# UNIVERSITY OF SCIENCE AND TECHNOLOGY FACULTY OF COMMERCE <br> BANKING DEPARTMENT <br> bAchelor of commerce honours degree in banking MANAGEMENT ACCOUNTING FOR BUSINESS II CAC 2207 

## FINAL EXAMINATION

TIME 3 Hours

## INSTRUCTIONS TO CANDIDATES

Answer any four questions.
Begin a full question on a fresh page.

## INFORMATION FOR CANDIDATES

The number of marks is given in brackets [ ] at the end of each question or part question.
All accounting statements are presented in good style. Workings should be shown.

You may use a calculator.
The businesses in this question paper are intended to be fictitious.

## QUESTION 1

(a) Give two components of prime cost. [2 marks]
(b) Identify three examples of indirect costs.
[3 marks]
(c) Define 'value added' as used in costing.
(d) Explain how managerial accounting differs from financial accounting.
[18 marks]
TOTAL
[25 MARKS]

## QUESTION 2

(a) What is job order manufacturing?
[2 marks]
(b) The following information reflects Tifundza Manufacturing Company's job order manufacturing activities for May:

Raw materials purchases
Factory payroll cost
Overhead costs incurred
Indirect materials
Indirect labor 3,500
Other factory overhead 9,500

The predetermined overhead rate is $150 \%$ of direct labor cost. These costs are allocated to the three jobs worked on during May as follows:

Job 401 Job 402 Job 403
Balances on April 30
Direct materials $\quad \$ 3,600$
Direct labor $\quad 1,700$
Applied overhead 2,550
Costs during May

| Direct materials | 3,550 | $\$ 3,500$ | $\$ 1,400$ |
| :--- | :---: | :---: | :---: |
| Direct labor | 5,100 | 6,000 | 800 |
| Applied overhead | $?$ | $?$ | $?$ |

## Required

Determine the total cost of:
(i) The April 30 inventory of jobs in process. [2 marks]
(ii) Materials used during May. [4 marks]
(iii) Labor used during May.
[4 marks]
(iv) Factory overhead incurred and applied during May and the amount of any over- and underapplied overhead on May 31.
(v) Each job as of May 31, the May 31 inventories of both goods in process and finished goods, and the goods sold during May.

## TOTAL

[25 MARKS]

## QUESTION 3

Sport Caps Co. manufactures and sells caps for different sporting events. The fixed costs of operating the company are $\$ 150,000$ per month, and variable costs for caps are $\$ 5$ per unit. The caps are sold for $\$ 8$ per unit. The fixed costs provide a production capacity of up to 100,000 caps per month.

## Required

(a) Use formulas to compute the following:
(i) Contribution margin per cap.
(ii) Break-even point in terms of the number of caps produced and sold.
[2 marks]
(iii) Amount of net income at 30,000 caps sold per month (ignore taxes).
[2 marks]
(iv) Amount of net income at 85,000 caps sold per month (ignore taxes).
[2 marks]
(v) Number of caps to be produced and sold to provide $\$ 45,000$ of aftertax income, assuming an income tax rate of $25 \%$.
[3 marks]
(b) Draw the CVP chart for the company, showing cap output on the horizontal axis. Identify (i) the break-even point and (ii) the amount of pretax income when the level of cap production is 70,000. (Omit the fixed cost line.) [5 marks]
(c) Use the formulas to compute:
(i) Contribution margin ratio.
[2 marks]
(ii) Break-even point in terms of sales dollars. [2 marks
(iii) Amount of net income at $\$ 250,000$ of sales per month (ignore taxes). [2 marks]
(iv) Amount of net income at $\$ 600,000$ of sales per month (ignore taxes). [2 marks]
(v) Dollars of sales needed to provide $\$ 45,000$ of after-tax income, assuming an income tax rate of $25 \%$.
[2 marks]
TOTAL
[25 MARKS]

## QUESTION 4

(a) What is meant by participatory budgeting?
[2 marks]
(b) In preparing monthly budgets for the third quarter, a company budgeted sales of 120 units for July and 140 units for August. Management wants each month's inventory to be $60 \%$ of next month's sales. The June 30 inventory consists of 50 units. How many units of product for July acquisition should the merchandise purchases budget specify for the third quarter?
[5 marks]
(c) Niblick supplies golf equipment. Ten percent of his sales are for cash; the remainder is on one month's credit. He receives one month's credit on all purchases. Sales and purchases are as follows:

|  | Sales | Purchases |
| :--- | :---: | :---: |
|  | $\$$ | $\$$ |
| December 2007 | 30,000 | 16,000 |
| January 2008 | 25,000 | 14,000 |
| February | 18,000 | 20,000 |
| March | 22,000 | 25,000 |

April
28,000
30,000
Niblick pays wages of $\$ 2,000$ per month. He pays rent of $\$ 10,000$ per annum; he paid one year's rent in advance on 1 January 2008. Other expenses, $\$ 1,500$ per month, are paid currently. On 6 February 2008, Niblick plans to sell a van for \$2,300 and to buy a new one for \$6,000 on 15 March 2008.

Niblick draws \$1,000 a month for living expenses.
At 31 December 2007, Niblick's bank balance was \$7,000 (in hand). His father will lend the business \$4,000 on 1 April 2008.

## Required

Niblick's cash budget for the four months to 30 April 2008.
TOTAL
[25 MARKS]

## QUESTION 5

(a) Distinguish between a fixed budget and a flexible budget. [6 marks]
(b) Examine three different levels of activity, which may be used when setting activity levels for standard costing. Identify the strengths and weaknesses of each.
[7 marks]
(c) Calculate material and labour variances from the following:

|  | Standard | Actual |
| :--- | :--- | :--- |
| Price of material (\$ tonne) | 6.40 | 6.30 |
| Usage of material (tonnes) | 570 | 610 |
| Wage rate (\$ per hour) | 3.42 | 3.22 |
| Direct labour hours | 120 | $140 \quad$ [12 marks] |

## QUESTION 6

(a) Identify four techniques of capital investment appraisal. [4 marks]
(b) Evaluate each of the four techniques you identified in part (a).
[21 marks]
TOTAL
[25 MARKS]

