

7. STUDY OF THE METHODS OF ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS

7.1. FISCAL AND FINANCIAL ANALYSIS OF AN ORGANIZATION: *The larger an organization grows, the more income and expenses the organization will acquire. To make sure smart financial decisions are made, organizations must be able to understand their finances. For grant awarding organizations to put grant money to the best use and for investors to know which companies they should invest in, the finances of these organizations must be studied and scrutinized. This heavy analysis is often handled by fiscal analysts.*

Significance

- Fiscal analysts study the budget of an organization, report financial information and make budget forecasts, according to the University of Washington. Some analysts work for the organization they are analyzing to help the organization make better financial decisions, while other fiscal analysts work for investment companies and provide investor information on companies. Some also analyze the finances of an organization to determine whether or not that organization is qualified for a grant. The United States government has a Department of Fiscal Analysis that provides a variety of services to House of Representatives and the House finance and tax committees.

Function

- After assessing the finances of an organization, fiscal analysts often work with upper management or administrators to help determine the fiscal policy of the organization. Those who are not a part of the organization they are analyzing often provide recommendations to those with a vested interest in the organization, such as whether or not to invest or offer a grant. Fiscal analysts also aid in debt management whenever an organization is not able to pay off debt right away. Companies that are having financial trouble sometimes use fiscal analysts to assess their expenses. Fiscal analysts sometimes direct clerical staff in record keeping, according to the University of Washington.

Government Services

- Services provided by the Department of Fiscal Analysis include analyzing spending requests, providing budgetary options and analyzing legislation related to fiscal policy, according to the Minnesota House of Representatives. In many cases, this department receives individual requests on information about state and federal

budgets. However, in addition to answering individual inquiries, the Department of Fiscal Analysis releases regular publications with information on government finances

Skills

- Many fiscal analysts have a master's degree, though fiscal analysts need at least a bachelor's degree in finance, business, accounting, statistics or economics, according to the Bureau of Labor Statistics. Fiscal analysts must have computer skills, since they often use sophisticated software budget models to make projections and determine the financial capabilities of the company they are analyzing.

Outlook

- Fiscal analysts numbered 250,600 in 2008. The Bureau of Labor Statistics expects the need for fiscal analysts to grow by 20 percent between 2008 and 2018 as economies worldwide become more complex and diversified. As of 2008, the most recent reporting year, the median salary for a fiscal analyst was \$73,150, with the highest 10 percent earning more than \$141,070 and the lowest 10 percent earning less than \$43,440.

7.2 ORGANIZATION: An **organizational analysis** is a tool used when trying to improve an organization's efficiency. Organizational analysis looks at the structure and design of an organization and how this influences outputs. Additional internal and external factors can also be accounted for in assessing how to improve efficiency.

The proliferation of complex organizations has made most human activities collective endeavors. The collectives manage the input and output in order to create private or public good. Internal and external factors shape organizations and contribute to their successes and difficulties. Understanding the different parts of an organization and how they are influenced by various factors is an important problem-solving ability. The process of doing this is referred to as an Organizational Analysis. Undertaking an organizational analysis is helpful in assessing an organization's current state, and deciding what could be altered in order to improve the organization.

An Organizational Analysis is a process by which an organization's systems, capacity, and functionality are assessed in order to increase its efficiency, performance, and output. With the use of various models and theories, an Organizational Analysis aims to understand behavioral relationships, structure, and

technology. An Analysis, or sometimes called restructuring, of an Organization may become necessary when either external or internal forces have created a problem or opportunity.

When performing an organizational analysis, many details emerge about the functions and capacity of the organization. All of these details can make pinpointing what is efficient and inefficient difficult. Using theoretical organizational models can help sort out the information, and make it easier to draw connections. After working through these theoretical models, the organizations present situation is more adequately addressed, and the trajectory of the organization can be more fully determined.

7.3 TIME'S FISCAL AND TAXATION: In economics and political science, **fiscal policy** is the use of government revenue collection (mainly taxes)] and expenditure (spending) to influence the economy, or else it involves the government changing the levels of taxation and government spending in order to influence aggregate demand and the level of economic activity. The two main instruments of fiscal policy are changes in the level and composition of taxation and government spending in various sectors. These changes can affect the following macroeconomic variables, amongst others, in an economy:

- Aggregate demand and the level of economic activity;
- The distribution of income;
- The pattern of resource allocation within the government sector and relative to the private sector.

Fiscal policy refers to the use of taxation and government spending to influence economic activity.^[2] This is distinguished from monetary policy in that fiscal policy only deals with taxation and spending and is often administered by an executive under laws of a legislature, whereas monetary policy deals with the money supply, lending rates and interest rates and is often administered by a central bank

Stances of fiscal policy

The three main stances of fiscal policy are:

- **neutral fiscal policy** is usually undertaken when an economy is in equilibrium. Government spending is fully funded by tax revenue and overall the budget outcome has a neutral effect on the level of economic activity.

