engineering Economy

E. PAUL DeGARMO

Registered Professional Engineer
Professor of Industrial Engineering and Mechanical Engineering Emeritus
University of California, Berkeley

JOHN R. CANADA

Registered Professional Engineer
Professor of Industrial Engineering
North Carolina State University at Raleigh

WILLIAM G. SULLIVAN

Registered Professional Engineer
Associate Professor of Industrial Engineering
University of Tennessee, Knoxville



E8064456

Macmillan Publishing Co., Inc.

NEW YORK

Collier Macmillan Publishers

LONDON

Copyright © 1979, Macmillan Publishing Co., Inc.
Printed in the United States of America

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any information storage and retrieval system, without permission in writing from the Publisher.

Earlier editions entitled *Introduction to Engineering Economy*, by E. P. DeGarmo and B. M. Woods, copyright 1942 and 1953 by Macmillan Publishing Co., Inc. Earlier editions entitled *Engineering Economy* © 1960 and copyright © 1967 and 1973 by Macmillan Publishing Co., Inc.

Macmillan Publishing Co., Inc.
866 Third Avenue, New York, New York 10022
Collier Macmillan Canada, Ltd.

Library of Congress Cataloging in Publication Data

DeGarmo, Ernest Paul,
Engineering economy.

Bibliography: p.

Includes index.

1. Engineering economy. I. Canada, John R., joint author. II. Sullivan, William G., joint author.

III. Title.

TA177.4.D43 1979

658.1'596

78-2265

ISBN 0-02-328160-X

Printing: 2 3 4 5 6 7 8 Year: 0 1 2 3 4 5



engineering economy

preface

This textbook and basic reference is intended primarily for engineering students who are studying their first formal course in engineering economy. It is also useful for students in business-related curricula concerned with economic analysis of alternatives by widely used nonmathematically sophisticated methods. It assumes that the students have had little formal exposure to economics, accounting, and statistics and have a very limited knowledge of the common financial practices of business.

Inasmuch as all aspects of the field of engineering economy cannot be covered in depth in a one-quarter or one-semester first course, the book is not intended to impress the professionals in the field. Rather, it is written from the viewpoint and needs of the students who will use it. Its purpose is to give them a sound understanding of the basic aspects of the subject and some insight into approaches that can be used for making sound economic decisions concerning the types of problems they are likely to encounter in other engineering courses and in their careers. At the same time they should acquire a solid base for further study after graduation, which will permit them to understand and use more advanced, and constantly developing, procedures needed or helpful in analyzing the more complex economic problems that they may encounter in their later careers.

Although the book undoubtedly will be used by those other than college students, we ask their pardon for placing them second to students in organizing the contents. As in previous editions, no single economy study method or pattern is advocated. Instead, several methods are presented and used in the belief that different procedures can be used advantageously in various situations, provided the analyst understands the basic principles involved.

That costs and the economic use of capital remain a major concern to engineers was reemphasized by a survey of chief engineers and vice presidents in engineering of 85 companies in the United States. When queried as to whether their young engineers, during their first five years after graduation, were required to make economy studies of proposed projects, over 97% replied "yes" and 80% added "frequently." Seventy-five percent believed that engineering economy

should be a required subject in all undergraduate engineering curricula. Companies engaged in space and defense work expressed the same views in only slightly lower percentages but often more emphatically.

To some extent the subject matter included in this edition has been influenced by the results of the above-mentioned survey. There was rather general agreement that capital budgeting, interest and money timing, decisions among alternatives, depreciation, financing, breakeven analyses, replacement analysis, and effects of risk and uncertainty should be included in a basic course in engineering economy. The table of contents makes it evident that other subjects also have been included. Over half of the numerous problem exercises at the end of each chapter are completely new, and virtually all of the remaining exercises are different from those in the previous edition.

