



Capital Investment Appraisal and Decision Analysis Training Course

16 – 20 November 2026
Tokyo

Capital Investment Appraisal and Decision Analysis Training Course

Ref: 399_132497 **Date:** 16 – 20 November 2026 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Capital Investment Appraisal and Decision Analysis Training Course is a five-day advanced course for finance and project professionals who leave with an Investment Committee Appraisal Pack. The course connects incremental cash flows, discount rates, NPV, IRR, profitability index, payback, tax, working capital, risk scenarios, sensitivity, capital rationing, real options, and post-investment review. Participants turn assumptions and alternatives into traceable capital-allocation recommendations. Agile Leaders Training Center delivers this course on capital investment appraisal and decision analysis.

Who Should Attend

- Corporate finance functions responsible for capital-project evaluation
- Strategy and investment functions responsible for option appraisal and recommendations
- Engineering and project functions responsible for costs, benefits, and delivery assumptions
- Controllership functions responsible for cash-flow and financial-model review
- Committee-support functions responsible for decision papers and challenge

The course assumes participants already use financial statements, spreadsheets, and time-value-of-money concepts, and it leaves out introductory finance, securities valuation, portfolio construction, and project-delivery methods.

Departments and Industries

The course supports capital investment appraisal across commercial and asset-intensive environments.

- Finance, strategy, investment, engineering, and project departments
- Energy, utilities, manufacturing, construction, and transport organizations
- Technology, telecommunications, healthcare, and hospitality organizations
- Retail, distribution, logistics, and consumer-products organizations
- Investment committees, corporate planning, and business-performance functions

Learning Objectives

By the end of this course, participants will be able to:



- Build incremental project cash-flow models
- Apply NPV, IRR, payback, and profitability-index rules
- Analyze tax, inflation, working-capital, and discount-rate effects
- Use sensitivity, scenario, and risk-adjustment methods
- Evaluate capital rationing and real-option choices
- Assemble an investment committee recommendation

Course Agenda

Day 1: Appraisal Scope and Cash Flows

- Strategic Rationale and Option Boundary Map
- Incremental Relevant Cash Flow Framework
- Sunk Cost, Opportunity Cost, and Externality Check
- Working Capital and Terminal Value Schedule
- Project Assumption and Source Register

Day 2: Discounted Decision Metrics

- Nominal-Real Cash Flow Consistency Grid
- Project Discount Rate Selection Framework
- Net Present Value Calculation Model
- Internal Rate of Return Decision Test
- Payback and Profitability Index Comparison

Day 3: Risk and Uncertainty

- One-Way Sensitivity and Switching-Value Table
- Base-Upside-Downside Scenario Model
- Probability-Weighted Expected NPV Analysis
- Risk-Adjusted Discount Rate Review
- Optimism Bias and Forecast Error Challenge

Day 4: Portfolio Constraints and Options

- Capital Rationing and Project Ranking Matrix
- Mutually Exclusive Project Decision Grid
- Timing, Expansion, Deferral, and Abandonment Option Map
- Nonfinancial Benefit and Strategic Fit Scorecard
- Post-Investment Review and Benefits-Tracking Plan



Day 5: Investment Committee Practice

- Suggested Exercise: Incremental Cash Flow Challenge
- Suggested Exercise: NPV and IRR Decision Reconciliation
- Suggested Exercise: Sensitivity and Scenario Briefing
- Suggested Exercise: Capital Allocation Recommendation
- Capstone Exercise: Investment Committee Appraisal Pack

Practical Exercises

The course uses suggested activities to convert project assumptions and financial evidence into governed capital-allocation decisions.

- Suggested activity: model a manufacturing capacity investment with tax and working-capital effects.
- Suggested activity: compare energy-efficiency alternatives under changing discount rates and benefits.
- Suggested activity: rank constrained technology projects using NPV and strategic evidence.
- Suggested activity: present an investment recommendation with risks, options, and review triggers.

FAQs

Who suits capital investment appraisal and decision analysis training, and what does it assume?

Capital investment appraisal and decision analysis training suits finance, strategy, engineering, project, control, and committee-support professionals who already use spreadsheets, financial statements, and time-value-of-money concepts.

How does capital investment appraisal differ from securities valuation training?

Capital investment appraisal evaluates internal projects through incremental cash flows, risk, options, constraints, and business benefits, while securities valuation training estimates the value of tradable financial assets.

Why can NPV and IRR give different investment decisions?

NPV and IRR can differ when projects vary in scale, timing, reinvestment assumptions, or have nonconventional cash flows; decision makers should interpret both within the project's constraints and objectives.

How does sensitivity analysis improve investment appraisal?

Sensitivity analysis shows how far a key assumption can change before a decision changes, helping reviewers identify critical drivers, switching values, and where stronger evidence or mitigation is needed.



What belongs in an investment committee appraisal pack?

An investment committee appraisal pack records rationale, alternatives, cash flows, discount rate, decision metrics, risk scenarios, sensitivities, strategic factors, constraints, options, recommendation, conditions, and post-investment review measures.

Conclusion

Participants leave with an Investment Committee Appraisal Pack containing an assumption register, cash-flow model, decision metrics, risk tests, option analysis, capital-allocation ranking, recommendation, and review plan. The pack changes project advocacy into a traceable investment case. It supports committees when comparing alternatives, challenging uncertainty, and setting approval conditions.