



# Principles of Corporate Finance

Brealey and Myers

Sixth Edition

## ◆ Real Options

Slides by  
Matthew Will

## Chapter 21

# Real Options Principles And Practice

**John Smart**



## **Real Options Principles And Practice:**

The New Investment Theory of Real Options and its Implication for Telecommunications Economics James J. Alleman, Eli M. Noam, 2007-08-19 Randall B Lowe Piper Marbury L L R The issue of costing and pricing in the telecommunications industry has been hotly debated for the last twenty years Indeed we are still wrestling today over the cost of the local exchange for access by interexchange and competitive local exchange carriers as well as for universal service funding The U S telecommunications world was a simple one before the emergence of competition comprising only AT T and independent local exchange carriers Costs were allocated between intrastate and interstate jurisdictions and then again between intrastate local and toll The Bell System then divided those costs among itself using a process referred to as the division of revenues and independents using a process called settlements Tolls subsidized local calls to keep the politicians happy and the firm as a whole covered its costs and made a fair return State regulators however lacked the wherewithal to audit this process Their concerns centered generally on whether local rates irrespective of costs were at a politically acceptable level Although federal regulators were better able to determine the reasonableness of the process and the resulting costs they adopted an approach of continuous surveillance where like the state regulator the appearance of reasonableness was what mattered With the advent of competition this historical costing predicate had to change The Bell System as well as the independents were suddenly held accountable

**Real Options** Lenos Trigeorgis, 1996-03-14 Comprehensive in scope Real Options reviews current techniques of capital budgeting and details an approach based on the pricing of options that provides a means of quantifying the elusive elements of managerial flexibility in the face of unexpected changes in the market In the 1970s and the 1980s developments in the valuation of capital investment opportunities based on options pricing revolutionized capital budgeting Managerial flexibility to adapt and revise future decisions in order to capitalize on favorable future opportunities or to limit losses has proven vital to long term corporate success in an uncertain and changing marketplace In this book Lenos Trigeorgis who has helped shape the field of real options brings together a wealth of previously scattered knowledge and research on the new flexibility in corporate resource allocation and in the evaluation of investment alternatives brought about by the shift from static cash flow approaches to the more dynamic paradigm of real options an approach that incorporates decisions on whether to defer expand contract abandon switch use or otherwise alter a capital investment Comprehensive in scope Real Options reviews current techniques of capital budgeting and details an approach based on the pricing of options that provides a means of quantifying the elusive elements of managerial flexibility in the face of unexpected changes in the market Also discussed are the strategic value of new technology project interdependence and competitive interaction The ability to value real options has so dramatically altered the way in which corporate resources are allocated that future textbooks on capital budgeting will bear little resemblance to those of even the recent past Real Options is a pioneer in this area coupling a coherent picture of how option theory is used with practical

insights in into real world applications      **Real Options in Practice** Marion A. Brach, 2003-04-07 Explores real option theory applied in practice Real options are quickly becoming the valuation and decision making method of choice for many companies including oil and gas companies utilities and natural resource companies pharmaceutical and biotech companies Internet companies and many others Real Options in Practice allows readers to view the world of real options from the vantage point of a corporate practitioner applying real option valuation techniques on a regular basis Expert Marion Brach describes the challenges of implementing a real option framework in practice within a corporate setting Touching on the real options most firms care about Real Options in Practice identifies the classic types of real options deferral abandonment switching expansion and compound and explores the main concepts critical to understanding real option theory Through Brach s own three step real option valuation method readers will learn how the theory of real options is now being applied to drive better more profitable corporate decision making Marion A Brach MD MBA Hagen Germany has undertaken financial valuation of business opportunities and acquisitions using scenario and real option valuation in the biotech industry A recognized expert on real option theory and practice Brach received her MBA from the Manchester Business School and frequently speaks at real option seminars      **Investment** Michelle Baddeley, 2017-05-09 Investment provides an examination of the key macroeconomic theories which underpin fixed asset investment It would make ideal reading for an intermediate level macroeconomics course or a module on fixed asset investment taking an applied macroeconomic perspective      **Opportunity: The Hidden Side of Wealth** Ellen Boer; Peter Boer, 2010-01-12 Opportunity is the hidden factor that explains why so many solutions proposed for today s problems will fall far wide off the mark Conventional and expensive proposals to solve many of the critical issues of our times including ENERGY CLIMATE CHANGE COMMODITIZATION THE DEMOGRAPHIC INVERSION POPULATION and CONFLICT will almost certainly go far astray if the element of OPPORTUNITY is disregarded Conventional forecasts still take no account of what we know about opportunity uncertainty and risk Changing circumstances inevitably create unforeseen opportunities The error is compounded when policies lock societies into large commitments that fail to respect intrinsic uncertainty or unseen feedback effects The author is an expert in the use of options theory and decision analysis in technology investment These analytical tools are applied to the large issues of our times in this book the desire for energy independence halting climate change the commoditization of industry graying societies and the resolution of human conflict While disastrous policy prescriptions are hardly new to history modern societies are doing far too little to use what they now know Recognition of these basic errors will create competitive advantage for individual investors businesses and nations smart enough to avoid the pitfalls of the accepted wisdom Dr Boer s Principles of Opportunity 1 Keep the investment at risk low while the uncertainties are still high 2 The information needed to evaluate risk is the top priority 3 Things change maintain your options and postpone large commitments 4 Break the investment process into a series of stages each with an exit option 5 When risk is reasonable large investments can be