The sequence of chapters in this edition differs somewhat from the fifth edition. This edition is divided into three sections as follows: Part I, "Background and Tools for Engineering Economic Analysis," which contains four chapters, ending with "Interest and Money-Time Relationships"; Part II, "Applications of Engineering Economic Analysis," contains ten chapters in approximately the same order of progression as found in most texts in this field, including separate chapters on "Economy Studies for Public Projects" and "Economy Studies for Public Utilities"; Part III, "Other Useful Methods for Minimizing Resource Requirements" contains four succinct chapters to acquaint the student with such methods as "Value Engineering," "Linear Programming," and "Critical Path Economy."

As a guide to instructors or students engaging in self-study, the sequencing of chapters is intended to follow a logical pattern. With the following exceptions, the chapters should be used sequentially. Chapters 2 and 3 can be made optional according to the emphasis desired. Chapters 15 through 18 are mutually independent and can be made optional. Finally, Chapters 12 and 13 may be omitted by persons not interested in economy studies for public agencies and utilities. Because students will recognize a number of situations where computers can be used advantageously in solving problems, a simple computer program for solving internal rate of return problems is included in Appendix C.

The presentation assumes some facility with linear algebra, but differential calculus is needed in several limited sections. Some understanding of elementary probability is needed for a small section of Chapter 6, and a speaking acquaintance with linear programming concepts is useful for Chapter 17. Adequate references are given for these topics.

For the many suggestions from colleagues, students, and practicing engineers who have used the previous editions, we express our deep appreciation. We hope they will find this volume to be equally helpful. Special acknowledgment and thanks are due Mrs. Martha Jackson, *secretary extraordinaire*, for again rescuing the manuscript from various forms of unintelligibility with great ability.

E. Paul DeGarmo
John R. Canada
William G. Sullivan

contents

part I

Background and Tools for Engineering Economic Analysis

chapter 1	introduction	3
	Engineering Economy and Decisions Among Alternatives	4
	Engineering and Management	4
	Measures of Financial Effectiveness	5
	Nonmonetary Values	6
	Equity and Debt Capital	6
	The Relationship of Economy Studies and Accounting	7
	Accounting Fundamentals	8
	Capital Flow	11
	Cost Accounting	11
	The Elements of Cost	15
	The Use of Accounting Costs in Economy Studies	17
	Multiple Objectives and Subjectivity in Decision Analysis	18
	The Decision-Making Process	18
	Role of the Engineer and Importance of Economic Decision Studies	19
	Problems	19
chapter 2	the economic environment and cost concepts	22
	Consumer and Producer Goods and Services	22
	Measures of Economic Worth	23
	Necessities, Luxuries, and Price-Demand	23
	Competition	25
	The Total-Revenue Function	27
	Cost-Volume Relationships	28

The Law of Supply and Demand	30
The Law of Diminishing Returns	32
Breakeven Charts	34
Cost Concepts for Economic Analysis	36
Opportunity Costs	36
Sunk Costs	38
Fixed Costs Versus Incremental Costs	38
Cash Costs Versus Book Costs	39
Consideration of Inflation in Economic Analyses	39
Problems	39

chapter 3 selections in present economy 41

The Necessity for Equivalent Results	42
Selection Among Materials	43
Total Cost in Material Selection	44
Economy of Location	46
Problems Involving Makeready and Put-Away Times	47
Alternative Machine Speeds	49
Economy of Crew Size	51
Processing Materials Having Limited and Unlimited Supply	52
The Proficiency of Labor	53
Economic Selection of a Beam	54
Economic Span Length for Bridges	55
The Relation of Design Tolerances and Quality to Production Cost	56
The Effect of Changing Conditions	58
Problems	59

chapter 4 interest and money—time relationships 63

The Return to Capital	63
When Must Interest and Profit Be Considered?	64
Origins of Interest	64
Simple Interest	65
Compound Interest	65
Equivalence	66
Notation and Cash Flow Diagrams	70
Interest Formulas for Discrete Compounding and Discrete Payments	71
Interest Formulas Relating Present and Future Worths of Single Amounts	71
Interest Formulas Relating a Uniform Series (Annuity) to Its Present and Future Worths	76
Deferred Annuities (Uniform Series)	78
Uniform Series with Beginning-of-Period Payments	80
Equivalent Present Worth, Future Worth, and Annual Worth	82
Interest Formulas Relating Uniform (Arithmetic) Gradient Series to Its Present and Annual Worths	83
Nominal and Effective Interest Rates	87
Interest Problems with Compounding More Often Than Once per Year	89
Interest Problems with Uniform Payments Less Often Than Compounding Periods	90

