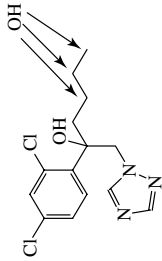
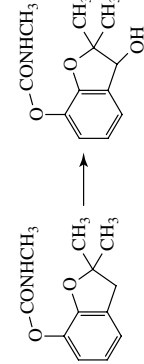
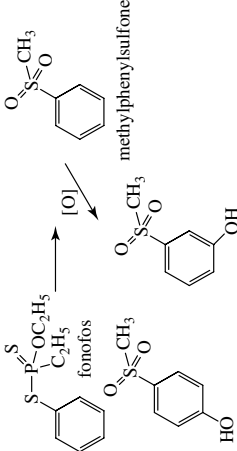


Table 3.2 Typical oxidative reactions occurring in plants and livestock

Reaction	Example	Reference
Aliphatic hydroxylation	<p>Hexaconazole</p> 	Skidmore <i>et al.</i> (1990)
Alicyclic hydroxylation	<p>Carbofuran</p> 	Schlagbauer and Schlagbauer (1972)
Aromatic hydroxylation	<p>Fonofos metabolites</p> 	Subba-Rao <i>et al.</i> (1997)

(continued overleaf)

Table 3.2 (continued)

Reaction	Example	Reference
Benzylic oxidation	<p>Reaction: <chem>Cc1cccc(c1)NC(=O)N.CClc1ccc(cc1)NC(=O)N>>C(O)Cc1cccc(c1)NC(=O)N.CClc1ccc(cc1)NC(=O)N</chem></p>	Gross <i>et al.</i> (1979)
Epoxidation	<p>Reaction: <chem>COC(=O)Nc1nc2ccccc2n1>>COC(=O)Nc1nc2c(c1)O2</chem></p>	Roberts and Hutson (1999)
Oxidative cleavage	<p>Reaction: <chem>CCOC(=O)C(O)C(=O)C1CCSC1>>CC(=O)OCC1CCSC1CC(=O)O</chem></p>	Huber <i>et al.</i> (1988)
Alcohol oxidation	<p>Reaction: <chem>Clc1ccc(OCC(O)C)cc1Cl>>Clc1ccc(OCC(=O)C)cc1Cl</chem></p>	Laignelet <i>et al.</i> (1992)
Aldehyde oxidation	<p>Reaction: <chem>ClCCl>>ClCC=O</chem></p>	McCall <i>et al.</i> (1983)

TABLE 4-2 Salco Furniture Co., Inc., Cash Budget for the Four Months Ended April 30, 2004

WORKSHEET	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
Sales	\$62,000	\$50,000	\$60,000	\$80,000	\$85,000	\$70,000
Collections:						
First month (30%)		\$18,600	\$15,000	\$18,000	\$24,000	\$25,500
Second month (70%)		\$38,500	\$43,400	\$35,000	\$42,000	\$56,000
Total collections		\$57,100	\$58,400	\$53,000	\$66,000	\$81,500
Purchases (60% of next month's sales)	\$30,000	\$36,000	\$48,000	\$51,000	\$42,000	\$39,000
Payments (one-month lag)		\$30,000	\$36,000	\$48,000	\$51,000	\$42,000
CASH BUDGET						
Cash receipts						
Collections (see above)		\$57,100	\$58,400	\$53,000	\$66,000	\$81,500
CASH DISBURSEMENTS						
Purchases		\$30,000	\$36,000	\$48,000	\$51,000	\$42,000
Wages and salaries			4,000	5,000	6,000	4,000
Rent			3,000	3,000	3,000	3,000
Other expenses			1,000	500	1,200	1,500
Interest expense on existing debt			4,000		200	
Taxes					5,200	
Purchases of equipment			10,000			
Loan repayment					8,000	
Total disbursements			\$58,000	\$56,500	\$74,600	\$50,500
Net monthly change			\$400	\$(3,500)	\$(8,600)	\$31,000
Plus: beginning cash balance			10,000	10,400	10,000	10,000
Less: interest on short-term borrowing			0	0	31	117
Equals: ending cash balance before short-term borrowing			10,400	6,900	1,369	40,883
Financing needed ^a			0	3,100	8,631	(11,731) ^b
Ending cash balance			10,400	10,000	10,000	29,152
Cumulative borrowing			0	3,100	11,731	0

^aThe amount of financing that is required to raise the firm's ending cash balance up to its \$10,000 desired cash balance.

^bNegative financing needed simply means the firm has excess cash that can be used to retire a part of its short-term borrowing from prior months.

the firm will be successful over the coming fiscal year. That is, for most of the first four-month period, the firm is operating with a cash flow deficit. If this does not reverse in the latter eight months of the year, then a reevaluation of the firm's plans and policies is clearly in order.

Longer-range budgets are also prepared in the form of the capital-expenditure budget. These budgets detail the firm's plans for acquiring plant and equipment over a 5-year, 10-year, or even longer period. Furthermore, firms often develop comprehensive long-range plans extending up to 10 years into the future. These plans are generally not as detailed as the annual cash budget, but they do consider such major components as sales, capital expenditures, new-product development, capital funds acquisition, and employment needs. See the Finance Matters box, "To Bribe or Not to Bribe."

CONCEPT CHECK

1. What is a cash budget and how is it used in financial planning?
2. How long should a firm's budget period be?