considered and options can be converted to assets      **Real Options Theory** Jeffrey J. Reuer, Tony W. Tong, 2007-07-05 Examines the ways in which real options theory can contribute to strategic management This volume offers conceptual pieces that trace out pathways for the theory to move forward and presents research on the implications of real options for strategic investment organization and firm performance      Technology Valuation Solutions F. Peter Boer, 2004-09-23 A better way to value the profitability and risk of R D projects New technology and R D initiatives affect companies in both the service and manufacturing sector It s estimated that half a trillion dollars is spent worldwide each year on such efforts Technology Valuation Solutions website offers a methodology along with illustrative cases for valuing the profitability and risk of R D projects A companion to Boer s earlier work The Valuation of Technology 978 0 471 31638 1 this book provides additional material that will help readers assess a wide variety of projects and business scenarios In addition to the in depth case studies this book includes a website featuring valuation templates that readers can customize for their own individual needs      *Real Options and Investment Under Uncertainty* Eduardo S. Schwartz, Lenos Trigeorgis, 2004 The study of investment under uncertainty was stagnant for several decades until developments in real options revitalized the field The topics covered in this book include the reasons behind the under investment programme      **BDD in Action, Second Edition** John Ferguson Smart, Jan Molak, 2023-06-20 Deliver software that does what it s supposed to do Behavior Driven Development guides your software projects to success with collaboration communication techniques and concrete requirements you can turn into automated tests In BDD in Action Second Edition you ll learn how to Implement and improve BDD practices Prioritize features from business goals Facilitate an example mapping session Write automated acceptance tests Scale up your automated acceptance tests Deliver accurate reporting and documentation Around half of all software projects fail to deliver on requirements Behavior Driven Development BDD helps make sure that yours isn t one of them Behavior Driven Development in Action Second Edition teaches you how to ensure that everyone involved in a software project from developers to non technical stakeholders are in agreement on goals and objectives It lays out the communication skills collaborative practices and useful automation tools that will let you seamlessly succeed with BDD Now in its second edition this revised bestseller has been extensively updated with new techniques for incorporating BDD into large scale and enterprise development practices such as Agile and DevOps Foreword by Daniel Terhorst North About the Technology Behavior Driven Development is a collaborative software design technique that organizes examples of an application s desired behavior into a concrete testable specification Because the BDD process gathers input from all areas of an organization it maximizes the likelihood your software will satisfy both end users and business stakeholders The established collaboration practices and automation strategies in this book will help you maximize the benefits of BDD for your dev team and your business clients About the Book In BDD in Action Second Edition you ll learn to seamlessly integrate BDD into your existing development process This thoroughly revised new edition now shows how to integrate BDD with DevOps and large

scale Agile systems Practical examples introduce cross functional team communication skills leading a successful requirements analysis and how to set up automated acceptance criteria What s Inside How BDD positively affects teamwork dynamics and collaboration with stakeholders Help teams discover and analyze requirements uncover assumptions and reduce risks Make acceptance integration and unit testing more effective Automate reporting and living documentation to improve transparency About the Reader For all development teams No experience with BDD required Examples in Java JavaScript and TypeScript can be easily expressed in your chosen language About the Author John Ferguson Smart is the creator of the Serenity BDD framework and founder of the Serenity Dojo training school Jan Molak is the author of the Serenity JS testing framework Jenkins Build Monitor and other CD and testing tools

### **Real Options in Capital**

**Investment** Lenos Trigeorgis,1995-01-24 This compilation integrates various new contributions to the growing real options literature Recent developments in the valuation of capital investment opportunities seen as real options e g to defer expand abandon or switch have provided the tools and unlocked the possibilities to revolutionize the field of capital budgeting The resulting insights strategies and techniques enable quantifying the thus far elusive elements of managerial operating flexibility and strategic interactions These are vital to successfully capitalize on favorable future investment opportunities or limit losses from adverse market developments This book presents various models and operating strategies and a variety of applications ranging from acquisitions and divestitures to natural resource development and pollution compliance It is intended for both the academic and the professional market The book s contributions are divided into five parts covering sections on real options and alternative valuation paradigms for capital investment analysis on the analysis of general exchange or switching options and interdependencies among multiple such options on strategic acquisitions infrastructure and foreign investment options on mean reversion alternative formulations in natural resource investments shipping and start up ventures and on other applications in pollution compliance land development flexible manufacturing and financial default options Both academic and practitioner interest in these developments is unusually high The book can serve as supplementary material for the academic market e g in advanced finance courses in option pricing or capital budgeting in doctoral seminars and as a library resource It may also be of interest to the professional market e g corporate planners and finance executives in the oil pharmaceutical auto and a variety of other industries academics from related areas e g decision analysts or economists as well as to international readers academics doctoral students and professionals