CONTENTS

ix

Perpetuities and Capitalized Cost	93
Installment Financing	94
Discount	95
Interest Factor Relationships	96
Interest Formulas for Continuous Compounding and Discrete Payments	97
Interest Formulas for Continuous Compounding and Continuous Cash Flows	99
Problems	101

part II

Applications of Engineering Economic Analysis

chapter 5 basic methods for making economy studies	111
Basic Methods	112
The Annual Worth Method	112
Calculation of Capital Recovery Cost	112
The Present Worth Method	115
The Future Worth Method	115
The Internal Rate of Return Method	116
Selecting Trial Rates of Return When Using the I.R.R. Method	118
The External Rate of Return Method	119
The Explicit Reinvestment Rate of Return Method	120
Summary Comparison of Economy Study Methods	121
An Undesirable Economy Study Method	122
Economy Studies of a New Venture Using Various Methods	123
Discussion of Decision Criteria to Supplement Economy Study or Studies	125
An Example with Important Intangibles	127
An Example of a Proposed Investment to Reduce Costs	128
Investment Where Income Is Unknown	130
An Example of an Investment to Reduce Risk	130
Problems	132
Appendix 5-A: Aids for Calculation of Internal Rate of Return	140
Appendix 5-B: The Multiple Rate of Return Problem with the I.R.R. Method	143
Appendix 5-C: Straight Line Depreciation Plus Average Profit Method	145

chapter 6 risk, uncertainty, sensitivity, and multiple attributes	146
The Meaning of Risk, Uncertainty, and Sensitivity	146
Evaluation of Risk	147
Breakeven Analysis and Uncertainty	149
Sensitivity Analysis	151
Sensitivity to Capacity Utilization	154
Sensitivity to Selling Price	154

Sensitivity to Economic Life	156
Sensitivity to Capacity Utilization and Selling Price	156
Optimistic-Pessimistic Estimates and Graphical Ways to Describe Sensitivity	157
Making Matrices Easier to Interpret	160
Graphical Sensitivity Displays	162
Expected Value	164
Evaluation of Alternatives That Consider Risk of Loss, Using Expected Values	165
Decision Rules for Complete Uncertainty and Decision Making	168
Miscellaneous Methods for Considering Multiple Attributes in Economy Studies	171
Cost-Effectiveness Analysis	174
Problems	175
Appendix 6-A: Using the Computer Program for Evaluating Investment Opportunities	179
 chapter 7 selections among alternatives	 183
A Basic Philosophy for Studies of Alternatives	183
Alternatives Having Identical (or No Known) Revenues and Lives	184
Alternatives Having Different Lives	191
Comparisons Using the Repeatability Assumptions	193
Comparisons Using Coterminated Assumption	195
Comparisons with Nonrepeating Cash Flows and Using Coterminated Assumption	197
Alternatives Having Different Revenues	198
An Example Involving Numerous Alternatives, Known Revenues, and I.R.R. Method	202
The Capitalized Worth Method	203
Comparison of Alternatives by the Payout Period Method	204
An Example of Increasing Investment Affecting the Rate of Return	205
Alternatives Involving Increasing Future Demand (Deferred Investment Problems)	208
An Example with Variable Demands and Coterminated Asset Lives	210
Determination of the Breakeven Deferral Period	214
Other Factors Affecting Deferred Investment Studies	215
Comparing Independent Projects (Opportunities)	216
Consideration of Sets of Mutually Exclusive, Independent, and Contingent Projects	217
Problems	221
 chapter 8 estimating, inflation, and costs	 229
Introduction to Estimating	229
Sources of Estimates	230
Estimates Needed for Typical Economic Analyses	232
How Estimates Are Accomplished	233
Communication Problems in Estimating	235
Consideration of Inflation	236
Real Interest Rate, Inflation, and Combined Interest Rate	238