- **Expansionary fiscal policy** involves government spending exceeding tax revenue, and is usually undertaken during recessions.
- **Contractionary fiscal policy** occurs when government spending is lower than tax revenue, and is usually undertaken to pay down government debt.

However, these definitions can be misleading because, even with no changes in spending or tax laws at all, cyclic fluctuations of the economy cause cyclic fluctuations of tax revenues and of some types of government spending, altering the deficit situation; these are not considered to be policy changes. Therefore, for purposes of the above definitions, "government spending" and "tax revenue" are normally replaced by "cyclically adjusted government spending" and "cyclically adjusted tax revenue". Thus, for example, a government budget that is balanced over the course of the business cycle is considered to represent a neutral fiscal policy stance.

Methods of funding

Governments spend money on a wide variety of things, from the military and police to services like education and healthcare, as well as transfer payments such as welfare benefits. This expenditure can be funded in a number of different ways:

- Taxation
- Seigniorage, the benefit from printing money
- Borrowing money from the population or from abroad
- Consumption of fiscal reserves
- Sale of fixed assets (e.g., land)

Borrowing

A fiscal deficit is often funded by issuing bonds, like treasury bills or consols and gilt-edged securities. These pay interest, either for a fixed period or indefinitely. If the interest and capital requirements are too large, a nation may default on its debts, usually to foreign creditors. Public debt or borrowing refers to the government borrowing from the public.

Consuming prior surpluses

A fiscal surplus is often saved for future use, and may be invested in either local currency or any financial instrument that may be traded later once resources are needed; notice, additional debt is not needed. For this to happen, the marginal propensity to save needs to be strictly positive.

Economic effects of fiscal policy

Governments use fiscal policy to influence the level of aggregate demand in the economy, in an effort to achieve economic objectives of price stability, full employment, and economic growth. Keynesian economics suggests that increasing government spending and decreasing tax rates are the best ways to stimulate aggregate demand, and decreasing spending & increasing taxes after the economic boom begins.

Keynesians argue this method be used in times of recession or low economic activity as an essential tool for building the framework for strong economic growth and working towards full employment. In theory, the resulting deficits would be paid for by an expanded economy during the boom that would follow; this was the reasoning behind the New Deal.

Governments can use a budget surplus to do two things: to slow the pace of strong economic growth, and to stabilize prices when inflation is too high. Keynesian theory posits that removing spending from the economy will reduce levels of aggregate demand and contract the economy, thus stabilizing prices.

But economists still debate the effectiveness of fiscal stimulus. The argument mostly centers on crowding out: whether government borrowing leads to higher interest rates that may offset the stimulative impact of spending. When the government runs a budget deficit, funds will need to come from public borrowing (the issue of government bonds), overseas borrowing, or monetizing the debt. When governments fund a deficit with the issuing of government bonds, interest rates can increase across the market, because government borrowing creates higher demand for credit in the financial markets.

This causes a lower aggregate demand for goods and services, contrary to the objective of a fiscal stimulus. Neoclassical economists generally emphasize crowding out while Keynesians argue that fiscal policy can still be effective especially in a liquidity trap where, they argue, crowding out is minimal. ^[31]

Some classical and neoclassical economists argue that crowding out completely negates any fiscal stimulus; this is known as the Treasury View^[citation needed], which Keynesian economics rejects. The Treasury View refers to the theoretical positions of classical economists in the British Treasury, who opposed Keynes' call in the 1930s for fiscal stimulus. The same general argument has been repeated by some neoclassical economists up to the present.

In the classical view, the expansionary fiscal policy also decreases net exports, which has a mitigating effect on national output and income. When government

borrowing increases interest rates it attracts foreign capital from foreign investors. This is because, all other things being equal, the bonds issued from a country executing expansionary fiscal policy now offer a higher rate of return. In other words, companies wanting to finance projects must compete with their government for capital so they offer higher rates of return.

To purchase bonds originating from a certain country, foreign investors must obtain that country's currency. Therefore, when foreign capital flows into the country undergoing fiscal expansion, demand for that country's currency increases. The increased demand causes that country's currency to appreciate. Once the currency appreciates, goods originating from that country now cost more to foreigners than they did before and foreign goods now cost less than they did before. Consequently, exports decrease and imports increase.^[4]

Other possible problems with fiscal stimulus include the time lag between the implementation of the policy and detectable effects in the economy, and inflationary effects driven by increased demand. In theory, fiscal stimulus does not cause inflation when it uses resources that would have otherwise been idle. For instance, if a fiscal stimulus employs a worker who otherwise would have been unemployed, there is no inflationary effect; however, if the stimulus employs a worker who otherwise would have had a job, the stimulus is increasing labor demand while labor supply remains fixed, leading to wage inflation and therefore price inflation.

Fiscal straitjacket

The concept of a fiscal straitjacket is a general economic principle that suggests strict constraints on government spending and public sector borrowing, to limit or regulate the budget deficit over a time period. The term probably originated from the definition of straitjacket (anything that severely confines, constricts, or hinders). Various states in the United States have various forms of self-imposed fiscal straitjackets.