### **Research in**

**Personnel and Human Resources Management** M. Ronald Buckley,Anthony R. Wheeler,John E. Baur,Jonathon R. B. Halbesleben,2024-09-26 This volume offers several original scholarly contributions written by thought leaders in the field of human resources management

**Principles of Managerial Finance** Lawrence J Gitman,Roger Juchau,Jack

Flanagan,2015-05-20 Once again Principles of Managerial Finance brings you a user friendly text with strong pedagogical features and an easy to understand writing style The new edition continues to provide a proven learning system that

integrates pedagogy with concepts and practical applications making it the perfect learning tool for today's students. The book concentrates on the concepts, techniques, and practices that are needed to make key financial decisions in an increasingly competitive business environment. Not only does this text provide a strong basis for further studies of Managerial Finance, but it also incorporates a personal finance perspective. The effect is that students gain a greater understanding of finance as a whole and how it affects their day-to-day lives; it answers the question, "Why does finance matter to me?" By providing a balance of managerial and personal finance perspectives, clear exposition, comprehensive content, and a broad range of support resources, *Principles of Managerial Finance* will continue to be the preferred choice for many introductory finance courses.

*Real Options Illustrated* Linda Peters, 2016-03-23 This book explains the standard Real Options Analysis (ROA) literature in a straightforward, step-by-step manner without the use of complex mathematics. A lot of ROA literature is described through partial differential equations, probability density functions, and simulation techniques, all of which may be unconvincing in the applicable qualities ROA possesses. Using this book, the reader will have a better grasp about how ROA works and will be able to provide his or her judgment about ROA since all the basics, as well as its positive and negative qualities, are discussed. *Real Options Illustrated* provides practitioners with a real options framework and encourages readers to study the methodology using the in-depth explanations. This introduction to ROA is sufficient to equip readers with ROA basics, enabling them to perform future independent research. From this book, readers can judge whether ROA is of any value to their field.

*Simulation and Optimization in Finance* Dessimslava A. Pachamanova, Frank J. Fabozzi, 2010-09-23 An introduction to the theory and practice of financial simulation and optimization. In recent years, there has been a notable increase in the use of simulation and optimization methods in the financial industry. Applications include portfolio allocation, risk management, pricing, and capital budgeting under uncertainty. This accessible guide provides an introduction to the simulation and optimization techniques most widely used in finance while, at the same time, offering background on the financial concepts in these applications. In addition, it clarifies difficult concepts in traditional models of uncertainty in finance and teaches you how to build models with software. It does this by reviewing current simulation and optimization methodology along with available software and proceeds with portfolio risk management, modeling of random processes, pricing of financial derivatives, and real options applications. Contains a unique combination of finance theory and rigorous mathematical modeling, emphasizing a hands-on approach through implementation with software. Highlights not only classical applications but also more recent developments such as pricing of mortgage-backed securities. Includes models and code in both spreadsheet-based software (RISK Solver, Evolver, VBA) and mathematical modeling software (MATLAB). Filled with in-depth insights and practical advice. *Simulation and Optimization Modeling in Finance* offers essential guidance on some of the most important topics in financial management.

**Indicating Value in Early-Stage Technology Venture Valuation** Christoph Philipp Wessendorf, 2021-08-24 Fundraising for venture capital investments has continued to increase in recent

years One crucial step in the investment process is the valuation of the target company Investors are faced with the great challenge of valuing a young venture without a corporate or financial history a firm customer relationship or even a business model while still taking into account the tremendous growth potential Especially the valuation of technology companies is a difficult and often subjective process Motivated by these considerations this dissertation details a design science research project which aims to develop an artifact that improves the indication of value in early stage technology venture valuation while enabling operationalizable and fair valuation This approach ensures a more meaningful valuation and better applicability to early stage technology ventures compared to traditional methods while supporting the deliberate reduction of information asymmetries between entrepreneurs and investors Firm specific characteristics and practical applicability are taken into account

**Real Options Analysis** Johnathan Mun, 2012-07-02 Mun demystifies real options analysis and delivers a powerful pragmatic guide for decision makers and practitioners alike Finally there is a book that equips professionals to easily recognize value and seize real options in the world around them Jim Schreckengast Senior VP R the methods used in solving real options why and when they are used and the applicability of these methods in decision making