What Interest Rate to Use in Economy Studies	239
Fixed and Increment Costs	241
Unit Costs Versus Fixed and Increment Costs	244
Two Methods for Increment Cost Studies	246
Capacity Factor, Load Factor, and Diversity Factor	246
Increment Cost Pricing	248
The Economy of Shutting Down Plants	249
Balancing Outputs Between Plants	251
Utilization of Excess Capacity by Dumping	252
Increment Cost Pricing in the Public Utility Industry	255
The Cost of Service with Block-Demand Rate Schedules	258
Long-Range Problems Associated with Increment Cost Pricing	260
Sunk Costs	261
Sunk Costs and Depreciable Assets	262
The Pertinence of Results Purchased by Sunk Costs	264
Problems	265
 chapter 9 depreciation and valuation	 270
Definitions of Value	271
Value for Rate Setting	272
Purposes of Depreciation	273
Actual Depreciation Revealed by Time	274
Types of Depreciation	275
Depreciation and the Internal Revenue Service	277
Requirements of a Depreciation Method	277
Common Methods of Depreciation Accounting	278
Multiple Asset Depreciation Accounting	284
Depletion	284
Accounting for Depreciation Funds	286
Valuation	287
Historical Cost Less Depreciation	288
Reproduction-Cost-New Less Depreciation	288
Determination of Value by Replacement Theory	289
Intangible Values	289
Determination of Property Life from Mortality Data	290
Mortality Curves by the Individual-Unit Method	292
Mortality Curves by the Annual-Rate Method	292
Limitations in the Use of Mortality Data	292
Problems	293
 chapter 10 the effects of income taxes	 296
in economy studies	
Basic Income Tax Principles and Calculation of Effective Rates	297
Taxable Income of Individuals	298
Taxable Income of Business Firms	298
Ordinary Income (and Losses)	299

Capital Gains (and Losses)	301
Short-Term and Long-Term Gains and Losses	302
Investment Tax Credit	303
General Procedure for Making After-Tax Economic Analyses	305
Illustration of Computations of After-Tax Cash Flows for Various Common Situations	306
Illustration of After-Tax Economic Comparisons Using Different Methods	310
The Effect of Depletion Allowances	315
After-Tax Comparison of Property Fully Depreciable by Straight Line Method with Property Subject to Depletion Allowances	315
After-Tax Comparison of Fully Depreciable Property with Nondepreciable Property	316
Tax-Exempt Income	316
Problems	317
Appendix 10-A: Tax Computations Involving Capital Gains and Losses	322

chapter 11 replacement studies	327
Reasons for Replacement	327
Income Taxes in Replacement Studies	329
A Typical Replacement Situation	329
Factors That Must Be Considered in Replacement Studies	330
Recognition of Past "Errors" and Sunk Costs	330
The Investment Value of Existing Assets for Replacement Studies	331
Methods of Handling Losses due to Unamortized Values	332
Solution of the Typical Replacement Problem	334
Determining the Most Economic Life of a New Asset or Challenger	338
The Remaining Economic Life of a Defender	340
Economic Comparisons in Which Defender Remaining Life Differs from Challenger Useful Life	342
Replacement Versus Augmentation	345
Retirement Without Replacement	350
Short-Term Replacement due to Decreasing Efficiency	350
Replacement Where Present Salvage Value Is Zero or Unknown	351
Replacement Where Salvage Value Is Greater Than Book Value	352
Miscellaneous Considerations in Replacement Decisions	354
Determination of Value by Replacement Theory	356
Importance of True Costs in Replacement Studies	357
Problems	357

chapter 12 economy studies for public projects	366
The Relationship of Engineers to Public Works	367
Self-Liquidating Projects	368
Multiple-Purpose Projects	369
Why Economy Studies of Public Works?	372
The Difficulties Inherent in Economy Studies of Public Works	373
What Interest Rate Should Be Used for Public Projects	374