**Proceedings of the Forty-eighth Pugwash Conference on Science and World Affairs, Jurica, Mexico, 29 September-4 October 1998** Joseph Rotblat, 2001 In this book scientists who are pre eminent in their fields focus on the crucial role of science in the transition away from a culture of war towards the construction of peace based on a capacity to anticipate and prevent destructive conflicts The subject matter wide ranging and of great concern to people everywhere includes the progress and prospects for a nuclear weapon free world non nuclear threats to peace and security the building of legitimate world institutions conflict resolution and the construction of peace the local and global environmental dimensions of peace the health hazards of nuclear chemical and biological weapons and the interactions between health problems and poverty

**Entrepreneurial Finance and Accounting for High-Tech Companies** Frank J. Fabozzi, 2016-11-18 Financial aspects of launching and operating a high tech company including risk analysis business models U S securities law financial accounting tax issues and stock options explained accessibly This book offers an accessible guide to the financial aspects of launching and operating a high tech business in such areas as engineering computing and science It explains a range of subjects from risk analysis to stock incentive programs for founders and key employees for students and aspiring entrepreneurs who have no prior training in finance or accounting The book begins with the rigorous analysis any prospective entrepreneur should undertake before launching a business covering risks associated with a new venture the reasons startup companies fail and the stages of financing It goes on to discuss business models and their components business plans and exit planning forms of business organization and factors to consider in choosing one equity allocation to founders and employees applicable U S securities law and sources of equity capital The book describes principles of financial accounting the four basic financial statements and financial ratios useful in assessing management performance It also



explains financial planning and the use of budgets profit planning stock options and other option type awards methodologies for valuing a private company economic assessment of a potential investment project and the real options approach to risk and managerial flexibility Appendixes offer case studies of Uber and of the valuation of Tentex *BDD in Action* John Smart, 2014-09-29 Summary BDD in Action teaches you the Behavior Driven Development model and shows you how to integrate it into your existing development process First you ll learn how to apply BDD to requirements analysis to define features that focus your development efforts on underlying business goals Then you ll discover how to automate acceptance criteria and use tests to guide and report on the development process Along the way you ll apply BDD principles at the coding level to write more maintainable and better documented code Purchase of the print book includes a free eBook in PDF Kindle and ePub formats from Manning Publications About the Technology You can t write good software if you don t understand what it s supposed to do Behavior Driven Development BDD encourages teams to use conversation and concrete examples to build up a shared understanding of how an application should work and which features really matter With an emerging body of best practices and sophisticated new tools that assist in requirement analysis and test automation BDD has become a hot mainstream practice About the Book BDD in Action teaches you BDD principles and practices and shows you how to integrate them into your existing development process no matter what language you use First you ll apply BDD to requirements analysis so you can focus your development efforts on underlying business goals Then you ll discover how to automate acceptance criteria and use tests to guide and report on the development process Along the way you ll apply BDD principles at the coding level to write more maintainable and better documented code No prior experience with BDD is required What s Inside BDD theory and practice How BDD will affect your team BDD for acceptance integration and unit testing Examples in Java NET JavaScript and more Reporting and living documentation About the Author John Ferguson Smart is a specialist in BDD automated testing and software lifecycle development optimization Table of Contents PART 1 FIRST STEPS Building software that makes a difference BDD the whirlwind tour PART 2 WHAT DO I WANT DEFINING REQUIREMENTS USING BDD Understanding the business goals Feature Injection and related techniques Defining and illustrating features From examples to executable specifications Automating the scenarios PART 3 HOW DO I BUILD IT CODING THE BDD WAY From executable specifications to rock solid automated acceptance tests Automating acceptance criteria for the UI layer Automating acceptance criteria for non UI requirements BDD and unit testing PART 4 TAKING BDD FURTHER Living Documentation reporting and project management BDD in the build process **The Valuation Handbook** Rawley Thomas, Benton E. Gup, 2010 The definitive guide to valuation written by a who s who of today s top practitioners The Valuation Handbook differs significantly from other related books on this topic because the contributors are practitioners academics and investment firms that explain how they value companies and other assets It concentrates on specific and innovative valuation techniques rather than the theoretical approaches more generally accepted and discussed

Given the extreme volatility of the stock market valuation is a critical issue for analysts investors and businesses Here various professional contributors explain how their firms approach the valuation process while academic contributors share their valuation consulting and research experience Examines how to value assets in today s dynamic market setting Offers a broad spectrum of ideas from some of the top practitioners and academics in this field Highlights state of the art approaches to company valuation Filled with in depth insights and expert advice The Valuation Handbook puts this difficult discipline in perspective

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