The Benefit-Cost (B/C) Ratio	375
Computation of B/C Ratios for a Single Project	376
Comparison of Independent Opportunities by B/C Ratios	376
Comparison of Mutually Exclusive Alternative Opportunities by B/C Ratios	377
Cost Allocation for Economy Studies of Highways	379
Collection of Highway Costs by Gasoline Taxes	380
State and Local Public Works Studies	382
Summary	382
Problems	382
chapter 13 economy studies for public utilities	388
The Nature of Public Utilities	388
How Utilities Are Regulated	389
Characteristics of Public Utilities	390
Some General Concepts Regarding Public Utility Economy Studies	392
Computation of Income Taxes as Percent of Investment for Utility Economy Studies	393
An Example of Alternative New Installations	396
An Example of a Utility Replacement Problem	397
Calculation of Fixed Charge Rates	398
Using Fixed Charge Rates in Economy Studies	399
An Example of Immediate Versus Deferred Investment	400
The Economic Basis of Utility Rates	401
Problems	404
chapter 14 capital budgeting and an overview of economy studies	407
Capital Financing	407
Basic Difference Between Equity and Borrowed Capital	408
The Corporation	408
Financing with Debt Capital	410
Financing with Bonds	410
Bond Retirement	412
Callable Bonds	413
Bond Value	415
Depreciation Funds as a Source of Capital	416
Financing Through Retained Profits	417
Leasing Versus Purchasing of Assets	418
The Average Cost of Capital and the Effect of Income Taxes	420
After-Tax Evaluations Based on Equity Investment	422
Capital Budgeting—Selection Among Independent Capital Projects	424
Selection Among Independent Capital Projects Using Risk Categories	426
Setting Minimum Attractive Return Objectives for Project Acceptability	427
Setting Minimum Attractive Return Objectives for Various Risk Categories	428
An Overview of Economy Studies	428
Preliminary Planning and Screening	429
Use of Standard and Acceptable Economy Study Methods	429
Estimating and Reliability of Data	434

Postinvestment Reviews of Actual Versus Estimated Performance	434
Objectivity of the Economy Study Analyst	435
Problems	435

part III

Other Useful Methods for Minimizing Resource Requirements

chapter 15 minimum-cost formulas	443
Minimum-Cost Economy	443
Economic Purchase Order Size	444
Economic Order Size for Variable Price Schedules	446
Economic Production Lot Size	448
The Effect of Risk and Uncertainty on Lot Size	449
The Importance of the Carrying Cost Rate in Lot Size Formulas	449
Minimum-Cost Situations Without Linear Cost Relationships	450
Production to Meet a Variable Demand	452
Replacement of Assets That Fail Suddenly	455
Limitations in the Use of Formulas	459
Problems	459
 chapter 16 value engineering	 462
Types of Value	463
Methodology of Value Engineering	464
Important Cost Concepts in Value Engineering	468
Value Analysis in Purchasing	469
Problems	470
 chapter 17 economy studies based on linear programming	 471
A Simple, Illustrative Production Problem	472
Graphical Solution of a Cost Problem	480
The Transportation Problem	481
The Assignment Problem	485
Capital Budgeting Problems	487
Problems	490
 chapter 18 critical path economy	 493
The Gantt Chart	493
Activity-Event Networks	495
CPM and PERT	498
Critical Paths	498
Economy Study Aspects of CPM and PERT	502

CONTENTS

xv

Other Applications of CPM	504
Conclusion	506
Problems	507

appendixes

appendix A glossary of commonly used symbols and terminology	511
Economic Analysis Methods and Costs	511
Compound Interest Symbols	511
Technical Terms Used in Engineering Economy	513
appendix B the MAPI method for replacement and general investment analysis	520
appendix C a computer program for calculating internal rate of return	526
General Description	526
Program Listing	526
Data Input	527
appendix D selected references	529
appendix E interest and annuity tables for discrete compounding	531
appendix F interest and annuity tables for continuous compounding	554
answers to even-numbered problems	565
index	569

part I

Background and Tools for Engineering Economic Analysis

1. introduction
2. the economic environment and cost concepts
3. selections in present economy
4. interest and money-time relationships

